

# Merry Christmas & Happy New Year



# Managing Director's Update

Vin Stenta Managing Director, International Energy Services

## 5 months LTI Free – Liquip International

As at the end of October the **Liquip International Division**, including the Beta operations in the USA has achieved 5 months without a Loss Time Injury. What a fantastic achievement, particularly when you consider where this business was 12 months ago.

I congratulate everyone at Liquip for the effort they have all put in to achieve this result. In particular, **Jenny Oddy** and **Joanne Buttigieg** for continually driving the message across the division, the Occupational Health and Safety Committees which I believe are the most proactive within the Group and the results show, and **Cherie Logan** and **Suzie Learmonth** for continuing to challenge the business and for providing the guidance and direction. All of this doesn't happen unless it has the support from the top and I thank **Rod Evans**, his team and in particular the supervisors for that support. I hope Jason, Steve and Graeme will one day ring me for just a chat rather than to tell me about an incident. Toolbox meetings and proactive problem solving by the Occupational Health Committees does work and this is a testament to that.

The challenge for the Liquip team is to continue this trend and continue to improve. I am confident that it will. We have recently strengthened the team with the arrival of **Bernadette Pearce** into the role of HSSE coordinator for Liquip Aviation and **Keller Pate** at Beta (USA). I am sure you will all join me in welcoming them to the IES HSSE Team.

I now challenge the other IES divisions to match this performance.

## Formation of IES Resources

On 1 December 2007, Kiernan Transport Group Pty Ltd became **IES Resources Pty Ltd**. The Kiernan name is well known and very well respected in North Queensland where it was formed and has operated for over 20 years. This was one of the reasons we acquired it. However, we felt the name change would be more reflective of our strategy to grow this division into a national service provider to the resources sector. It will also enable us to expand more aggressively across all mining regions in Australia and in particular Western Australia. Incidentally we hope to be making some announcements in the very near future about some exciting opportunities in WA.

I would also like to take this opportunity to recognise and congratulate all the staff in the IES Resources division for their commitment to addressing all the improvement items which arose out of the recent HSSE audits. This will certainly make it easier to take this division nationally but more importantly protect them from harm.



## Managing change - Private to Corporate

One of the key strengths of IES is that all the companies which have been acquired to form the IES Group were at one stage privately owned businesses and usually owned by one principle. They were very much family businesses, which can seem to be more personal and less demanding. It can be said that when they joined the IES Group, a change occurs. Is this because they are no longer a family business or is it because as part of the IES Group they quickly expand into much larger businesses. I believe it is the later. Another point to remember is that over recent years, industry has become more competitive and customers more demanding, and therefore requiring more time of the principles and senior management.

IES is governed by a Board of Directors who represent external shareholders and investors. The Board of Directors are mostly non-executive and therefore policies and procedures must be put in place to ensure the business can operate and does so to best practice.

As a business grows, it is necessary to put in place policies and procedures which oversee the operations of the business and it is paramount that these policies and procedures be adhered to and that we regularly audit compliance to them. I am not talking specifically about HSSE here but more about operational and financial procedures. On most occasions these procedures may need to be standardised across all the business for uniformity and therefore it might be different to the way it was done when the business was smaller or under a different owner. Having common policies across all operating business will ensure a more robust and stable IES Group and set the platform for future growth. Something we all strive for.

Whether it be the employees of Cootes and Liquip who are the foundation of IES or whether it be those of Safas, Haulplus, Kiernan, Watt Wah and Beta, everyone I am sure has seen significant change when they become part of IES and at some point someone has said, "it is not like it use to be". Maintaining the close more personal nature of a family business is one ambition I have for IES and in most cases we achieve this.

Finally, I would like to wish all our employees and their families a very safe and merry festive period. I, and the Senior Management Team, thank you all for your efforts over the past year. It has been a very busy year and a successful one. It has had its challenges but these do make us stronger.

*Wishing you and your family  
a Merry Christmas &  
a Safe New Year*

# Contents

- Managing Director's Update
- Dealing with Christmas
- Cootes News
- New initiative at Spotswood Workshop
- Cootes—"Zero MVA" Campaign
- Satisfaction Driven by Innovation
- Liquip News
- Grass Roots "Zero Harm" Safety Culture Pays Dividends
- IES Resources News
- Beta News
- Dealing with Aggressive Behaviour
- IES Children's Christmas Party
- Staff News



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# Dealing with Christmas!

Cherie Logan Group Manager—Health, Safety, Security & Environment, International Energy Services

## Stay Sane This Year!

The holidays are supposed to be filled with joy, but it sure can be a crazy, hectic and stressful time, for most of us.

This year, take care of yourself and use tips for staying stress free during the holidays. Build up your personal resilience to help you adapt to uncertainty, pressure or change.

Resilience is the ability to “bounce back” from negative experiences. It involves maintaining flexibility and balance in your life and thinking. Positive stress can compel us in to action; it can result in a new awareness and an exciting new perspective.

As a negative, stress can result in us feeling like we are unable to cope or are overwhelmed with everything going on. Once we admit that we are not able to control everything in our lives, we can be better equipped to handle unexpected and challenging situations.

Develop your coping skills by finding ways to change your thinking, reactions and expectations to people and situations. Here are some tips to help you battle the holiday pressure you might be facing.

## Top 10 tips

We all know what pressure is like at work with meetings and deadlines. However, stress develops if people can no longer cope with the pressures placed upon them.

### 1. Learn to manage your time more effectively

We waste a lot of time doing unimportant tasks so prioritise your day and do the important jobs first. The unimportant ones can wait, and often they will disappear completely leaving you time to do other things.



Also do not put off the unpleasant tasks. Every time we think about them we cause ourselves stress. Give an unpleasant task a high priority and do it first.

### 2. Adopt a healthy lifestyle



If we eat a healthy diet, exercise regularly and ensure we get lots of rest our body is better able to cope with stress should it occur.

### 3. Know your limitations and do not take on too much



We cause ourselves a great deal of stress because we like people to like us and do not want to let people down. We then end up doing more than we should. Learn to be assertive and how to say “no” without upsetting/offending people.

### 4. Find out what causes you stress

Take time to discover what is worrying you and try to change your behaviour to reduce it.

### 5. Avoid unnecessary conflict



Don't be too argumentative. Is it really worth the stress? Look for win - win situations. Look for a solution to a dispute where both parties can achieve a positive outcome.

### 6. Accept the things you cannot change



Changing a difficult situation is not always possible. If this proves to be the case recognise and accept things as they are.

### 7. Take time out to relax and recharge your batteries

You will perform much better after a break and easily make up the time you used relaxing.



### 8. Find time to meet friends.

Friends: Can ease troubles. They can help us see things in a different way. The activities we engage in with friends usually help us relax and we will often have a good laugh. It boosts the immune system which is often depleted during stressed times.



If you do become stressed engage in some form of physical activity. It works off the chemical and physical changes that occur within your body due to stress.

Relaxation helps your body return to its normal healthy state. Good relaxation techniques include breathing exercises, massage, a walk and similar therapies.

### 9. Try to see things differently

If something is bothering you try to see it differently. Talk over your problem with somebody before it gets out of proportion. Often, talking to somebody else will help you see things from a different and less stressful perspective.

### 10. Avoid too much alcohol, nicotine and caffeine as coping mechanisms

Long term, these faulty coping mechanisms will just add to the problem. For example, caffeine is a stimulant and our body reacts to this with the stress response.

# Cootes News

**Peter Pill** —Aviation & Compliance Manager, Cootes

**Cootes Refuelers in Adelaide Airport** have proudly received two awards from ExxonMobil Aviation for their excellent health and safety record as well as customer service and performance. The team received the ExxonMobil 2006 Wings Award and Regional Airport of The Year award from ExxonMobil's Global Aviation Operations Manager Alessandro Lombardi at a celebratory dinner recently.

The Adelaide team undertakes up to 40,000 refuellings per year ranging from international aircraft to the smaller aircraft type that also includes urgent refuellings for the Royal Flying Doctor Service. In addition to aircraft refueling the Adelaide team manages the inventory and Jet fuel tank farm that services the Adelaide Airport.

Cootes Adelaide Airport Contract Manager **Trevor Wigg** says "The job that these guys do is very different from most Airports as we service both smaller aircraft (General Aviation) and the large aircraft such as Boeing 747, 767 etc. Most airports generally do one or the other, so this makes their job and work environment even more difficult as there is a vast array of aircraft that are refueled on a daily basis. The eleven refuellers working in Adelaide Airport refuelled between 100 – 120 aircraft a day, whilst maintaining an incident free during 2007. Another credit to the Adelaide team is the excellent record in getting the airlines out on time. This performance can be attributed to all the guys, whilst having a great sense of humour (you don't need to have one to work here but it helps) and I would like to take this opportunity to congratulate all of them for the RIPPER job they do, day in and day out".

To receive the Regional Airport of The Year is a great achievement. The Asia Pacific region is one of four regions ExxonMobil Aviation operates in globally. With the receiving of this award the Adelaide team is now in the running for the Global Airport of the year. Congratulations to everybody and thank you to each of you for your personal contribution in achieving these awards.



**Matthew Blundell** — Nthn Zone Fuels Manager, Cootes

The past quarter has been a great example of the diversity within the IES group. Through a developmental partnership with Skilled Workforce NSW we have seen two mechanics join the Cootes Workshop team from Africa. **Agrippa Mukoko** and **Tafadzwa Masango** have both joined the NSW Cootes Workshop adding great enthusiasm to the workplace.

With the opportunity to better their conditions for their families, both Agrippa and Tafadzwa made the decision to enter the Australian workforce, leaving their families behind to establish themselves in the Australian Workforce. Both men have made great sacrifice to ensure they secure their families future before being joined by their loved ones in Australia.



Agrippa is qualified with dual trade certificates in Diesel Mechanics and Fitter and Turner. Although trained in Zimbabwe, Agrippa and his family lived in South Africa. Agrippa has a wealth of experience, and is considered a senior artisan in South Africa.

Tafadzwa is also dual qualified as a Diesel Plant fitter and Motor Mechanic. He completed his apprenticeship in 2003 and completed his trade tests for diesel Plant fitting and Motor Mechanics in 1997 and 2003 respectively. Tafadzwa is particularly experienced in the overhaul and servicing of Cummins Engines given that at Whelson Transport he overhaul serviced only Cummins engines from 2000 to 2005.



With NSW Workshop Manager **Jannie Swanepoel** also representing Cootes African connection it has surely made World Cup's more interesting around the NSW depot.

# New Initiative at Spotswood Workshop

**Suzie Learmonth** - HSSE Coordinator, IES & **Joe Wicker**—Contract Manager, Cootes

**Joe Wicker** and his team at the workshop in Spotswood decided to trial a peer to peer safe observation program. The aim of the program was to have workers observe each other safe behaviours and to identify safety issues. Workers were also encouraged to observe the behaviour of non-workshop staff which included drivers, management and visitors.

Since there were 14 team members, the trial ran for a 2 week period with one team member each day given the responsibility to carry out observations on that day.

At the end of the initial trial, Joe said "Most of the guys were quite keen to participate and it was quite obvious that they were a lot more mindful in carrying out safety procedures to accomplish their given tasks".

The observations identified a wide range of safe behaviours, including:

- correct use of Personal Protective Equipment (PPE);
- closing workshop entry barrier;
- walking around the pit;
- fitting wheel restraint straps to secure loose wheels;
- using a spotter to carry out internal tank repairs.

A number of health and safety issues were also identified, including:

- poor lighting in the tank shop;
- poor lighting in the yard at night with uneven surfaces;
- on/off switch on belt sander located in an awkward position;
- trip hazard on stairs to mezzanine hose rack;
- unauthorised entry by courier in to workshop.

Many of these health and safety issues have been rectified or are in the process of being fixed.

The workshop crew completed an anonymous survey at the end of the trial and said the following things:

- "I thought it was a good thing, it allows a lot of different views and if it makes the workplace safer it can't be bad."
- "I think it gives everyone a sense of ownership."
- "I think it can improve workplace safety because someone might forget to chock a wheel or tag out a truck / trailer, by observing the other workers you can remind them if they had forgotten to chock wheels or tag out before they start work (it wouldn't feel good if you saw it and didn't tell them and they got injured, I would feel partly to blame)."
- "No I don't believe it's necessary to display the results – if someone reminds you of certain things you generally don't forget."
- "Better communication between workers would improve the workplace."
- "To improve workplace safety, I would recommend that we rectify any problems quickly as we have to work in the workshops all day, every day, management don't. Management might not see something as a problem therefore that problem might not be rectified quickly."

During the trial period, there were no reportable incidents that occurred.

**John McMillan** said of the program, "Joe and the workshop team should be commended for taking the initiative and giving this a go. It's terrific to see the employee observations going to the next level. It's something our driver group can learn from and aspire to in the near future."

Joe said that the team will decide together what they are going to do from this point forward but he is confident that positive steps will be taken to continue to improve on health and safety. He also said that during the busy festive season, when you're short handed and under pressure that it's important to look out for your work mates, and that this was a good lead up to that message.



Spotswood workshop cone-out truck with overhang and use entry barriers.

# Cootes - "Zero MVA" Campaign

Greg Niven - General Manager, International Energy Services



On the 1<sup>st</sup> of November 2006 the Cootes Driver Group and Contract Managers undertook a challenge to work towards being motor vehicle accident (MVA) free both on road and on site. This was to include any bump or scratch how ever minor.

What started as a 12 week campaign in the lead up to Xmas 2006 extended into 2007 and climaxed on the 31<sup>st</sup> October 2007 as it reached its 1 year anniversary. At the end of 12 months we had 5 work groups that was made up of over 100 drivers that achieved the 12 month goal.

Of course the vast majority of Cootes drivers were not involved in a motor vehicle accident, but the aim of the program was to encourage teams/groups of drivers to work together with their contract manager to raise awareness and achieve a common goal.

One of the pleasing aspects of the results was the diversity of the work in the winning groups. The bulk LPG teams of **Karl Swoboda** and **Brian Schliebs** endured a challenging LPG peak season that required drivers operating in extreme weather conditions often spending many days and in some cases weeks away from home meeting the demand during the supply challenges.

The Newcastle fuels drivers of **Alan King** operated consistently on some of the busiest highways in Australia – the F3 between Sydney and Newcastle, the Pacific and New England to deliver bulk fuels into the coal mines are often rough challenging roads.

The Bitumen fleet of **Vivienne Geddes** operates across the East Coast of Australia and with the odd trip to Western Australia. The destinations are often road sides in the middle of nowhere as they help repair the road infrastructure. No two trips are same.

The Western Australian Fuels group of **Adam Panetta** covers the most diverse group of drivers and work in the Cootes business. The Shell metro fuel deliveries, where drivers are making 5-6 deliveries per shift, and the Caltex fuel drivers maneuver pocket road trains around metro and regional Perth. The group from the East Coast has drivers in the big truck combinations that only operate in the West and service some of the toughest country – B/Double & Dogs that do week long expeditions into the Pilbara to deliver lube oils to keep the mining industry moving.

Congratulations and thank you to all that participated and achieved the mile stone. It is vital to we all continue to work together to achieve zero harm for everybody



## Alan King —Team Leader

- Peter Broom
- Glenn Douglas
- Sam Edwards
- Mark Feenstra
- Darrell Fletcher
- Craig Goodchild
- Scott Graham
- Paul Groth
- Andy Harrington
- David Hill
- Peter Halpin
- Warren Jenner
- Geoff Jones
- Steve Lavell
- Ian Mackinnon
- Neville Marchbank
- Corey Mather
- Ken Mulholland
- John O'Neile
- Darren Pauling
- Les Reinhard
- Matthew Russell
- Tony Sciberras
- Peter Smith
- Russell Tisdell
- Danny Tull
- Ron Walters

## Brian Schliebs—Team Leader

- Ken Hoiles
- John Liszyk
- Gavin Ellis
- John Bligh
- Ken Lester
- Harry Wilts
- Anthony Matuschka
- Richard Lucius
- Danny Hogan
- Geoff Piper
- Alan Cornhill
- Dennis Grady
- Kevin Symes
- Brett Stafford

## Vivienne Geddes—Team Leader

- Bill Barnett
- Bruce Austin
- Ken Buchanan
- Graeme Barnes
- Brian Cobbledick
- Gary Bishop
- Russell Bregaut
- Carl James
- Greg Needs
- Graeme Oehm
- David Rowland
- Michael Hellyer
- David Todd
- Neil White
- Glenn Williams

## Adam Panetta —Team Leader

- Alan Godsell
- Andrew Creighton
- Andrew Thomas
- Andrew Wilson
- Ben Hunt
- Bill Harrison
- Brian Hudson
- Brian Richards
- Chris Hewitt
- Don Anderson
- Gerard Corgat
- Gerrit Snijders
- Glenn Colgate
- Grant Lewis
- Jack Kelly
- John Anderson
- John Greenwood
- Lance Cook
- Mark Horan
- Mark Lawson
- Mark McGuinness
- Mark Pearmone
- Matt Bale
- Matt Field
- Mick Goncalves
- Mike Field
- Nick Finnegan
- Peter Barry
- Peter Williams
- Phil Vallance
- Roger Grant
- Russ Fisher
- Shane Gerring
- Shannon Morris
- Stephen Marinoni

## Karl Swoboda —Team Leader

- James Shelley
- Col Thompson
- Greg Rumsby
- Brad Charters
- Matthew Ryan
- Garry Hill
- Daniel Murphy
- Tom Grace
- Justin Grace
- Ray O'Donnell

# Satisfaction Driven by Innovation

Mark Anderson National LPG & Bitumen Manager, Cootes Transport Group

As we all draw closer to the end of 2007 and the start of 2008 I reflect back not 12 months but many years given I personally will enter my twentieth year in the Cootes organization in the LPG and Bitumen industry.

Many people will ask the question why so long in the industry and why so long at Cootes? At times I ask myself the same questions but then I sit back and look at what has driven me and the business to the high level of success that we see now and it is very clear,

## *Satisfaction that has been driven by Innovation.*

I look at the heading and the word "Satisfaction" and try to understand what it means to me and all at Cootes and it is about achieving what you have set out to do. Personally looking back of being part of a growing business which is constantly improving the way in which we go about the task, about the Safe way in which all Cootes employees complete their task, the relationships we have built over many years and the admiration shown by overseas visitors. Their assurance that Cootes in many areas is Worlds Best Practice, and the work which has been done to assist the industry grow and be Safe and Profitable are all contributed to why I have enjoyed being in the industry.

I am lucky to still work beside many long term Cootes employees who have many more years of service than me, people like **Phil Wenn** who was originally employed by High Flame Gas then Elgas and also built the first LPG tanker for Cootes and has since been involved in the refits of every tanker since. Drivers like **John Linnell**, **Lindsay Palmer**, **Gary Anderson** to name a few have all contributed to my Satisfaction.

We talk about "Innovation" and while some may think it is something that designers do, well I can assure you it is part of the task everyday at Cootes. Back in early 2000 on a trip to Holland we discussed LPG tankers pumping 900 litres per minutes, and delivery information messages being sent across the airways. It was from this trip that over the last 7 years Cootes have improved and made many innovative changes to pumps and metres along with the introduction of Hand Helds, driver warning devices for speed helping customers improve their site designs to ensure all deliveries are done more safely. During times of major supply problems being innovative in the way in which tankers are scheduled along with relocation are all innovative at that period.

Currently we see LPG tankers being continually improved one in the photo to the right has been stretched and is number 13 in the fleet. It has many features including and not limited to LED lights, drive off protection, high volume pump, high flow metre, high visual brake lights, pedestrian protection, high visual reflective tape, spray suppressant mud flaps and guard to name just a few. We see the Bitumen tanker in another photo having a full refurbishment and going from a tanker which was all but redundant to what we see now. This is a credit to the workshop staff and drivers who have all been involved to ensure the best in innovative design have been incorporated in the rebuilds.

*We all must ensure we keep improving all aspects of the business, which will see Cootes stay ahead of all others and lead the World in many areas, remember the slogan.....*

***"Satisfaction driven by Innovation"***



# Liquip News

**Mr. Phillip England** will be retiring from Liquip International on the 21<sup>st</sup> Dec 2007. **Mr. Ivan Lawrie** who returned from Singapore will take over Phil's position in early December. Ivan and Phil will commence handover in early December to ensure that the ongoing relationship that our customers have had with Phil over many years can be passed onto Ivan.

Liquip, together with all Phil's colleagues and friends would like to thank him for his many years of service with the company. His seven years with Liquip and before that three years with NVE has ensured that his knowledge of the Aviation refuelling market and the equipment that Liquip make is second to none. Phil is also to a large extent responsible for the success that Liquip Aviation now enjoys. His sense of humour, camaraderie and his intimate knowledge of the global aviation refuelling business will be sorely missed.

It is our fervent hope that Phil will remain part of the Liquip family after his retirement in some form of contract capacity to enable us to ensure a continuity of service to our valuable customers.

Liquip wishes Phil and his wife Lana all the very best for the future.

## The Three Wise Monkeys

During the months of June, July and August, Liquip held a safety poster competition where both our staff and their family members could enter. Liquip place great importance on workplace safety and take every measure to make sure staff are aware of hazards, and this competition presented a great opportunity to do just that in a more entertaining and involving manner.

Contestants were required to design a poster that promoted workplace safety. The poster had to focus on workplace hazard awareness and the most creative entry would win. Altogether, there were 14 entries and the judging panel sure had a hard task ahead of them in choosing the winning artwork. The judging panel consisted of our OH&S committee members and the winner was decided upon the most votes received. The posters were displayed on our safety information board for three weeks where everyone could take a look and pick their favourite. The panel then met for their scheduled committee meeting and voted.

Sixteen-year-old **Samantha Slatina**, the niece of **Maurice Peluso** our fitter/welder, won the poster competition with her artwork "The Three Wise Monkeys". The poster was very cleverly illustrated using the three monkeys to show that being safe is being wise. Samantha is a year 10 student attending Mary MacKillop College in Wakeley and has a keen interest in art. She plans to do film studies and directing after finishing high school. The idea for the poster came from her uncle, Maurice who suggested to Samantha maybe she can use monkeys. Samantha says: "He said to me 'what about monkeys' and instantly I thought 'The Three Wise Monkeys', what a great idea".

Samantha was presented with the winning prize of \$200 and was very happy about her win. She says: "I haven't won an art contest in ages, so thank you for having the competition and choosing my artwork as the winning entry". Samantha has loved drawing since she was very little and it's a passion of hers. Great work Samantha, we wish you all the best in your future schooling and career.

Our remaining entrants did not go empty handed, as they all received a double movie pass to Hoyts Cinemas.



Jennifer Oddy, Samantha Slatina and Rod Evans



Samantha's winning poster "The Three Wise Monkeys"

# Grass Roots "Zero Harm" Safety Culture Pays Dividends

Liquip International OHS Committees and staff proudly celebrate six months with no Lost Time Injuries (LTI) with the last LTI recorded on 15 May 2007. Liquip is also on target to achieve their goal of a 30% reduction in all incidents and injuries this financial year.

## How was this achieved?

Safety at Liquip is driven by the efforts of all employees, no matter what their position in the organisation. All employees from Senior Management to young apprentices have participated in Toolbox Meetings, Risk Assessments, Safe Work Procedures, Safe Operating Procedures, Safety Awareness Campaigns, Job Safety Analysis and Hazard Reporting. Without this all in effort these results could not have been achieved.

Employee's have embraced a reporting culture where all hazards, incidents, injuries and near misses are reported - no matter how minor. This has enabled the OHS Committee and Departments to focus on hot spots and trends and develop plans to eliminate or reduce reoccurrences.

The OHS Committee members have attended Problem Solving training this year and have taken on OHS projects such as Reviewing Degas Procedures, Working at Heights and Site Access and Security. These projects required in depth research and planning from the teams and Management has approved all subsequent recommendations for improvement.

The OHS Committee's have also worked on Safety Awareness Campaigns and Projects to reduce hand injuries. Hand Safety Bulletins, Hand Safety posters, purchase of individual gloves and identifying specialized gloves for specific tasks, discussion and sharing of ideas at toolbox meetings, the Safety Poster

Competition and displaying of staff's safety tips on main notice boards have all contributed in the reduction of Hand Injuries.

General Managers, Department Managers and Supervisors attended their first module of HSSE Leadership Essentials training this year on OHS Legislative Regulatory Requirements. This training has assisted our Managers to lead staff so as to work to mitigate risk to life/business and demonstrate positive role modeling of safe behaviours.

## It's Not Rocket Science

It's not Rocket Science and anyone can do this, you just have to get in there and have a go! The last year has proved that with a little effort from everyone good results can be achieved. The key is to make it fun and enjoyable – after all, who doesn't want to work where it's cool to be Safe.

Next year the OHS Committee plans to continue with their Safety Awareness Campaigns and Projects that will promote a Living Health and Safety Culture so we all act and think as if human welfare is our prime importance, as it should be.

We will also bring on board our customers, distributors, contractors and visitors so we can demonstrate that our commitment to Health and Safety is not just within the confines of the organisation.

Our Projects will be aimed towards achieving "NO HARM" to People and the Environment. We will endeavour to involve as many people as possible, so look out - because we are heading your way soon.



# IES Resources News

Joe Thomas General Manager, IES Resources

IES Resources, the business that was Kiernan Transport Group, has undergone a radical transformation over the last twelve months. When **Larry Batten** joined the business from the Mitchells East acquisition, there was one safety related resource, a driver trainer at Cloncurry. Since that time Larry has created a team of safety professionals that have driven real change in the way we do business. These changes have been hard won, and only possible because of the determination of those involved to make sure nobody gets hurt today.

Just some of the changes that have occurred in the business are:

- The whole management system has been overhauled and expanded to include the best from many systems. IES Resources now has an integrated management system that covers areas of Safety, Environment, Quality and HR. A Quarry manual exists where there was nothing before. The system has a growing list of Safe Work Procedures that are being developed and rolled out;
- Safety Meetings are occurring monthly and getting minuted. Actions arising are being closed out. Minutes are being distributed to staff;
- Safety Notice Boards are up at all depots
- Site signage and security is being improved at all depots
- PPE is now being worn
- Take 5's are being rolled out

When WSP undertook its recent HSSE audits of our operations we received a lengthy action plan that reflected we were at the start of our HSSE journey. Two months after receiving the reports and half the action items have been closed out.

Our customers are noticing the change in our business. As **Harry Ling**, our HR Manager found out on a recent visit to Osborne mine. Harry was talking with a senior manager at one of our customers mine sites and *"he commented that the standards of compliance and attention to detail by the IES staff at Osborne Mine with respect to Health and Safety was outstanding"*

Our Supervisors are noticing the change in our business. Ernie Woodfield the Quarry Manager points out that *"I believe safety has been improved immensely in recent times and it shows in the attitude of most of our staff. The compilation and implementation of Site Specific Inductions, Safe Work Practices, Operator Competencies, and the Take Five booklets have all been a step in the right direction towards our aim of ZERO harm. I know our company spends a considerable amount of revenue in an effort to achieve our goal of ZERO harm and it is to be commended for its efforts and judging by the changing attitude of most staff it is succeeding. I am sure if we all keep trying, from Management down, we can, in the near future have a work place where we are confident of returning home to our families healthy and happy"*

For some these might seem like run of the mill operations, but the Kiernan business did not have the HSSE history and culture of the other business areas of IES and cultural change is a long and arduous task. Change happens quickly. Transition, the state humans experience when being effected by change, is an organic process that ebbs and flows.

We are only part way down the path, but we have only made it that far because of the commitment of Larry and his team. Watch us as we become a company with a HSSE record the Group can be proud of.

# Beta News

Jeff Borg President, Beta Fluid System

I am pleased to say that Liquip International's US operation, Beta, has shifted up a couple of gears and is really transforming into a vibrant and active workplace. The team is working around the clock to take this operation to new levels. The transformation is so intense and fast paced that we would probably attract a speeding ticket if we were driving down a highway.

The change has not gone unnoticed locally, as we are now becoming a workplace of choice and you can feel the excitement in the air, as the operation launch's further into the market place. You can feel that something big is about to happen, and it is about to blossom.

Over the last couple of months a very detailed and rigid strategic plan has been developed with the Vision being:-

***Build "Market Winning" products that demonstrate our commitment to excellence in customers, employees, quality, service and teamwork.***

This vision has become the corner stone for everything we will do going forward. A special mention goes to **Phillip Stokes** for working tirelessly on coming up with a quote that in one sentence captures where the operation is headed.

**Safety** – Has the highest priority in the business. A dedicated team, lead by Safety / HR Manager **Keller Pate** have gone from near zero compliance to IES standard, to near compliance in a very short time span. Safety is now discussed on a daily basis, and regular toolbox talks are held on a weekly basis. Reporting is now in full compliance and incident rates have dropped dramatically. Many initiatives have been instigated and a series of control measures have been put into place. Well done to the crew on this fantastic achievement with "Zero Harm" to employees and visitors now the only measure.

**Environment** – The site has been completely cleaned, and standardization is now being implemented. A long list of waste reduction systems are being implemented and again "Zero Harm" is the buzz word for the environmental aspect of our business as well. There is a long road ahead in our future to accomplish this, but the team is dedicated to the cause.

**Operations** – Lead by **Mike Paccadolmi** who has quickly become a teacher of the science of manufacturing within our organization. The operation is now continuously removing waste in our production by using the proven tools of Lean Manufacturing technique's, 5S, Lean, Six Sigma and an array of disciplined operations that is seeing quality improve, capacity increase and a daily schedule close being achieved. These activities are also reducing inventory, improving safety, and building a sense of pride into every employee.

**Quality** – Lead by **Craig Wesson**, quality have taken on a different role in our business and are quickly reinventing themselves to move upstream in our quality program and have started to do root cause analysis and problem solving, along with training to reduce the waste of rework and finding product defects when its to late. This will reduce the effect that rework has on our business and remove valuable labor usage and help to increase capacity.



# Beta News (cont)

Jeff Borg President, Beta Fluid System

**Inventory** – Lead by **Ray Dodson**, the Materials Management team has been revamped and the crew will now start to become service providers to the complete facility and be responsible to move material for each department within the plant. They are also responsible for complete plant external appearance and the facility is starting to shine from the outside as well.

**Engineering** – Lead by **Steve Jarvis** the Engineering team is starting to beef up with the addition of a Junior engineer and they have embarked on Solidworks drawing software which will bring them into line with the Liquip engineering team. Engineering teams at Liquip and Beta will start to work more closely as we strive for sameness in product, in any part of the globe. They are currently working on new vehicle design releases for the up and coming Dallas AS3 airport show being held in Dallas in March 2008. This will be an exciting launch for Liquip's US Operations.

**Finance** – Lead by **Bob Anderson** has a big job running our finances without a current operating system in place and this job has become more difficult with the tripling of the business. They are tasked with providing business performance measures back to departments which are done on complicated spreadsheets. They are also tasked with scoping and implementing a new IT system to take the business into the 21<sup>st</sup> century and this will be a big task as many would appreciate.

All in all there is a huge effort being put in by all at Liquip's US operation and many are looking forward to a week off at Christmas to recover from a grueling 6 months of change and refresh for another year of changes in 2008. The business is now also on the hunt to recruit a sales and marketing team to really push into the commercial sector. The facility is now starting to shine and has taken on a new appearance in terms of its image and presentation. I'd like to thank everyone so far for meeting the challenge and really accelerating change beyond expectation. The team environment is really building as we progress into a very exciting 2008.

It should also be mentioned that **Paul Dunlevy** and **Dwayne Apple** will be retiring at the end of 2007 and after more than 30 years at the head of Beta as President and Vice President respectively, many of the longer serving employees will be sad to see them go. I would like to take this opportunity to thank Paul and Dwayne for handing over a business that is in good shape and hope that we can make them proud of where the next generation will take the company in the years to come.



# Dealing with Aggressive Behaviours

Cherie Logan Group Manager—Health, Safety, Security & Environment, International Energy Services

## Risk Management & Employee Wellbeing



Dealing with difficult behaviour is something we face in many circumstances at home, with children, driving, socially with friends or at sporting events, and at work with public/customers and, at times, fellow employees. The likelihood of this increases as we head in to the holiday season and more people are under time constraints, financial and family pressures.

In the workplace, one of the most difficult situations for employees is dealing with public/customers who are angry. Anger can escalate to aggressive, abusive and violent behaviours which can result in assault.

### DIFFICULT BEHAVIOUR OR WORKPLACE AGGRESSION/VIOLENCE?

In many cases, the behaviour of public/customers can be seen as a source of external workplace violence and therefore, according to OHS legislation, these incidents need to be minimised in frequency and staff impact. The most frequently reported types of behaviour that can, depending on the situation, constitute workplace violence include:

- Verbal abuse, such as offensive remarks, swearing or name calling;
- Actively hostile behaviour, including shouting, shaking fists, threatening gestures; and
- Physical abuse, such that may result in injury.



### RISK MANAGEMENT – TIPS FOR MANAGERS

- Ensure that each workplace is assessed to identify common sources of difficult behaviour (or patterns of where incidents are more likely to occur)
- Discuss with staff and design procedures for dealing with difficult customer behaviour. Use the company EAP service to discuss appropriate solutions
- Educate staff about likely customer behaviour and how to manage it
- Ensure there is a clear escalation procedure in place to involve your Manager
- Use incidents to assist in re-designing procedures or to address new risk issues
- Treat each incident individually in terms of assessing staff support needs
- Ensure staff have access to support mechanisms such as EAP counselling, trauma services or the management advice service of EAP
- Ensure staff are adequately trained in these and personal resilience techniques.



How difficult behaviour is managed has a range of implications for the company both from a business perspective and in regard to the well-being, retention and morale of staff.

### TIPS ANYONE FOR DEALING WITH AGGRESSIVE/VIOLENT BEHAVIOUR BY OTHERS:

1. **BE ALERT TO YOUR WORK ENVIRONMENT** - keep an eye out for what is happening around you at all times so you can be prepared.
2. If there is a risk to your/public safety or vehicle/equipment then **"STOP YOUR TASK IMMEDIATELY** - secure the work area (where possible)".
3. **DO NOT** risk harm to yourself or others by engaging in this behaviour, **BE CALM AND RESIST THE URGE TO RESPOND.** Self control and not taking it



personally is critical to your safety. If it is safe to do so, call the police or signal someone to do this for you.

4. If you observe this behaviour happening to someone else, do not get involved - *you may be the only source of help so you need to keep yourself safe in order to provide this to anyone involved.*

### IF SOMEONE IS AGGRESSIVE OR THREATENS YOU, THEN:

- Keep calm and breathe slowly. If you are able to safely remove yourself from the situation before it escalates then do so. If not, then;
- Listen attentively. Slow down your responses because your first gut level response is most likely to be in anger or as a defensive response – it is important to give your self time to respond calmly. Speak clearly, and keep your tone calm but confident. **DO NOT** make any threats or other behaviour that could be interpreted as aggressive by the other person.
- Be aware of your posture, try and appear relaxed. Avoid folding your arms, hands on hips, pointing or other body language that could be interpreted as aggressive.
- Keep your distance and avoid any physical contact with them. Make frequent eye contact, but do not try to "out stare" the person as this is perceived as aggressive behaviour.
- Be honest and give reliable information but do not give out any personal information.
- If the person's aggressive behaviour continues or escalates, then if safe to do so, negotiate with the person to let you leave the site (say whatever they need to hear for you to leave). If you are unable to do so, continue to remain calm, cooperative and attempt to neutralise the situation until the Police or other help arrives.
- If possible, try and remember a description and any special identifying factors of people that caused the situation and provide this description to the Police.



### IF SOMEONE IS HURT, THEN

When it is safe to do so, provide first aid support and/or call emergency services. If you have been harmed in anyway, seek medical attention immediately and notify your manager of the incident when you can.

### ASK FOR SUPPORT

If you are feeling upset, emotional or distressed in any way after the incident, seek expert support by phoning the Employee Assist Program (EAP) counsellors. Your manager will encourage you to do this!

Next day, talk to your manager about the incident and discuss any concerns you have, support you need and what you need to maintain your safety at that premises.

While staff members can be trained to handle difficult behaviour more successfully, they also require strong managerial support and the opportunity to develop appropriate strategies to ensure their own well-being. Employee well-being is talked about a lot, addressing such issues as this, can turn the talk into action.

*Call our EAP service for personal confidential advice or management advice for determining the best way to deal with a situation.*

**1300 887 724**  
(24 hrs a day, 7 days).



# IES Children's Christmas Party

The IES Children's Christmas Party took place on Sunday 30th November at Gumbuya Park. Organisers **Anne Clark** and **Rita Kelly**, along with the assistance of their husbands on the day, yet again did another outstanding effort in coordinating the fun day. The day was thoroughly enjoyed by all staff and their families who attended, with delicious food and drinks provided, unlimited access to all park rides, IES Tote Showbags given out on arrival and Santa stopping by to visit the children. Again, thank you to Rita Kelly and Anne Clark for their hard work. And of a big special thank you goes to **Santa** and **Mrs Claus**!



# Staff News



## It's a Girl...and another girl...and another girl!

Congratulations to **Manish Chopra** (Cootes Dandenong) and his wife **Preeti** on the safe arrival of the first child, daughter Simran. Simran was born on Monday November 12<sup>th</sup> at 6.30pm. Weighing 2.26kg which is about 6Lbs in the old measure.



Congratulations to **Facio and Heather Visaya** (Beta Fluid Systems) on the arrival of Madelynn Marie, born on 11th November 2007.

And, Congratulations to **Matt and Rebecca Stokes** (Beta Fluid Systems) on the arrival of their daughter Elaina, born on 27th July.

## Here comes the bride....

Congratulations to Karen Black (IES Camberwell) and Glenn Dunlop on their recent marriage, which took place on Saturday 1st December.



## Summer Tips!

With the summer months upon us it is important to be aware of the symptoms that you may be affected by the heat. Some of the symptoms to look for are general discomfort, dizziness, loss of concentration, muscle cramps and disorientation. While being aware of the symptoms is cautionary, prevention is the best approach.



- Regular replacement of fluids such as water or diluted juices
- Wearing loose fitting cotton clothing and working in shade whenever possible helps prevent the onset of heat stress.
- Avoid drinking alcohol, tea and coffee in warmer weather because of the loss of fluids through increased urination this drinks cause.



### REMEMBER PREVENTION IS THE BEST CURE

School holidays and holiday traffic can also be problematic during our summer months. During school holidays there are a larger number of children sharing our roads when either crossing them or riding their bikes. We must be constantly conscious of the inexperience children bring to our roads and compensate for their sudden decisions by using all the defensive driving skills we have.

The sudden increase in highway traffic with drivers towing trailers and caravans during the summer months is another challenge for all of us but in particular for truck drivers. While a lot of motorists are very skilled with driving a car and caravan combination there are always drivers experiencing this for the first time.

When travelling on our highways during the holiday season expect the unexpected and allow for plenty of time to react safely.

## I Chose To Look The Other Way

I chose to look the other way  
I could have saved a life that day,  
But I chose to look the other way.  
It wasn't that I didn't care,  
I had the time, and I was there.  
But I didn't want to seem a fool,  
I knew he'd done the job before,  
If I called it wrong, he might get sore.  
The chances didn't seem that bad,  
I've done the same, he knew I had.  
So I shook my head and walked on by,  
He knew the risks as well as I.  
He took the chance, I closed an eye,  
And with that act, I let him die.  
I could have saved a life that day,  
But I chose to look the other way.  
Now every time I see his wife,  
I'll know I should have saved his life.  
That guilt is something I must bear,  
But it isn't something you need share.  
If you see a risk that others take,  
That puts their health or life at stake.  
The question asked, or thing you say,  
Could help them live another day.  
If you see a risk and walk away,  
Then hope you never have to say,  
I could have saved a life that day,  
But I chose to look the other way.

Author Unknown