

# Moranbah Health and Safety Forum

Where to now for the  
Queensland Mining Industry?

*Sean Brady*  
*Brady Heywood Pty Ltd*



# High Reliability Organisations (HROs).

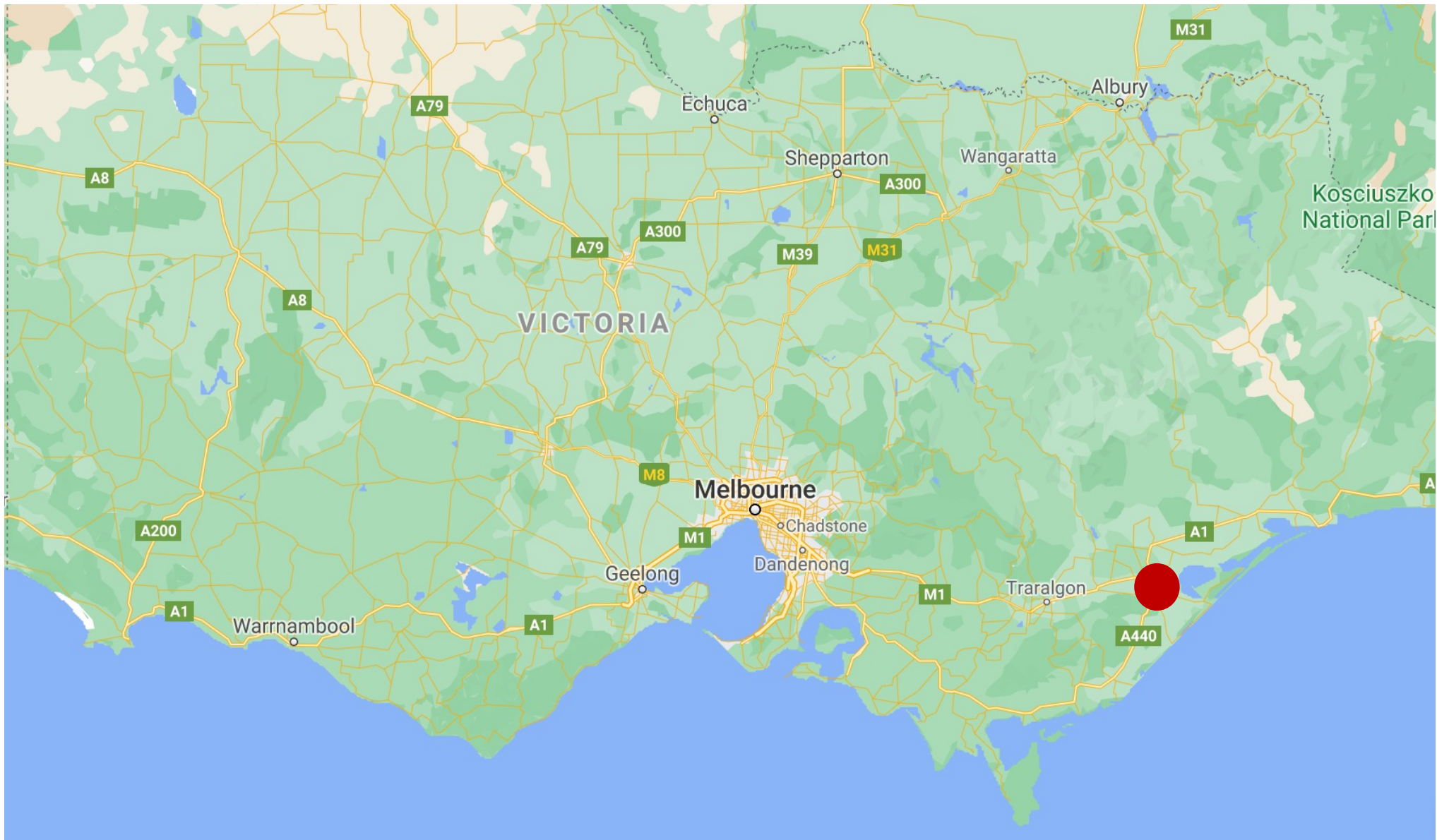
# Characteristics of HROs.

- Preoccupation with Failure
- Deference to Expertise
- Sensitivity to Operations
- Reluctance to Simplify
- Commitment to Resilience

# Learning Organisations.

25 September 1998.











<https://www.parliament.vic.gov.au/papers/govpub/VPARL1998-99No61.pdf>

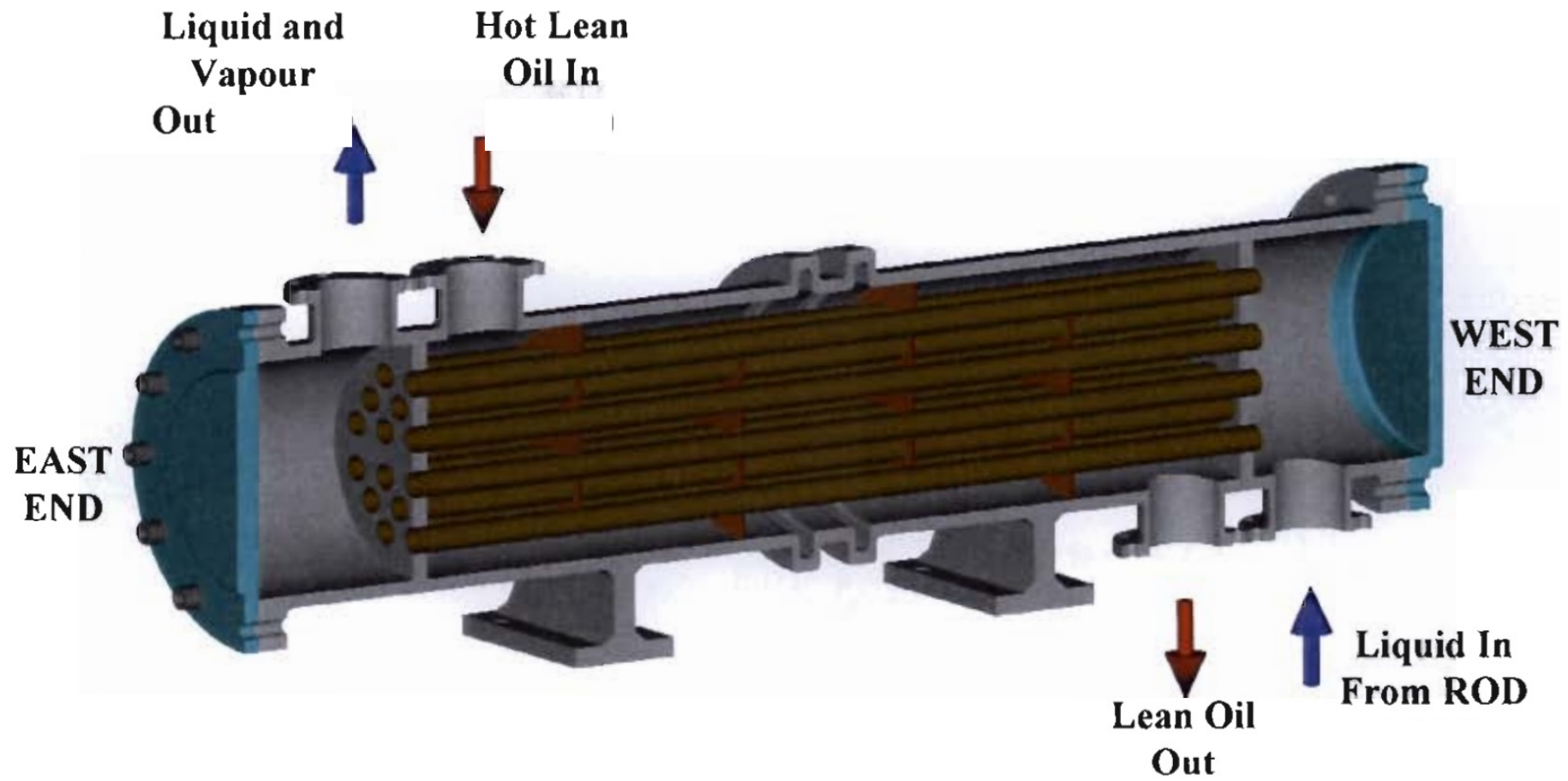




Memorial for workers Peter Wilson and John Lowery killed in the blast. JAMES DAVIES

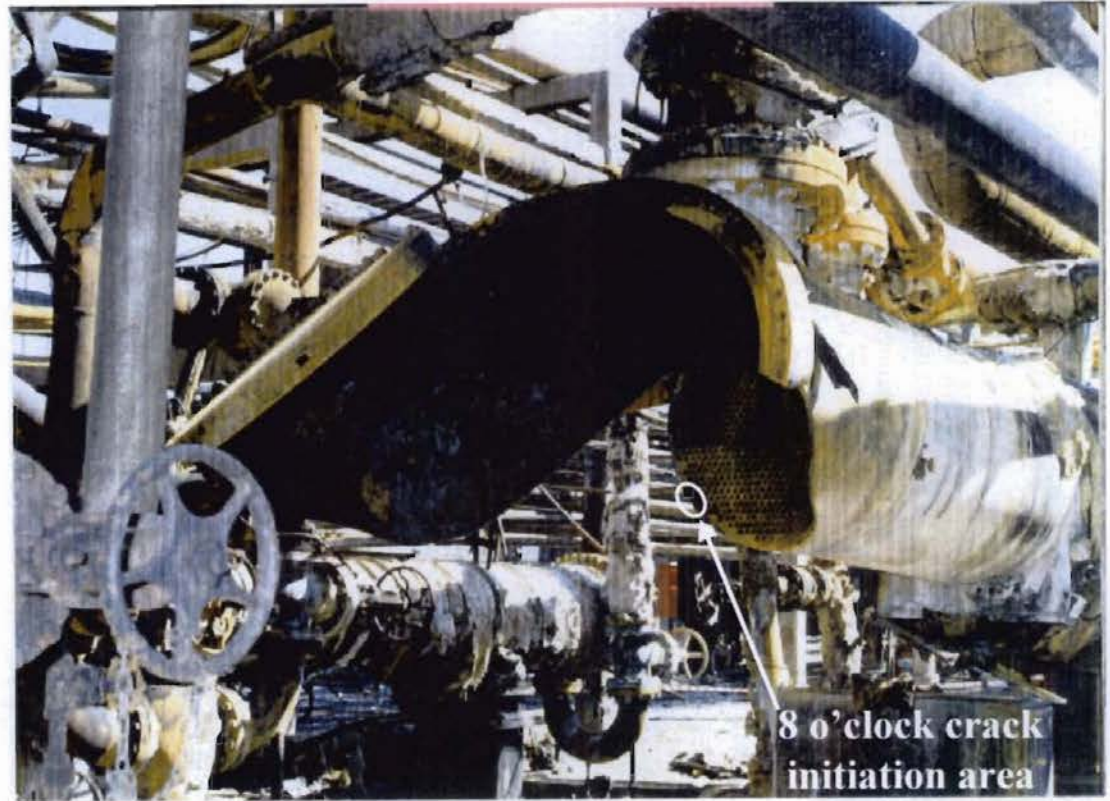
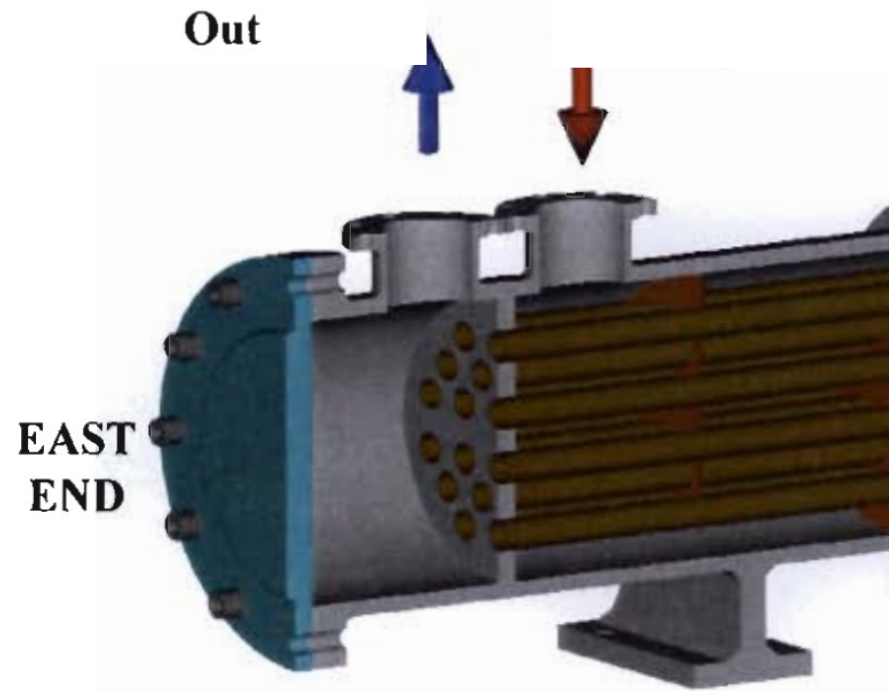


# Cold Metal Embrittlement.



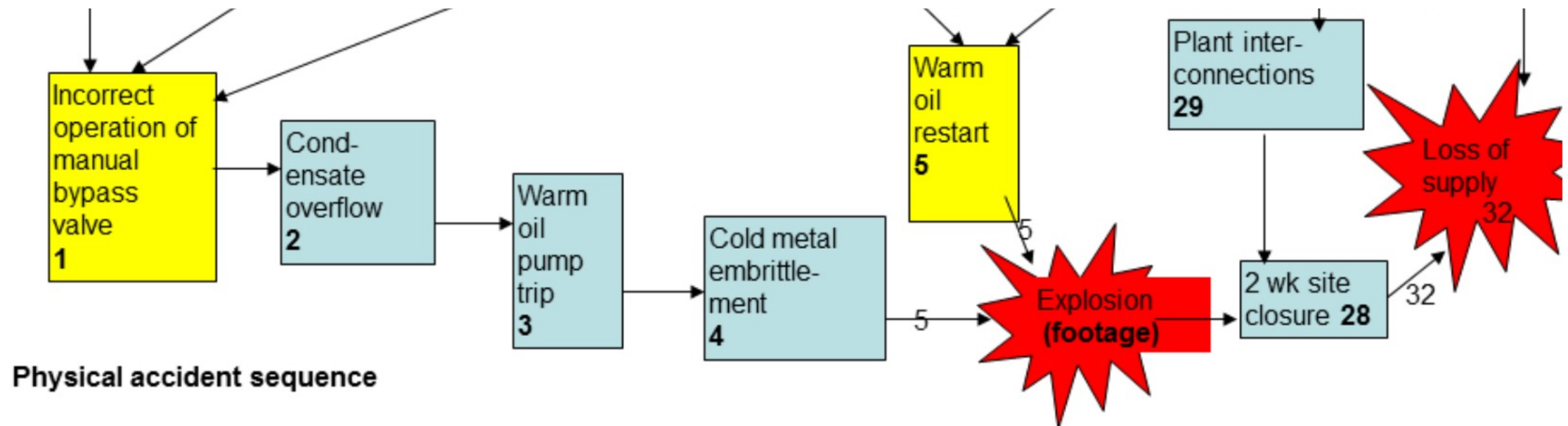
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<https://www.processsafety.com.au/process-safety-blog/2015/3/4/preventing-disaster-learning-from-longford>

# Blame?

Esso blame operators.

Esso say had been trained.

Operators didn't understand situation.



Incident triggered by human error.

Absence of procedures.

Operators' risk competence.

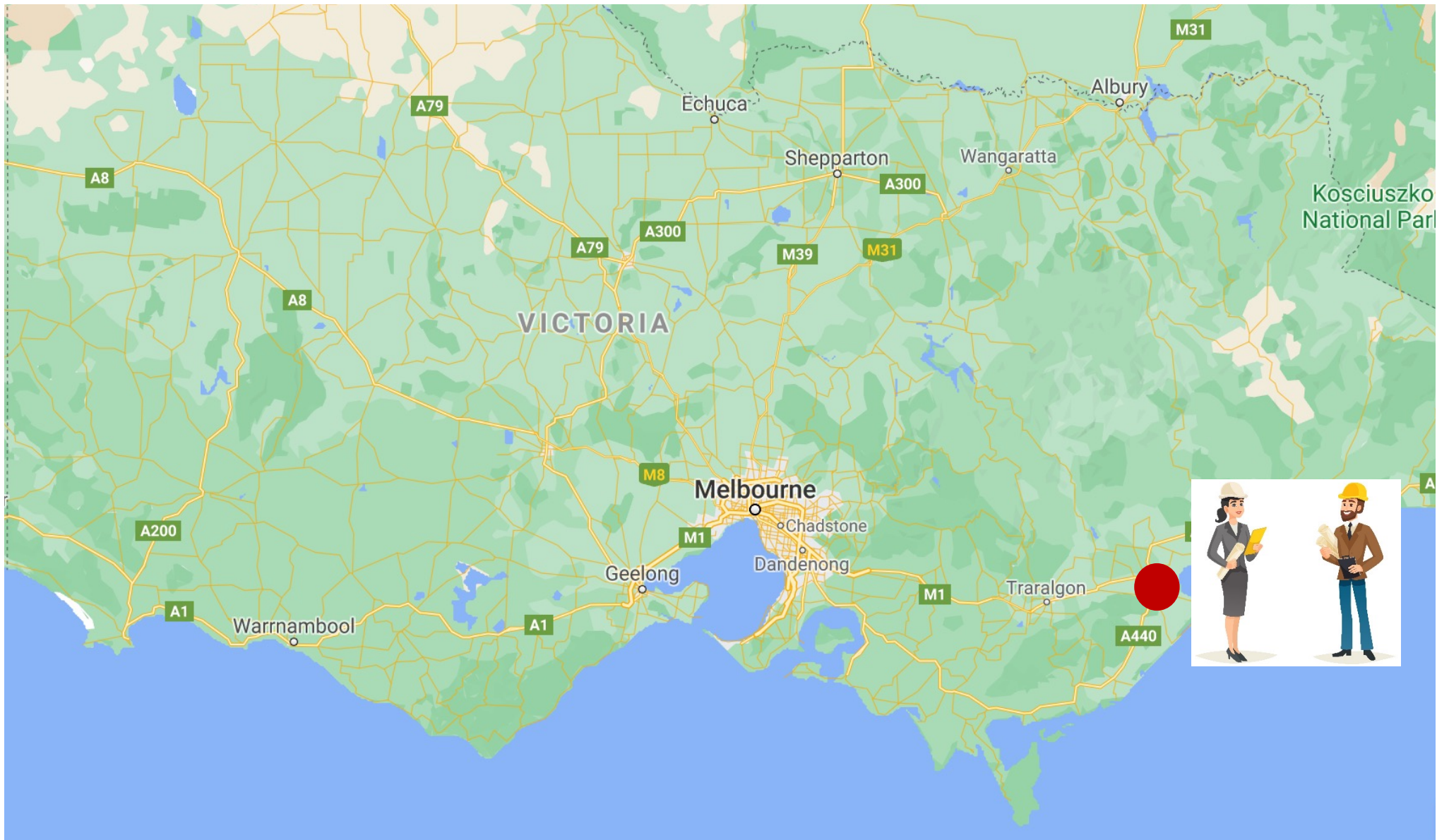
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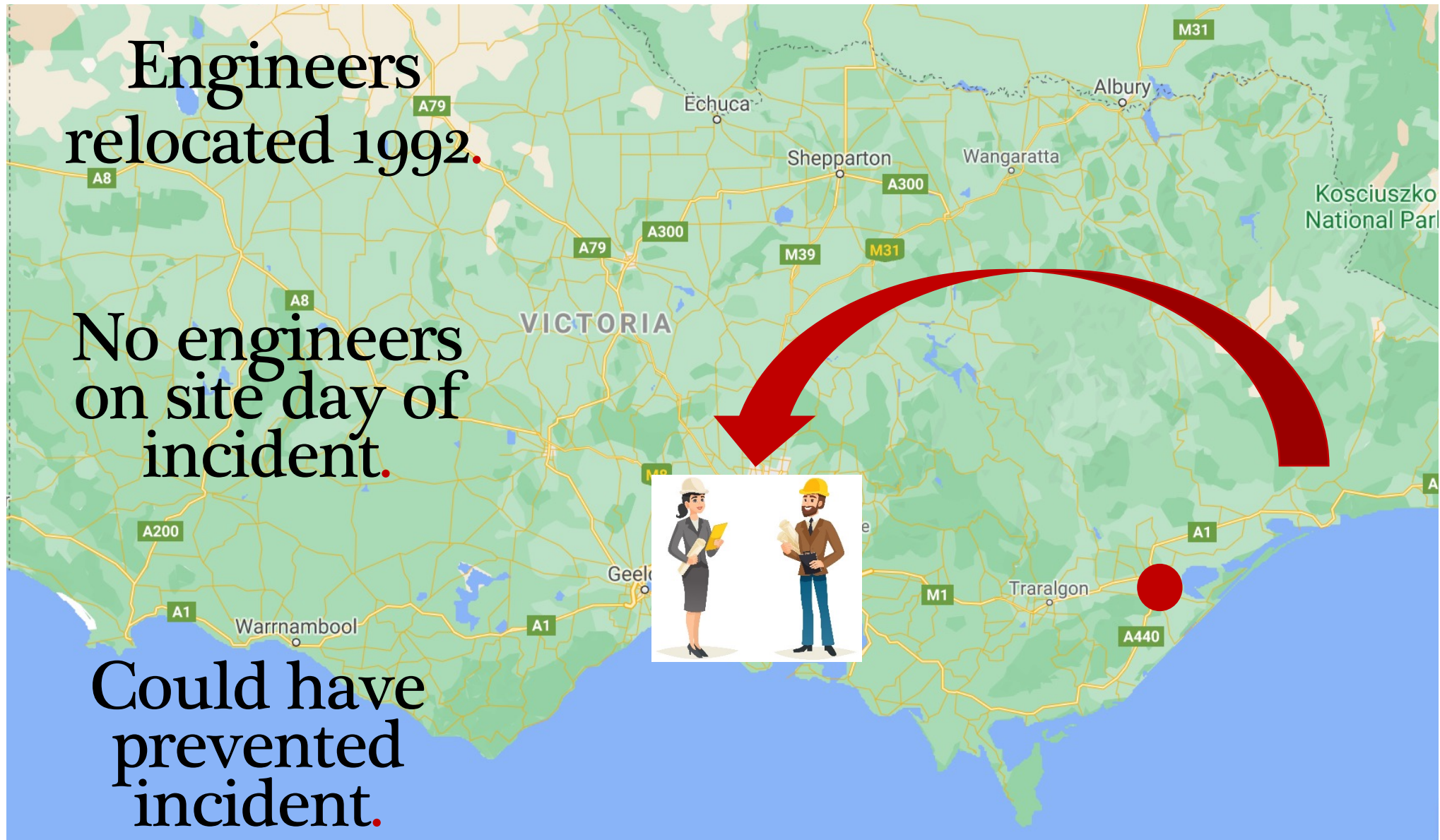


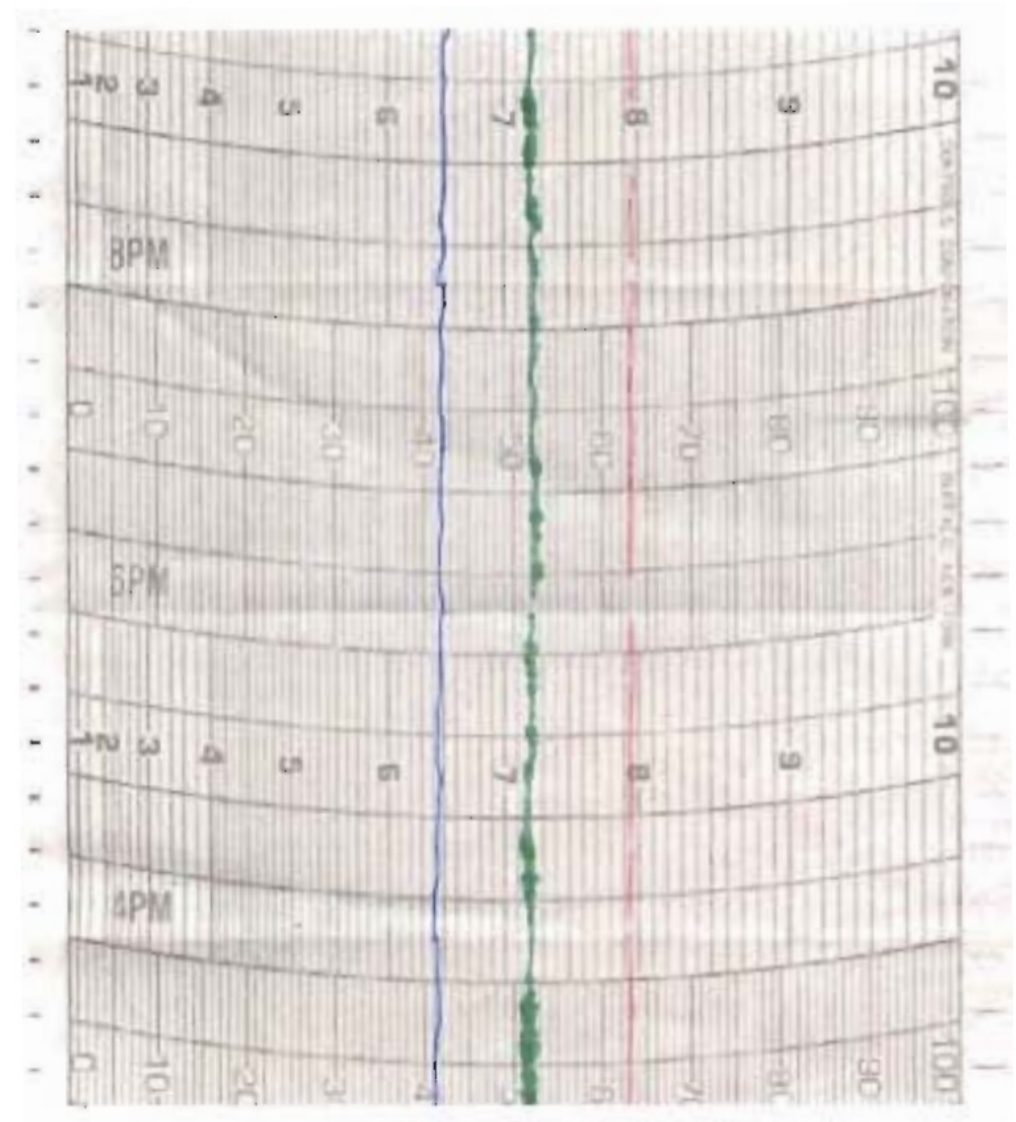


Engineers  
relocated 1992.

No engineers  
on site day of  
incident.

Could have  
prevented  
incident.





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# Your Organisation?

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Alarms

<https://www.parliament.vic.gov.au/papers/govpub/VPARL1998-99No61.pdf>



Run in alarm mode.

Adapting & normalising.

Production & system in drift.



300-400 alarms per day.

Absence of engineers.

Some systems had to operate outside limits.

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Focus on LTIs.

1993: 5 million  
hours & 0 LTIs.

Process Upsets  
not Reported.

Distraction.



1997: 0 LTIs.

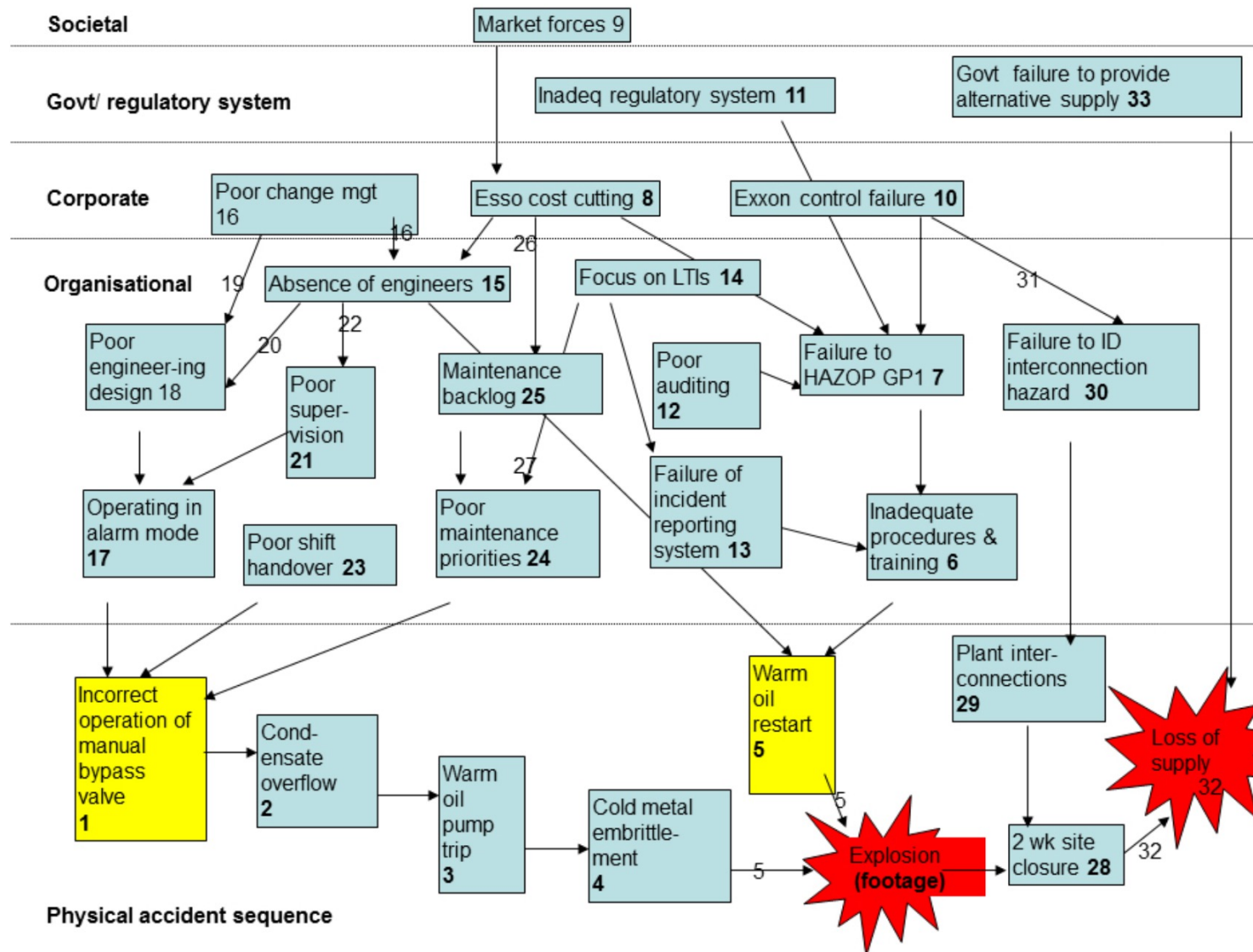
Esso won award.

Near Miss  
Previous Month.

False Sense of  
Security.



# Your Organisation?



<https://www.processsafety.com.au/process-safety-blog/2015/3/4/preventing-disaster-learning-from-longford>

# High Reliability Organisations.



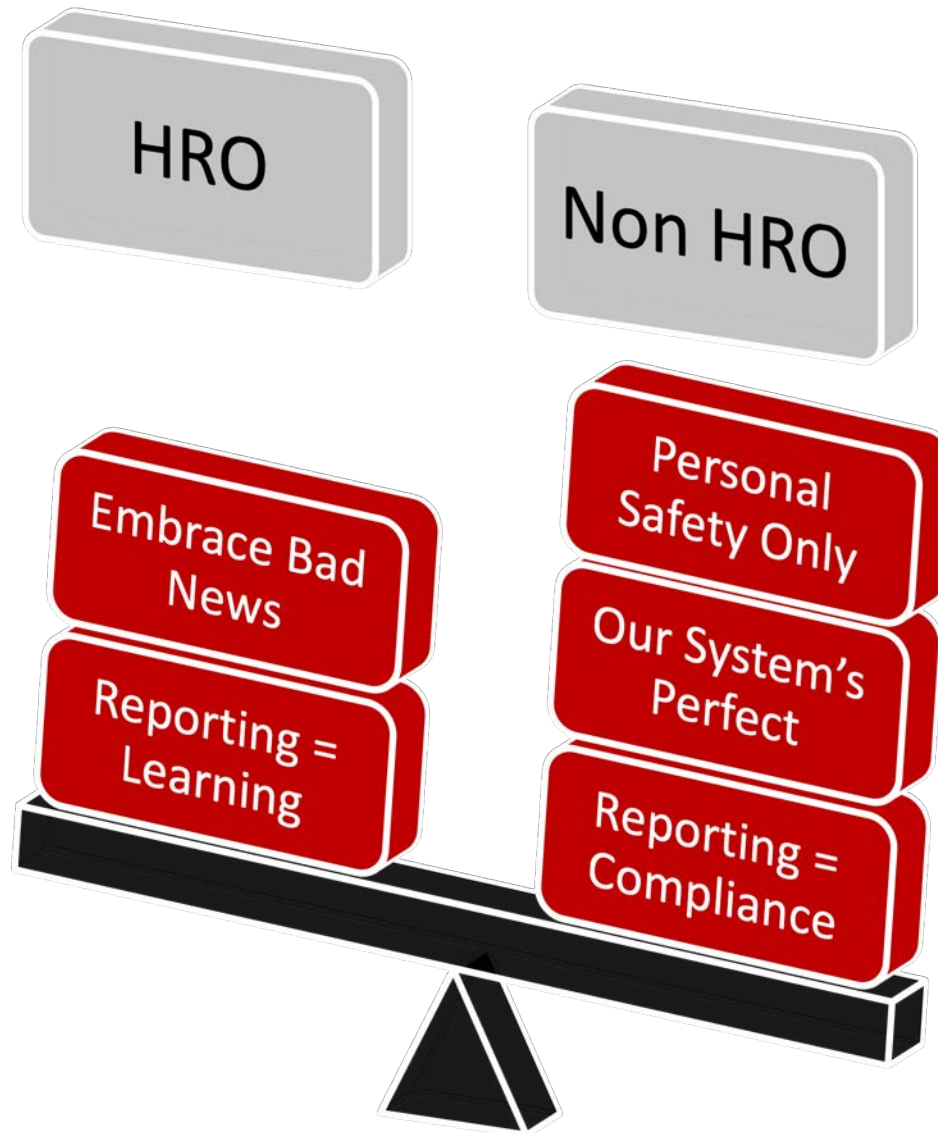




# Your Organisation?

Companies  
*structured* to not  
let bad news  
flow up.

Beware the  
continuous flow  
of good news.



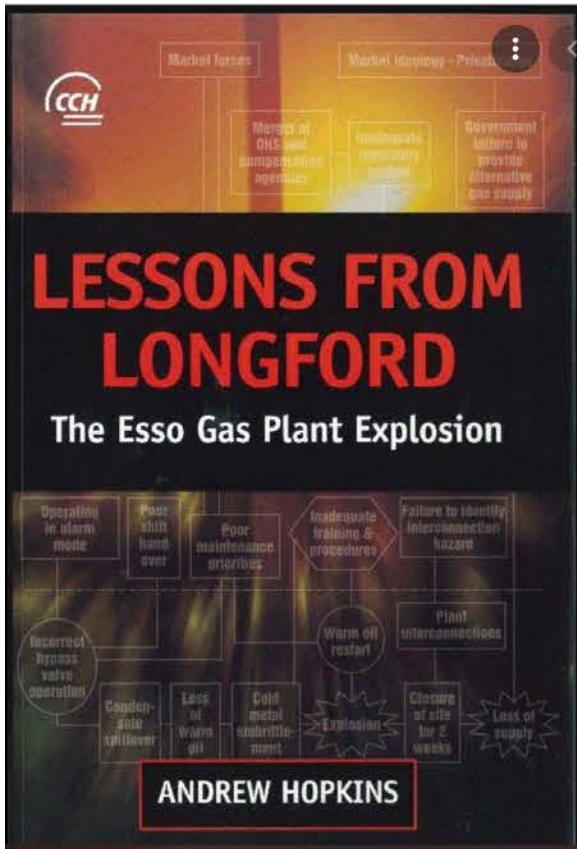
Get the bad  
news.

Then take  
action.

# Learning Organisations.



# Learning/Relearning Organisations.



**Resources Safety & Health  
Queensland**

## Industry Leader's HRO Briefing: Creating a highly reliable mining and quarrying industry

Join Chief Inspector of Minerals, Mines & Quarries Hermann Fasching when he chairs a session with Dr Sean Brady and Jodi Goodall of Brady Heywood on how Queensland's mining and quarrying industries can move towards higher reliability. It will touch on:

- How the principles of high-reliability organisations (HROs) differ from the current industry approach
- Case studies of successful industry implementation
- Practical pathways to creating a highly reliable mining and quarrying industry.

Don't miss this opportunity to hear from industry leaders and experts in the field.

100% 100% 100% 100% 100%