

## **VISUALISING RISK – PROACTIVE IS BETTER THAN REACTIVE**

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Whitehaven Coal (WHC) is committed to adopting the principles of a High Reliability Organisation and establishing a mature interdependent culture founded on psychological safety. WHC recognise this commitment as a journey yet it is one where measurable performance improvement has occurred and can be supported quantitatively through performance data and qualitatively through progression of our organisational culture. Four areas were targeted;

1. Emphasis on strategy and risk appetite: Prioritization and coordination: Initiatives are prioritised for alignment with our strategic goals and risk appetite. Fatal risks are known and accountability is visible. Risk capability in verification, assessment and treatment is embedded throughout our operations and third line assurance guides improvement. It ensures our risk appetite which is live and used as a basis of performance.
2. Develop and use information: Gather, aggregate, and analyse available data and train others to understand, interpret, and identify actionable insights that help guide the organization and contribute to continuous quality improvement.
3. Proactively address risk: Address any failure as a high priority despite the magnitude of the issue, and act quickly based on observed data points. Remain resilient and nimble despite alerts and demonstrate the ability to avoid failure over time.
4. Data management and technology: Identification of technology and management needs in order to support an effective quality program. Data and reports have been meaningfully communicated tailored to the needs of different stakeholders.

Measurable improvements in leading & lagging indicators support WHC are establishing a pathway to a highly risk-aware workforce where employees are alert to hazards and they exhibit the type of mindfulness that is characteristic of HRO. They do so because the operating system which has been developed and verified is one that encourages, recognises and rewards this mindset.