

GOOD TO GREAT CAMPAIGN ACHIEVING STEP CHANGE



The West Gate Tunnel Project implemented a data driven campaign focussed on three activities comprising a significant proportion of high-risk incidents on the project and industry.

A series of three week campaigns were conducted, focussing on working around mobile plant (WAMP), cranes and lifting (C&L) and working at height (W@H). Each campaign comprised an education component, inspections, leadership walks.

The focussed campaigns resulted in a step change in practices across the project and a measurable reduction in incidents relating to the focus areas.

Take your Safety from
GOOD to GREAT



The Good to Great campaign engaged all workers across the project to improve safety practices across key high risks.

The Situation

A significant proportion of incidents on the West Gate Tunnel Project related to the high-risk activities of WAMP, C&L and W@H. This was despite ongoing focus on CPBJH's safety essentials and safe systems of work.

The three activities were represented across all project areas and associated with a significant proportion of the works. Existing approaches to raising awareness amongst workers and increasing compliance with procedures did not result in the anticipated improvement in performance.

A new approach was required to focus the workforce on these key risks. A measurable and sustainable change was sought to achieve improved safety outcomes for the project.

The Solution

The Good to Great campaigns targeted WAMP, C&L and W@H. Each campaign took place over a 3 week period and commenced with an education component, whereby information on "what good looks like" was provided and discussed with the workforce. Focussed site inspections were then undertaken and site controls improved as required. Zone construction managers identified examples of best practice. These were collated and provided back to the workforce within a poster demonstrating the step change from good to great.

During the final week of the campaign, a series of leadership walks supported by all project parties were undertaken to validate the controls and celebrate improvements.

The observations from the inspections were collated and analysed providing an evidenced based assessment of step change including key improvement areas.

Benefits and learnings

The WAMP campaign involved 118 inspections and identified 65 areas of improvement. These primarily related to plant operating zone management, signage and barrier selection. Mobile plant incidents following the campaign reduced by 50-60% compared to the previous 6-month average.

The C&L and W@H campaigns resulted in 42 and 35 inspections, and 27 and 42 improvements respectively. Incident rates involving C&L dropped 20%, with incident levels associated with W@H remaining low.

The campaigns resulted in a reduction in incidents, associated investigations and down time. The average investigation takes 14 – 21 days and can impact delivery whilst controls to prevent a recurrence are confirmed.

The success of the Good to Great campaign was attributed to:

- Project wide behaviour and team ethos
- Moving beyond compliance - not just 'what' to do but 'why' and 'how'
- Recognition of positive behaviour through team BBQ's cooked by Project Director & Executive Leadership Team.

Program Office: West Gate Tunnel Project
Work Package: All Zones
Principal Contractor: CPBJH
Solution vendor: N/A

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