

## Paul Gear – Compliance, Safety, Risk & Governance Specialist

*Paul is an innovative, lateral thinker with broad-based industry and Government expertise in strategic and operational senior management roles.*



Speciality areas include: Health & Safety Management, Crisis & Incident Management, Business Resilience, Governance, Risk & Compliance, Asset Data Management, Asset and Personal Security, Quality Management Systems, Investigations, Professional Development & Training within Australasia and internationally.

He is an energetic, visionary leader known for his ability to mentor and empower staff at all levels to actively engage and contribute to an organisations success whilst bridging the gap between strategic planning and operational delivery. He has provided services to all levels of Government and industry sectors such as Mining, Manufacturing, Processing, Defence, Utilities, Transport, Engineering and Maritime.



Winner 2012 Queensland Safety Awards for Best Individual Contribution to Safety by a WHS Specialist

Winner 2013 Safe Work Australia National Awards – Individual Contribution to Health and Safety by a WHS Manager.

He is a published author of Books and Guides relating to risk management and workplace health and safety.

Specific areas of excellence include:

- Strategic Thinking to Operational Outcomes
- Business Process Improvement
- Business Planning & Direction
- Negotiation, Influencing & Dispute Resolution
- Leading by Example
- Creating a Zero Harm Culture
- Professional Development & Training
- Leading Change

## Experience

- 25+ years' experience in Operational Performance, Risk Management, Health & Safety, Certified Management Systems and Investigations
- Recognised industry specialist in WHS & Risk Management for local Government
- Representative of the District Disaster Management Group and Local Disaster Management Group
- Owner/operator of a Compliance, Safety, Risk & Governance consultancy company
- Specialist in Crisis management, Business continuity and Incident management
- Strong knowledge and experience with Local, State & Federal Government Legislation
- Experience in statistical reporting and analytic assessment of structured and non-structured data
- Ability to design, implement, manage and review Integrated and stand-alone certified Management Systems including Safety, Environment, Quality and Food Safety (HACCP)

## Vocational Qualifications

- Business Administration
- Work Health & Safety
- Risk Management
- Government (Fraud Control)
- Training & Assessment
- Investigative Services

## Recent Projects

**Safety Leadership** – Managed the development of a greenfield Workplace Health & Safety Management System, under the brand name CREATE, to AS/NZS 4801 Standard for over 900 employees and contractors conducting a wide range of high risk activities including working at heights, confined space entry, trenching & excavation, asbestos removal, working in flammable atmospheres, electrical works, working on gas and chemical pipelines, working over water and working with plant.

**Crisis Management** –3 million litres of sewage leaked into two environmentally sensitive waterways on the Gold Coast, Queensland. City of Gold Coast appointed Paul as the Crisis/Incident Manager for both incidents. He successfully negotiated with the Community and State Regulators, managed the operational recovery and protected the environment and community from further harm whilst providing continual media television news bulletins and talk-back radio with briefings and updates on events. No regulatory enforcement action was taken as a result of either incident and minimal community complaints were received.

**Emergency Management** - Paul was the Water Desk Logistics Coordinator for the State Disaster Management Group during Cyclone Yasi that impacted North Queensland.

**Business Development** – He established a safety and security division for the largest risk management consultancy in Australia and in the first 12 months negotiated several major contracts with top tier mining, and defence companies worth in excess of \$30M.

**Professional Development and Training** – Paul developed and implemented a comprehensive training and competency health and safety induction package for Gold Coast Rapid Transit operational maintenance staff and City of Gold Coast water workers site induction package. Within 3 months, 4,000 contractors and staff had undertaken the online induction course.

**Business Systems Upgrade** -A \$90M City of Gold Coast project to implement a new all of business (3,500 employees) Strategic Asset Management System and an Asset Maintenance System (AMS) for operational field staff (approx 800 employees). Related projects included the implementation and associated training for all field staff provided with iPads as a new way of receiving maintenance tasks. Additionally, at this time the GIS system was being upgraded to a new software system ARCGIS. This system was critical to the operation of the water business.

As the Business Implementation Manager for the project Paul was required to ensure the water directorate was prepared by the relevant cutover date. This included all aspects of business process mapping, procedural changes and technical writing, training staff, consultation, communication and liaison. He managed a team of Business Analysts, specialised workgroups, steering committee and workplace Champions to ensure objectives were met.

The water directorate objectives of the project were delivered on-time and below budget. It was an extremely complex project in terms of system integration and technical completion but also complex in terms of managing employee expectations and concerns. Employees required strong support, mentoring and guidance. Several hundred processes and outputs needed to be identified, analysed and then impact effect modelled to determine if process change was required. If so, then Paul consulted, developed and implemented the changes

**Regulatory Compliance & Risk Management** - Developed and managed governance, risk & compliance processes including the development of a legislation compliance obligations register and enterprise risk management framework for 900 employees and a business insurance portfolio of over \$3billion in above and below ground assets.

## Testimonials

Gold Coast Water's Paul Gear, is a finalist in the Safe Work Australia Awards because of his tireless efforts to improve the organisation's safety culture. Mr Bleijie said:

***"Mr Gear was responsible for developing the 'CREATE Zero Harm' guidelines that resulted in a significant reduction in injury frequency rates. Mr Gear strived to create a positive safety culture by providing training and resources and effectively coaching and mentoring all areas of the organisation"***

***"Queensland is well and truly leading the way in making our workplaces safer for everyone. We need to think outside the box when it comes to improving safety"***

Jarrod Bleijie, Attorney-General and Minister for Justice, Queensland Parliament

Implementation of a \$300K compliance risk management system for 48 administrative staff to manage 9,000 cases per annum provided the leverage of technological innovation and meant human resourcing demand increased by only 10% despite a 21% increase in sales. The CEO stated ***"This Information Management System is the backbone of our business"***.

A global leader in compliance and auditing of ISO standards made the following comment in relation to a WHS Management Review Report that Paul authored for City of Gold Coast: ***"This is the most comprehensive and sophisticated MR report that BSI has ever seen. It should be a benchmark template for the Australian Standard 4801"***.

In 2014, a National Law Firm and a major contributor to the development of the Work Health and Safety Act 2011, recommended to the second largest Council in Australia with 3,500 employees that the investigative methodology and reporting systems that Paul had personally developed ***"be adopted and implemented by the City as the standard operating procedure for the conduct of all workplace investigations to ensure they remain compliant with the Act"***.

A manufacturing client was facing prosecution and prohibition from the Attorney Generals Department as a result of a very poor safety record. As a consultant brought in to assist the business Paul liaised closely with the regulator and top management to implement stringent OHS risk and compliance controls so that after 3 months the threat of prosecution and prohibition was removed. The Managing Director stated ***"At a time when our company faced the very real threat of closure and adverse publicity, Paul was there to guide us through the critical changes and provide clarity of purpose for both management and employees with an exceptional level of service"***.

Paul developed a national compliance, auditing and performance monitoring framework for 330 field staff. The result was a 24% increase in quality of product output and an increase from 36% to 98% effectiveness in adherence to timeframes. This framework enabled one major State Government client to realise \$1.53M on their service provider spend and prompted a Director to state ***"the implementation of this model to motivate staff is one of the pillars of the company's success"***.

Winner 2013 Safe Work Australia National Awards – Individual Contribution to Health and Safety by a WHS Manager.

<http://www.safeworkaustralia.gov.au/sites/swa/media-events/awards/pages/8a-cat4b-winner>

**Paul Gear - Gold Coast City Council (QLD)**



Congratulations to Paul Gear of the Gold Coast City Council the winner of the *Best individual contribution to workplace health and safety—by a Work Health and Safety (WHS) Manager* award at the 8th Annual Safe Work Australia Awards.

Paul Gear is the Manager of Operational Performance with Gold Coast Water, part of the Gold Coast City Council. In this position he has worked tirelessly to improve the organisation's safety culture.

Paul became an ambassador for safety for Gold Coast Water after inheriting contrasting and out-dated safety systems and a deteriorating safety culture following a major restructure.

With more than 800 staff spanning three major regions of south-east Queensland Paul strived to create a positive safety culture by influencing management, providing training and resources and effectively communicating with, coaching and mentoring all areas of the organisation.

Paul was responsible for implementing the CREATE Zero Harm Framework and Hazard and Risk Management Guideline. This resulted in a reduction of lost time injury frequency rates from 44 percent in 2010 to 17 percent in 2012—an 84 percent reduction in lost time injuries over a six month period and a 25 percent reduction in the number of claims based on a rolling average<sup>1</sup>.

## Professional Associations & Awards

- 2013 - Winner Safe Work Australia National Awards – Best Individual Contribution to Workplace Health and Safety.
  - 2012 – Winner Workplace Health & Safety Qld Annual Awards (Cat 4 – Best individual contribution to workplace health & safety)
  - Member – Safety Institute of Australia (SIA – 7373)
  - Member - Risk Management Institute of Australasia (RMIA)
  - Member - Australian Life Underwriters and Claims Association Inc (ALUCA)
  - Member - Australian Institute of Professional Investigators
  - Accredited Fraud Investigator with - Comcare Australia, Centrelink, Child Support Agency, Suncorp-Metway, NRMA, WorkCover QLD, WorkCover SA.
  - 1989 – Unit Citation (HMS Swift) – UN Humanitarian Commission for Refugees (South China Sea)
  - 1986 – Unit Citation (HMS Newcastle) – Operation Balsac (Gulf of Aden)
  - 1985 – Unit Citation (HMS Ambuscade) - Classified operation (Barents Sea)
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