

Category 1: Work Health and Safety

Where's Ya Mate: Driving Changes in Hiway Safety Performance

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Hiway

HIWAY

2024 AustStab Awards of Excellence

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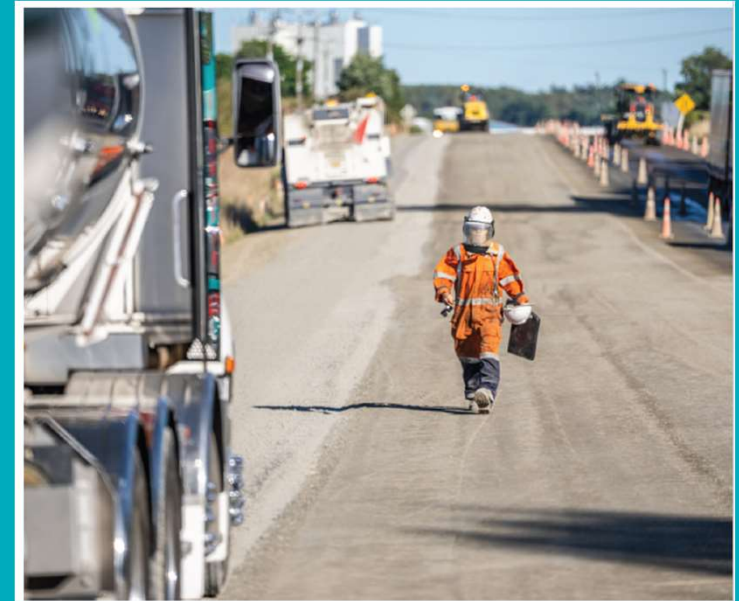
Where's Ya Mate? is a strategic response by Hiway to enhance safety culture and behaviours among our workforce;
a comprehensive approach to embedding situational awareness into the fabric of Hiway's operations.

Driven by the recognition of persistent safety challenges, particularly incidents related to the movement of plant and vehicles, a central cause of accidents on site, Where's Ya Mate is:

- All about looking out for your mates, ensuring collective safety: centred around the concept of Safety-II and the promotion of Situational Awareness in particular.
- Designed to help us build a workforce that is more knowledgeable about the principles of safety, and also actively engaged in maintaining a safe work environment for our people and their colleagues.
- Centred on a core goal: to enable our employees to proactively anticipate and mitigate potential risks, ensuring a safer and more efficient working environment for everyone.



Overview and Objectives



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Grounded in the Safety-II concept, Where's Ya Mate?'s application of Safety-II principles represents a forward-thinking approach to workplace safety, emphasising proactive engagement, a positive safety culture, learning from success, and the empowerment of workers. This marks a significant evolution in how safety is conceptualised and implemented in the workplace. Where's Ya Mate? demonstrates:

- **A commitment to safety culture:** by addressing the critical issue of situational awareness on job sites. It goes beyond traditional safety measures by fostering a proactive safety culture that empowers workers to anticipate and respond to potential hazards effectively.
- **An innovative approach to employee engagement:** The initiative creatively promotes the idea of mutual responsibility among workers, encouraging employees to look out for each other, and strengthening team cohesion and a collective safety mindset; essential elements in reducing workplace incidents.
- **Achieving key performance outcomes:** The initiative is structured around clear and measurable key performance outcomes that emphasise personal benefits, crew safety, incident reduction, harm minimisation, and readiness for job site changes.
- **Industry impact:** The initiative sets a precedent for the roading and broader construction industry, showcasing how innovative, culture-focused safety programmes can lead to significant improvements in workplace safety.

The Initiative



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Operating Environment and Context

Addressing Variability and Complexity:

Unlike traditional safety approaches, this initiative innovates by preparing workers to adapt their safety practices dynamically, recognising that no two situations are exactly the same. Workers are trained to think critically and make decisions based on the specific context they are in, enhancing their ability to respond to unpredictable changes.

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Challenges and Implementation

We recognised that Hiway's persistent safety challenges relating to reversing vehicles remained a significant cause of accidents on site. Despite previous efforts, it was apparent that workers struggled to grasp the concepts of 'situational awareness' and 'variability,' leading to a repetitive cycle of unlearned lessons.

How we responded – our strategy:

- 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, practical expectations focused on remaining Situationally Aware when working around activities that introduced Critical Risks.
- We developed a programme with The Learning Wave to translate the science of human factors into activities that would resonate and build capability at different levels within the Group.

**Hazard ID up 58%
each month**

**Safe Practice
observations up 50%**

Outcomes – evidence of success; what we achieved against goals that were set:

Where's Ya Mate? has shown remarkable effectiveness in achieving its key performance outcomes – leading to observable changes across dimensions of the workforce's approach to safety and collaboration.

Safety observations data shows a clear progression in safety behaviours and culture over Q1 2024:

– **Hazard ID up 58% each month** – from 38 in January to 60 by March. This suggests a heightened awareness among the crew members re: potential risks on site, reflecting improved vigilance and proactive safety measures post-training.

– **Safe Practice observations up 50%** – from 30 in January to 45 in March. This indicates that crews not only recognise safety risks but also adopt safer work practices over time.

– **A significant decrease in minor and major safety incidents.** This can be directly attributed to the enhanced situational awareness and proactive behaviours encouraged by the training.



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Success of the Program

Safety II Principles Applied:

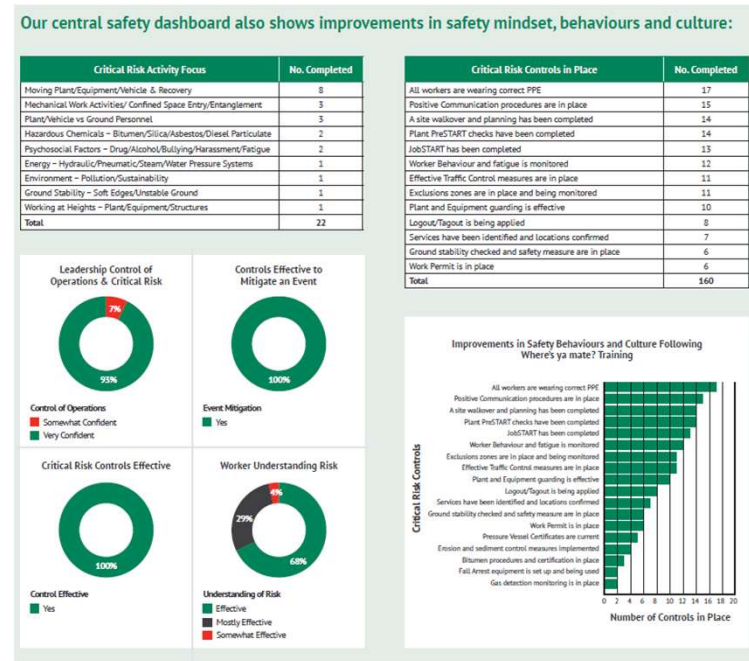
Proactive Engagement: The initiative's focus on developing situational awareness among workers enables them to anticipate and respond to potential hazards before they result in incidents

Positive Safety Culture: By promoting the mindset of "Where's Ya Mate," the initiative fosters a positive safety culture where workers are encouraged to look out for one another, driving the collective responsibility and social aspects of safety, creating an environment where safety is a shared value.

Learning from What Goes Right: Safety II emphasises learning from everyday work successes as much as from failures, reinforcing positive behaviours and successful interventions.

Flexibility and Adaptability: The initiative recognises the complexity and variability of the work environment, promoting flexibility and adaptability among workers.

Empowerment and Involvement: Workers are encouraged to actively participate in safety processes, from identifying potential hazards to suggesting improvements. This is a departure from Safety-I's top-down approach, empowering workers to contribute to safety outcomes effectively.



Quotes from participants and client:

Comments from Where's ya Mate? programme attendees included the following aspects as most valuable:

"Open conversations and discussions on what we need or should do to have everyone's back, where's ya mate"

"Breaking it down to easy steps and bringing it all together"

"Thinking more about your mate safe as well as yourself"

"Don't be complacent about the work and think of ya mates"

"We have witnessed firsthand the transformative power of collaborative effort and targeted training. The programme's impact extends beyond the immediate skills acquired; it fosters a culture of safety, teamwork, and proactive risk management that is invaluable to our operations and employees. We commend The Learning Wave for their exceptional work and being a part of this initiative for the Hiway Group. We look forward to continuing this partnership and exploring new ways to innovate and improve our safety practices."

Mark Dexter, General Manager Zero Harm, Hiway Group

Ready to be applied by others

By adopting the innovative strategies shown in Where's ya Mate? other organisations can not only improve their safety outcomes but also enhance their overall operational efficiency and employee engagement. These innovations could be applied by others:

- Developing situational awareness programmes
- Adopting a 'Where's ya Mate?' mindset
- Training for variability and complexity
- Learning from success
- Interactive and engaging training tools
- Empowering employees to contribute to safety practices
- Implementing a proactive safety culture.

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