



Ryder Marsh

The Psychology of Industrial Safety

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BEHAVIOURAL SAFETY USER CONFERENCE 2003

Good afternoon everybody. To start, just a quick overlook of our company.

We are a major international chemical company, with operations on five continents and more than 4000 employees worldwide.



*Mark Taylor
(Technical Director
Ryder Marsh) with
Frank Shephard
Behavioural Safety
Co-ordinator of
Millenium
Chemicals after
the successful
revitalisation of
the behavioural
safety process.*

We are the second largest producer of titanium dioxide pigment (TiO₂) globally.

We have many TiO₂ sites around the globe e.g.; UK France, Brazil, Australia, US...

Behavioural safety has been implemented at nearly all these sites. It is down to the individual factories to decide how it is run. We produce various grade of pigment; mainly they go into paints, plastics and papers.

History of Behavioural Safety at Stallingborough

We are based at Stallingborough, near Grimsby in Lincolnshire. It was decided in 1997 to implement a behavioural safety programme. An external programme was used, and this was the 'B-Safe' programme. Three employees from the 'shop-floor' were taken out of their normal roles and given the task of implementing and running the programme. B-Safe went live in March 1998 – over 400 people were trained as observers to monitor 52 different areas across our site.

We became the first company to implement a B-Safe programme on such a large scale without first running a trial in smaller areas.

Individual checklists were developed which were specific to each area.

The site had much success with the programme – in the first two years the site average behavioural safety score rose from 46% to approx. 85%

In late 2001/early 2002, safety performance reached a plateau, and we did not see further improvements. We attended a behavioural safety programme lead by Ryder Marsh to try to find solutions to our problems.

A full review of our safety programme was conducted in early 2002 by Ryder Marsh. A broad section of the workforce was interviewed.

*Behavioural Safety
Team at Millenium
Chemicals
conducting
observations.
Millenium
Chemicals were
runners up for the
Alan Poole
Behavioural Safety
Trophy.*



Behavioural safety survey at Stallingborough

The survey findings indicated the principle of behavioural safety was well accepted on site.

However, specific problems were noted:

- A need to lift the profile of behavioural safety
- The B-Safe programme had become stale, mainly due to its lack of flexibility
- The programme had become more of a 'spotting' system. That is to say once the unsafe acts and conditions had been identified, the corrective actions were not always being followed or completed. We seemed to have a lot more spotters on the plant than doers!

Steering Committee

So then we decided to make a steering committee. It was formed from a cross section of the workforce on site, 12 people in all. The site director is one of the members of the committee. He was invited to join, and gives us his full support.

Out with the old...

The first decision made by the committee was to end the B-Safe programme.

The next step was to develop our own behavioural safety programme.

Ryder Marsh provided training on how to do this and gave advice & enabling us to be self-sufficient once we had gone live. The training really bonded our committee, we get on very well, though we do not always see eye to eye.

L4SB – Look for safe behaviour.

What we all decided on was this L4 logo, probably our biggest challenge, and I think it is pretty impressive.

What is L4SB?

It is a behavioural safety process

It is workforce driven, that is below supervisor level, giving ownership to the people.

It focuses on behaviours, not attitudes.

It is proactive, not reactive.

And those being observed know there is always a 'no-name no-blame' programme.

L4SB, how does it work?

The observers monitor safe and unsafe acts by using a set of carefully defined measures.

They identify safe behaviour and praise is given.

The causes of unsafe behaviours are identified by asking why?

And solutions are developed for improvements by:

- Working with the person observed and the local area members.
- And for larger problems not immediately addressed, the risk is reduced then the committee makes recommendations to the company. An example is, a low guard was noticed on a forklift. This was raised, allowing for a safer lift and load. The company has now implemented this and they are thinking of using it globally.

Developing the measures

Process involves the use of behavioural measures. We developed a series of measures that are unique to our site. These were very flexible so as processes and the business changed, they could too.

They broke down into 5 main categories. They are:

-Site movement and awareness. This meant things like manual handling, the way that people moved around the site. Also employee's awareness of emergency procedures and equipment, for example things like alarms.

- Access to heights. This meant scaffolding, cheer pickers and ladders.
- Operations/tools and equipment. There is a range of tools on site, and also hazardous containment in certain activity areas.
- Lifting operations. Crane use and FLT.
- Personal protective equipment.

One of the things we purposefully left out of this process, maybe controversially, was housekeeping. The reason being our old programme very much focused on conditions, and that is basically housekeeping. So to get people around to the idea that this was new programme we wanted them to realise that we were focusing on peoples' behaviours, not just conditions of the workplace. It is already covered by other systems and audits that already take place on our site. So we decided to keep that out.

Observers

Only volunteers would be accepted and trained. We were looking for quality not quantity. Also this meant that nobody would feel pressured into accepting a role. We felt that had been a weakness of the old programme so only accepted volunteers to really make the point this was a new programme, and we would be looking at peoples safety in slightly a different way.

The Steering committee has recently discussed ways of rewarding active observers. We have a relatively small amount of observers, but we do get quality observations from them. But it is hard to increase the amount of observations you get from them so the committee is looking at incentive schemes for the future. This should increase the number of volunteers, but also increase the number of quality observations we get from our current observers.

All our observers enter the data generated into an electronic database, which allows us to:

- Have a central databank.
- Easily follow trends graphically
- And recording feedback comments.

This last is probably the most important point here. It means that when we see an unsafe behaviour from a person, we do not go to them and punish them, but we go to them and ask them why? - because there may be a good reason why. And that is what we want to drill down to find out how we can help people. For example it may be that there is a problem with poor fitting PPE, maybe in the past if someone was not wearing the correct PPE we would just say "wear it", where as now we ask &why" and that reason may be that the PPE is poor fitting, and that is something we would have to change.

Communication

Communication was one of the things we really did not do well with the last programme, and was what we really wanted to focus on with the new programme.

People are less inclined to think of it as a spying programme if you keep them up to date with what you are doing and how things are being improved. Rather than just producing a bunch of numbers, you have to show them how the programme is making them safer.

Communication also helps to lift the programme and give it a 'human' side.

Methods of communication

We have a wide range of ways that we communicate with our employees. These include:

One-to-one conversations when we are doing the observations.

A newsletter is attached to everyone's payslip every month. This does not only deal with concerns but also highlights achievements, which is important. The newsletter also includes a 'focus on' section with pictures of the committee members where they are asked questions about the programme.

We also have a wide range of notice boards displayed in all areas of the site. There is a large board by the visitor and employee entrances displaying safety performance. On this there is a graphical representation of our safety performance in each of the 5 categories we discussed earlier.

We have regular group meetings. There is one for contractors on a weekly basis, as they are a large part of our business and we believe it is important to keep them informed. We have a weekly managers meeting that updates them on progress and to tell them if there are any large issues that cannot be seen to at a local level. And we also have a monthly central SHE meeting.

Our company recently held an open day to celebrate 50 years of production. Employees and their families, along with members of the local community, attended it. L4SB was present, and we ran a stall explaining the principles of behavioural safety, and we also ran a contest where we asked people to don full PPE as would be worn in the workplace against the clock. We also had giveaways emblazoned with our logo such as frisbees, pencil sharpeners, that sort of thing.

Progress

L4SB has now been running for 10 months. Data and comments have successfully been collected. This is due to our 'No name no blame' policy. People have begun to really feel comfortable in coming forward and raising issues and discussing them with us without fear of any punishment or comeback.

Although some 'C.A.V.E dwellers' (citizens against virtually everything) still do exist, most people accept being observed as part of their daily routine. The idea is that if you sway the majority, the minority will hopefully follow.

There is involvement from resident contractors as well as MCH staff.

Management are informed on a regular basis of issues that show a real concern to us.

More recently management have asked us to develop a behavioural safety audit programme for them to use, and also train all the relevant personnel. This is over 80 people in total, and it is a real pat on the back for us from the management.

At the time this presentation was developed, our site had achieved 1021 days without a lost workday injury, which is a real achievement.

But we think that the real value of the programme is making people think about the risks involved with their job so that they can assess how to eliminate them for themselves. At the end of the day, people are more likely to follow their own advice, rather than if it were thrust upon them by people who do not go through the process day in, day out, like they do.

NB Again, there was no time in the afternoon to ask the finalists any questions.