"It was an amazing program."
Jo Dibben, Controlstore

"A great way to get up to speed."
Nick Merianos
Ichor Constructions

"I feel a sense of achievement."
Roger Soong, Shine Cleaning

"Everyone should participate in the program."
Gae Rheinberger
Southern Health and Safety

"Sensational."
Stephen Clarke
Caterpillar Global Mining

"A fantastic experience."
Tracy Mellor
Cerebral Palsy Alliance

"Mentors and mentees often grow a special bond that lasts well beyond the program."
Cheryl Wills, Inghams Enterprises

WorkCover has long seen the value in partnering with industry to improve safety, injury management and return to work outcomes. The Mentor Program, now in its 6th year, has assisted over 330 small businesses across NSW in addressing the challenges of a positive safety culture and the importance of management buy-in for organizational improvements.

This book showcases the achievements of the 69 mentors and mentees involved in the 2012-13 Mentor Program. Mentoring – Safety at its best is a celebration of the relationships they developed.

A number of mentors are SafeWork Award winners and generous volunteers. The program provides great opportunities for large businesses to develop a culture of safety while giving them resources and support to establish safety management systems that suit their specific needs. As a result, many mentees have grown by successfully tendering for large contracts, while some have gone on to become mentors.
MENTORING
SAFETY AT ITS BEST
WorkCover has long seen the value in partnering with industry to improve safety, injury management and return to work outcomes. The Mentor Program, now in its 6th year, has assisted over 330 small businesses across NSW in understanding the importance of work health safety by giving them the opportunity to be mentored by Australia’s leading health and safety professionals.

This book showcases the achievements of the 69 mentors and mentees involved in the 2012-13 Mentor Program. Mentoring – Safety at its best is a celebration of the relationships they developed.

A number of mentors are SafeWork Award winners and generously donate their time and resources. The program gives large businesses an opportunity to spread the message about creating a positive safety culture and small businesses a chance to establish safety management systems that suit their specific needs. As a result, many mentees have grown by successfully tendering for large contracts, while some have gone on to become mentors.

My thanks go to both mentees and mentors for their dedication and participation in the Mentor Program and I encourage other businesses, large and small, to become involved in this innovative program.

Julie Newman
PSM
Chief Executive Officer
Safety, Return to Work and Support Division

FOREWORD

Although all care has been taken to ensure that the information is correct at the time of publication, WorkCover is not intended to be a guide or advice on work health and safety or workers compensation legislation or obligations. WorkCover shall have no liability to any person, corporation or other entity for any loss, damage or expense incurred or suffered as a result of any statement made in the publication.

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“Free best practice. Who wouldn’t want that?”

Sean Redmond, TOT Transport
Founded in 1918, Inghams Enterprises is Australia’s largest poultry producer.

Since 2007, Inghams Enterprises has been involved in the Mentor Program and, in 2011, won the NSW SafeWork Award for the best workplace health and safety management system.

Asked what attracts him to the program, Michael Mula, Senior Work Health and Safety Coordinator, borrows from an old Chinese proverb: “Give a man a fish and you feed him for a day. Show him how to catch a fish and you feed him for a lifetime.”

In 2012, Inghams Enterprises assigned three employees to the program: Michael, Cheryl Wills and Letitia Roberts.

“Mentors and mentees often grow a special bond that lasts well beyond the program,” Cheryl says.

“We, too, have learnt along the way.” Letitia says.

“The exchange of ideas improves your safety performance,” the three mentors agree.

“We make a living by what we get, we make a life by what we give.”

Winston Churchill
Timberline Builtsmart has over 15 years' experience in modular building.

With a workforce of 60-plus employees, Manager, David Maloney, and Safety Manager, Karen Fairman, were keen to ensure that everyone knew their rights and responsibilities regarding safety, injury management and return to work.

Enlisting the help of an experienced mentor like Michael Mula was precisely what Timberline Builtsmart needed and, within months of entering the Mentor Program, return to work policies, regular toolbox talks and a health and safety committee were established.

“The overall safety culture at Timberline Builtsmart changed dramatically,” Michael says.

Knowing what’s right doesn’t mean much unless you do what’s right. Theodore Roosevelt
Roger Soong is well aware that his one-man, Copacabana-based cleaning business depends very much on his personal health and safety. Working alone in an ever-changing work environment presents Roger with some unique safety challenges.

“I wasn’t sure where to begin,” Roger says, “but teaming up with Cheryl was a great place to start.”

“A visit to Inghams Enterprises’ site to see their cleaning processes was very useful; I’ve now reviewed my chemical storage procedures and produced safety data sheets for the chemicals I use.”

Roger also plans to purchase a portable step ladder, which will attract a safety rebate from WorkCover because it will prevent a safety risk identified by Roger and his mentor.

“I feel a sense of achievement,” Roger says proudly.

If I have seen further it is by standing on the shoulders of giants.

Isaac Newton
Based in a small warehouse in Wetherill Park, Solid Dynamics supplies a wide variety of fittings and tube clamps to the construction industry. Jim Suhartono, the owner/manager, is a big believer in quality customer service and providing work experience for local students.

Working in a small space with a forklift and having inexperienced workers is good reason for concern so Jim enthusiastically grabbed the opportunity for personal health and safety tuition through the Mentor Program.

“Lee was able to help us embed a safety culture in the business,” Jim says.

“Together, we’ve established a safety system that is not only operational, but effective.”

To learn and not to do is really not to learn. To know and not to do is really not to know.  

Stephen Covey

Lee Watkins leads the health and safety team and decided the Mentor Program ticked all the boxes when it came to community engagement and helping others.

“Partnering with our mentee allowed us to experience safety issues faced by our typical customers,” Lee says.

“Sharing experiences with the wider business community and developing a close bond with WorkCover’s Mentor Program team was personally satisfying and a great benefit to our company,” Lee says.

Do not wait for leaders; do it alone, person to person.  

Mother Teresa

Brady Australia is a leading supplier of workplace safety solutions and small business is a significant part of its customer base.

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Mother Teresa
Southern Health and Safety specialises in workplace health and safety training, assessment, auditing, mentoring and coaching.

The owner/manager, Gae Rheinberger, joined the Mentor Program in 2010 and was optimistic she could “make a difference” to other health and safety professionals.

“Being part of the solution in workplace health and safety is important,” Gae says.

“Everyone should participate in this program as a mentor or mentee.”

All leadership is influence.

John C. Maxwell

Based in southern NSW, CareSouth is a not-for-profit organisation that offers support and care to children, young people and families who are doing it tough.

The staff are everyday people who do extraordinary things.

“We are always seeking new ways to improve our knowledge, minimise risk and pursue best practice,” says Jacqueline Fors, the Human Resources Manager.

“Gae, our mentor, has a wealth of experience and helped us introduce some noticeable improvements with our work health and safety management systems, incident reporting and auditing processes,” says Deanne Martin, the Human Resources Advisor.

You know, you need mentors, but in the end, you really just need to believe in yourself.

Diana Ross
This Ulladulla-based medical centre employs 15 staff and specialises in general practice, day surgery and diagnostic services.

Director of Nursing, Natalie Moore, juggles multiple tasks – assists doctors, dresses wounds, immunises patients, supervises day surgery, trains staff – and found Gae’s mentoring sessions a real bonus when it came to addressing matters concerning workplace health and safety.

Together, Natalie and Gae focused on developing safe work procedures for chemical handling, incident reporting, identifying hazards, and providing staff with health and safety training.

If you want to be successful, find someone who has achieved the results you want and copy what they do and you’ll achieve the same results.  
Anthony Robbins
Think Recruitment is an employment agency based in Moss Vale. It specialises in labour hire, recruitment, HR cadetships, return-to-work programs, site inductions, and work health and safety systems.

The Operational Manager, Ian Napier, saw an opportunity to improve their safety procedures by engaging with Peoplecare via the Mentor Program.

"We had the elements of a safety management system but not the structure," Ian says.

"We were doing the ‘things’ right and doing the right ‘things’, but we were not consistently doing the right ‘things’ right at the right time."

"Maree was an advisor, mentor and an example of best practice; her guidance was descriptive not prescriptive," Ian says.

"Believe that you will succeed, believe it firmly, and you will then do what is necessary to bring success about."

Dale Carnegie

Peoplecare actively participates in the community, so Maree was keen to share her vast experience through the Mentor Program. After reviewing Think Recruitment’s health and safety management system, Maree saw several avenues where improvements could be made immediately and simply.

"Focusing on a completely different business allowed us to look at health and safety from another perspective and make improvements to our systems also," Maree says.

"If you can’t explain it simply, you don’t understand it well enough."

Albert Einstein
Opened in 1964, Rooty Hill RSL boasts 50,000 members and has a proud tradition of community support. “We were delighted when offered the chance to join the Mentor Program,” says Maree Neubeck, the club’s Work Health and Safety Manager. As a finalist in the 2012 NSW SafeWork Awards for the best workplace health and safety management system, Maree was confident she could provide Southern Ag Solutions with innovative solutions to their everyday health and safety concerns. “We were given the opportunity to provide assistance to a small business on how to meet their safety obligations,” Maree says. “I have developed a great working relationship with Bea and we’ll remain in touch long after the program.”

“We were given the opportunity to provide assistance to a small business on how to meet their safety obligations,” Maree says. “I have developed a great working relationship with Bea and we’ll remain in touch long after the program.”

From its humble beginnings in 1991 as a family-owned, one-stop shop in Cooma, Southern Ag Solutions now boasts a chain of rural stores in Bomaderry, Jamberoo, Robertson and Milton. With a growing clientele and 20-odd staff, Bea Baranano, the Business Manager, has taken on responsibility for the company’s work health and safety obligations. “We don’t have a dedicated WHS manager so it was important to get advice from someone who had expertise,” Bea explains. Manual handling, traffic management, and slips and trips were among the problems mentor Maree identified, which were simply rectified by a new concrete slab, a lick of paint and a few mirrors. “We were surprised how simple it was to address our safety risks,” Bea says. “Not only was my relationship with Maree constructive, it was also enjoyable.”

Most people spend more time and energy going around problems than in trying to solve them.

Henry Ford
BAXTER HEALTHCARE

Baxter Healthcare is a global diversified healthcare company that develops, manufactures and markets products that save and sustain the lives of people with haemophilia, immune disorders, infectious diseases, kidney disease, trauma and other chronic and acute medical conditions.

The opportunity to network with other mentors and share knowledge about work health and safety issues with small businesses was reason enough for Nehal Rajani, the EHS Manager, to join the Mentor Program.

“It gave us an insight into how other businesses operate and the networking opportunities produced some innovative solutions that we were able to implement at Baxter,” Nehal says.

“We purchased adjustable ergonomic clinical beds for our health centre after a visit to our mentee’s site,” Nehal says proudly.

The greatest mistake you can make in life is to be continually fearing that you will make one.

Elbert Hubbard

As a leading vascular ultrasound specialist, North Shore Vascular Laboratory has a team of vascular surgeons and sonographers to care for patients in Sydney’s upper and lower north shore areas.

Despite having systems in place to address the alarming injury toll on sonographers, Rachel Miller, who co-heads the health and safety division, was keen to streamline safety practices and reduce manual handling injuries.

“It has been really beneficial to learn how a large medical company like Baxter Healthcare manages their record keeping and workplace safety practices,” Rachel says.

Since the introduction of ‘WHS time’ (which forbids scanning between noon and 1pm every day), the number of manual handling injuries has fallen and staff morale has improved.

“The resources we had available to us through the Mentor Program were great,” Rachel says.

Do what you can, with what you have, where you are.

Theodore Roosevelt

BAXTER HEALTHCARE

mentoring

NORTH SHORE VASCULAR LABORATORY

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NORTH SHORE VASCULAR LABORATORY
Founded in 1962, Carrolls Springs has grown from a tin-shed operation in Greenacre to a manufacturing, warehousing and distribution business with outlets in Sydney, Melbourne, Brisbane, Townsville and Perth.

Manufacturing, installing and distributing springs and suspension components is hot and heavy work, and as Carrolls established a nationwide footprint its workforce grew quickly – as did its obligations for workplace health and safety.

“We wanted to take the fear factor out of work health and safety, and Phuc provided guidance on how best to consult with our workers and have them contribute to a safety culture,” says Kathy Giles, who juggles multiple tasks at the company’s Smithfield workshop and head office.

The program also allowed Carrolls to reap rewards from WorkCover’s Rebate Program for purchasing equipment to address the risk of slips, trips and falls.

“Defeat is not the worst of failures. Not to have tried is the true failure.”
George E. Woodberry
Founded in 1954, Giovenco Industries is one of Australia’s leading contractors, specialising in coatings, insulation, scaffolding, waterproofing, asbestos removal and labour hire.

‘GioSafe’ is the company’s health and safety management system and it targets ‘no accidents, no harm to people and no damage to the environment’.

“As our company grew, I learnt a lot about the importance of a good safety system and I was keen to share my experiences with smaller businesses,” Terry Dalby, Group Compliance Manager, says.

On joining the Mentor Program, Terry was matched with mentees at an automotive workshop and cast block manufacturer. He saw similarities at both workplaces and recommended “attention to detail” as the single most important safety message.

“A leader is one who shows the way, gains the way, and shows the way,” says C. Maxwell.

Highlands Pit Lane is an automotive repair workshop based in Mittagong, in the southern highlands of NSW. It is a state-of-the-art workshop, and partners, Graham Meredith and Michael Farquhar, are proud of the company’s achievements – finalist in the 2010 Australian Small Business Awards and finalist in both the MTA’s OHS Business of the Year and Mechanical Repairer of the Year in 2011 – and their community service programs.

While Graham and Michael look after the cash flow and cars, Melissa Meredith and Melanie Farquhar focus on customer service and workplace safety.

“The Mentor Program has enabled us to introduce immediate improvements to our workplace health and safety processes, such as workplace audits, first-aid training, incident reporting and toolbox talks,” Melissa says.

“We also received a rebate for oil trays to address a slip hazard.”

“Now, I feel as though I can cope with it all,” Melissa says.

There are thousands of excuses for every failure, but never a good reason.

Mark Twain
Based in Unanderra, Refractech manufactures refractory cast blocks and shapes for furnaces, ladles, kilns, boilers and the like. Their small four-man workshop is equipped with an overhead crane, weighing instruments and vibration equipment, plus a forklift, dryer and shear mixers.

Co-owners, Keith Burden and Rod Taylor, bought the business in 2012 and when establishing a safety system they decided it would be best to “be shown the way rather than reinvent the wheel.”

“Our mentor helped us refine our policies and procedures, giving us a simple safety management system,” Keith says.

“We have introduced regular toolbox sessions and, as a result, have simplified some of our manual handling practices to reduce the risk of injury.”

People seldom improve when they have no other model but themselves to copy.

— Oliver Goldsmith
Australian Waste Oil Refineries was established in 1992 to build a refinery for the recycling and reuse of used petroleum products. Today it has refineries at Rutherford, Sydney, Orange, Canberra and Coffs Harbour.

Lauren Threadgate looks after the company’s administrative duties, as well as its workplace health and safety. “The opportunity to have a safety expert give us a hand, for free, was an offer too good to refuse,” Lauren says.

Since joining the Mentor Program, the company has revised its safety data sheets and attended safety webinars. And senior management has been given a presentation on ‘due diligence’ by the mentor.

“We have become proactive about workplace safety and Stephen’s knowledge has been invaluable,” Lauren says.

Caterpillar’s safety culture extends beyond its internal operations and includes the safety of everyone in, on, or around their products.

“W e have up to 100 contractors onsite at any one time, such as electricians and plumbers, and it helps to know what issues they face in their small business,” Stephen says.

“I thoroughly enjoyed my time mentoring Lauren and I have also learnt some valuable lessons.”

Don’t be afraid to be amazing.

Andy Offutt Irwin

“Sensational,” says Stephen Clarke when asked for his thoughts on the Mentor Program.

Stephen is Caterpillar’s EHS Manager – and also teaches work health and safety in his spare time – and wishes only that he had more time to devote to a program that he says has benefits for both mentees and mentors.

“It’s a win-win situation – you can take as much from this program as you wish,” Stephen says.

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Leadership is the key to 99 per cent of all successful efforts.

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Erskine Bowles
Corey Cook established Sydney Sheds and Garages in 2007. Based in Narellan and Prestons, it now has 13 full-time employees and numerous contractors, and a client list that ranges from suburban households to multinationals.

Jenni Norton, the company’s manager, recognised the need for a more comprehensive safety management system if they were to be successful tendering for large contracts. Then along came Maria Hooker from Allied Mills.

“Maria motivated us to make improvements in our warehouse and onsite, and develop an induction system for new employees and contractors that proved to be effective and efficient,” Jenni says.

“Inductions are conducted off-site, results reviewed, deficiencies identified and problems rectified before workers arrive onsite. It’s fool-proof, simple to use and saves us money,” Jenni says proudly.

“You will learn and grow according to the nature and consequences of your actions.”

Robert Anthony

Allied Mills is one of Australia’s largest manufacturers and distributors of bakery premixes, flour and semi-finished products.

Maria Hooker, the National WHS Manager, joined the company in 1990 and now oversees the health and safety of 15 sites throughout Australia.

Maria has been part of the Mentor Program since 2008, giving her time and expertise to mentor a travel agent, cleaner, painter, stage builder, kebab maker, bus-rental business, shed builder and Sydney Fish Market. Not surprisingly, Maria has been a finalist in the NSW SafeWork Awards for safety leadership and her individual contribution to workplace health and safety.

“Sharing my skills and experience with small businesses is a wonderful learning experience, both for me and them,” Maria says.

“I enjoy showing others that safety is not as hard or expensive as people believe.”

“Don’t hesitate to participate in the program, the benefits are never ending,” Maria says.
“Best decision we ever made – and the networking opportunities are priceless,” says Craig Murray, the OHS and Environmental Systems Manager, when asked whether the Mentor Program provided any positive outcomes for the Sydney Fish Market.

“Regardless of your level of competency and knowledge with work health and safety management systems, there is always something you can learn.”

Sydney Fish Market is the largest market of its kind in the southern hemisphere, trading more than 14,500 tonnes of seafood a year.

It is a unique workplace. “We have a duty of care not only to our 50-odd employees but also to our tenants, visitors, contractors, suppliers and wholesale buyers,” Craig says. “And next year, we begin our $4 million renovation so we’ll have a duty of care to the onsite construction workers, too.”

“The depth of knowledge and expertise demonstrated by our mentor, Maria, was remarkable. I cannot salute her talents and efforts enough.”

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

— Jack Welch
Based in Baulkham Hills, Norwest Child Care Centre is a multi-award winning, privately-owned child care centre with a strong focus on providing a consistent and safe environment for its children.

Nesha O’Neil, Managing Director and part-owner of the business, is a psychologist and corporate trainer, and also part-owner of Top Ryde Early Learning. Nesha successfully manages two businesses and also mentors George Nawar from A Little Rei of Sunshine, a child care centre in Peakhurst.

“I love to teach and I love to learn,” says Nesha, “and the Mentor Program is an avenue for both.”

Advice is like snow; the softer it falls, the longer it dwells upon, and the deeper it sinks into the mind.

Samuel Taylor Coleridge

Based in Peakhurst, A Little Rei of Sunshine is a small child care centre that operates on a philosophy of holistic excellence.

The centre prides itself on maintaining a safe and hygienic environment for its staff, children and families. George Nawar welcomed the opportunity to get some one-on-one expert advice from Nesha regarding the centre’s health and safety standards and procedures.

Together, George and Nesha identified manual handling and slips, trips and falls as areas of concern, and George was delighted to learn that he was eligible for a safety rebate if he purchased ‘eligible items’, such as anti-slip mats, to address these risks.

Nothing will ever be attempted if all possible objections must first be overcome.

Samuel Johnson
Leighton Contractors employs more than 14,000 people to provide services to the infrastructure, mining, telecommunications, civil construction, industrial, energy, health and services sector.

In 2010, Leighton was part of the Ballina Bypass Alliance which won the NSW SafeWork Award for the best workplace health and safety management system.

“Our commitment to safety starts at board level,” says John Naoum, the Safety and Health Services Manager (eastern infrastructure).

“Demystifying and simplifying safety management is the key for small businesses and the Mentor Program is a wonderful opportunity to make this happen.”

“I’ll definitely stay involved with the program, it’s very satisfying to pass on knowledge and see it used to make a positive difference,” John says.

Don’t tell people how to do things, tell them what to do and watch them surprise you with their results.

General Colin Powell

Genesis Solar Group specialises in solar electricity systems for residential homes, commercial and industrial buildings, schools and solar farms.

When he opened the business in 2010, Steve Smith collected whatever safety information he needed from the internet, but as his company grew he realised more specific guidance was required.

Sherrie Narbeshuber, the Office Manager, recommended Steve sign-up to the Mentor Program and, nowadays, Genesis boasts tailor-made work method statements and a simplified safety management system that everyone is able to understand and implement.

“Our mentor has been a big help in getting Genesis to adopt a safety habit and encouraging our workers to be proactive in assessing workplace hazards,” Steve and Sherrie admit.

Don’t tell people how to do things, tell them what to do and watch them surprise you with their results.

Helen Keller
From building and renovations to custom-built furniture, Stefan Zandt’s team share a commitment to quality, attention to detail and a focus on client satisfaction. Stefan has up to five trademen and can engage up to 15 contractors.

When Stefan’s business began to expand he realised he needed to focus on workplace safety. The generic advice and templates that he had downloaded from the internet were no longer satisfactory so he sought some hands-on advice via the Mentor Program. "Getting advice from John was a huge benefit to our business," Stefan says.

Zandt Building now has its own tailor-made safety management system and work method statements, and has claimed a WorkCover rebate for new scaffolding equipment.

Knowledge speaks, but wisdom listens. Jimi Hendrix
Kmart Tyre & Auto Service is a national network of over 260 stores, providing vehicle services, repairs and tyres to motorists. The business employs more than 1400 employees and is one of Australia’s largest employers of apprentice motor mechanics.

As with all Wesfarmers’ businesses, Kmart Tyre & Auto Service has a strong commitment to corporate responsibility and aims to support community programs wherever possible.

Leaders should influence others in such a way that it builds people up, encourages and edifies them so they can duplicate this attitude in others.

Bob Goshen

Based in Old Guildford, Compass Cabling Services is a commercial and industrial electrical contractor with three electricians and two apprentices. Its services range from general electrical repairs to cable and security installations.

When Joshua Axford established his business in 1998, he downloaded a 50-page induction program that he found on the internet. His workers and contractors gave it little more than a cursory glance and, as his business grew, so too did the need for simplified, easy-to-understand procedures.

“My mentor, Steven Leam, helped me develop a short, entertaining PowerPoint presentation to induct new staff and contractors,” Joshua says.

A mentor is someone who allows you to see hope in yourself.

Oprah Winfrey

Bob Goshen

Oprah Winfrey
One of Fairfield City Council’s values is ‘work health and safety is not negotiable’. According to Cosette Helou, the council’s WHS Business Partner and Return to Work Coordinator, “our knowledge of work health and safety and the robustness of our safety management system made us an ideal candidate to become a mentor for small businesses.”

“Every local council would benefit from joining WorkCover’s Mentor Program,” Cosette says. “Creating simple safety solutions for my mentee and networking with other mentors and WorkCover representatives were the most rewarding aspects of the program.”

“Consultation, communication and cooperation between employers and workers are the cornerstones of a successful safety management system,” Cosette says.

“Leaders are very powerful role models when they take their values to heart. Rosabeth Moss Kanter

Established in 1996 by Allister Dickey, Longlife Linemarking employs 12 full-time staff. It does road and pavement markings on highways, freeways and major roads around Sydney.

Longlife has worked on some of Australia’s largest projects and continues to work with some of the country’s largest construction companies, all of whom demand impeccable standards from their contractors.

Monica Dickey looks after the work health and safety and administration of the business and acknowledged they had outgrown their existing policies and procedures, so she signed up to get some one-on-one advice through the Mentor Program.

“Cosette has given us some great ideas and inspired us to improve many aspects of our business, in particular our fatigue management practice, as most of our workers are night-shift workers,” Monica says. “Seeing a big business face similar problems to us and being shown how they solve them has been really beneficial.”

The discipline of writing something down is the first step towards making it happen. Lee Iacocca

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Cerebral Palsy Alliance, formerly known as The Spastic Centre, employs more than 1000 people across 70 sites, and relies on the support of over 1000 volunteers. It provides services to more than 4000 children and adults with cerebral palsy and similar disabilities.

The passion, purpose and expertise of Cerebral Palsy Alliance staff are second to none and no one embodies these characteristics more than Tracy Mellor, the Work Health and Safety and Injury Manager.

Cerebral Palsy Alliance’s scheme agent suggested Tracy join the Mentor Program because she had achieved remarkable results by cultivating a safety culture and reducing workers compensation premiums. In her second year with the program, Tracy mentored three small disability service providers.

“Being involved in the program is a fantastic experience, seeing your mentees gain confidence in addressing safety issues and developing cost-effective solutions is extremely rewarding,” Tracy says.

“Unless we think of others and do something for them, we miss one of the greatest sources of happiness.”

Ray Lyman Wilbur
Established in 1992, Connectability is a not-for-profit disability service supporting Newcastle and Hunter Region residents.

“Benchmarking our workplace safety standards against a large organisation in the disability sector was our reason for joining the Mentor Program,” says Jillian Woollard, acting Operations Manager.

Supported by Tracy’s mentoring, Connectability has implemented a tailored safety management system that addresses responsibilities, risk management, reporting procedures, manual handling, and slips, trips and falls.

“The program has also given us the opportunity to network and attend safety seminars from WorkCover,” Jillian says.

“We will also apply for a safety rebate when we purchase reversing cameras for our vans, which will reduce the risk of injury from moving objects.”

There’s a difference between interest and commitment. When you’re interested in doing something, you do it only when it’s convenient. When you’re committed to something, you accept no excuses, only results.

Kenneth Blanchard

Better than a thousand days of diligent study is one day with a good teacher.

Japanese proverb

Macarthur Accommodation System provides on-house accommodation support to residents with mild to moderate intellectual disabilities. It supports 17 residents across nine houses in the Campbelltown area.

Assistant Manager, Donna Senescall, recognises the unique challenges the organisation faces and was delighted to have Tracy Mellor as a mentor.

Tracy conducted a literature review of work health and safety issues for lone workers and provided Donna with some invaluable insights, as well as suggesting changes to the safety management system.

“Tracy went above and beyond her brief,” Donna says.

Your attitude, not your aptitude, will determine your altitude.

Zig Ziglar

Since 1983, FRANS Inc has been committed to making things happen for people with disabilities, and their families and carers.

“This is exactly what we need,” said Lorena Sarra, the HR Manager, when invited to participate in the Mentor Program. Since joining the program, this disability service organisation has introduced work method statements, developed emergency procedures, improved its induction procedures, and reviewed its workers compensation and injury management arrangements.

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Northparkes Mines is part of the Rio Tinto mining group, which is a leading global mining and metals company. The company values the health and well-being of its workers and supports community programs in regions in which it operates.

Rachael Whiting has been with the company for six years and now manages the safety team at several mine sites. With a Bachelor of Health Education, Rachael was keen to share her knowledge and skills with small businesses in the mining industry, so she joined the Mentor Program and teamed up with Forefront Mining.

"No task is so important that we cannot take the time to do it safely," Rachael says.

Leadership is about inspiring people to do things they never thought they could.

Steve Jobs

Northparkes Mines

Orange-based Forefront Mining Services specialises in poly fabrication and installation for the mining, industrial and commercial sectors.

With 16 staff, including young workers and workers from culturally and linguistically diverse backgrounds, Ryan Shuttleworth, the Operations Manager, was conscious of the need to instil a safety culture within his workforce.

The Mentor Program provided an opportunity to focus on safe work procedures, incident reporting and identifying hazards associated with plant and machinery.

"The program has shown us how to implement a simple safety management system," Ryan says.

Continuous effort – not strength or intelligence – is the key to unlocking our potential.

Winston Churchill

Forefront Mining Services
Based in an industrial complex at Mulgrave, Balance Training provides training in driving forklifts, warehouse operations and frontline management, and runs courses for health and safety representatives.

Originally a mentee, Director, Sean Casey became a mentor in the 2010 program. He has a wealth of experience in teaching workplace health and safety topics and the Mentor Program provided him with a wonderful vehicle to share his knowledge. In 2012, Sean offered his mentoring skills to Amanda from Upskilled and Jillian from Banarra, who both got a ‘kickstart’ from his tuition.

“Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.” — General Colin Powell

Founded by Richard Boele in 2004, Banarra is a consultancy firm that provides advice about corporate sustainability. The company has interstate associates and 17 employees.

As the company grew so did its need for more appropriate systems and procedures. On hearing about the Mentor Program, Jillian DelleMonache, the Human Resources Coordinator, identified an opportunity to gather expert advice about safety management systems.

“Developing a safety system seemed like an overwhelming task but our mentor prioritised what we needed to address into manageable tasks,” Jillian says.

“We also received a safety rebate when we purchased ergonomic furniture to address our workers’ risk of manual stress.”

“Given this initial support, we can now move forward with confidence,” Jillian says.

People with goals succeed because they know where they are going. It’s as simple as that.” — Earl Nightingale
Upskilled is a privately-owned, registered training organisation that runs courses in, among other things, business administration, management, customer service, and workplace health and safety. Courses are conducted online or at different venues around Australia.

Given its rapid growth and a duty of care to its students in a variety of workplaces, Upskilled was quick to embrace the Mentor Program so that it could be assured that it was meeting its work health and safety obligations.

Amanda Buchanan teamed up with Sean Casey from Balance Training to hone her skills in developing policies and procedures specifically tailored to Upskilled’s needs.

Few things in the world are more powerful than a positive push; a smile; a word of optimism and hope. A ‘you can do it’ when things are tough.

Richard Branson
Colin Foulds established his Penrith-based surveying company about 10 years ago. Although Colin and his staff were safety conscious their safety management system was cumbersome. With the assistance of Angela Jeffery from Coffey International, Colin revised his safety systems, rewrote safety data sheets and improved incident reporting.

"Through the Mentor Program we also learnt about safety webinars and workshops, and our staff and clients are extremely impressed with our commitment to safety," Colin says.

Most people can do absolutely awe-inspiring things. Sometimes they just need a little nudge.

Timothy Ferriss

Coffey International is an ASX-listed company which provides specialist consulting services in geosciences, project management and international development.

As part of the Ballina Bypass Alliance, Coffey won the 2010 NSW Safework Award for the best workplace health and safety management system and the HSSE Coordinator, Angela Jeffery, was keen to become involved in the Mentor Program to share her vast knowledge with small businesses.

"Mentoring Colin gave me an insight into the operations of a small business and it was rewarding to help him develop a safety management system that was simple, practical and effective," Angela says.

"The success of a mentor-mentee relationship depends on communication," Angela says.

"There is not enough of it to be combined with venture. It is not enough to climb up the steps, we must step up the stairs."

Vaclav Havel

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Coffey International is an ASX-listed company which provides specialist consulting services in geosciences, project management and international development.
Aristocrat is a supplier of technologies and services to the international gaming industry. Since 2010, Jen Ringor, who holds a Master of Occupational Health and Safety, has reformed the way Aristocrat’s senior management view their work health and safety obligations. As a result, Jen won the 2012 NSW SafeWork Award for the best individual contribution to workplace health and safety.

Not surprisingly, Jen’s passion and hands-on approach made her a perfect fit for the Mentor Program. “I encourage other safety professionals to consider what they have to offer small businesses,” Jen says, “knowledge is there to be shared.”

“It might be your child working in a small business one day and I’d like to think they had the best opportunity to come home safely.”

I am not a teacher, but an awakener.

Robert Forest

This privately-owned transport business was established in 2006 and prides itself on an enviable safety record. Sean Redmond, National Business Improvement Manager, is the man responsible for the safety agenda. A ‘target zero’ whiteboard is updated daily to reflect safety performance. There is also zero tolerance of unsafe people, behaviours and practices.

Although Sean boasts an impressive background in work health and safety, getting “free best practice” was motivation enough to join the Mentor Program. “I thought I knew a bit about workplace safety but Jen is like having your own safety encyclopaedia,” Sean says.

“We are now winning new business as a result of our safety practices and our work in the program is a significant contribution to that.”

Tell me and I forget, teach me and I may remember, involve me and I learn.

Benjamin Franklin

"TOT TRANSPORT"

www.totgroup.com.au

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Storyhead is a boutique creative studio that produces television commercials, online films, short films and documentaries.

Geoff Young is the owner and director and is assisted by a production team of three. As one would expect of a creative studio, it is chic and arty, with computers, cameras, cords, lights and plenty of action.

While the cameras and creative juices are flowing, Geoff’s wife, Kass, signs the cheques and makes sure the business is compliant with all legislative issues, from balance sheets to safety records.

Like any accountant worth their salt, Kass is meticulous.

“Calling upon someone who is able to give you the advice and expertise that you normally wouldn’t have access to is invaluable,” Kass says.

“Just asking Jen a few questions was like receiving gold.”

“We have received a safety rebate, attended webinars and are excited about what lies ahead,” Kass says.

“Whatever you do, do it well.”

Walt Disney
“We want to make a positive improvement to the community,” says Roy Gumkowski, the council’s Work Health and Safety Manager, when asked why he joined the Mentor Program.

With 16 years’ experience in work health and safety and holding a Master of Environmental Health and Safety, Roy lends a wealth of experience and knowledge to the program.

“I have loved mentoring Erdem and Hilton,” Roy says.

“I was amazed at the challenges small businesses face and how receptive they are to trustworthy, practical advice.”

Throughout the course of the program, Roy, Erdem and Hilton focused on risk controls, contractor responsibilities and consultation.

The mediocre mentor tells. The good mentor explains. The superior mentor demonstrates. The great mentor inspires, encourages and takes you into the trenches.

Hilton and Sharon Palmer run their family construction company from Oakville.

While Hilton supervises his construction sites and contractors, Sharon signs the cheques and ensures the business is compliant with its obligations.

Access to Roy’s experience and Parramatta Council’s resources allowed Hilton and Sharon to adapt templates and procedures that were tailor made for their small business. Consultation practices, site safety plans and an electrical register are among the positive outcomes from the mentor-mentee relationship.

“We must open the doors of opportunity. But we must also equip our people to walk through those doors.”

— Lyndon B. Johnson
Based in Gladesville, Erdem Toner runs a small construction company that specialises in commercial and retail fit-outs and renovations. Being a new company, Erdem was keen to establish relationships with industry stakeholders to ensure he had sound safety policies and procedures.

“I was really impressed with the Mentor Program,” Erdem says, “everything was extremely well organised.”

“Roy, my mentor, always had time for me if I had a question and WorkCover offered back-up support when required.”

Reams of paperwork have been replaced by simple work method statements that subcontractors find easy to follow and Erdem has borrowed and refined other safety practices from the council’s WHS manual.

“I was glad to be part of the Mentor Program,” Erdem says.

What you do makes a difference, and you have to decide what kind of difference you want to make.

Jane Goodall
Parsons Brinckerhoff is a global consulting firm that helps plan, develop, design, construct, operate and maintain critical infrastructure for private and public clients. As an award-winning, socially conscious company, it is no surprise that Parsons Brinckerhoff has a ‘zero harm’ initiative. Duncan Ledwich, HSE Advisor, was encouraged by the company to share his skills and expertise with others via the Mentor Program, so he was teamed with Teresa Serrao, who owns a small Sydney-based architectural practice.

“It was rewarding to see Teresa become more confident in understanding her health and safety obligations and communicating these obligations to her contractors,” Duncan says proudly.

“Teresa was thrilled to be given access to our safe design training.”

Example is not the main thing in influencing others. It is the only thing.

Albert Schweitzer
Lend Lease is one of the world’s leading property and infrastructure groups. For over 50 years, the company’s vision has included innovation and responsibility, not just in financial terms but also by making a positive contribution to the environment and society. It is also committed to operating incident and injury free on all its projects.

With this vision and aspiration, David Wrench, the head of EHS, and Glenn Quince, the regional EHS Advisor, were keen to demonstrate to other businesses that a commitment to health and well-being would lead to an engaged and productive workforce. The Mentor Program provided a vehicle to communicate this vision.

“Mentor leadership is all about serving,” says David.

“It’s about creating a culture of caring,” says David.

Based in Chatswood, Crestway undertakes minor repairs, compliance upgrades and other alterations to occupied commercial premises, from child care centres to sporting clubs. With 15 employees and a workplace environment that changes from one job to the next, Director, Mike Roach, was keen to implement a safety system that was applicable at all his worksites.

“The challenges in addressing a diversity of risks seemed insurmountable and we were ticking boxes that served absolutely no purpose,” Mike says.

“Glenn helped us design a remarkably simple and effective safety management system, which has been a great benefit when we tender for large contracts.”

Out of clutter, find simplicity. From discord, find harmony. In the middle of difficulty lies opportunity.

Albert Einstein
ICHOR CONSTRUCTIONS

Ichor Constructions is a Sydney-based construction company that specialises in refurbishments and fit-outs, and building commercial and industrial complexes, sporting complexes and schools.

Despite being a fast-growing, multi-award winning company, Nick Merianos, the man responsible for workplace health and safety at Ichor, was keen to learn from one of Australia’s biggest and best construction companies, Lend Lease.

“I’d heard on the grapevine about the Mentor Program and thought it would be a great way to get up to speed on our workplace health and safety obligations,” Nick says.

“I was also keen to learn more about where our industry leaders were heading.”

“There are new contractors onsite every day, so we need to consult and communicate clearly about everyone’s responsibilities,” Nick says.

“While health and safety has been the main focus, David, our mentor, has shown us how it can benefit our overall business.”

Motivation is the fuel necessary to keep the human engine going.

Zig Ziglar

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B&D is an iconic Australian brand. In addition to manufacturing excellence, the company employs cutting-edge technologies and promotes a 'towards zero harm' culture.

The NSW Work Health and Safety Coordinator, Katrina Carangelo, is a passionate advocate of the company's safety culture and coordinates regular safety training, annual safety days and achievement awards for safe work practices.

Katrina was encouraged by her senior management to share her vast skills and experience with other NSW businesses, so she paired up with Hunter Stainless Steel to offer some ‘expert’ workplace health and safety advice.

“I enjoyed mentoring a small business and achieving positive outcomes,” Katrina says.

Hunter Stainless Steel is a steel fabricator and manufacturer. Phillip Foote leads a small team of tradesmen while his wife, Kim, manages the books and makes sure the company meets its legal obligations.

Following advice from Katrina Carangelo, their mentor, Phillip and Kim have rewritten their induction manual and bought personal protective equipment for their workers. They have also participated in webinars and workshops to improve their understanding of topics such as consultation, risk management, manual handling and managing falls.

“When it comes to workplace safety, you can never learn too much,” Kim says.

“Katrina has been a great help and it’s wonderful to have direct access to WorkCover representatives who can answer questions specific to your business.”

The mind, once stretched by a new idea, never returns to its original dimensions.

— Ralph Waldo Emerson
Through extensive Australian and international networks, GrainCorp delivers a comprehensive array of grains, pulses and oilseeds.

‘Zero harm – safe for life’ is an attitude that is instilled in every employee, contractor and visitor to a GrainCorp site. Fostering safe attitudes and behaviours is the reason GrainCorp joined the Mentor Program.

‘Big and small businesses are all working towards a common goal of safer workplaces,” Troy Jackson says.

As Health and Safety Advisor, Troy said the most rewarding outcome from mentoring Scott was implementing a practical health and safety system that allowed 5 Star Safety to successfully tender for larger contracts.

Leadership is lifting a person’s vision to higher spirits, raising a person’s performance to a higher standard, building personality beyond its normal limitations.

Peter F. Drucker

Crowd control and traffic management at concerts and corporate events can pose some unique safety challenges. With the aim of becoming one of Australia’s leading safety and traffic service companies, Scott McMichael, Managing Director, knew he needed to be compliant in all aspects of workplace health and safety. The Mentor Program provided that opportunity.

Following Troy Jackson’s advice, Scott developed a health and safety system specifically designed for his business and he is now able to demonstrate that safety is a core value of 5 Star Safety.

A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you.

Bob Proctor
Millennium Carpentry employs nine tradespeople to install doors and floors and undertake repairs and renovations to houses and apartments.

As the business expanded and relocated to a new, larger workshop and warehouse, the need for revised safety policies and procedures became paramount.

“Our mentor, Colin, provided some great suggestions about workplace layout, safety practices and identifying hazards,” says John O’Reilly, the Project Administrator.

“We installed load-limit signs to ensure pallets were not over-stacked and asked suppliers to weight-stamp their deliveries.”

“We also gleaned invaluable information from the WorkCover safety webinars,” John says.

“We were amazed at their breadth of responsibilities,” Karen recalls of her first visit to the Scouts NSW state office at Homebush Bay.

“Millennium’s commitment to an accident-free workplace impressed me,” Colin says of the Sydney-based carpentry firm.

Karen and Colin juggled commitments to ensure they could offer quality time to discuss, listen and share information with their mentees, and were delighted when their safety suggestions were adopted so readily and provided such positive results.

“Life’s most persistent and urgent question is: What are you doing for others?”

— Martin Luther King Jr.

Millennium Carpentry is a world leading organisation for business and document management services. It also supports a range of community programs.

Giving to the community is in the DNA of Karen Brown and Colin Schofield, from the national health and safety division, as they jumped at the chance to join the Mentor Program.

Karen and Colin also visited the Scouts NSW state office at Homebush Bay.

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SUOAGTIA NSW

FUJI XEROX AUSTRALIA

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mentoring MILLENNIUM CARPENTRY SERVICES and SCOUTS AUSTRALIA NSW

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FUJI XEROX AUSTRALIA

FUJI XEROX AUSTRALIA
Safety and security for members and supporters of Scouts Australia NSW are paramount given the wide variety of activities offered to joeys, cubs, scouts, venturers, rovers and leaders.

Scouts Australia NSW introduced a host of positive outcomes as a result of the Mentor Program, such as site-specific inductions, documentation for training on equipment, updated risk assessments and incident reporting procedures, safe operating procedures, managing contractors, supervising family-friendly working bees, and implementing consultation procedures.

“Tracey was a joy to work with,” says Karen Brown, a mentor from Fuji Xerox.

“She participated in our one-on-one discussions with passion and commitment.”

Tracey has now implemented a tailor-made safety management system and is keen to share her new-found skills and knowledge with peers at other scout branches throughout NSW.

“The mind is not a vessel to be filled, but a fire to be kindled.”

Plutarch
Eraring Energy manages Australia’s largest power station, as well as hydro sites, a pumped storage scheme and two wind farms. The safety of its workers and contractors is Eraring’s highest business priority, with a range of programs and activities designed to create safe workplaces, including a behavioural safety program, ‘B Safe’, which promotes peer-on-peer observations and positive reinforcement. In 2008, Eraring won the national Safe Work Australia Award for public sector leadership in injury prevention and management.

Workers are also encouraged to contribute to community organisations, charities, and workplace safety activities and events. As OHS Manager, Steve Gambrill was the first to put up his hand when he heard about the Mentor Program, and was soon joined by Casey Wright-Bowd, the OHS Compliance Officer, and Joanne Lowth, the OHS Systems Officer.

They all agree that mentoring small businesses is not only personally satisfying but also gives them an insight into the issues their contractors face on a day-to-day basis.

“Good coaching is good teaching—nothing else.”
Pat Conroy
Naturally Green is an award-winning landscape business based in Orange. Having had positive experiences with a mentor-based development program conducted by the NSW Enterprise Workshop, Mick Curran was excited about getting advice about his company’s workplace health and safety procedures.

“Steve, our mentor, has been down to earth and realistic about what my business can do to achieve great results,” Mick says.

“Rather than inappropriate, generic nonsense, we now have policies and procedures that are relevant to what we do.”

“The program has demonstrated how simple things can be,” Mick says.

We could all use a little coaching. When you’re playing the game, it’s hard to think of everything.

Jim Rohn

Concept BSG provides communication systems to businesses ranging from schools to coal mines. As the company grew from a sales-only business to sales and service, its restructure required a greater focus on work health and safety.

“We did not know where to begin,” Liz Mackie says, “so when we heard about the Mentor Program we signed on.”

“It was a great experience, our mentor has become a friend and her suggestions were fabulous.”

“Our monthly staff meetings now include question-and-answer sessions on work health and safety issues, and everyone is more conscious of their responsibilities,” Liz says.

You can’t just sit there and wait for people to give you that golden dream. You’ve got to get out there and make it happen for yourself.

Diana Ross
After 20 years as a professional ski instructor and golf coach, Nigel Bolton established Coast Traffic Solutions in 2009. While exceptional customer service is second nature for Nigel, establishing policies and procedures is not.

“When it comes to workplace health and safety, we’ll take what help we can get,” Nigel says. “For me, having Eraring Energy as a mentor to bounce ideas off was fantastic.”

Nigel can now lay claim to a tailor-made induction process for new employees, easy-to-read work method statements, and training guides for loading trucks and lifting equipment.

With the help of his mentor, Nigel has even re-organised the layout of his truck to reduce the risk of injuries from manual handling.

“I am far more confident in where we’re at now and where we’re heading in terms of a safety management system,” Nigel says.

What I need is someone who will make me do what I can.

— Ralph Waldo Emerson

COAST TRAFFIC SOLUTIONS
**CSR VIRIDIAN**

Viridian was created in 2007 when CSR acquired Pilkington Australia and DMS Glass. It is Australia’s number one glass provider, with 26 sites around Australia and 1200 employees.

Mark Peagam, the WHSE Manager for NSW, ACT and Queensland, has been involved in the glass industry for more than 20 years and has worked closely with key stakeholders to identify solutions to hazardous tasks within the industry.

Mark has been involved in numerous mentoring relationships during his career, most recently with a carpenter, a pie-maker, a commercial fit-out company and a mining services company. He has been in the Mentor Program for four years.

"Sharing my knowledge with others, developing practical solutions, and networking with other safety professionals are the outstanding benefits of the program," Mark says.

The only source of knowledge is experience.

Albert Einstein

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**BROOKFIELD JOHNSON CONTROLS**

Brookfield Johnson Controls is a leading provider of integrated real estate, facilities and project management services, with specialist expertise in energy and sustainability and workplace strategy solutions.

Managing more than six million square metres of property and infrastructure around Australia and New Zealand, the company delivers tangible savings through services that improve productivity, sustainability and flexibility for their clients, while ensuring full compliance through their ISO accredited and integrated safety, quality and environmental management system.

Soon after joining the Mentor Program, former employee Martina Mulhall said "it was rewarding to have gained an understanding of the many challenges small business owners face every day at work.

Mentoring is a brain to pick, an ear to listen, and a push in the right direction.

Jack C. Crosby
Acknowledgements

A book of this size and quality would have remained a dream had it not been for the imagination and cooperation of many people.

Without the enthusiastic involvement of our mentors and mentees this book would not have eventuated and, indeed, the Mentor Program would not exist. Because of them, the program continues to thrive and we trust their memorable experiences are reflected in this book.

The program would not be the resounding success it is without the passion and drive of the WorkCover project team, most notably Sally Fallon, Callista Kent, Dianne Ahern, Treena Stobro, Kari Beckley, and Susan Laurie. The team’s unwavering belief in the program and its positive impact on all involved is the key to its longevity.

The production of this book has been a collaborative exercise, with special mention owed to Janelle Robertson, Paul Jacobson and Stuart Bevac.

Ian Waldie is the master behind the lens and was responsible for the majority of photographs in this book. Ian is the only photographer to have won the UK Picture Editors’ Guild Photographer of the Year three times.

Others, too numerous to name, shared their time and knowledge with the many program activities and photo shoots, which culminated in the completion of this book.

Photo credits

Ian Waldie: front cover, pages 4-37, 40-49, 52, 54-58, 60-61, 63-79, 82-85, 87-92, back cover
Northparkes Mines: page 53
Storyhead: page 62
jonesphoto.com.au: page 81
Scouts Australia NSW: pages 80-81
Janelle Robertson: page 86
Australian Paralympic Committee: page 90

Designed by Blue Star IQ
"It was an amazing program.”
Jo Dibben, Controlstore

"A great way to get up to speed.”
Nick Merianos
Ichor Constructions

"Feel a sense of achievement”
Roger Soong, Shine Cleaning

"Everyone should participate in this program.”
Gae Rheinberger
Southern Health and Safety

"Sensational.”
Stephen Clarke
Caterpillar Global Mining

"A fantastic experience.”
Tracy Mellor
Cerebral Palsy Alliance

"Mentors and mentees often grow a special bond that lasts well beyond the program.”
Cheryl Wills, Inghams Enterprises

WorkCover has long seen the value in partnering with industry to improve safety, injury management and return to work practices. The Mentor Program, now in its 6th year, has assisted over 100 small businesses across NSW in addressing the three critical steps of a safety culture – setting expectations, establishing safety management systems through committed leadership, and monitoring and tracking leading indicators.

This book documents the achievements of the 69 mentors and mentees involved in the 2012-13 Mentor Program. Mentoring – Safety at its best is a celebration of the relationships that developed.

A number of mentors are SafeWork Award winners and generously donate their time and resources to the program. The program, in turn, provides an opportunity to assist small businesses in creating a positive safety culture and workforce management systems that suit their specific needs. As a result, many mentors have grown in their skills, finding new opportunities to become mentors.

"Mentoring – Safety at its best is a celebration of the relationships they developed."