

IPENZ  
Transportation Conference 2010  
Connectionz - people, places and  
products

## Development of frontline staff to improve service delivery objectives

**Greg McBain**

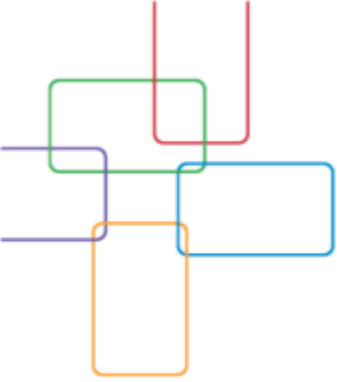
Organisational Learning & Development Manager

**Jason Akroyd**

Asphalt Manager, Northland

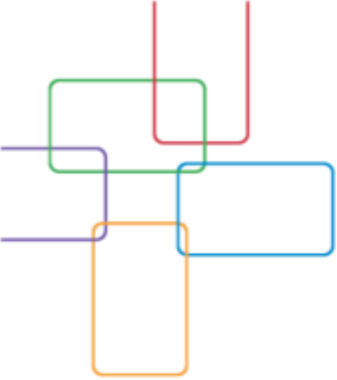


 **Downer**



## Who are we ?

- Downer - ASX top 100 company
- Mining, infrastructure and energy sectors
- Leading New Zealand infrastructure provider since 1870
- Leader in transport, utility, telecommunications and water sectors
- Sales in excess of \$1,000m
- **5,000 people**



## Farfie's Marsdan

Glis was very fraper. She had denarpened Farfie's marsdan. She hadn't tolped a gilberter for him. So she conlanted to plimp a marsdan binky for him. She had just sparved the blinky when Farfie gibbled in the gorger.

"Clorsty marsdan!" she boffed.

"That's a croustich marsdan binky", boffed Farfie, "but my marsdan is on Standson. Agsen is Kelsan."

"In that ruspen," boffed Glis, "I won't scank you your gibberter until Standson".

They both snarkled.



# And what's the difference ?

## HEALTH AND SAFETY POLICY

*Downer EDI Works Ltd is committed to providing a healthy and safe work place for employees, contractors and visitors on company sites and premises. In doing so we will comply with all relevant legislation, codes of practice and regulations and will continually improve our performance, seeking excellence in Health and Safety.*

### Health and Safety Policy:

- An effective programme is in place and maintained to ensure that all workplace hazards are identified and appropriate measures taken to control these hazards.
- The programme is reviewed and monitored to take account of changing conditions and circumstances in the workplace. Records are kept of the hazard management programme.
- Employees have the opportunity to participate in the development of health and safety practices and in becoming Health and Safety Representatives. Relevant documentation relating to occupational health and safety issues are made available to employees.
- All employees and contractors are inducted, trained, supervised and provided with information to undertake their duties safely.
- All accidents and incidents are reported to the supervisor and/or manager. They will be properly recorded, investigated and appropriate action taken to prevent recurrence.

### Managers will:

- Consult with their people on health and safety matters that affect them.
- Ensure that all plant, substances and work systems used are suitable for their intended purposes and meet safety requirements.
- Provide adequate training, information, instruction and supervision.
- Make Contractors and visitors aware of their responsibilities and safety procedures.
- Respond promptly to any health or safety issues brought to their attention.

### Employees will:

- Carry out work in a way that does not adversely affect their own health and safety or that of others.
- Learn and understand health and safety rules and follow them.
- Ensure they completely understand instructions before starting work, avoid taking short cuts and always use safe work procedures.
- Correctly use any information, training, personal protective equipment and safety devices provided.
- If in doubt about the safety of a task, stop and get instructions from the supervisor or manager before continuing.
- Make sure they understand exactly their responsibilities in emergencies.
- Report all accidents, incidents and unsafe conditions to the supervisor or Health and Safety Representative.

Cos Bruyn



Chief Executive Officer  
October 2008



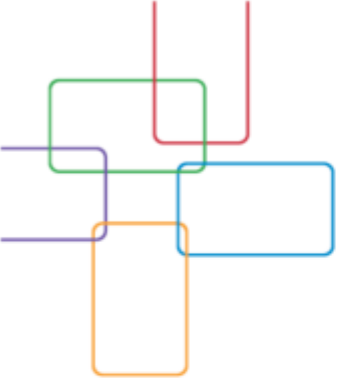
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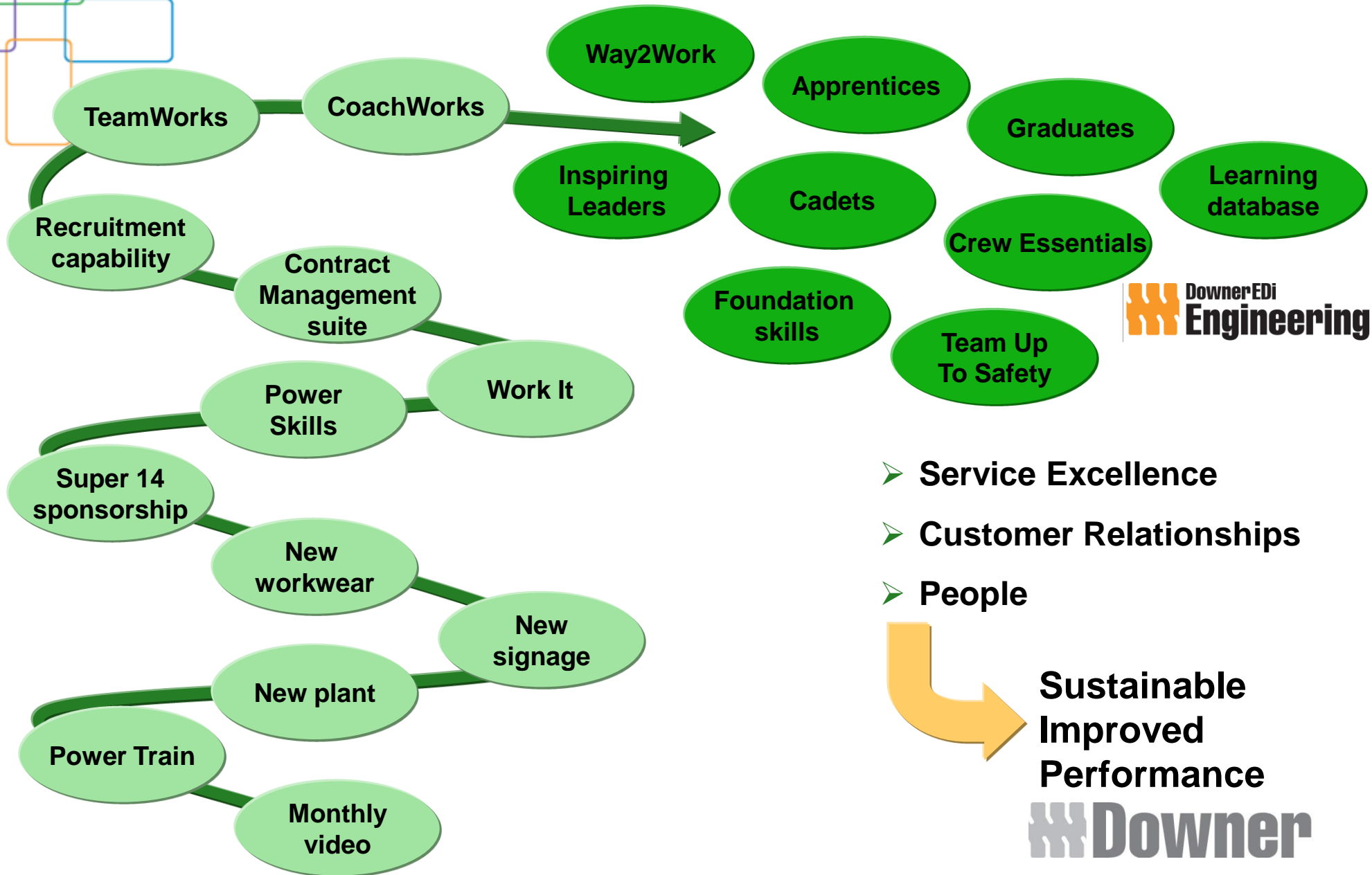




## Why ?

- Engage our people
- Literacy a key need
- Community connection
- Embedded approach
- Create foundation for further learning

# What have we been doing ?



# What was Way2Work ?

- Largest single-employer workplace literacy programme
- Built on other initiatives
- Linked to Level 2 qualification (21 credits), Bronze Card
- 157 4-day programmes in 37 locations
- Facilitators matched to learner demographics
- Up front manager briefings
- Partners –
  - The Learning Wave
  - InfraTrain
  - TEC
  - Dept. of Labour
  - The learners







## The numbers .....

	2008	2009	Total
Learners selected for enrolment in Way2Work	550	498	1048
Active Training Agreements	444	489	933
Learners who completed Way2Work to Bronze Card standard	450	432	882

# The results .....



- Qualifications
    - Leads into other learning pathways
  - Engagement in Health & Safety
    - Stories
  - Literacy shift
    - Understanding “why” leads to commitment
- ..... and feedback now the challenge



# Engagement in Health & Safety

## Health & Safety Attitude Shifts - Facilitator Assessment - Nationwide

On Day 1 of Way2Work

4.18

During the Way2Work  
Training

4.74

On Day 4 of Way2Work

5.26

0.00

1.00  
Poor

2.00

3.00

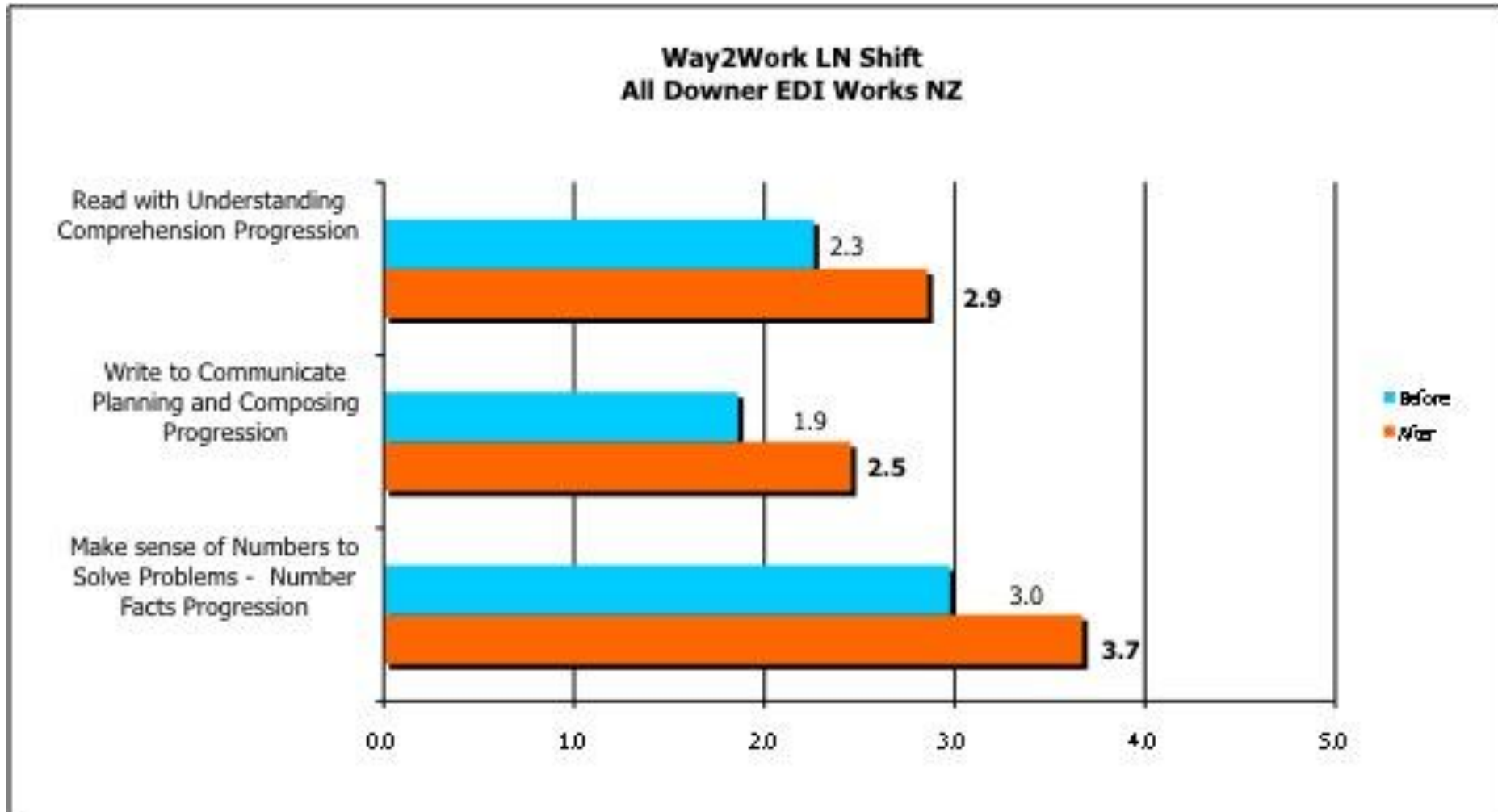
4.00

5.00

6.00  
Excellent

Rating

# Literacy shifts .....hard data



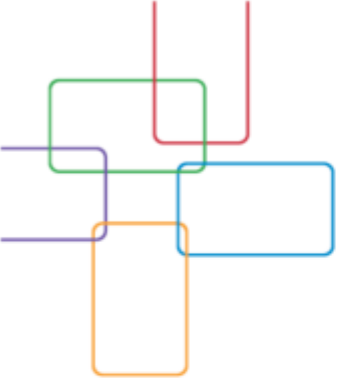


# The final word

Goes to our learners .....



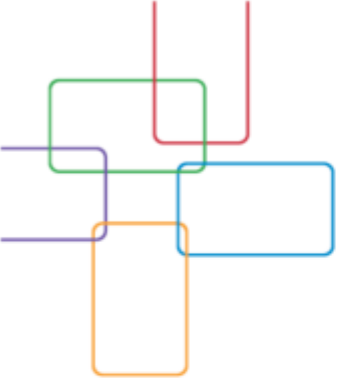




*"Some learners ... said they would do grocery shopping so they could make healthy food choices – one worker had only been a few times in over ten years"*

*"By the end of the course many guys commented that as a result of the Way2Work learning they now had a greater respect for the hazards they came across regularly in their jobs"*





*"Before when I went out on the job I thought I looked after myself, but I've learnt that I wasn't doing a very good job, and I wasn't making sure my mates were safe. Because of this course I look after myself better and I look after my mates too, looking out for each other might save someone's life"*

*"Some of the skills covered in Way2Work I am now using at home to help my kids plan their schoolwork. I am talking to my kids differently, and listening to them more, and the same with the wife and friends as well"*



He aha te mea nui?

He tangata

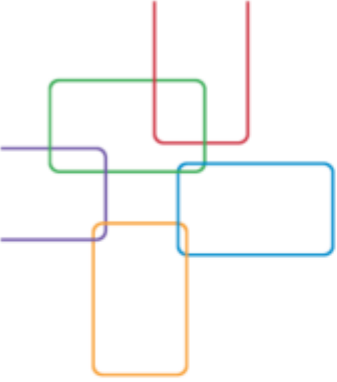
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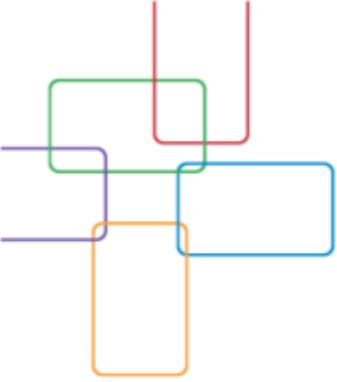
## The Project

- South Side Pilbrow Hill, Brynderwyn, Northland
- Pre-surface repairs and Asphaltic Concrete overlay
- Planned, mid week, overnight closures of 10 hours



## The Issues

- Public
- Weather
- Light
- Challenging environment
- 3<sup>3</sup>/<sub>4</sub> shifts loss in the first seven
- How did we deal with it ... **WE** didn't



# Theory meets Practice

- Empowerment and decision making in the face of adversity
- Public interaction / Traffic Management
- We trust our people **with** our resources
  - We didn't always trust them in other ways



# Job START FORM

Contract: \_\_\_\_\_

Contract Manager: \_\_\_\_\_

1. What can harm me? 2. What can harm others? 3. What can harm the environment?	Likelihood Of Harm	Potential Consequences	Risk Rating Before Controls	(H)
	Certain Likely Moderate Unlikely Rare	Major Serious Medium Minor	High - H Med - M Low - L	E





**Dovner EDI  
Works**

**TYPE OF EVENT** (Tick appropriate box)

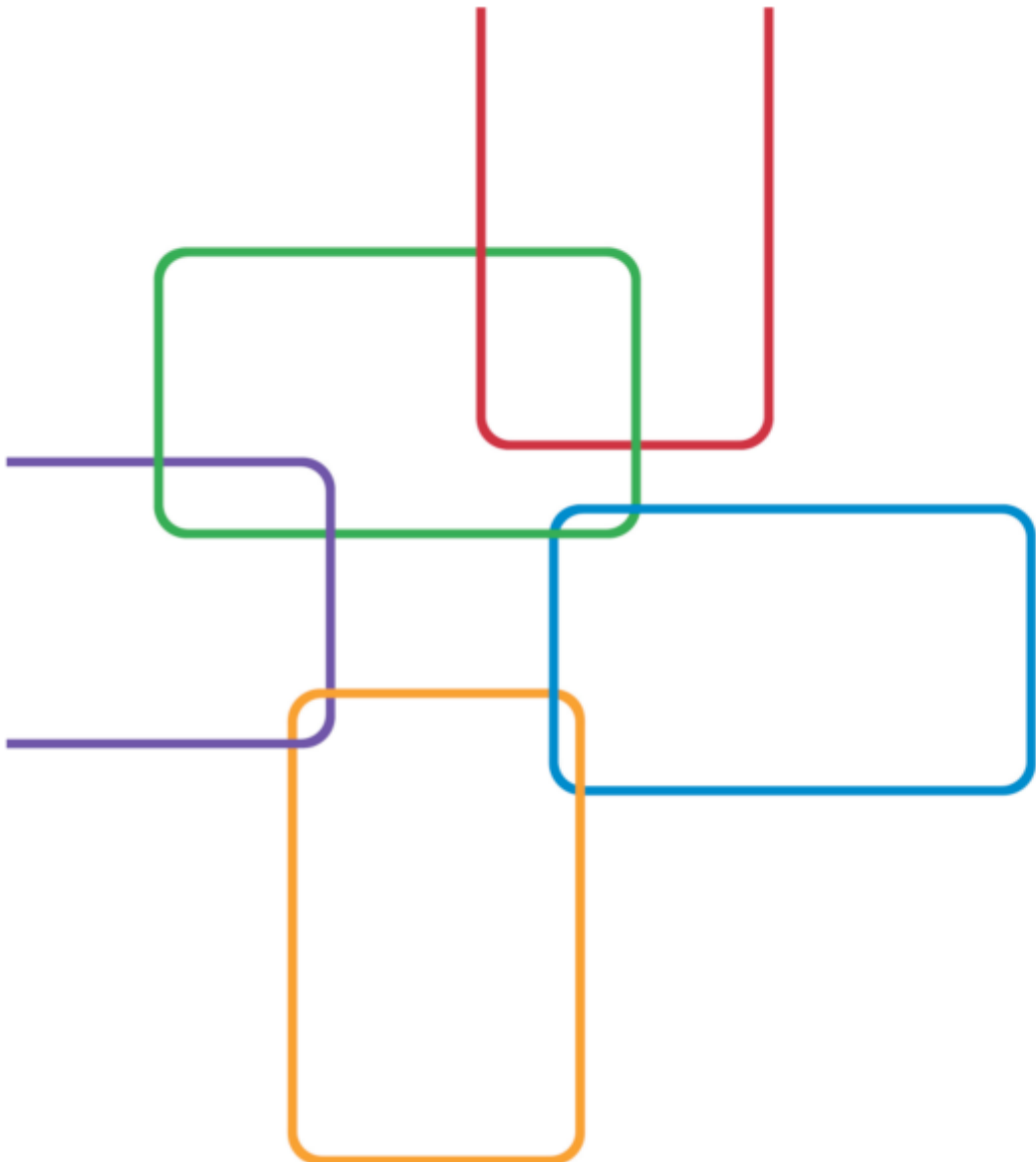
- VEHICLE ACCIDENT  
  INJURY / ACCIDENT  
  OBSERVATION / HAZARD  
  PLANT CONDITION  
  ENVIRONMENT INCIDENT/SPILL  
  NEAR MISS  
 MEETING  
  HAZARD  
  PROPERTY / MATERIAL LOSS  
  COMPLAINT  
  SYSTEM IMPROVEMENT  
  OTHER

**CONTRACT** ..... **PLANT NO / PERSONS INVOLVED** .....

**RISK ASSESSMENT** (Refer HS06)

 Likelihood:       Potential Consequence:       Overall Risk Rating before controls: 
**PERSON REPORTING EVENT:** *Grant Wright* ..... **DATE:** *8/7/09*
**DESCRIPTION OF EVENT AND INITIAL ACTION TAKEN:**

*I didn't recheck when hooking up  
 crashed trailer to crew cab. I pushed trailer  
 came off crew cab when on site.  
 recheck when hooking anything onto  
 vehicles double check all rig before  
 moving on!!*



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