

WINNER

BEST IMPLEMENTATION OF A BLENDED LEARNING SOLUTION

THE INTERCHANGE

LEADING HOME SAFELY EVERY DAY



(L-R) Siobhan Sutherland-Rogers, AITD Board Director and Richard Coleman, The Interchange.

Asciano was a leading provider of 24/7 critical logistics services within essential infrastructure-based supply chains, operating in railway freight and shipping employing approximately 10,000 individuals. The company recognised its safety record needed to improve, in order to prevent fatalities and injuries. Asciano engaged change specialists, The Interchange, to help reduce preventable workplace accident levels, and alter the perception of workers about health and safety.

Extensive research established that there was a wide gap between how well leaders believed they demonstrated safe work behaviour and how employees perceived they did. The Interchange brought about a radical cultural shift in safety leadership that led to a significant reduction in fatalities and injuries.

The Interchange conducted interviews with stakeholders across multiple divisions and levels. They also undertook observational site visits to interview employees and managers; surveyed 500 leaders and 1500 direct reports; analysed workplace incidents, injuries and fatalities and industry academic and business research.

Interactive virtual technology placed Asciano employees at the scene of the action with the noise, movement and activity associated with a fully functioning logistics facility. Immersive film experiences, based on actual events reveal management and personnel responses after a fatal incident. The film graphically depicted how the cumulative effects of multiple poor safety decisions result in loss of life, and the magnitude of personal and business ramifications resulting from the tragedy. Utilising interactive software participants make decisions based on the events shown in the films, receiving immediate feedback. Equally effective was the robust discussion which followed.

All content, terminology, narratives, films, digital games and virtual reality scenarios had to be realistic. 500 employees from the CEO down completed a range of activities, including a site tour and safety leadership self-assessment. Site tours allowed participants to see the specific hazards of operational work. Custom-made shipping containers were converted into mobile training spaces, placed in the middle of a site, transparent walls allowed leaders to

experience everything going on around them.

Thirty senior leaders were advocates for the program and hosted the morning of the workshop sharing their safety story. Leaders followed set guidelines and methodologies to commence creating a solid safety culture in their own team.

Sixty senior Asciano personnel volunteered to take responsibility for co-facilitating the training of the next level of employees - some 1500 individuals at operational and frontline management level. Each Training Leader attended one of 15 train-the-trainer sessions and a one-on-one session. A total of 1500 next-level operational and frontline managers attended one of 89 training sessions co-facilitated by a Training Leader and The Interchange.

Asciano promoted Leading Home Safely Every Day and empowered leaders roll out the program to the remaining 8000 employees in 2500 sessions across 145 locations. This means that every Asciano worker received a consistent message of commitment to a safety culture. Since the commencement of the program in 2013 not a single preventable fatality has been recorded.