



UNIVERSITY *of*
TASMANIA

2019-24

Safety Health & Wellbeing Strategy

People and Wellbeing
University of Tasmania
August 2019

How we established this Strategy

In 2018 the University commissioned two major projects that spanned across staff and students in relation to Safety, Health and Wellbeing. The first involved People and Wellbeing engaging David Caple and Associates to consult with a broad spectrum of University stakeholders to provide an independent perspective on the strategic direction of Safety, Health and Wellbeing at our University (Caple, 2018). The second involved Academic Senate commissioning a Mental Health and Wellbeing Taskforce report on student mental health and wellbeing (Skalicky, 2018) under the auspices of the Student Experience Committee.

The recommendations from the reports had common threads relating to governance and framework, awareness and capability, promotion and support, operational integration, and reporting and evaluation. Due to the synergies between recommendations and the desire to avoid duplication or confusion, it was proposed that a single Safety, Health and Wellbeing Strategy be established covering recommendations from both reports.

Underpinning what we do to improve Safety, Health and Wellbeing is how we do it. Under the traditional Safety-I approach we have focussed on minimising the number of things that can wrong, measuring those that do and investigating why they did. Variations and diversity in human performance were considered harmful and to be prevented by prescriptive systems. A Safety-II perspective focusses on ensuring 'as many things as possible go right'. It has a people-centric approach, recognising that people are not a problem to be solved or standardised but are the solution. The aim of this new approach is to inspire, support and equip teams to meet their Safety, Health and Wellbeing challenges at a local level. We are striving to transform our approach so that people adopt a mindset of "Safety First and Always".

Supporting the University of Tasmania Strategic Plan 2019-2024

Our mission is to be a place where we do things for Tasmania and from Tasmania. A central strategy to deliver our mission is to be more people-centric. The key strategic actions described below are focussed on enabling us to:

- Create a values-driven culture where safety and wellbeing are front of mind, where we trust and respect each other and take mutual accountability for actions.

Our 6 Strategic Actions to help safety and wellbeing become front of mind

1. **Leading Safety and Wellbeing at every level**

Implement an integrated Safety, Health and Wellbeing Governance structure that provides appropriate coverage across the university with resources that support strategic and operational activities. The aim is to:

- Create a governance structure and policy framework that provides the whole university community a connection to Safety, Health and Wellbeing ensuring effective two-way communication from schools through to the College and Divisional Leadership Teams, UET and University Council; and
- Implement strategic Safety, Health and Wellbeing Leadership within the University with appropriate staffing resources to support functions in Colleges and Divisions.

2. Developing the capabilities of our people to promote and support safety and wellbeing

Enhance our capability to promote and support Safety, Health and Wellbeing of staff and students. The aim is to:

- Establish, implement and measure the delivery of a Leadership Development Program to enhance the capability of leaders to engage their teams in Safety, Health and Wellbeing now and into the future;
- Engage students as partners in Safety, Health and Wellbeing with consideration for targeted inclusion of groups at risk of isolation or discrimination; and
- Build awareness knowledge and skills of staff and students to support good Safety, Health and Wellbeing.

3. Promoting a culture of Safety and Wellbeing

Establish a marketing campaign to engage people in a positive culture of Safety, Health and Wellbeing. The aim is to:

- Engage our community in contributing to positive performance and reinforces our position as a Health Promoting University (Okanagan Charter); and
- Develop targeted resources to support promotion of Safety, Health and Wellbeing with all cohorts of staff and students.

4. Embedding safety and wellbeing into the way we operate

Integrate Safety, Health and Wellbeing into our business operations and physical and digital environment. We aim to:

- Manage and support a university response to Safety Health and Wellbeing issues as they arise;
- Create awareness and effective approaches to manage safety, health and wellbeing risks within the University Community;
- Provide guidelines for incorporating Safety, Health and Wellbeing into curriculum; and
- Establish physical and digital spaces to support social interactions and learning communities.

5. Establishing a transparent learning culture

Establish an open and effective reporting culture supported by an appropriate suite of key performance indicators with targets and reporting structures (at relevant organisational levels) to support continuous improvement and enable benchmarking internally and externally. The aim is to:

- Implement a framework and tools for reporting that are transparent and fit for purpose;
- Establish meaningful KPIs that help the business make sound Safety, Health and Wellbeing decisions; and
- Support leadership teams with quality reporting to enable decision-making.

6. Overcome the limiting mindsets to improving safety and wellbeing

Implement targeted activities to overcome the common limiting mindsets to improving Safety, Health and Wellbeing. We aim to:

- Implement an appropriate funding approach for the next 12-24 months to directly address the mindset that “We don’t have the resources to do it safely”;
- Demonstrate explicit leadership commitment to Safety First and Always by leaders role modelling supporting behaviours such as adopting Safety Shares at regular team meetings, undertaking Safety Leadership Interactions, chairing local Safety Committees and discussing local performance at team meetings;
- Support Leaders to role model Safety First and Always by including relevant soft skills and practical actions in the Leadership Development Program, provide training on the obligations of Officers and strengthen the general Safety, Health and Wellbeing induction for all staff;
- Promote the importance of Safety First and Always through a thought-provoking whole-of-community marketing campaign that focuses on reframing the limiting mindsets and provides a picture of what good looks like; and
- Establish a community network of Safety Leaders to support the prioritisation of process improvements utilising LEAN methodologies to engage users and enable simplification.

Measuring our progress

It will help us to achieve our goals if we all understand what success in delivering this plan looks like. Our strategies and initiatives need to be clearly defined and measurable. They require sufficient levels of ownership, both among the people we work with, and individually, to help us prioritise our efforts and understand our progress.

We need to think deeply about what measures to apply and how we apply them. We need to recognise that most are measures that belong as much to teams as they do to individuals. The development of key performance indicators (KPIs) is a useful way to determine our measures of success, but we need to apply them in ways which are helpful and focus our efforts on achieving the strategy.

Our framework for tracking success involves a set of indicators that cascade from the strategic to the operational, to ensure the right information is provided to the right people at the right time.

As a leading indicator of these broader impacts that we want to have for the State, we have selected a set of internal indicators that we will measure on an ongoing basis to track our progress. In relation to improving the safety and wellbeing of our people the targets are:

- Target a year-on-year reduction in workplace injuries and work-related mental ill-health; and
- Increase employee satisfaction and culture, as measured through the cultural engagement survey.

Links and Contacts

- [Safe and Fair Community Unit](#)
- [Safety and Wellbeing Unit](#)