



Kelloggs - Richard Jones & Jim Gilluley

****WINNERS****

BEHAVIOURAL SAFETY USER CONFERENCE 2006



Richard Jones and Kelloggs on stage and collecting award from Tim Marsh and Tom Mullarkey MBE, CEO of RoSPA

Richard Jones and Jim Gilluley

Thank you, good afternoon. I'm up here this afternoon thank you very much... Check this works too...

A couple of weeks ago I got a phone call from Ross (unclear) before I was about to go on holiday telling us that the award we'd entered for and we'd been made finalists. So I was really surprised, very proud and I immediately contact our behavioural safety team and said hey great, we've made the final of these awards. Bad news is you've got to stand up in front of 100 plus international safety experts and tell them how we did it. To which they replied – you're on your own! So after a bit of pleading and saying no this is your programme you need to tell it, Jim here was the man who finally volunteered to help out.

JIM [Interrupts]

I lost!

RICHARD

So very pleased that Jim's here and basically I'm going to try and help Jim tell you their story. Kellogg's is a long established company, celebrated it's 100th anniversary this year. Trafford Park site opened in 1938, very old, very traditional, long service. Families been there for a long time. We're very proud of our brands. We make some great brands, hopefully some of you have eaten some of them but the culture of the site is very traditional – food manufacturing. And a lot of the people have got a very long service. So why behavioural safety? Well I've been safety manager there now for 3 or 4 years. When I started I looked around and we had a great record, we've got ROSPA gold awards, we've even won other awards. We've got a strong network of union safety reps, of which Jim is one. And we'd spend an awful lot of money on all the usual stuff – guarding, (unclear) explosive protection, etc. And we also do the usual things like making sure we've got the best possible (unclear) and we change our ranges on a regular basis – gloves etc. But we needed something different, we were still having accidents. And at the end of the day when we looked at it we decided the focus needed to be our people. So we had a look around and end of 2003 I actually went to one of these behavioural safety conferences and

I was really impressed because it was all about the people. So I thought this is the sort of thing we need to do. So we looked at a couple of programmes, people came and talked to us and we picked one that we felt was nice and flexible and fitted with the Kellogg's culture. Our company has its own particular kind for culture. So then in November 04 we did some presentations to the ships and we asked for volunteers. We managed to get 41 volunteers, which was pretty good going we thought for something that was new. And I sat down with the union safety reps and together we selected a team of 11, four shifts, two people from each shift, sorry five shifts then. Two people from each shift and a day person. And then the team were trained up for two days and then they presented to the management what their idea was. And Jim that's where you came in because you were (unclear) to that.

JIM

We ended up calling ourselves a park team and it's as you can see there promoting accident reduction at Kellogg's.

RICHARD

And then you had a competition to choose a logo which you felt was important and this is what you chose. Why did you chose that?

JIM

We chose this, it's got Cornelius, if you didn't know what the cockerel's called it's called Cornelius. And it's got hands round it, holding hands together so we thought that's park with Kellogg's on a road forward.

RICHARD

Very good. And that stuck with this and it's a useful touch tone for all the stuff that we do. So first of all ownership involvement, I'm not going to read everything but I'm just going to give you some of the key bits that I think are important. We had to liase with lots of people, say very traditional site, large numbers of people. We had to go to USDAW, we had to go to (unclear) and explain why we doing this new...

TAPE ENDS

RICHARD (continues)

So people actually felt that we were doing something serious and the key thing we did on that day was try and sell the principles of no name no claim, positive questions, and immediate feedback. And why was that important?

JIM

We had to do that because I was a sceptic as well I'll admit that. We thought we've got spies in the camp, they're up to no good, you know the normal things that the shop floor blame management for.

RICHARD

OK yes that's true, it was hard work. So but then we actually got the programme up and running, they'd had the training, the core team then started the measurements and Jim will just briefly talk you through what the measurements and what the process was.

JIM

Yes we've got 7 floors and 3 buildings so it totals 26 areas. So we set up a database and run analysis reports. This is how we done it. We started part safety measure, data collection, data input, data analysis, park team recommendation, and then we met with management on a monthly observation. And then it carried on. Initially observations were focussed on four main key points – housekeeping, PPE, power trucks, and safe access. Over the months we inputted data into the computer and we started coming up with graphs. It was all, we was all quite amazed at this because none of us had ever done it before but we was learning.

RICHARD

OK and as you can see thankfully most of the trends were upwards, so that gave us a certain amount of confidence and helped the team believe that although it was a long term commitment we were going to get somewhere.

JIM

Root cause analysis, unsafe (unclear) and unsafe conditions, measures lead to recommendations. Needed to demonstrate it worked with quick wins.

RICHARD

OK and this was one of the first things they picked out, they wanted to show people that it would actually, could work. OK.

JIM

It's such a simple thing this, ignore the (unclear) on the walkway, it was done purposely. When it's ringed that barrier there, it's a walkway and what we had was people walking up the side of the walkway to come across so we had 90% unsafes because of that. So all we did was took the barrier away and ended up with 95% safes. And it was so quick it was unbelievable.

RICHARD

Yes so that even stunned the management, an engineer with an angle grinder could induce safety that fast. So we then decided that we needed to raise more awareness so we would focus on some of the simple issues, again going back to things like PPE. We had good PPE but the complaint was it's not where we need it, we can't always get to it. At the start of the shift down on the 6th floor, the stores on the 1st floor, it's not easy. So we could our area PPE cupboards, we asked the safety reps to stop them which wasn't hugely popular to start with. But they bought into the process and now it works. And our PPE scores have gone up from 70-95%. This year we've seen a 15% reduction in first aids. In fact I was looking at the numbers and we might have our first year with less than 100 first aids ever, which I'm going to be very proud about and so should everybody else. And then we decided that we needed to look at contractors. Why was that important?

JIM

Well we don't want that situation where other places of them and us – we're a team and we all work together.

RICHARD

And I'm pleased to say that not only did the contractors come on board but some of them actually even joined the team and we've got one here today Anthony Randall who works for Right For Staff who are one of our site contractors. And that again shows that they actually are working with us and part of the process. So we got more trainees on board and part team trained our own observers. We said do you want us to bring in some more expensive consultants and they said no, and we said that's great. And then they decided they wanted some newsletters and some competitions to get people in the mood and here you'll see the latest newsletter that we've just put up. And it's nice because it's double sided – one side the part team do themselves and here we've got to spot the unsafe condition, competition to win an MP3. And on the back of this we've got a safety rep putting out all the safety rep stuff that they do. So that's been part of breaking down that barrier that behavioural safety is not something that involves safety reps. And in fact just go back you'll see, does it work.. You'll see one of our safety rep co-ordinators there Tony O'Connell from Shift 4 this year receiving a ROSPA gold award which we were very pleased. None of this is going to work so they kept on telling us without the management and supervision. So it was important that the leadership team was committed. So as you said we turn up once a month if we're asked to help them out and every quarter we have a review where we look at recommendations and try and put their actions into effect. And it was important as well, we had resources, so the key things that they wanted was a room to work from. And also some training egs. And what sort of things do you think was critical there Jim?

JIM

We asked for lots of things and so long as we could justify what we wanted them for, we got them, we got digital cameras, lap tops, printers, photocopiers, anything we got. Anything we asked for we had a go at getting because it wasn't just for the park but it was also for the safety. They both work together.

RICHARD

And that was a key thing that the resources then were shared across the whole site. The hard bit and this was probably one of our biggest stumbling blocks and a case at one point where Jim and the other guys (unclear) Lindon actually nearly quit the programme and gave up was because they just couldn't get time off. How did we get round that?

JIM

We got together with the managers and the area leaders and we sat down and we said like this is just not on here, we're not getting out to do our observations and everything. We need the time. So we sat down, and then we came out with a monthly plan of all the days that we must be made available to make our observations and it works. It works a treat now. We're 100% every month.

RICHARD

Yes and that's been a big change. There is nothing, if people start missing their targets they can't do it, there's de-motivation and as I say these guys nearly gave up. But we said look it's a long-term thing, keep sticking with it and we'll help you. And in fact one of the big changes was we got in some new shift managers and a couple of the new guys came in, took to it like a duck to water, they'd come from other companies outside different culture and they just got on with it. And it really made a difference.

JIM

Yes they have the support all the way.

RICHARD

And communication and feedback, obviously key. So as we've said there's monthly meetings where basically the part team will tell me if they've got any issues that I could help with. And mostly that's for them to work across the shifts because a lot of the time on the shift rota they don't see each other, so that's key for them getting consistency across the shifts, dealing with little problems and issues. And also checking on recommendations. Then we had the quarterly management reviews where they give us the big stuff and say here you are, this is what we believe you need to do. Tell us how and when you're going to do it and then we'll check whether it works. And they do that through recommendations, which Jim will show you in a moment. But it's nothing if it doesn't deliver results. The senior managers and supply (unclear) managers who come and visit us say does it work? Well 2005 even though we'd just started it was our safest year ever. And I can't say that's all park but I think it does create the climate where people actually start to think about what they do before they do. And they're ready to talk to other people about what they're doing, which is a bit step forward, because in the past nobody talked to anybody about anything until we'd had an accident. So that was a huge step forward. We've also had no machinery or chemical related accidents this year touch wood. A year to date. And again that is a new step forwards. Some people might say it's the millions we've spent on guarding, I think it's the fact that people understand what the guarding's there for. And last but not least near misses, we now got 300 near misses, 95% of the action is completed. 90% of that is done by the shifts on the day that they report it, which is the other great thing. We've got away from the thing that you know people see a problem, they give it to the management. It's now that people are seeing problems and they're actually working on it in their teams. And just to show, I mean anybody can lie with statistics, but this is the stuff that I use at work with the safety reps and with managers. We've had a 60% reduction in (unclear), we use the American system, recordables. And you see we're actually just under our target, which was 17 for the year. We have a zero accident mentality. We aim to some day get to zero accidents but we're realistic enough to realise that it's a long term thing and we're not going to get there proportionally tomorrow. We've also seen 600% increase in near misses. And for me near misses are near hits and they do prevent accidents happening. And they're also the link if you like between unsafe acts and actual accidents. They're the indicator that sits in between. And we've pushed it and with the support of these guys you know you can see there it's a huge success. A few years ago we weren't even in double figures. Very quick if we can just explain what the measure is...

JIM

Yes a park recommendation is when we go to management we've got a problem and we want something sorting out we give them a recommendation. We want to try and make it high impact, and easy. High impact and easy. It's cheap and it's straight in your face. Hard costing a lot, low impact, not much use. It's just that we need high impact and easy. And (unclear) barriers, extend barriers, remove misleading signs, all counts.

RICHARD

And the project that was done on was this one here...

JIM

A walkway round our tank floor, the tank floor well you wouldn't know but it's where the corn comes into big tanks obviously. And what we had we have got we have a lot of traffic with fork lift trucks and the walkways go through these areas so we just redirected the walkways and put new signage up. It's just simple things like that, but like I said I'm a safety rep and I'm a park team member but you tend to have your safety head off but now we've been trained in park you don't, you look at it from a completely different way. It's so simple, it's unbelievable.

RICHARD

Yes and Jim's right, it's the simple things and that's what we keep talking about, because we put a walkway in and had a look at it, they went back and did their re-checks and less than 50% of people were using it. We thought why? And if came down to simple things like barriers to guide people in the right direction, signage in the right place, not having misleading signs. And once we'd done that the scores went up to over 90% again. In fact the only person who missed it was one of the senior managers who went to look where it was. The other thing we did again was this year have more off site training days. We wanted the park and the safety rep to have a chance to tell the people on the shifts what they'd done, what they were doing and show it was actually working. Here you'll see a guy called Mark Moston off shift one who works with Jim (unclear) who's also thankfully here with us today explaining about the PPE improvements and how the new cupboards are helping improve those scores. And that was kind of successful day I think. What was the feedback that we got?

JIM

We got an absolute brilliant feedback. It said that it's the best training days they'd ever had off site.

RICHARD

And hopefully enjoyable as well... And at the end of that day we try to give out some key messages. We just wanted to people to have something to go away and think about. And again making those positive. So we talked about the safety reps role being different from the park team role. And we also explained about accident causation, root cause and how that was the key to prevention. And again that was something we work on with the supervision, whether giving accident reports or near misses, it's finding the route cause that's the key thing. And then we also did a bit on human factors, good old HSG65. And we talked through as you've already seen errors and violations. And the key thing we want to do get through to people was that you know anybody can make a mistake. I think I once heard that you know to err is human, to really mess things up requires a computer. But violations and what we want to risk, avoid, nobody should ever knowingly go through a violation. And again we see park there as the link between our people and the leadership. That's the two-way tool to help us get better. And I'll finish by showing you the slide that the park team actually presented us, the management with. Literally two years ago this week and I think it's still true today. And it's meant to symbolise Kellogg's plus the park team working together and making it happen. And the key thing is it's a long term commitment, we've only been doing it for a few years, but we lead if we stick with it. We can get to zero accidents one day.

Thank you.