

Traffic Management – An Independent Review

CAMs # 402608

1. Relevance.

This alert is important for everyone who works in our **traffic management departments and for all other parts of our business that self-perform or use traffic management**. Please also share a copy of this alert with our TTM subcontractors.

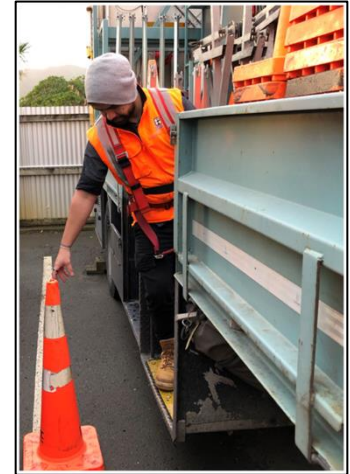
2. Background.

You'll remember that in July last year one of our traffic controllers fell from the back of a moving TTM truck and was very seriously hurt. Two Red Alerts were issued at the time reminding us all that we must be clipped on when working from a moving vehicle.

The likelihood of falling off the back of a moving TTM truck (if we're not clipped on) is high and injuries could be terrible. Because of this we thought it was important to understand why some of us have not been in the habit of clipping on. So, we decided to try something different.

3. Here's what we did.

A month or two back we teamed up with an independent psychologist and asked her to meet with our TTM crews, including subbies, without any managers present. We asked her to see what she could learn from our people who actually do our TTM field work. We wanted to really understand what was working for our field staff and what wasn't. These discussions were held in complete confidence. **Thank you to all the crews involved for being open and honest with your feedback. It's been very helpful.**



4. Some things that we found that were working well.

- **Managers visiting site regularly** help our teams feel respected and valued. Please don't forget the importance of these site visits.
- One crew reported having **a manager who listens** to them even if they can't always fix the issues being raised and this helped them feel appreciated.
- Some of our teams really like their work and are very **skilled** at what they do.

5. Some things we learnt that we all need to work on.

- We're way more likely to wear a harness if it's; ours, clean and dry, comfortable, and fits properly.
- Anchor points that we can reach and are in positions where we don't get tangled up reaching for cones, are more likely to be used.
- Time spent listening to our people is a lot more valuable than time spent talking at them or telling them off.
- Tailgate meetings that allow safe, real & genuine opportunities for our teams to talk to us about the challenges they face and suggest improvements are hugely appreciated.
- Informal meetings held over food and a couple of drinks are great. They help people feel valued and the informality helps people feel safer about sharing their concerns and ideas.
- Making time for our TTM planners to routinely visit some of their sites would help them see what works, what doesn't, and the nature of some of the practical challenges we face on site.

- Providing ongoing, practical, on the job training and mentoring, has the potential to noticeably improve the skills, safety and productivity of our employees, new people, and labour hire team members.
- TTM drivers that are careful, safe, and considerate are really appreciated by their teams.
- When departments, crews, and sites are well resourced, there's enough time for proper breaks during the day and between shifts.
- Total hours paid in any week are often "managed" to avoid triggering the 70-hour cap.

6. Mandatory Requirements

Senior Managers are asked to please implement the following mandatory requirements:

6.1 Resources and Planning – by 10 November 2023.

- a. Reassure all TTM workers that their timesheets need to be honest and accurate even on the (rare) occasion that they have exceeded the 70-hour threshold.
- b. Please make managers aware that the practice of "banking hours" will be treated as serious misconduct (on their part) and must stop. Our people must be paid accurately for the work they do each week. NB: Accurate "hours worked reports" help us see where additional resources may be required.
- c. Please have a conversation with all managers whose crews use traffic management and reinforce the need to plan their work in a way that allows all people including the TTM team to have adequate breaks and reasonable total weekly hours.

6.2 Equipment - by 15 January 2024

- a. Please make sure that all our Fulton Hogan TTM employees, who may be required to work from the back of a moving TTM truck, have their own comfortable and well-fitting TTM harness and lanyard. These should be assigned to them personally in the same way that their other PPE is.
- b. Please maintain a clean and dry stock of different TTM harnesses available for our temporary and labour hire team members.
- c. Please get TTM Department Managers to have a tailgate meeting with each crew around their trucks. Get each worker to show their manager how they hook on, which anchor points they can and can't easily reach, and any tasks that lead to tangles or other concerns. Make any improvements required.

6.3 Leadership, communication & training – by 31 January 2024.

- a. Please review and (if necessary) adjust TTM department; staffing levels, shift patterns and use of subcontractors so that total, weekly, employee hours worked average no more than approximately 60-hours.
- b. Please consider the skills, safety, and productivity benefits of appointing a fulltime mentor or "on the job trainer" to each TTM department and act accordingly.
- c. Please review your region's or project's compliance with our random drug testing requirements and report back the percentage of both employees and subcontractors tested over the last six months. Feedback to: vijayapreethi.anandan@fultonhogan.com
- d. Please review the way tailgate meetings are planned and led. As you'll know, creating a safe environment where the concerns ideas and suggestions of our field staff are listened to is important. Our Living Safely - Managing Safety training provides some good guidance.
- e. Please encourage our TTM Department Managers and Planners to prioritise and commit to spending a reasonable amount of time on site with each crew.

6.4 Other things to consider.

- a. Regular, informal, more social type meetings help everyone feel valued and appreciated.
- b. It's difficult to build a strong safety culture in teams that rely on a high number of casual or labour hire people. TTM work is not as seasonal as it used to be.
- c. Split shifts, or subbing crews during the day may help us provide adequate breaks between shifts and manage total weekly hours worked.
- d. Several Regions and Projects run monthly department review programmes. It's been suggested that Traffic Management Departments may benefit from this process while these requirements are being bedded in.

7. Revision History

Date	Author	Brief Description of Change
19 October 23	TT, JP	Final Draft

8. Closeout Requirements

Please discuss this Red Alert with your teams, complete the items below and return to your Safety Manager. They will collate all responses for the business unit and send a single confirmation to the HSQES Analyst at nzincident@fultonhogan.com before (31 January 2024)

8.1. What date was this Red Alert communicated to the workplace: ____/____/20__

8.2. Could this incident occur in your Region/Project? (Circle your answer below)

YES If Yes, please answer questions 5.3 & 5.4
NO If No, please answer question 5.5

8.3. Have all the actions and recommendations been implemented? (Circle your answer below)

YES If Yes, please answer question 5.4
NO If No, please answer question 5.5

8.4. Are these measures sufficient to eliminate or reduce the risk of an incident (or similar) described in the alert from happening again? (Circle your answer below)

YES or No

If No, please raise a CAM's case listing the required actions and accountabilities to be taken in order to eliminate or reduce the risk. Record the CAM's number below:

CAMs Case Number: CAMs-_____

8.5. Please note the reasons why this incident could not occur within your region / project?

In signing this document, I confirm that the actions above have been completed in this region/project.

Region / Project: _____

Region / Project Manager Name: _____

Signature: _____

Date: _____