

The Future Workforce: A Real-World Perspective on the Future of Safety, Productivity, Health and Well-being

with guest speaker
Dr Rob McCartney



Starting shortly



real world **futures**

#futureworking

#futurethinking

#futureliving

Acknowledgement of Traditional Owners

The Queensland University of Technology (QUT) acknowledges the Turrbal and Yugara, as the First Nations owners of the lands where QUT now stands. We pay respect to their Elders, lores, customs and creation spirits. We recognise that these lands have always been places of teaching, research and learning.

QUT acknowledges the important role Aboriginal and Torres Strait Islander people play within the QUT community.



Dr Rob McCartney

- Dr McCartney has over 20 years' experience and has been engaged as a Consultant, Chief Medical Officer and Chief Occupational Physician at some of the world's largest companies across health, heavy industry, energy and resources, retail, finance, education and all levels of government.

Psychological Hazards

Job demand too high or too low

Low recognition / reward

Low job control / role clarity

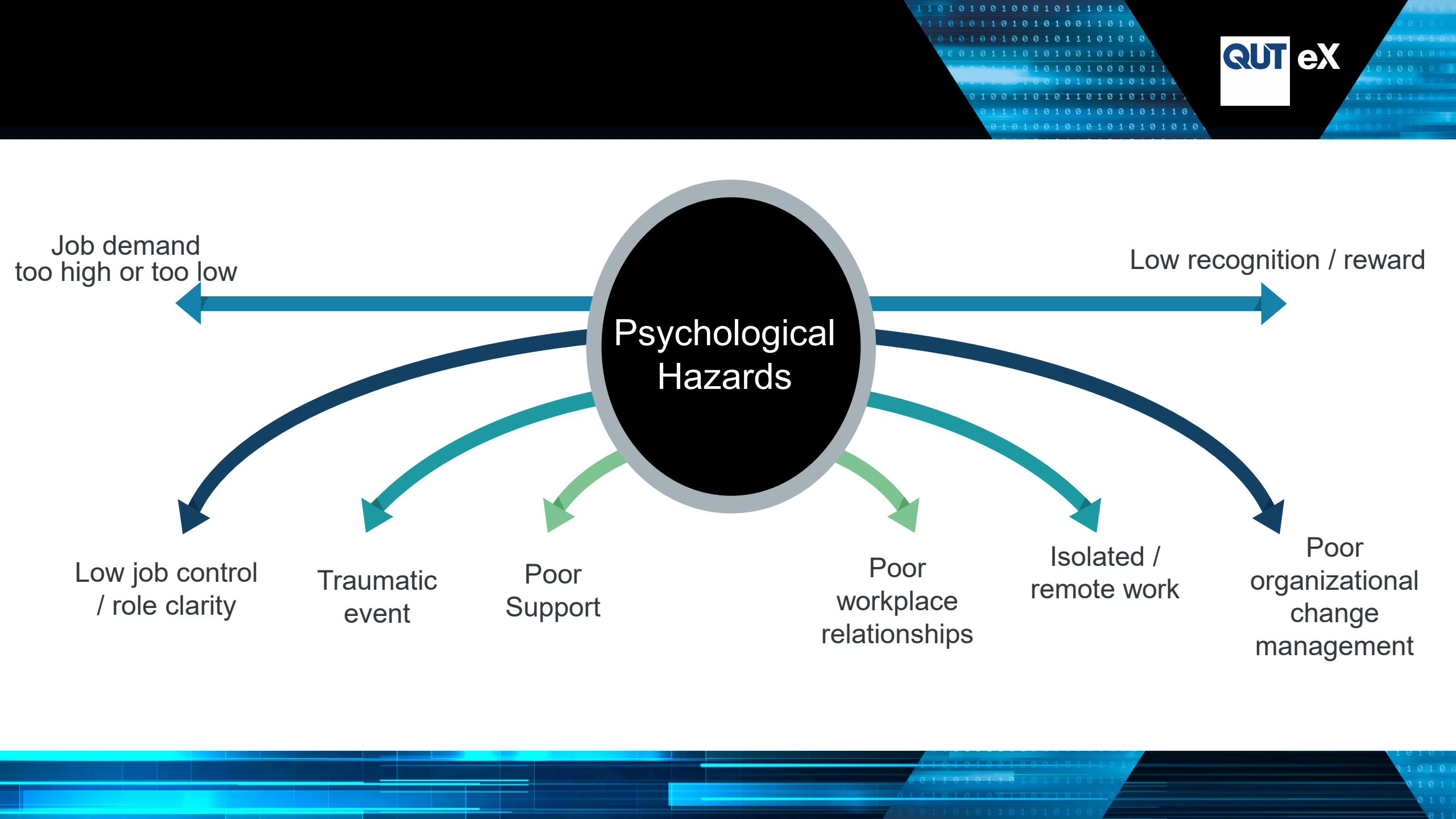
Traumatic event

Poor Support

Poor workplace relationships

Isolated / remote work

Poor organizational change management



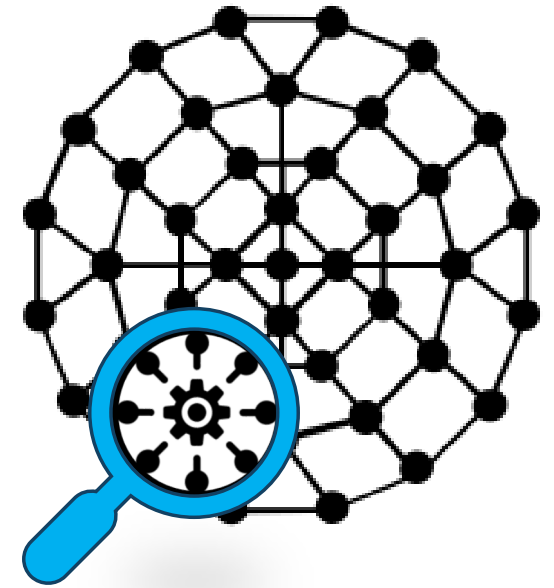
Psychological Safety

Plays an important in the workplace as it improves:

- Team learning
- Creativity
- Performance
- Helps to ensure high quality patient care and patient safety

Interpersonal risks – engaging in open communication, voicing concerns, asking questions, seeking feedback.

- when there is **low** psychological safety, people worry about taking interpersonal risks and engage in avoidance behaviors, such as silence.





ICS > 13 > 13.100

ISO 45003:2021

**Occupational health and safety management —
Psychological health and safety at work — Guidelines for
managing psychosocial risks**

The FUTURE is getting serious...



THE  AGE

Bosses face manslaughter charges for suicides under new workplace laws

Negligent bosses could face up to 20 years in jail and \$16 million in fines over the suicide deaths of their workers under workplace manslaughter laws to be introduced by the Victorian state government on Tuesday.

The proposed laws will cover deaths caused by mental injuries, including trauma from bullying or other forms of abuse, sustained on the job as well as accidents and illnesses caused by unsafe workplaces.

The FUTURE is getting serious...



FINANCIAL REVIEW

KPMG's catalogue of sexual harassment, bullying complaints

Edmund Tadros and Hannah Wootton

Apr 21, 2021 - 12:05am



Consulting giant KPMG received almost 100 workplace complaints between 2014 and 2019 with allegations of bullying and sexual harassment growing or remaining steady over that period, raising questions about how widespread the conduct is and what the firm is doing to address it.



Caltex Australia Petroleum (Caltex) has come to appreciate the value of effective drug and alcohol policies after a drunk employee of contractor Wood Group PSN Australia (Woods), in attempting to perform a transfer operation on a storage tank at its Banksmeadow Terminal, caused 157,000 litres of unleaded petrol to spill from the tank.

The incident, which occurred in July 2013, gave rise to Caltex spending more than \$400,000 on rectifications and entering an \$806,000 enforceable undertaking with SafeWork NSW. The contractor, Wood Group PSN Australia, entered into a separate \$398,000 enforceable undertaking in late 2016. Caltex was ordered to pay a further \$850,000 in fines and costs under environment laws in early 2017.

Leader Challenges



Risk with traditional approaches to improving ethics, safety and culture

The way people are treated within organisations and the way in which the organisation's total culture operates impacts outcomes to a much larger extent

Increasing and overall diversity of the workforce

Need for ethical practices requires more thoughtful motivation and inclusion strategies

Leader Challenges



Financial upside of ethical corporate and individual behaviour

Corresponding downside of unethical corporate and individual behaviour

Leaders using an inward looking approach has limitations:

- Siloed thinking
- Parochial interests
- Lack of external assessment or validation.

Lack of independent analysis

Need broader understanding of risk to themselves and organisation

Iceberging

Comprehensively managing the risk of unethical behaviour and or corporate practice

Non-systematic approach

will avoid reputation and bottom-line damage and it will lead to competitive advantage.

Compartmentalising and silos

Single source and self-interest



Evidenced-based Benefits

- Increase engagement, trust, innovation & productivity
- Attract and retaining talent
- Create psychological safe workplaces
- Increase inclusion and diversity
- Decrease lost time and sick leave

Organisation benefits for ethical practice



- A committed workforce that can function effectively through periods of change
- High productivity and motivation amongst employees
- Reduced stress and workplace burnout
- Increased job satisfaction and employee discretionary effort
- Reduced need for employee supervision
- Reduced employee misconduct and reduced legal issues

Evidence for a Systems Approach



Lins, Servaes and Tamayo (2017)

High social capital - stock 7% points higher than firms with low social capital

Trevino and Nelson (2021)

Unethical conduct product of how systems within organisation align to promote behaviour

Deloitte (2021)

Ethical behaviour / corporate social responsibility associated with better financial outcomes
Improved relationship with stakeholders and build greater trust with broader public

Evidence for a Systems Approach



Recent corporate incidents show the results of failures in this regard.

Ethics exists in a complex environment (organisational setting)

Systems thinking required as poor ethics, culture and safety is not point in time,

Rather an issue to manage using systems and processes that self-correct and continuously improve an organisation.

Multifactorial Issues



| Values | Support | Active Leadership | Corporate Analysis |
|------------------------------|----------------------------------|-----------------------------|--------------------------------|
| Behaviours | Achieving Goals | Leadership Training | Systems |
| Understanding Staff | Positive Workplaces | Decision Making | Compliance |
| Competitive Advantage | Workplace Orientations | Motivating | Communications – inwards |
| Organisational Factors | Workplace Pressures | Employees | Communication – outwards |
| Opportunities | Customer/Client Practices | Managers/Supervisors | Internal Investigations |
| | | Senior Leaders | |
| | | Board | |



**Good work design and
safe systems of work**

A

B

Risk Management

Training

C

D

Supervision

**Leadership
Commitment**

E

F

**Consultation,
cooperation,
coordination**



The Four Stages of Protection

How high is your BAR now?

A free, academically proven, and practical online 26-point questionnaire to allow us to understand your current state.

Avoiding the DeBARcle

Implementing the solutions derived from the comprehensive analysis to protect and enhance your organisation and key stakeholders.

What does "good" look like?

- ✓ Completion of our online university accredited program
- ✓ Detailed analysis of the findings
- ✓ Written report outlining the highlights and gaps
- ✓ In person facilitated session with leadership group to address your needs

You have Raised the BAR!

You are now eligible for certification! Our Certification Board assess your results with your application considered for approval. Once certified, we work closely with you in providing an audit every two years to ensure the BAR remains reinforced.





Thank you!



Questions?



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