



## **Questions for the Speakers**

BEHAVIOURAL SAFETY USER CONFERENCE 2006

### **NEIL BUDWORTH**

*Can I ask Richard and Mark to come up onto the tables for question times and now if you've got any questions please put your hand up, I will indicate you and somebody will come to you with a roving mike, if you can give your name and your organisation and then tell me who you want to ask a question of. SO first question.....right just over there, keep your hand up and then he can find you, so name and organisation please.*

### **JO CARRINGTON**

Jo Carrington, University of Essex, this is a question to Carolyn. What's EAP?

### **CAROLYN**

Employee Assistance Programme.

### **JO CARRINGTON**

Thank you.

### **CAROLYN**

Its like a big external counselling programme which is provided out side of the organisation.

### **NEIL BUDWORTH**

*Ok, another one down here and then the next one is over there.*

### **VIKAR GUPER**

I am Vikar Guper, I represent BG Groups, this is a question to Carolyn; apart from the trainings and the EAP's you mention could you give an example of a tailored intervention programme which has been very effective in a company?

### **CAROLYN**

Well quite often obviously within organisation programme where we have done the stress risk assessment what we will find quite often is difficulty within teams so sometimes what we would do is work with a team in order to resolve the conflict that exists within that team. Sometimes it may involve training issues not around stress awareness but for example one of the big problems is quite often poor management and that's often a result of people being promoted into management positions without the training to do it so they're good experts but not good managers and that can induce huge amounts of stress on the people below but also on the manager coz they realise that their actually not managing well and so when you can address what those key sources are then obviously that will reduce the stress not only on people underneath but also on the managers and have that impact on the organisation but there's, over the years been hundreds of different interventions which it really does depend upon what you find within the organisation.

### **NEIL BUDWORTH**

*There was another question just over here.*

**MARK EDMUSTON**

Mark Edmuston, Nexus Solutions; it's a question for Carolyn; well there's 2 questions actually; the 64% of the workforce that are suffering from stress; I was just interested to know where the, what the source of that information was?

**CAROLYN**

The....there's some more information on that on the Health and Safety Executive website but its basically research that they've been carrying out and that's the figure that they've just very recently published is that 64% are suffering from some degree of stress, so that doesn't mean obviously that they're all going to be ill and all be absent from work but it does reflect the fact that most people within organisations at some point feel it's a bit too much for them.

**MARK EDMUDSON**

Second question was, one of the things that we are focusing on as an organisation is trying to understand the internal drivers that are leading to people suffering from potentially from stress in addition to eh workplace factors; have you got any sort of comment on that sort of real focus on the individual and trying to get underneath the surface of what internally is driving them?

**CAROLYN**

Yeah because I mean obviously as I said its about perception so, and that's an individual thing isn't it, its not an organisation thing and so there are all sorts of things like you know, (unclear) of control, whether you've are more bothered by internal than external pressures, if you've got a type A personality which in the workshop yesterday we did some sort of quick questionnaires; type A personality is one of the biggest predictors of coronary heart disease and its also a big predictor of stress as well and so there are lots of, if you've got a particular individual with problems there are lots of sort of small questions that you can ask to ascertain so I think its important to do that but initially what you need to do is find out as a whole what the problems is to protect yourself from the legal standpoint.

**MARK EDMUDSON**

Thanks very much.

**NEIL BUDWORTH**

*Is there any other questions? There's one about 2 thirds of the way back on that side and I think there was one over here.*

**RICHARD JONES**

Hello, Richard Jones, Kellogg's, question for Professor Booth, on one of your slides you talked about other strategies which can be used with behavioural safety, principally dynamic risk assessment; from the point of view, things like engineering failures and breakdowns; have you got any examples where that's been successfully used with the per....alongside the behavioural safety programme?

**PROFESSOR BOOTH**

The answer is yes, one company in the chemical process industry has certainly adopted that approach, the stop a moment approach its called; and the evidence is very encouraging in terms of lost time accidents but the usual caveat must always go out that in any company there are confounding factors, the introduction of a chain such of this may very well be, have, be confound the accident data so one has to be...has to be very cautious. A related comment is that, and one notices there are several people from the nuclear related industry is that behavioural safety I think has been very successful in parts of the nuclear industry but much better at dealing with day to day operational industrial issues rather than you know, the bigger issues and my personal view is that it is the, the nuclear issues or the bigger issues are more to do with non standard maintenance tasks where people have to think out very carefully what's got to be done before they begin so I think that its horses for courses; conventional behavioural safety routine tasks, easy to observe, critically important tasks anyway; that's the best way to go. If you deal with, if an organisation is concerned about peripatetic maintenance work as a for instance where each task is that bit different then they dynamic risk assessment approach looks, looks better.

**RICHARD JONES**

Thank you.

**NEIL BUDWORTH**

Ok, there was a question over here.

**MARTIN WORTHINGTON**

Thank you. Martin Worthington, representing AMEC Design Project Services, again question for Professor Booth, building really on what Richard was asking about dynamic risk assessments. 100% wholeheartedly agree with the point about the planning and the role of planning; and some of the work that we're looking at from my own organisation at the moment is very much at the design stage; are you aware Professor Booth of any work that's been going on with designers per se and behaviours.

**PROFESSOR BOOTH**

Could you rewind a bit; that we have excellent (unclear) age effects and one of the points made was that in a very noisy atmosphere you can't hear what's been said or understand it but it's very quiet in here but I still couldn't understand it. Could you rerun the key bit of the question sorry.

**MARTIN WORTHINGTON**

Yeah the key bit of the question was really, hear what you're saying on the dynamic risk assessment side of things; we're doing quite a bit of work on design safety and behaviours; do you know of any bodies of work that's been done in that particular arena of designer.

**PROFESSOR BOOTH**

The answer is no I don't but think it a very fruitful and important are and I implied this in what I said. But the whole point about behavioural safety generally, the whole point about safety culture interventions, measuring safety climate is that its something about the whole organisation and certainly in safety climate studies one of the most revealing findings which I don't think has ever not occurred is that senior staff have a more rosy picture of reality than people at the sharp end and I therefore feel that some of these initiatives are well established higher up in the management organisation or further back in the causation trail.

**MARTIN WORTHINGTON**

Thank you.

**NEIL BUDWORTH**

*Ok, one over there and then Roger at the front.*

**VIKAR GUPAR**

I am Vikar Gupar from BG Group; this question is for Professor Booth. One of the things which my experience suggests in running behavioural safety programmes in my company is that you and a lot of, you end up getting a lot of data and observation and intervention and if you do not have a process of using that data intelligently to train, to identify the problems and top it up with good root cause analysis and actions from that and almost use it as a goal setting for the next level of improvement it becomes very difficult to sustain and my experience of this is that if you do with that correctly at the, you know, the end of the process itself it really gets sustained so what are your views on that?

**PROFESSOR BOOTH**

The first point is a huge problem in many of these areas and I am thinking particularly in safety culture interventions is that people measure "what's going on" but then don't, but just simply forget about it, the results look interesting. The second point is that I've just examined two research thesis or at least one which is not quite finished and both, both are Australian interestingly but both involve a detailed stuffy, longitudinal study of 12 years of interventions and they were continually making proves, there were setbacks but the actually it shows what do these, Broken Hill Proprieties was one of the companies involved and the Australian Post office the other, and what it drew attention to is that improving safety culture, behavioural safety is a long long task, must be sustained and it's the classic phrase, you don't improve total quality management as it happens, you don't improve it by sending everybody on a weekend course and people do have to recognise I think that the sort of 2 month, 2 year even intervention may not have lasting effects; its got to be promoted and promoted and promoted and crucially to begin with small steps, small aspirations, some quick wins but its along term task and people often see, oh yes we'll do this, we'll do our behavioural safety programme for a couple of years and then we'll go back to normal again. Not very effective.

### **NEIL BUDWORTH**

*Ok we have time for 2 more questions and one of them is going to be mine coz otherwise I'll burst and this one's for Mark. Firstly Mark thank you for chewing me up tremendously; things stop working and then you die, marvellous. Now you basically said, age in itself is not a problem but the changes that occur with age can be. So if you're looking at normal distribution, say 100 people, you get 3 or 4 people that, like 90 can still run a marathon and 3 or 4 people at 40 that cant walk; so you're really talking about managing the bulk, so my question is, realistically, do you think organisations can really cope with dealing with the individual needs of a large number of employees?*

### **MARK TAYLOR**

I think, I think there can to a certain degree because you've got the issues or degrees of freedom. Basically that's what we're talking about is if we are looking at a task, what we try to do is make sure that the task is designed in such a way that the majority of a population can do that task and basically what happens is sometimes perhaps because of design issues and things like that we design a task that only accounts for a narrow part of the population so really it falls back down to examine a task, looking at the breadth of ability that's needed that can cope for the breadth of the needs of the people and that's the way you cope with the bulk.

### **NEIL BUDWORTH**

*Thank you. We have time for one last question, so has anybody got a burning question? Yeah just over here. So name and organisation.*

### **STEVE PAINE**

Steve Paine from Target Express; question for Mark. In my experience working with a variety of age groups I find that the younger personnel and in particular we have quite a number of youngsters who drive our fork trucks who are trained by RTIDB instructors, myself being an ex instructor, the age problem there is the lack of perception of risk because of their junior views on the fact that because they're under 21 they're immune from any accidents.

### **MARK TAYLOR**

Yeah yeah. I mean its one of the things that you'll find, you'll see, in fact just a conversation I was having over a cigarette you know. One of the thing there was about you know, how (unclear) individuals setting tasks or try and avoid as they become older, for example some tasks that are quite manually heavy loaded and they'll say, well look I'll try and avoid those type of tasks and that's what you'll find, when we get older we adopt a risk averse strategy; the problem is when we're younger we tend to overestimate our ability to control the outcome of something therefore we have this illusion of control, therefore the risks are more sanitised when we're younger and we tend to be more risk seeking when we're a bit younger. Yeah and I think its that's where we've got to start gaining that process of education really and I think also with younger people it shouldn't start with industry it should start with schools that that is where the education process should start to be quite honest.

### **NEIL BUDWORTH**

*And that's a fantastic lead in because this year has been the European year on young people and IOSH and been particularly active in this to the extent with the health and safety executive and the British safety council we developed a qualification that will fit into the National Curriculum so that people get at year 10 some idea of risk because kids get in it for 2 reasons; firstly they don't understand the risks and the hazards and secondly they don't have the social skills to challenge them and that course will start to address some of those things. There's also if you've got young people working for you a brilliant resource called wise up to work, that's wise up, the number 2 work. Co.uk and that's got all sorts of things that help you train young people as they come into your work place, so thank you for that opportunity. What I'd like to do now is close ready for lunch but if you can first help me and thank our speakers for this morning for excellent presentations. APPLAUSE The presentation and the awards start at 12.50, that's ten to one, so have a good lunch and we'll see you then.*