

# *Category 1: Work Health and Safety*

## Sharpening your Senses – Managing Variability in the Work Environment

Mark Dexter, General Manager – Zero Harm  
Hiway Stabilizers



## *2022 AustStab Awards of Excellence*

*Proudly sponsored by* **CATERPILLAR<sup>®</sup>**



# Objective of the Initiative



Rather than relying on a traditional compliance model to enforce the desired behaviours and standards, we saw an opportunity to set the standard for all our people and to make our workplace healthy and safe whilst backing it up with clear expectations that are both practical and focused on remaining Situationally Aware when working around activities that introduced Critical Risks.



The program focused on improving our employees' levels of situational awareness so that they adopted heightened levels of awareness of what is happening around them in terms of where they are, where they are supposed to be, and whether anyone or anything around them is a threat to their health and safety.

*Proudly sponsored by* **CATERPILLAR<sup>®</sup>**

# Operating Environment

The Strengthening Zero Harm Culture program requires all employees to establish expected ways of thinking and promote desired behaviours through:

- Leaders and Managers 'walking the talk' and driving safe behaviour conversations with their crews/employees at every opportunity.
- All employees and crews are taking personal responsibility for their own and their colleagues health and safety and remaining aware of their situation and what is happening around them.
- Employees being supported through the learning and change process so that each person understands their individual role and responsibilities needed to create a strong Zero Harm culture.
- Our Zero Harm (Health and Safety) reporting systems that measure lead indicators, track progress and behaviour change as evidenced through the achievement of reporting targets, and the completion and assessment under our internal competency program.

*Proudly sponsored by* **CATERPILLAR®**

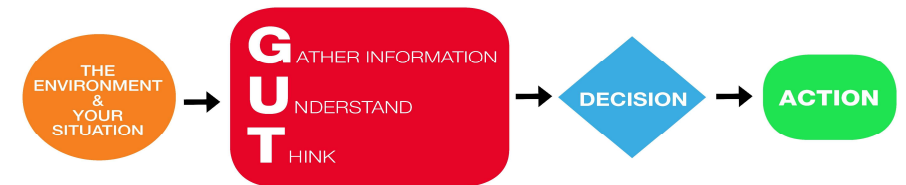


*Pavement Recycling and Stabilisation Association*

# The Initiative

- To achieve this, Hiways developed a program to effectively translate the science of human factors (human information processing, human error, tools to reduce human error, etc.) into information and activities that would resonate and build capability at different levels within the Group. The program was affectionately named 'Sharpening your Senses' and is fundamentally about building Situational Awareness using Dynamic Risk Assessment principals.
- The program focused on improving our employees levels of situational awareness so that they adopted heightened levels of awareness of what is happening around them in terms of where they are, where they are supposed to be, and whether anyone or anything around them is a threat to their health and safety.
- The program drew on the knowledge, experience and training of our employees to enable them to understand what is going on around them and to determine if it is safe.

<b>WHITE</b> Minimal Awareness	Low risk task with minimal chance for sudden change that requires heightened awareness, eg: Waterblasting – As long as basic training has been completed and PPE is worn there is very low risk of sudden change
<b>YELLOW</b> Aware	Medium risk task with some chance for sudden change that requires heightened awareness, eg: End-of-day maintenance – Training required to ensure correct procedure is followed, chocks/safety chains used for rotor maintenance, isolator switches turned off and locked out, appropriate PPE worn. Some risk of sudden change
<b>ORANGE</b> Alert	High risk task with moderate – high chance for sudden change that requires heightened awareness, eg: Tanker reversing onto site to deliver product – All staff trained and competent, safety devices working (reverse alarm, camera, sensor), spotter in place to ensure no persons enter the path of travel for the tanker and to minimise risk of collision. Moderate risk of sudden change
<b>RED</b> Engaged	Very High risk task with high chance for sudden change, remain alert at all times during the task, eg: Patching work on narrow road with live traffic and overhead services – All staff trained and competent, good division between working lane and live lane for traffic, clear communication among operators and with TC, spotters in place to control reversing and movements around overhead services, services clearly marked at ground level (service warning cone sleeves). High risk of sudden change, everyone must be constantly alert of their surroundings.



Proudly sponsored by **CATERPILLAR®**

# Challenges

---

Creating a communications framework to engage with employees – ToolBox meetings, Safety Behaviour Conversations and Training.

---

Coordination of the program rollout across several states in Australia and our New Zealand businesses.

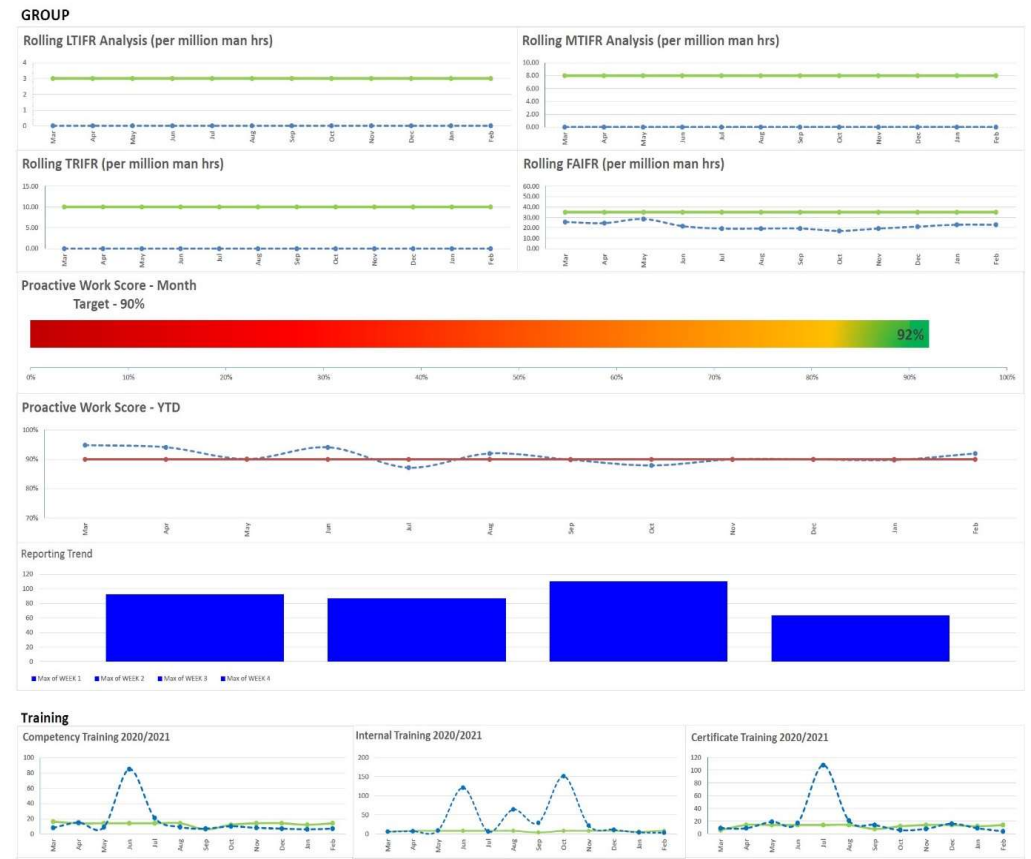
---

Development of lead and lag indicator dashboards that display results in real time as they are reported from the field.

*Proudly sponsored by* **CATERPILLAR<sup>®</sup>**

# Results – Reporting Dashboards

- Dashboard results achieved against the metrics are circulated to the Board through the monthly Board Report and discussed each month at Senior Management Meetings, Supervisor Meetings, and Team Hiway Meetings and illustrate how improving levels of situational awareness have translated into improved on-site reporting.



# Results – Reporting Dashboards

- The aim of our reporting and performance Dashboard is to engage employees in the communication and reporting of lead and lag indicators. We are seeking to embed and develop a situationally aware culture across the company through this process so that the company has the means to identify areas of risk for further risk reduction improvements.



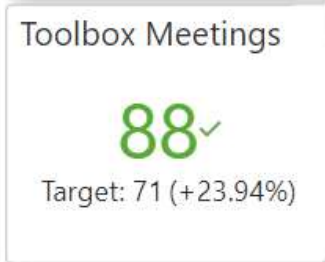
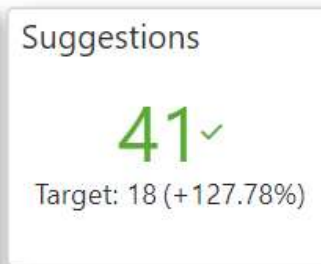
# Summary

We have continued to experience a positive change and shift towards a greater awareness amongst our employees in a dynamic work environment evidenced through behaviours that demonstrate improving performance that has had a very clear effect on:

- The success of the projects that we work on.
- Strong individual and team responsibility and accountability, with clear behaviour and awareness of critical risk improvements.
- Improved identification and response to variability by applying our GUT principles and levels of awareness.





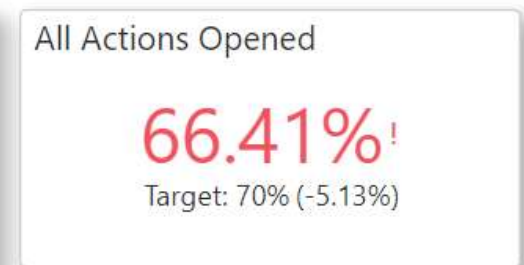
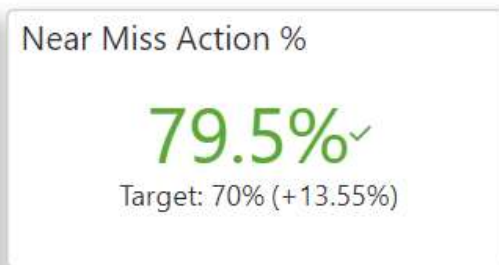


Location

- Hiway Group
- ▾ ■ Aus
  - Aus-North
  - Aus-South
  - ▾ ■ Aus-West
    - WA-Prof
    - WA-Stab
- ▾ ■ NZ
- ▾ ■ HS

Month

- May-22
- Apr-22
- Mar-22
- Feb-22
- Jan-22
- Dec-21



Proudly sponsored by **CATERPILLAR®**

