



A Pallet Manufacturer

COMMERCIAL CASE STUDY No 2

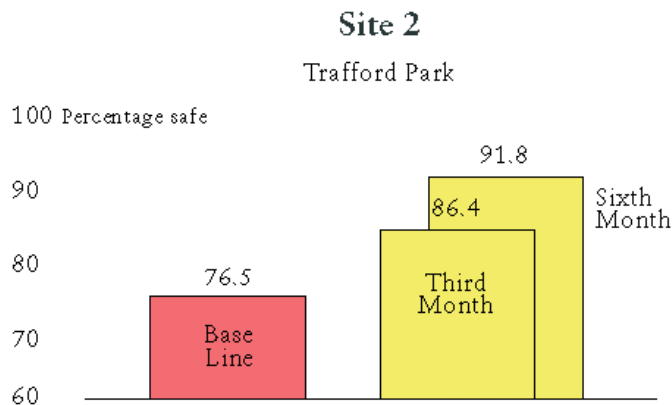
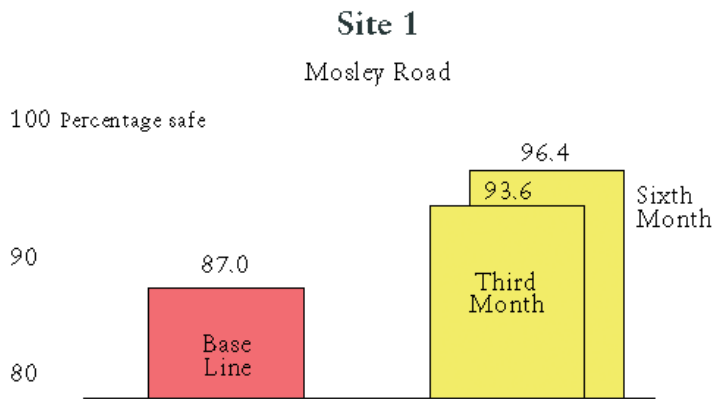
"The culture change is visible as soon as you walk into the factory... it's had a huge impact".

Wayne Rose - Steering Committee member

Chep UK manufacture, repair and distribute thousands of pallets a day in the UK and Europe. Recent years have seen a substantial improvement in safety performance as the result of management time and effort. Like many organisations, however, Chep felt that the law of diminishing returns was apparent and that a behavioural intervention was the way to overcome this 'plateau'.

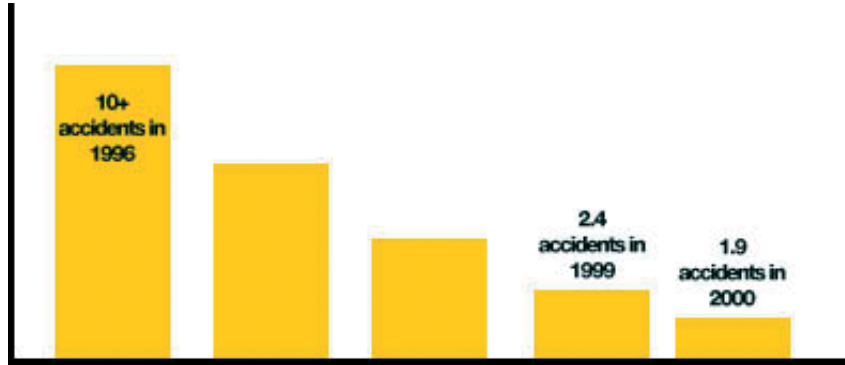
Chep trialled the intervention at two sites in the Manchester area throughout 1997 and have experienced considerable success. Figures 1 and 2 summarise the performance three months and six months after the intervention went live with participative goal-setting sessions.

The categories of items used by this organisation include Personal Protective Equipment; Housekeeping; Plant & Equipment (focusing on nail guns and other air powered tools as well as fork lift trucks) and Automated Plant (focusing on such issues as isolating machinery before clearing blockages). (All category scores are aggregated for user-friendliness).



A review of goals was held and the initial category goals (which had been reached) re-set at higher levels. Their scores graphically reflect the basic principles of continuous improvement, namely, whatever your transgression rate, you should try to halve it - then when you have achieved that, try to halve it again.

Despite the hazardous nature of the day to day work these improvements have been achieved through the support and commitment of management for the enthusiasm and hard work of the observers and Steering Committee.



"It has delivered a genuine step change in shop floor attitude - and a resultant change in the safety culture"

Vince McGurk - Regional Manager

Latest results

The latest figures from CHEP UK show that accident figures have decreased from over 10 in 1996 to 1.9 in 2000.

Having shown a year-on-year decrease senior management commitment to driving down these rates can not be overstated. However the use of full behavioural programmes shows how the 'safety wave' and 'plateau effects' can be overcome.

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