



Des Collins -

SHE Manager – Boddingtons

BEHAVIOURAL SAFETY USER CONFERENCE 2003

Hi, my name is Des Collins from Boddingtons in Manchester. First of all, a little bit about Boddingtons for those who don't know it's situated on the edge of Manchester city centre. It's located between Strangeways prison and Manchester arena. That's a picture of a chimney, which is a local landmark.

We are one of 5 Interbrew UK breweries. Other products include Castlemaine and Tennents in Scotland. Globally we also do Becks, Diebels for Germany and Labatts for America.

We have been brewing on site since 1778, and Henry Boddington became sole proprietor in 1853.

In September last year we were told we were going to be downsized. We would be going from 112 people down to 56. That took place in February this year.

A little bit about SHE management. The previous management system everything was procedural. As others have said, we had quality procedures and done a lot of work on health and safety procedures over a couple of years on that and went for the international safety regulations. That was one of our goals and we achieved that in Jan 2002. But we were still having problems and actually injuring people while we were doing that. The procedures were not working and we had to do something about it. So we looked for a different approach.

People had talked about behavioural safety. The UK safety manager thought it was a route we should go down, so we employed a gentleman called Lyndon Sherman who was a behavioural consultant and he came down and sat with the exec and the management, and he facilitated the sessions. At the same time, previously, I was the packaging manager, and we were having problems in that department and I was looking for an alternative approach. I sat in with the manager's sessions and decided we should do that with the operators.

What we found in both the sessions with Lyndon and the sessions the health and safety manager and myself did, the same issues and concerns were identified. It was about how we handled our move containers, and we were seen to turn a blind eye, in effect condoning safe acts.

After those initial sessions we knew we had to improve, there was something we had to do and we achieved a commitment to do it.

That took us through 2002, but there were some things going on which made it difficult at that time, with the restructuring of the site, so the process slowed down a bit.

In 2003 there was a new management team and a new exec, and then we restarted the program. The exec, the managers, the team leaders, were all given health and safety targets, and they were linked to their incentive bonus.

From a personal point of view, I was moved from packaging manager to health and safety, and I was then in charge of site risk assessments. I got a list of all the tasks that were done on site, everything that was used, then went to the operators and asked them "what was the task that was going to hurt them? What did we need to look at?" When those were identified I went along and watched the operators doing that particular task, to see in what ways we could improve it. We then came up with a list of improvers. Once we had that list, there was some capital allocated, and with that we removed the major hazards.

Improved Communication

We talk about behaviour, but for me, initially, the big thing was opening communication channels. You're talking to your staff, and I am not sure they are actually believing you. You have to sit there and be very open and honest, which is what we did, and from there you can move forward. What I do now, most of my day is spent one on one with people, carrying out risk assessments. From there I do a monthly health and safety report to our exec. The day I give that report I sit down with the health and safety reps, and go through exactly what we are going to discuss, give them feedback and statistics, then distribute the report. Once you have employee involvement, that's what drives positive behaviours. It's peer pressure. The people on site are into it now, they understand what we mean.

What were the challenges?

In 2002 when we started it, it was convincing the management we had a problem. I.S.O., which is a national safety rating system we had at the time, it looks great, but we were still injuring people. We had to change it. It was perceived as 'flavour of the month', & another initiative'. There had been various things we had tried on the site ... but this was something else. We had to convince the staff that we do take it seriously. The number of accidents we were having; that was not convincing them. We had all agreed previously that we had condoned dangerous acts by looking past them, so we had to convince the staff we were taking it seriously.

While we did this we had to maintain focus we started this in July, and in September we were told we were downsizing. People were losing their jobs. That was a difficult time. There was a lot going on with unions. Also from October through to January, that was our busiest time, production is at its highest. Within that time we had actually had an accident. So throughout that time it was difficult, but we remained focused and got a team together. We had to make time to get the teams together.

We initially had 2 to 3 hour sessions within each shift and team. It was sometimes difficult but you had to make the time. Once you get the teams there, you know there are going to be 1 or 2 people who will be more than willing to express their opinions. What you have to do is get the other people to open up. Which is difficult - but was something we did achieve.

This year, we had restarted the programme, and we had to make sure that once we had people's issues and concerns that we actually respond quickly to them. Once we achieve that and get momentum, we had to make sure we react and keep pace with that momentum. That was difficult for us but is something we are doing.

Important lessons

It's difficult to sit in 2 or 3-hour sessions where you feel that yourself or your team are being criticized. You have to take it on the chin and bite your lip at times.

You have got to be prepared to change your own perceptions. I found I changed my views and perceptions of people under the circumstances.

Feedback is painful. The first statement we made was people have to be dead open and honest. If you make that statement you have to be prepared to sit there while people criticize you or the way that you do the job. They will be honest but will not always be constructive. To say somebody is a "tosser" may be honest, but it's not constructive.

Realise that everybody wants the same goal. They want to come to site in a healthy state, and they want to leave in the same state. People on site actually want the site and the brand to be successful.

The Results

As you can tell, we stood out for the wrong reasons. But we have done a lot of work, and are back in amongst the pack now. Unfortunately we had an accident last month, which put us back up a little bit.

But what about that? (Performance improvement figures). There are the figures. Between 7 and 9 lost time accidents between 1999 and 2002. This year we have had 2. The first one was in February, and was a gentleman who was 2 weeks away from leaving the company, who had an accident moving a container. He only had one day off, which for us was great. He came in and we sat him down and thanked him, because as he was leaving the company he could have had more time off. The last accident was September. One of our engineers twisted his back as he went to reach something from his tool bag. We used occupational health and fast tracked him to a physio. The accident happened Thursday afternoon and we took him to a sports injury clinic on the Friday. For him he had a less painful weekend, for us the benefit was that on Monday morning he arrived in for work.

We have had 1 RIDDOR. We have had a 64% reduction in RIDDOR frequency rate - a 67% reduction in lost time accident frequency rate. Unfortunately for us now any lost time accident we have has a huge effect on that now of about 11% or 12% - an 88% reduction in RIDDORS. We had 9, now we are down to 1. The one we had this year was an engineer who got some custard around his eye. We sent him to hospital and luckily there were no issues, and we had no lost time.

We had a 77% reduction in lost time accidents. For us we have gone 312 days lost as a site down to 2 days. That, along with other Interbrew ideas meant that when we went for our insurance we were able to knock £300,000 of our employer liability insurance premium. That's not only because of what we are doing at Boddingtons, but what other sites are doing.

What's next?

Sustain the Momentum. We have got the momentum, now we have got to sustain it. As the gentleman from shell said, everyday you have got to take it as it comes and make sure you keep the momentum going.

Develop the team leaders. I have spent a lot of time with the operators doing risk assessments, task analysis and spending time asking them what they think should be improved. Now we have to develop the team leaders. We have, together with two of the team leaders, put a '5 steps guide' manual together for team leaders. Its going to have policy in it, and also talk about team leader behaviours, how they should consult, communicate with there staff, employee behaviours, so if they work to procedures they will be aware of the correct P.P.E.

Continue risk assessment reviews with individuals. We're going to carry on with that. The aim being to get every person on site involved in health and safety - whether it's a risk assessment, an audit or an inspection. Or some type of monitoring that's going on, on site. Getting each person involved.

Safestart programme to continue behavioural awareness. This is starting next year to talk about behavioural awareness. I am starting doing facilitating in January next year.

Questions

"Since you implemented incentives have you seen the change in peoples' behaviours?"

That's only for the team leaders and managers, and it's actually been the people on the shop floor who have changed more. The incentives for the team leaders and managers were just to focus them really. We had spent so much time with the people on the shop floor they had already seen the benefits.

"Were you measuring your P.A. mistakes before you downsized, and if so how do you know that your improvement wasn't down to getting rid of the people that were the problem?"

Because from August to February when those people who were potentially problems were there, we started our accidents. So from my department where 66% of the people knew they were going to leave, during that period we did not have any accidents. No lost time accidents.

"It sounds like you had quite an achievement in how you managed to get your stats down. How did you get people to open up? Those people who are naturally a bit more reticent?"

That was difficult. You try to target those people to open up. And I think the other people in the team do try to help those people to do that. Maybe try to involve them more rather than target them. But those talks have to be very honest, and you have to be prepared to take criticism on the chin, and bite your lip at those times.