



Safety Leadership Procedure

Brief description

This Procedure describes GPC's Safety Leadership Framework and defines the minimum Safety Leadership functions expected by Leaders at GPC.

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If you require any further information, please contact the Custodian.

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Contents

1	Terms and definitions	3
2	Introduction	3
2.1	Purpose	3
2.2	Scope	3
2.3	Objectives	3
3	Safety Leadership Procedure	4
3.1	Roles and responsibilities	4
3.2	Safety Leadership Framework	4
3.3	Safety Leadership requirements	7
3.4	Training	7
4	Appendices	7
4.1	Appendix 1 – Related documents	7
4.2	Appendix 2 – Revision history	8

1 Terms and definitions

In this Procedure:

“**IPD**” means Individual Performance Development Plan.

“**KPI**” means Key Performance Indicator.

“**Safety Culture**” means the behaviours exhibited by workers that impact positively or negatively on personnel and plant safety. It can be characterised as ‘*the way we do things around here*’.

“**Safety Leadership**” means a process of social influence and motivation that maximises the efforts of others to engage and maintain behaviours that drive the health and safety value towards the achievement of a common goal.

“**Safety Leadership Framework**” means the key elements that must be incorporated into the way Leaders work and perform at GPC.

“**Safety Management System**” means the part of the overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the Safety Policy, and so managing the risks associated with the business of the organisation.

“**Visible Felt Leadership**” means a process that brings about positive engagement between Leaders and team members.

Terms that are capitalised and not otherwise defined in this Procedure are defined in the GPC Corporate Glossary Instruction (as listed in Appendix 1 – Related documents).

2 Introduction

2.1 Purpose

Safety Leadership is a process of social influence and motivation which maximises the efforts of others to engage and maintain behaviours that drive the health and safety value towards the achievement of a common goal. Demonstration of Safety Leadership promotes both physical and psychological health and safety and contributes to fostering a positive Safety Culture as well as operational excellence in general. This Procedure outlines GPC’s Safety Leadership Framework and defines the minimum Safety Leadership functions expected by Leaders at GPC.

2.2 Scope

This Procedure applies to all Employees at GPC recognised as Leaders within their roles and responsibilities. Other personnel in influential roles will also be able to adopt the principles of Safety Leadership identified in this Procedure.

2.3 Objectives

The objectives of this Procedure are to:

- (a) establish processes that bring about positive engagement between Workers and Leaders to foster desired team and Safety Cultures; and
- (b) provide a framework for Leaders to demonstrate their health and safety commitment and understand their responsibilities and accountabilities in relation to Safety Leadership activities.

3 Safety Leadership Procedure

3.1 Roles and responsibilities

To assist GPC Representatives to better understand their responsibilities, key responsibilities and accountabilities are summarised below:

Role	Responsibilities
Executive Leadership Team	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none">• providing adequate resources to ensure the effective application of this Procedure across GPC;• ensuring that the requirements of this Procedure are supported, promoted and understood within their area;• implementing the elements of the Safety Leadership Framework within their area; and• monitoring and review effectiveness of the application of this Procedure within their area.
Managers	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none">• ensuring that the requirements of this Procedure are supported, promoted and understood within their area;• implementing the elements of the Safety Leadership Framework within their area; and• monitoring and reviewing effectiveness of the application of this Procedure within their area.
Superintendents / Supervisors / Leaders	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none">• implementing the elements of the Safety Leadership Framework within their area.

3.2 Safety Leadership Framework

GPC's Safety Leadership Framework (as depicted in Figure 1) is comprised of four key principles of leadership critical in influencing a positive Safety Culture. Various underlying systems and processes exist to assist with implementing the framework into the way all Leaders work. Leaders at all levels in the business have a responsibility to demonstrate these principles and embed them into GPC.



Figure 1: Schematic of the Safety Leadership Framework

(a) Visible Felt Leadership

Visible Felt Leadership is a process that brings about positive engagement between Leaders and team members. GPC Leaders must lead by example, advocate the Code of Conduct, promote the importance of reporting hazards and incidents to enhance learnings and demonstrate the desired visible leadership behaviours that will drive continual improvement in Safety Culture and performance.

Visible Felt Leadership requires Leaders to:

- (i) spend quality time in the workplace interacting with team members;
- (ii) encourage team members to take personal responsibility for safety by setting expectations and clarifying expectations as required;
- (iii) build relationships;
- (iv) monitor tasks; and
- (v) provide feedback.

Activities performed at GPC that demonstrate Visible Felt Leadership include, but are not limited to:

- (i) safety interactions and Life Saving Commitment verifications;
- (ii) physical time in the workplace including communicating Code of Conduct, building relationships and fostering development of safety attitudes, increasing risk management awareness, clarifying expectations and task monitoring;
- (iii) planned task audits;
- (iv) JSA/PORT reviews in the field; and
- (v) critical control verifications.

Target KPIs for Visible Felt Leadership activities will be set by Leaders through the IPD process.

The GPC Health, Safety, Environment & Quality (HSEQ) Assurance Activities Procedure supports Leaders by outlining the processes and tools in place to assist with monitoring and reviewing the safety behaviour of Workers and compliance with GPC's Safety Management System.

(b) Responsibility and accountability

Each person at GPC must have clearly defined responsibilities and accountability for their role to ensure the effective implementation of the GPC Safety Management System.

All Leaders must operate in line with the 'above the line' behaviours listed in the GPC Safety Culture Procedure. All Leaders are accountable for clearly setting expectations around the safety responsibilities with their direct reports. The Leader is accountable for monitoring, coaching and managing performance in line with the expectations.

Responsibility and authority must be assigned for:

- (i) ensuring the Safety Management System meets its intended outcomes;
- (ii) monitoring Employees', Contractors' and Workers' health, safety and environmental performance; and
- (iii) reporting on the performance of the Safety Management System as well as GPC's health and safety performance.

Position Descriptions at GPC include job purpose and job accountability details. The GPC Safety Culture Procedure provides Leaders a guide to their roles and responsibilities and expected safety behaviours to instil a positive Safety Culture. The GPC Code of Conduct Procedure provides clarity and direction to Leaders on expected behaviours of Employees and additional responsibilities of Leaders that are critical in influencing and fostering the desired standards of behaviour in our workplace. Performance planning and review processes as outlined in the GPC Performance Planning and Review Specification describe activities that establish an aligned set of goals and/or objectives and assess whether they are being met through individual and/or team performance.

(c) Coaching

In order to foster a positive Safety Culture and compliance with the GPC Safety Management System, Leaders must actively demonstrate the desired GPC Safety Culture through messaging, behaviour, leadership presence, passion and internalisation of health and safety as a core value. Leaders are to provide coaching and mentoring to their teams to engage and develop both the mindsets and skillsets of team members to achieve sustained results. A Leader as 'Coach' challenges people to think differently about safety, encourages discussion to resolve issues, provides ongoing feedback on relevant matters for the work group and uses a combination of recognition methods to acknowledge safety success.

When the monitoring of set expectations reveals gaps in performance, the Leader is responsible for coaching the individual to ensure the performance is aligned to established expectations. Any formalised coaching provided by the Leader needs to be documented on the 'Leader as Coach' template. If performance remains misaligned to established expectations following sufficient coaching, the Leader should follow the GPC Managing Unsatisfactory Performance Specification.

(d) Engaging communications

Through daily communications (including pre-starts and toolbox meetings), Leaders have the ability to convey the importance of safety behaviours, purpose and use of GPC’s Safety Management System and ensure team members are switched on.

Engaging safety communications should be:

- (i) interactive – communication flows both ways through a two-way process;
- (ii) informative – provide purpose and eliminate misunderstanding;
- (iii) positive – focus on the exchange of ideas and information to build a positive workplace culture where team members feel respected and understood; and
- (iv) productive – create accountability through clear instructions where everyone understands their responsibilities.

Three key communications conveyed at GPC are:

- (i) task communication (e.g. assigning work);
- (ii) risk and control related communication; and
- (iii) values related communication.

3.3 Safety Leadership requirements

Safety Leadership is a key element of all Leader’s work. Leaders are required to be physically in the workplace for periods that will allow the purpose of visible, felt and engaging Safety Leadership to be achieved. The requirements for a Leader to participate in Safety Leadership activities will be determined by role type and team structure. Safety Leadership expectations will be set by Leaders through position descriptions and the IPD process.

3.4 Training

Leaders will be trained in the Safety Leadership attributes identified in this Procedure through the GPC Leadership Development Program.

Additional leadership training can be sought as identified through the IPD process.

4 Appendices

4.1 Appendix 1 – Related documents

(a) Legislation and regulation

Key relevant legislation and regulation, as amended from time to time, includes but is not limited to:

Type	Legislation/regulation
Federal Acts	<i>Work Health and Safety Act 2011 (Qld)</i> <i>Work Health and Safety Regulation (Qld)</i>

(b) Gladstone Ports Corporation documents

The following documents relate to this Procedure:

Type	Document number and title
Tier 1: Policy	#365624 Safety Policy
Tier 2: Standard/Strategy	#854303 Safety Management Framework Standard
Tier 3: Specification/ Procedure/Plan	#1245255 HSEQ Assurance Activities Procedure #945900 Performance Planning and Review Specification #1529446 Safety Culture Procedure #1463859 Managing Unsatisfactory Performance Specification #1668203 Code of Conduct Procedure
Tier 4: Instruction/Form/ Template/Checklist	#1520423 Leader as Coach Template 1 #1520404 Leader as Coach Template 2 #1520434 Leader as Coach Template 3 #1621179 GPC Corporate Glossary Instruction
Other	N/A

4.2 Appendix 2 – Revision history

Revision date	Revision description	Author	Endorsed by	Approved by
09/06/2020	Original document created	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager
04/08/20	Legal review by HSF (minor formatting changes accepted). No material change to context or intent.	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager

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21/06/2023	3 yearly review – minor modifications to align terminology. No material change to intent.	Kirsty Iszlaub, S&T Specialist – Systems	Tony Young, S&T Manager	Richard Haward, EGM Safety & ESG