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Employee engagement in action



Engaging our people

Unleashing the power of
engagement

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Who we are



32 MILLION JOURNEY

We help commuters make more than 32 million low-carbon journeys each year

We move 18 million tonnes of freight each year

ONE MILLION TOURIST

We carry more than one million tourist passengers each year

We enable passenger growth of 17% in Auckland (2016/2017)

16% MARKET SHARE

We carry around 16% of New Zealand's total freight task (tonnes-km)

We transport around 25% of New Zealand Exports



- 3,500 km of track operated and maintained
- 6.6m sleepers, of which 48% are concrete

- Manage 18,000ha of land
- Own more than 1,500 buildings

- 3,400 employees
- 76% union members

- 3 long distance passenger experiences between Auckland and Greymouth
- 160,000 passengers per year
- Stops at 23 towns and cities in NZ

- 98 tunnels
- 1,322 bridges

- 244 locomotives
- 4,578 wagons
- 91% of all freight arrives on time

- 3 ships
- 750,000 passengers
- 4,000 sailings per year
- 1 million net tonnes of freight carried per annum



61

It's only a quick weld

**All the welders know
what to do**

**We only have that in our
budget**

**It is what we were taught
in our apprenticeship**

Was only a small burn



Our problem



Environmental

Organisational

Cultural



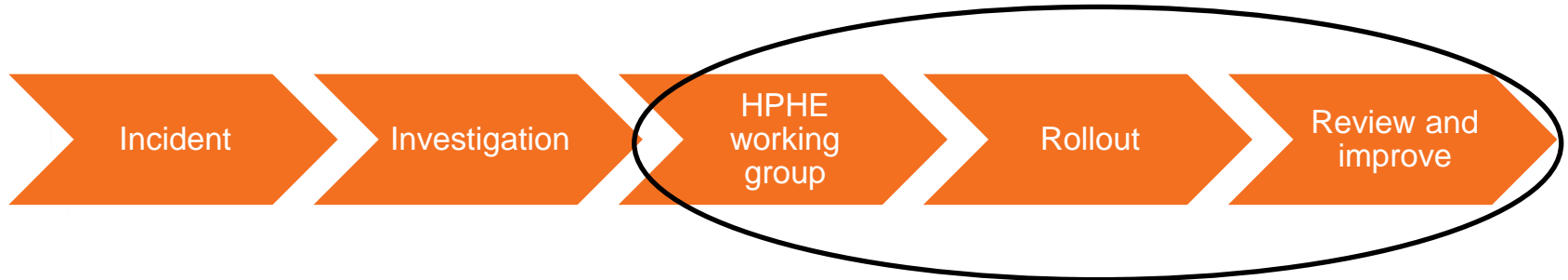
Lewins

ADKAR

Restructuring

McKinsey 7 step

High Performance High Engagement



HPHE – What is it?



Partnership
model

Built on
trust

Growing
our people

Enabling our
frontline people to
solve problems

Interest based
problem-solving
techniques

Retaining leaders'
and workers' rights

HPHE – Framework



Organisational Values

A horizontal row of six vertical panels, each representing an organisational value. Each panel has a distinct background color and contains a white icon, text, and the KiwiRail logo at the bottom.

- CARE & PROTECT**: Blue background, icon of two people with tools.
- ONE WINNING TEAM**: Red background, icon of three people, one wearing a hard hat.
- GREAT CUSTOMER EXPERIENCES**: Purple background, icon of a speech bubble with stars.
- STRIVE FOR EXCELLENCE**: Orange background, icon of a lightbulb.
- DELIVER RESULTS**: Dark blue background, icon of a trophy with the number 1.
- STRAIGHT & TRUE**: Green background, icon of a target with an arrow.

HPHE – An enabler for Zero Harm



Values-based
approach
“Care & Protect”

Bottom-up culture

Visible leadership
approach

Change the
environment,
not the people

Interest Based Problem Solving



Step 1

Define the issue

Step 3

Develop options

Step 2

Identify interests

Step 4

Craft a solution

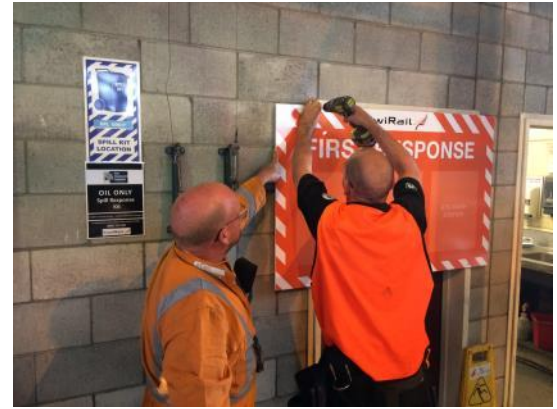
Hotworks story



How do we resource our people to be competent, equipped and prevent harm when carrying out Hotworks tasks within KiwiRail Rolling Stock Asset Services?



Engaging our teams



The numbers

456

man hours of
HPHE team
meetings

255

man hours
of individual
project work

600

man hours
of roll-out

480

staff
attended
roll out

11

sites visited
over one
month

1311

man hours
for the
project

Solutions – Standardisation



MBS-S-101 Rev 1
Personal Protective Equipment (PPE) Guide:
Hotworks - Welding Down-hand

WARNING
DO NOT carry out this task unless you have been instructed in how to use the equipment safely.

1. Minimum PPE
The MINIMUM PPE that you must wear when welding down-hand is:

If wearing garments under overalls, they must be made from natural fibres and non-synthetic e.g. cotton	Overall: Approval Flame Resistant Overall	Protective footwear: Boots compliant to AS/NZS2210
Welding spats: Leather	Welding jacket: Light insulation welding jacket as a minimum	Hearing protection: Earplugs - Class 4 or Vendors Earplugs - Class 4 or above
Eye protection: As per site requirements	Respiratory protection device: Respirator or air Fed mask. Must meet AS/NZS1716	Welding Skull Cap / Hood: Leather or Proton
Welding helmet: With no less than Grade 10 protective filter	Welding Gloves: Leather, Gauntlet type	

2. Care of PPE

Follow manufacturer's instructions on the correct care and use of the item.
Clean items after use. Dirt and other substances may damage the equipment.
Launder garments soiled by potentially flammable substances such as solvents, oils.
Store correctly. Avoid sun, moisture, dirt, dust and chemical contact, which can cause damage.
Inspect regularly for faded or damaged items—frayed collars and cuffs, tears or open seams.
Damaged or contaminated PPE must be taken out of service!
To discuss your PPE needs please contact your Manager, HS&T Representative or Zero Harm Adviser.
For PPE ordering, go to the [NZ Safety Website](#), or phone NZ Safety on 0800 NZ SAFETY (0800 867 233)

This guide does not necessarily cover all possible hazards associated with this task and should be used in conjunction with other references. It is designed as a guide to be used to compliment training and as a reminder to users prior to equipment use

KiwiRail

FIRST RESPONSE

FORMS & INFO

FIRST AID

EYEWASH & BURN STATION

www.alsco.co.nz • 0800 4 ALSCO

Solutions – Teams assessing risk

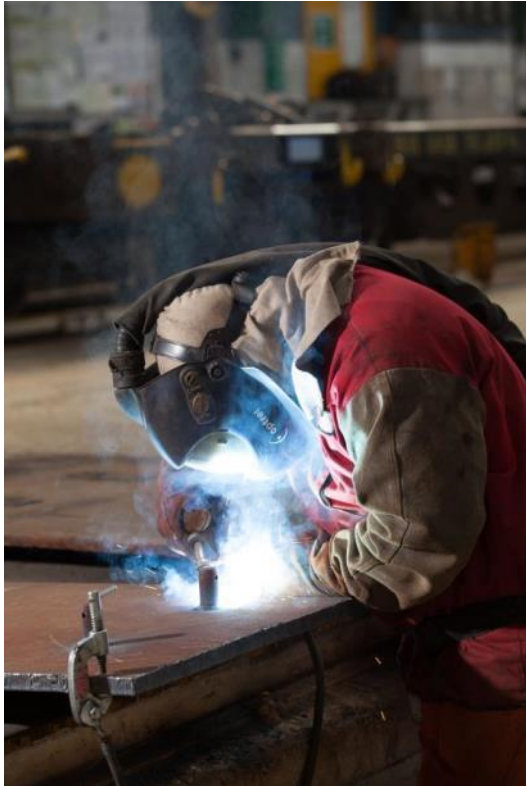


Start entering data in the table below:

Welding Down Hand

ID	DESCRIPTION	CONTEXT/CONSEQUENCE	LIKELIHOOD	CONSEQUENCE	INHERENT RISK	CONTROLS	LIKELIHOOD	CONSEQUENCE	RESIDUAL RISK	FUTURE CONTROLS PROPOSED	ACCOUNTABILITY	STATUS	FUNDING SECURED
Welding													
1	Fires	Sparks or residual heat causes property damage, injury or death	Unlikely	Major	High	AS1674.1 Fire precautions PPE - clothing & equipment in fire retardant materials Cool-down period before end of shift	Rare	Moderate	Low	Fully implementing AS1674.1 recommendations & practices			
2	Burns	Spatter or contact with hot work causes burn	Possible	Moderate	High	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) = Risk Awareness AS2380: Welder Qualification PPE - insulation critical thing, top to toe. Boots, gloves, jacket/apron & mask.	Unlikely	Moderate	Medium	Low spatter W/PS			
3	Fumes	Inadequate ventilation causes fumes to be inhaled - long term chronic type reaction. Fume hazard includes heated oil, grease, paint &/or metal oxides (esp Zn & Pb).	Possible	Major	Very High	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) including ventilation & minimization of fume AS2380: Welder Qualification PPE, specifically personal respirator &/or ventilation (fans or extraction, outside?), but also look out for workmates downwind On-going health monitoring	Unlikely	Major	High	Move to all using airfed masks?			
4	Electrical Shock	Contact with welding tip/work causes shock	Possible	Major	Very High	AS1674.2 Electrical	Unlikely	Moderate	Medium	Fully implementing AS1674.2 recommendations & practices			
5	Compressed gases	Stored energy release causes injury	Rare	Major	Medium	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) = Risk Awareness AS2380: Welder Qualification - equipment use knowledge	Rare	Minor	Low				
6	Hazardous Substances	Reaction to flux causes illness	Rare	Major	Medium	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) = Risk Awareness AS2380: Welder Qualification PPE - isolation from chemical flux (personal respirator, gloves, jacket/apron, overall). Wash hands before eating/smoking.	Rare	Minor	Low	Embed hand wash message			
7	Heat Stress	Overheating leading to dehydration	Possible	Major	Very High	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) = Risk Awareness AS2380: Welder Qualification PPE - Insulation (but with cooling ventilation?) Regular breaks with drinks	Unlikely	Moderate	Medium	Raise hydration message profile			
8	Toxic Gases	Inadequate ventilation causes fumes (refer #3) to be inhaled - short term toxic type reaction	Possible	Major	Very High	Work Plan (inc JSA, TI, FMI, drawings, AS1554 W/PS & Take 5?) including ventilation & minimization of fume AS2380: Welder Qualification PPE, specifically personal respirator &/or ventilation (fans or extraction, outside?), but also look out for workmates downwind On-going health monitoring	Rare	Major	Medium	Move to all using airfed masks?			

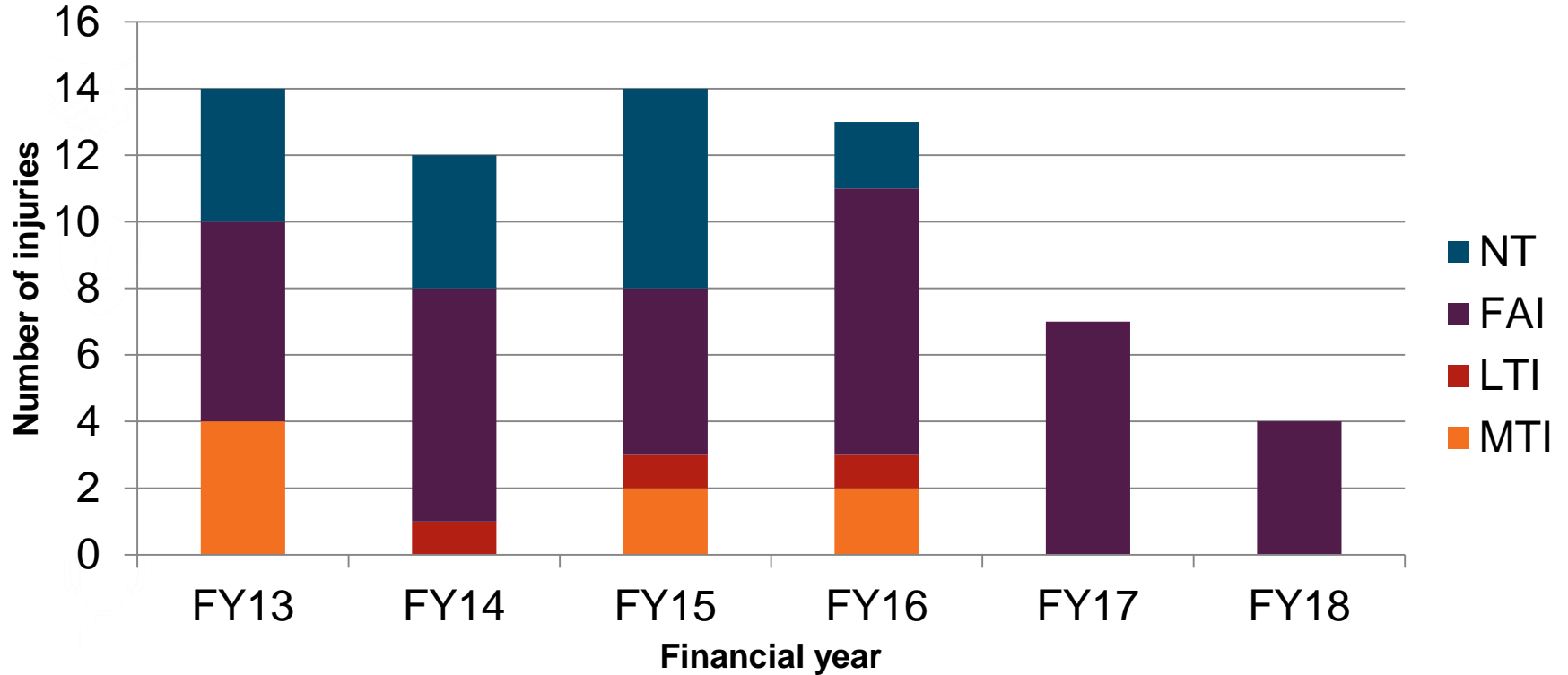
Solutions – Rethinking training



- Awareness training for 480 trade staff and administration
- Skill training for 240 trade staff
- Redesign of KiwiRail Hot works training material
- New assessors and assessment regime
- Safe Work Conversation template
- Ongoing improvements



Our results



HPHE – Results

Safety

45% Reduction

in injuries
since 2016

WINNER

of the NZ Workplace
Safety Awards
Engagement category

People

NPS Engagement
score up from
-21 (2016)
to +1

NPS Participation
up from
47% (2016)
to 81%

Productivity

33% REDUCTION
in hours spent on
locomotive maintenance

**EBITDA PER
EMPLOYEE**
+33%
since 2016

Relationships

Collective agreement
Negotiations
4 HOURS (2018)
down from
3 months (2016)

PASSENGER NPS INCREASE BY 22% SINCE 2015

