

## **Andy Simcock**

I'm going to do the main bulk of the presentations but if you get any real complicated questions that's what Karen is here to do.

KMI are a joint venture who were formed in 2002 to deliver united utilities, asset maintenance programmes in the North West of England. We're a joint venture between the four companies you can see along the bottom, Kier Construction, J. Murphy & Sons, Interserve Project Services and Mouchels. As a joint venture between the four companies we employ about 500 to 1,000 people at any one time depending on the workload that we get and the number of average sites we have over the asset maintenance period is anything between 25-40 and that's right across Lancashire and Cumbria.

As a JV we've got our own independent management systems and they are registered by the BSI to 18,001, 14,001 and 9,001, so as you can imagine we've got all the systems in place and we tick all the boxes from that point of view.

So why did we start looking at behavioural safety? In 2005 this was our accident stats, our accident triangles, which for a construction organisation as big as we were is actually very good but you can see when you come down towards the bottom there were nine near misses reported in a 12 month period. The size of the business we are we would expect that number per day, so there was clearly something wrong with the behaviours out there and the culture of the organisation and it was the same old stories that you get, they didn't want to grass their mates up, the individual site managers didn't want to look bad, they all thought they'd get told off, that they'd get the sack if they were reporting things that were going wrong. So that's when we really started looking at behavioural safety.

And the other interesting one as well was we did a root cause analysis or I did a root cause analysis of all the accidents that we'd had and you could say

62% of them were down to an action or inaction of an individual. There were less than 40% of them you could say were down to a system failure.

So at the end of 2005 I was then tasked with going out and finding a behavioural safety programme and these days there's an awful lot of them out there. I walked around several organisations, different companies and there was a company called Setter & Associates, they just really seemed to hit it off with us straight away and that's the one that we went with. So mid-2006 we started working with Setter & Associates on their behavioural safety programme.

The programme itself you could say is split up into five distinct areas. You've got the Attitude and Culture Survey, the hub days, focus leaders and supervisor coaching, actual behavioural coaching of our own coaches that we're going to talk about and then the usual monitor and review of that and how effective has it been. And in the middle of all that we also set up a Steering and Leadership Group just to monitor the progress and actually sort out the day-to-day logistics of rolling out a programme like this.

So the Attitude and Culture Survey, this took approximately four months to complete and all through this programme are certain things that I think I have personally learnt from and as an organisation have really learnt from. The first one of those was the interviews. Normally when we've done surveys in the past to get feedback we've just either emailed the questionnaire out to all the staff or we've dumped a load in the welfare cabins on the sites, told them to fill it in and post it back to us. Where we did this differently was we actually interviewed the guys. Setters put people on our sites for four months and interviewed as many people as they could get and that ranged from the Framework Director of the business right down to the part time cleaner of one of our sites in the back end of Cumbria somewhere so you've got a full range of views.

The bullet points below that are the things that they were asked in the interview, their personal attitude to safety, what did they think of KMI, what did

they think of KMI's attitude to safety, what did they think of KMI as an employer, what did they do well and suggest three things KMI could do to improve its safety performance.

So as you can imagine there was an awful lot of data that was then collated and fed in and then we started feeding the results back to the senior managers. These are some of the comments that we got back and we were sort of feeding these out on our first leadership day with the managers, so you can see the one at the top, 'the company really cares about the health and safety of the people that work here'. So all the managers were sat there and they all thought that's great, we're really good.

'I always understand the work method and risk assessment' and again they all patted each other on the back and said how good we are as a business. Then we started getting into the other ones, 'some jobs are difficult to do as safely as we'd like'. Ooh that's not so good but you know. Another one, 'suggestions to improve health and safety are seldom acted on', and you could just see them start dropping down in their seats, you know they weren't as good as what they thought they were.

The real shocker and this sent people into real disbelief, 'welfare facilities could be improved'. We actually prided ourselves on an organisation as putting the best welfare facilities on the projects that we could actually get hold of and it was a real... we sold that to everyone else in the business ourselves and then all of a sudden our workforce is telling us they could be better. And this is when you get managers going into denial, you know, oh it's not true all this they're just making it up.

And then another one that came up, 'no proper PPE provided for the summer months'. No one had ever even thought of that before. When we talk about providing PPE, we talk the usual hats, gloves, high vis and then working in Cumbria it rains a lot so we give them good waterproofs, but what happens on the two days a year when the sun does shine, you know we haven't even

considered that. So that's when we started getting some of the real feedback and actually finding out what our people actually thought.

Part of the Attitude and Culture Survey actually measured the culture of the organisation and I know you've probably seen various things like this before: pathological – don't actually give a damn, the reactive – we'll sort it out when we have the accidents, the systematic – we've got procedures we're bound to be okay, proactive – we could do things better, we learn from it, we have good systems, we constantly look to improve and then the generative where you're just constantly striving for improvements all the time.

The information that was fed back into the system came back out and we were actually in the proactive. So from that point of view we were starting off at quite a high level anyway in the culture of the organisation, particularly for a construction business as well. You know generally they are 10-15 years behind other industries.

This slide creates more conversation. The people in the business, this is where each of our people sit in the business so you've got your players, you know real positive attitude, high drive, highly enthusiastic, they're the sort of people who want to make changes and are constantly striving for change. You've got the supporters, positive attitude, not as high drive but they will help you make those changes that you want to make and go down that journey you want to go. Dropping down over onto the left hand side you've got the walking dead, you know not interested, we're only here for the money, turn up at 8 o'clock in the morning and then they're just counting down the clock till they can leave again at 5:30 at night.

Then you move onto the interesting ones, the snipers, these are the people, negative attitude to safety, low drive, not really interested the usual things and we all know these people don't we.

Then you've got the interesting ones who are the terrorists. You know they've got a low attitude to safety, high enthusiasm but more importantly they've got

high self-esteem as well. You know these people will make sure that things don't change, you know 'we've always done it like that, why do we need to change, I'm not going to start doing that'.

So then on another of the leadership days those are the numbers that we had out of the best part of 300 people which was about 90% of the organisation. And the conversations that this started like the Framework Director just wanted the name of every terrorist that we'd actually identified and wanted them sacked. You know and when we feed these back to the guys they all sit there doing that saying 'we all know one of them, you know you all know one'. And this started up more conversation, I mean there are still people now talking two years later about who are terrorists and snipers since they were fed this back.

Another learning point that we've taken from this is ordinarily we would actually try to change the people on the bottom. Normal health & safety training is about trying to change people and some of these people have been working in the industry for 30 years, so they've got all the attitude, they've been conditioned and everything else and by training you're not going to change that.

So what we have learnt is concentrate on making your good ones, the ones above the line, concentrate on them and make them better and what you actually do is drive, make the lower boxes smaller, and eventually what happens is those people in the lower boxes either jump into the top box or they leave the company. And when we were talking through this with Setters and it was explained to me it was like 'yeah right, that's really going to happen isn't it'. And I'm a firm believer in that now because we had two 'Osama bin Ladens' of the construction industry working for us in quite high positions and what 12 months after we started this programme they left because they didn't like the way we were going with the business.

The next stage of the programme was hub days. What we did with this, it was split up into two distinct phases. We've all heard about the leadership and

good management and how important that is, so we actually took the managers and the leaders and they had four of their own separate hub days, as well as being involved in the other ones, but we took them away on four separate occasions and worked solely with them. And the first one was about the management attitude and a real day on good leadership and what makes good leaders and positive attitudes and safety cultures. Day two was feeding back the Attitude and Culture Survey and this is when we're getting all the disbeliefs and some of the real cynics of the business had really started to appear.

Day three and four more progress updates and by day four we were actually getting a forward plan with the managers' buy in so we could take it forward.

The other hub days we did is where we put every single person in the organisation through a full days health & safety coaching and that ranged from the girl that answers the phone, who works in the morning for us four days a week right up to the Framework Director. They all sat there for a full day in groups of 20 and 30 and went through what we call the coaching hub day. And what we talk about with them on this day is things like the antecedence to behaviour, you know all the years of conditioning, beliefs, attitudes, feelings and emotions. And you try talking to a load of hairy arsed contractors about feelings and emotions, you know and the reaction you get from some big bloke who's just walked off a site, you know if he was in a good mood he would actually work better and safer. So it was quite an interesting day to start with.

What is unbelievable is how much buy in we got to this you know and as the day went on you could see light bulbs just coming on around the room, you know some real cynics who did not want to be there all of a sudden were converts. And as the day moved on we all talked about the types of behaviours that we all see and hear on a site and we see it all the time, its just that we never relate it to behaviours. You know we talk about alpha state where people are sort of like zoned off but they're still working safely but they don't see anything below the knee or anything above the eye line. Put that on

a construction site where it's not as tidy as it could be then there's an accident waiting to happen.

Talk about the habits and how it takes 21 consecutive days and you've got a habit, you know time versus risk. The number of accidents in the construction industry where the guy was just doing it for a minute, you know 'it'll only take me a minute, I won't put my eye protection on'. Personal risk perception, that's a really interesting one because we've worked for years in the construction industry taking as much risk as we can out of the business, people think because now there's not hand railing signs, barriers, flashing lights, people in high vis suits waving them past that it's not dangerous anymore, you know there's still dangers out there. So it's this concept of personal risk perception.

And also communication is a big thing as well and that's both upwards and downwards, so we spent a full day on that with everyone in the organisation who we had at the time.

The next group of people we focused on were focus leaders and supervisors. We heard someone mention earlier about how supervisors and frontline managers, they set the standards on construction sites. I can walk onto most of our KMI sites and actually tell you who the foreman is on that site by the way that it's set up and the standards that are there, so these people really are the key in our business to the success of any behavioural safety programme. You know what we can't afford to have is our supervisors all being terrorists or snipers, you know if that's the case we'll just pack up and go home now because we're not going to get anywhere. So what we do, we've taken them out and they got two additional days coaching and what we've given them is good listening skills, better observation skills, able to identify behaviours and also to learn about the philosophy of coaching people and not teaching them and the benefits of coaching and not teaching.

And there are one or two of the people out there we've got now who have just changed the whole way that they think about things now completely, and again some of these were real cynics to what we were trying to do.

The next group that we worked on through all these hub days, coaching days, leadership days, working with Setters we identified or they identified 15 potential coaches. We then narrowed that down to about ten and the idea was to make this a sustainable programme, so we've got our own coaches and we're not relying on having to pay someone to come in and do these things so we develop our own programme with our own people to identify ten coaches and that was again a range right across the business, that was from a senior manager, well me, people that worked in the office in the estimating department, a guy on the site who was a pipe welder, plant operators, Karen is another one and we just had a real cross-section of the whole business.

We then got six days quite intense coaching, they were long hard days. We were given real coaching skills, behaviour analysis skills, simple mind maps and I know there's a few psychologists in the room, I couldn't spell psychology to put it on the slide but you know where you talk about conscious and subconscious minds and how they interact and how we behave subconsciously and consciously, you know it was like psychology for beginners really, very beginners.

We then went away as those ten coaches and started using these skills. What became apparent as well through a couple of coincidences but what we came up with was two of the guys had a real flair for it and at some point in this process we decided to make two of these guys full time coaches. The two that we selected, one was a plant operator and the other one was a labourer, he was actually his banks man. The guy driving the machine should always have a banks man there working with him on the ground and those two had worked together as a pair for several years and those two actually we selected as being the full time coaches.

So their role along with the rest of as the part time coaches, was to work with the health & safety advisors, you know being a construction organisation I've also got health & safety advisors, I've got four of them full time going out across all our sites, so its working alongside them. Their role different to the

health & safety advisors was is the advisors go out and concentrate on conditions, systems, procedures everything else, all the coaches were going out and doing was just looking at behaviours and then through the series of feedback notes that we developed, we then fed that back into the business.

Their role is to provide impromptu and planned coaching sessions like you said before, we've also developed six behavioural toolbox talks and on the impromptu sessions that's what they do a lot of. They'll see some guys showing some negative behaviours or not doing what they're supposed to do and actually give them an appropriate toolbox talk. It'll take about ten minutes/15 minutes but it really repeats the message and constantly repeating these same messages to get them home.

They're also there to listen to the workforce, they're also there to listen to the managers and the supervisors and to provide a conduit between the two. Some of the workforce would be frightened to go back into the office and say, can we have this sorted or can we have better this, that and the other but we're using the coaches now to do that so its providing this better link in communication between the managers, the supervisors and the workforce.

The full time coach as far as I'm concerned it's a win, win, win for everyone. The win as far as KMI is concerned, a real demonstration of commitment, we've taken two guys off the workface and put them out there coaching. We get real feedback now, we don't just get the feedback that the site manager tells us, you know telling us what we want to hear. And we've also got a real tool now for promoting other initiatives, you know we've got these coaches now going out there talking about hazard spotters, we had a time when we had the key adult walk by system in place, so we use these coaches now because they've got real links now to the workforce and the rolling out of initiatives is so much easier.

Winners as far as the workforce, they're now coached by real people, not just someone who turns up with a suit and a tie, jumps out of his flash car and pretends he knows what he's talking about with them. You know these guys

have done their work, done the same job as them for donkey's years, you know they know all the tricks, they know all the shortcuts and they can get real affinity with these people. The workforce feel they're being listened to, they're now being consulted and they feel now as though they've got the voice at the top because these coaches now feed things back to me and I sit at the top table with all the senior managers so they have got a direct link now right from the very bottom to the very top.

The coaches themselves, yes they were well paid, they had good jobs but their career prospects, when they were due to retire, they would still be driving a machine and doing other things on a construction site. They've got real self-esteem and their personal development is endless now. They've got real career prospects and everything else and they now really feel as though they're making the difference. One in particular, John, you know he's been around a bit and he really wanted to feed something back into all the things that he'd learnt so they've probably grown six inches in the last 18 months.

Successes to date: at the same time we started rolling out the programme we then rolled into a period where we actually worked two million hours without a reportable accident. I'm not saying what we did actually created that or made that happen, you could say it was probably just luck at the time, some of it would be, but what that two million accident free hours really did, it really converted some of the cynics in the business to think well there is something in this after all. Whether its true or not I'm not going to let them ((?22:36)) you know, but it was just coincidence and we do sell it as a success but it was a real sort of way of getting the message home and we have had a reduction in minor accidents.

Across the board we've now got an increased interest in safety. I was saying about those hub days with the guys, some of those guys went through that nearly two years ago, they're still talking about those hub days they did now. A normal health & safety course, you know they walk out the room, ten minutes later they've forgotten it. One of the hub days I spent three hours in the pub debating with them on the day's course that they'd had. You know a

normal health & safety course you're not going to get that are you, so the interest right across the business.

Another success: we actually won earlier this year the Building Magazine Health & Safety Award for worker engagement, the two ugly ones in the middle are our two behavioural safety coaches and that's the award we got for worker engagement. If you'd seen them two hours after that photograph was taken after we'd been and celebrated the fact we'd won it, it would have been a different photograph.

But the real success, this was 2007, yes we reduced our ((?23:48)) accidents, we've reduced our minor accidents, our first aid accidents actually went up a bit but I think that's more to do with reporting them more and if you look at the near misses you know we've gone from nine in 2005 to 237 in two years. In 2008 we're getting the best part of 50 a month at the moment so something really has worked out there.

Going forward, the Attitude and Culture Survey, at some point in the very near future we're going to go through the same exercise again and get some feedback, have we actually made the difference out there and also what we're looking to do is to develop our own KMI behavioural safety programme. As I said before, if we can do our own programme by our own people, that gets a better message across with our own people than just hiring a consultant in. So as I say, we've done the easy bit now we've got a couple of years of the real hard work to do. Thank you.