

FROM KNOWING TO DOING: Embedding Health & Safety through communication



For Kiwi Roofing, health and safety has always been critical. In a high-risk environment like roofing, there is no room for uncertainty when it comes to identifying hazards, following processes, or making decisions in the moment.

But like many organisations, the challenge wasn't a lack of systems or knowledge. It was the gap between knowing what to do—and actually doing it when it matters most.

As identified early in the programme, employees were not always escalating issues in a timely manner, consistently following instructions, or confirming understanding. In a safety-critical environment, those small moments of hesitation or miscommunication can carry significant risk.

The Challenge: When communication impacts safety

Kiwi Roofing recognised a pattern that is common across high-risk industries.

People don't always speak up.

Whether it's uncertainty, lack of confidence, or assumptions that someone else will step in, the result is the same—missed opportunities to prevent incidents before they happen.

Health and safety documentation existed. Processes were in place. But the business needed its team to:

- Identify risks early
- Interrupt unsafe situations
- Communicate clearly under pressure
- Respond quickly and confidently

Because in roofing, safety isn't just procedural—it's behavioural.

Programme Focus: Turning knowledge into action

Aspire2 Workplace Communication worked alongside Kiwi Roofing to embed health and safety into everyday communication, not treat it as a standalone topic.

The programme focused on:

- Giving and receiving clear instructions
- Checking for understanding (not assuming it)
- Escalating issues early and appropriately
- Completing documentation accurately and with purpose
- Building confidence to speak up in real situations

Health and safety learning was reinforced through practical application—role plays, real scenarios, and workplace documentation such as incident and hazard reporting.

Learners didn't just build awareness of their responsibilities; they developed the ability to apply health and safety processes in real time.

The Shift: From passive awareness to active responsibility

One of the most important changes was a shift in mindset.

Health and safety became something employees actively owned—not something they followed only when prompted.

“Doing paperwork is part of my insurance. If something happens, the first thing WorkSafe will check is my paperwork.”

Documentation was no longer seen as admin. It became protection—for individuals, their teammates, and the organisation.

At the same time, communication behaviours improved in ways that directly support safer outcomes:

“I'm now always checking workers for understanding... because of people's different learning styles.”

“My tone and use of volume has improved... getting my colleagues to repeat information back to check for understanding.”

These are the moments where safety lives—when instructions are clarified, risks are questioned, and assumptions are removed

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The Impact: Safer Decisions, Every Day

As confidence increased, so did accountability.

Employees became more proactive, more precise, and more willing to take responsibility for safety outcomes.

“One of the main things I learnt is how to effectively write clear incident reports that give my company a clear understanding of a situation.”

“I learnt a better understanding of how to fill the information in the Incident Report that’s required by the law.”

Importantly, the programme also strengthened how teams respond to issues—not just react to them.

“Trying to find the root cause... what needs to be done so it doesn’t happen again.”

This shift toward structured problem-solving supports a more proactive safety culture, where incidents are not just recorded but understood and prevented.

The Broader Context: Why This Matters Now

With increased focus on workplace health and safety across New Zealand, and evolving expectations on both employers and employees, organisations are under more pressure than ever to demonstrate not just compliance—but capability.

Training that focuses only on rules and regulations is no longer enough.

People need the confidence and communication skills to:

- Speak up
- Step in
- Ask questions
- Take ownership

For Kiwi Roofing, this programme has strengthened the effectiveness of their existing health and safety systems by ensuring their people can act on them.

KIWI ROOFING™
COMMERCIAL ROOFING SPECIALISTS



A Lasting Shift: Capability That Stays

Perhaps the most valuable outcome is what remains beyond the programme itself.

A team that communicates more clearly.

A workforce more willing to speak up.

And a stronger foundation for safe decision-making in real time.

As one learner reflected one of the best things was: “How small steps taken can improve the whole dynamics of the working environment.”

In a high-risk environment like roofing, those small steps matter.

Because safety isn’t just built through systems. It’s built through people—who know what to do, and have the confidence to do it when it counts.

Key business impacts:

- ✓ More confident and effective communication
- ✓ Improved ability to identify and escalate risks
- ✓ Stronger health and safety accountability
- ✓ More accurate and consistent documentation
- ✓ Faster, more proactive response to issues
- ✓ A shift from compliance to ownership

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