Archie Dryburgh and Rod Everett - **British Nuclear Fuels Limited**

BEHAVIOURAL SAFETY USER CONFERENCE 2003

Welcome to our presentation on what we call 'The Next Steps'. This is Rod Everett from Dungeness power station down in Kent. He is a good guy. My names Archie Dryburgh, I am the bad guy and you can call us both ugly.

Start of the journey

BNFL started the journey in 1994/5, I remember being there, and so I have been in the behavioural safety business for quite a bit longer than some of the others that have been on stage today. BNFL have 5 sites - Chapelcross where I come from and Sellafield obviously. We started with 2 external processes, which were John Ormond and B.S.T. The same time that was happening we were downsizing quite considerably. We were losing a lot of people from the stations and plants. So there was a big trust and industrial relations issue. The trade union actually thought we were spying on guys to pick for the de-selection process. By the way I am a trade union safety rep, and proud to be involved with the behavioural safety process. It took some time to regain the trade union trust.

The process is voluntary and anonymous. And that is for all in the process. That is the observer and the observed.

We have a key 'no blame' reporting tool, which gained support from staff and the trade unions.

In 1998 Magnox came along with 11 other stations, 2 of which needed decommissioning. We then adopted the Behavioural safety process. We developed and introduced our own one after the external processes and bought them in over a 2year period. We got the trade unions involved on that and got them to be a part of it.

M.G.B.G. business unit was formed with all the Magnox stations and the Berkeley centre, with sites all across the UK.

What we needed was top-level commitment, from the chief exec, right down to site management. They had to say this was not just another initiative, and that it was here to stay.

MCBG Behavioural Observation

An early decision was made that each site would have a behavioural safety coordinator. The problem in the early days was that some of them were full time, some of them were part time, and some times it was even shared by 2 or 3 people. There was secondment to ensure that the behavioural safety program was implemented.

Coordinators were people who had a wide experience of location and staff - somebody from operations and somebody from maintenance.

Again we had support for the process at top company level and top site level.

Initial problems

Staff perception across the business group varied.

What happened was that experience identified dramatic activity reduction when an inexperienced coordinator was in position.

There was poor communication between sites. None of the sites were talking to each other.

How did we succeed?

At a nuclear power station there is every hazard you can think of. If you can think of it we have got it.

At MCBG the first people to be trained on behavioural safety were the unions and the management. We had full day sessions with every attendant.

We looked at the way the company measured accidents. We looked at O.C.A. as well as R.I.D.D.O.R.

We looked at different types of people, and if they caused accidents. We spent time discussing the 'macho man', the &safety man' the 'company man'. With the unions and management and it was quite interesting. We gave them a little quiz, and then gave them feedback as to what their selves, or there colleagues or the unions thought of people in the room. This was done in a good atmosphere by the way with 'no name, no blame' to it. We discussed why they were those types of people.

We then looked at the things that cause people to work unsafe. And we came to 8 obstacles that cause people to work unsafe. That again took some time to do.

Towards the end of the day we set the unions and management a question. "If you were to have an accident in Dungeness today, where would it be, and how could you avoid it?" We sent them away in little teams to come back with a list of accidents. It was quite frightening. (I looked at) all these flip charts on the wall telling me how dangerous the power station was!

That was a start of a journey to identify hazards in our area, and do something about it jointly.

Everybody at Dungeness, contactor or worker, has the same behavioural safety workshop. (This lasts) a whole day. With a colleague and myself we ask them the same questions in teams. "If you were to have an accident in Dungeness today, where would it be, and how could you avoid it?" They beat up on us sometimes. But at least we are getting things started.

Following those sessions we ask for volunteer observers. It is volunteers only. No one was made to do it. Then obviously there followed another safety session where those people were trained in observational skills.

Our target was 10% of the company would be active observers. We have achieved that and more.

So why continue changing?

After 3 years industrial accidents went from some serious, to all minor, and it's been a real success. In Dungeness in 1998 we had 8 lost time accidents. 1 in 40 people were not coming to work. In 2001 it went down to zero. We thought 'we made it'. 12 months and not one lost time accident. But the clock goes round doesn't it. The tide comes in as somebody said earlier, and we went back up to 4 in 2003. It made us realise we needed to keep focused, and keep changing the process.

Observations were starting to become slow and maybe stagnated. It had been 4 years now.

A barrier to observation was the complicated check sheet.

A peer group of coordinators realised the time was key.

These were the first steps of the next phase of behavioural safety as far as we were concerned.

Continuing

In other areas of our company we had conduct of operations, conduct of maintenance, industrial investigations of accidents. These are processes that are behavioural safety. We are bringing them together because they can all help each other cant they?

We also realised we had to broaden out, and target specific observations i.e. environmental, biological. It's important we do that.

This allowed for cross fertilisation of our processes, to get more people involved - because we wanted more people involved.

So 'The Next Steps Project' was born.

Review of where we are

To achieve the next steps we started benchmarking. We benchmarked in addition with B.P. with Dupont and other BNFL locations - to see what was going on. And we want to benchmark with you people as well. We want you to benchmark with us. Tell us how good we are, how bad we are, how we can improve, pinch our ideas and we will pinch yours. It's the way forward.

Once we had done that we spent a whole day locked away with the safety people, the coordinators, the managers and reviewed behavioural safety. We came up with damn good weaknesses, and some jolly good strengths as well.

One strength that is there are steady observations. Safety is far more approachable now. Changes to people's culture were clearly evident.

A sharp reduction in accidents (has been seen). And the partnership in safety was evident.

Some good strengths!

Weaknesses? Management support was not always evident. We have had to talk to them about that as well. Another weakness was the process was becoming stagnated; it lacked change after 4 years. We thought it was the answer to all problems. It's a good answer but it does not answer ALL problems though.

So with that all being done we called out some external consultants from Lancashire University. They came to the same answers we did, strengths and weaknesses.

Observations increased over 4 years. Some people say that's great - 5000 observations in one year. But its not just ticking the box is it? It's quality. You must have quality observations. You must have the closing out of actions from those observations. You must ensure attitude and culture change, so people change as well as the systems. You must develop a safety partnership, and that is what behavioural safety has started to do for us.

Other issues

In the late 90's we had some 27 accidents. Then we got that down to 10, which was pretty good. But the contractors were hurting themselves twice as much as we were.

So we started a partnership with contractors, and invited them to become observers as well. They now do twice as many observations as we do.

Review findings

Performance was inconsistent. One month was bad the next month quiet. So we had to keep focused on it.

We found that the 10 best observations can be used for hazard spotting rather than behaviours. I've got no problem with that. If somebody spots a hazard that is not a bad behaviour is it? But I still want to focus on behaviours.

We found poor alignment with other safety and culture initiatives.

Some observations were patchy in some departments.

Changes made

We grabbed this quick review, this benchmarking.

We made the observation form far simpler. We made it more accessible.

Environmental… Radiological… Pocketbooks, simple check books. That was a great success making it simple and involving more people.

System and Processes (Database)

We have improved availability to the database. Given people more access, both input and output. Target the things that are important to the people, to the environment and to their health and safety as well.

Where are we now?

We have done a trial the check sheets at some of the sites with great success.

With have a new, very simple ratings system in place. 1 to 5 with 1 being:- 'room for improvement', 5 being, 'best in the company'. We will trial that in the near future at other sites and eventually go round the entire company.

There is a flexibility allowing complimentary processes to use the same check sheet.

We have had a database specification drawn up, because databases are not cheap, and the business proposal for that is underway.

Lessons learned

Wide stakeholder support is very necessary for the behavioural safety process.

You have to focus on the wider behaviours, not just industrial safety, for cultural improvement.

(It is important to have the) involvement of all - including contractors. Make sure they know your processes before they start work on your site.

Constantly reviewing where you are gives you an opportunity to improve. Don't stand still. If someone comes forward with an idea, go forward with it.

Carry out benchmarking for best practice improvements. Come and see us, let us come and see you.

Tackling obstacles refines your process.

It's about getting individuals to recognise their own behavioural obstacles. What are there limits?

It does benefit individuals. It helps to develop a good employee attitude, looking at safety at home as well as work.

And a final small point to remember. If you are open to change, you will not get it wrong, you will get there eventually, and you will find the best route for your journey

Why do we do it?

Never stand still or things around you will stop you dead!

NB (Because this was one of the finalists in the pm – time was short and there was no time for questions)