



Katie Nye and Harbinder Singh - Sizewell “A” Power Station

BEHAVIOURAL SAFETY USER CONFERENCE 2005

Chair

The final speaker before the coffee break of the four finalists is Katie Nye from Sizewell A Power Station; she is a site behavioural safety co-ordinator and has a degree in psychology and that is pretty much all I know about Kate. So I will tell you a joke about psychologists. How many psychologists does it take to change a light bulb? Just the one but the light bulb really has to want to change!!! (Laughter)

(Music “I’ve Got the Power”)

Harbingder Singh

Good morning ladies and gentlemen this is the presentation from Sizewell Power Station from my colleague Katie Nye and I am Harvey Minas.

During the session we hope to explain to you the organisation of structure of behavioural safety at Sizewell, the importance of good leadership, some information about training and competency, our communication strategy that we used on behavioural safety and workforce involvement. We will then be moving onto some of the experiences we have had in the process, a few pitfalls, the way to integrate other processes, we heard about that earlier and we will be able to show you that it is a flexible process and you can integrate other management processes into that.

The fifth element a proactive tool and a good measure for KPIs the Sizewell X factor show you some successes and recognition and then what we plan to do in the future, because the main thing is you can’t stand still you have to move on and bring some innovation and move forward with that.

So if we start off with our organisation structure – initially when we started behavioural safety we thought how to organise it, we advertised a secondment post, a temporary post to come into the area and get trained in behavioural safety for about a year and go back into their own environment to act as a seed germination and spread the word and we did that about three or four times. Limited success from that - so we decided to change the process and we appointed a team leader for behavioural safety and learned from experience, made sure that it wasn’t a stand alone and worked with our experienced team.

We also have two co-ordinators within the HSQ department management commitment and production department. Within the HSQ we had Katie appointed in systems and monitoring and looking at the training competency, so making sure that people are trained to standard level and know how to approach doing observations in a non-threatening manner, not interfering with the work and getting down to the root causes.

Looking at the analysis of the data to be sure we are getting value and not just a numbers game and then promoting that and communicating that to the workforce, giving them back the feedback of what they are putting into the system.

On the other hand we had another co-ordinator appointed in the production department looking at the deployment, so his key role was to look at the areas where observations weren’t taking off, going to the people speaking to them and appointing a safety rep and finding out why people are not doing observations. Do they not believe in the process, do they not get anything achieved from observations? So he is working at grass roots and looking at task observations, event reporting and briefing and conduct of ops and maintenance. So it was a two-pronged effect really. The reason for doing it this way is that we have got consistent

approach here whether we use that other job as deployment and improvement post, a persistent approach and analysis in the process so it is a good way forward to have that.

Moving onto leadership! Behavioural safety was mentioned in our Safety Policy right at the top, managers say it is an important tool, we believe in it and we will have a driver for that.

We have a management control procedure MCP1416 telling us about the observation process so if you come to Sizewell pick it up, read it and see what the process is and how we use it at Sizewell.

We produced another procedure, we talked about performance standard, who does what when, we have set KPIs for managers and team leaders at that level to say they must deliver a certain number of observations within their fields. It also helps in our problem areas in terms of control and supervision, you may have that, the problem these days are we giving too much to supervisors and team leaders in terms of paperwork, accountancy, appraisal and everything else, are we getting out on the shop floor to do control and supervision for the staff, key tasks.

Finally we use the information in our accountability process, monthly accountability and the information there.

Next I will hand over to Katie to talk to you about the training competency, communication methods - and how we involve the workforce.

Katie Nye

Within the 500 personnel on site we have in excess of 180 trained Observers and these trained observers include site staff and contractors that come onto site. Observing and being observed are voluntary activities but all employees are encouraged to participate and support the process. We have various modules depending on the amount of involvement you will be having with the process. Module 4 gives all team leaders, contract supervisors and volunteers the tools and techniques required to carry out behavioural observations, most importantly giving feed back and the interaction skills.

All people coming onto site get module 3 during their induction usually which gives an overview of the standards and the safety culture on Sizewell A and explains the principles of behavioural psychology and they know to expect if they are approached by an observer and also to volunteer for the process themselves and it gives them an ideas about methods of safe working etc.

Module 2 as a behavioural safety approach must be fully supported from the top of the organisation all the way down to the workforce; all lines of management play a vital role towards safety improvements, showing encouragement, enthusiasm, leading by example and taking on board recommendations made from the process and the information we get from the process as explained in the structure that Harvey just went through and of course their co-ordinator training.

The communication strategy – we have the observation forms, we have the one to one discussion and once those forms are completed and the discussion taken place, they go into our database, which was devised, on site for processing and analysing. All the unsafe behaviours and trends are then publicised round site through the behavioural safety letter which you will find a copy of in your pack, you will see performance indicators both of which I will take you though OK?

“Now Communications”, the behavioural safety newsletter is available to all site users and is posed on the electronic notice board around site. If you open the newsletter you will see the current campaign is quality the quality of the information is key to the process and the communications, it is vital that the observations are used as a proper way of attending and looking at the culture on site and a measurement of the culture and not used for hazard spotting or approach people and be confrontational, or looking at someone doing wrong and just assuming what the root cause might be. It is a proper system for us to have a look at the trend so we can really have a look at what is going on out on site. The communications need to be clear feeding in and out of the system as a two way process.

OK the information is also taken to various meetings across site we have the health and safety executive so we have all the union representatives as behavioural safety observers and team leaders who come to look at the issues raised.

We also have a behavioural observation analysis group at which people come together and we look at the trends and we look at the root causes we look at underlying the root causes that

might be in the organisation and organisational weaknesses. Information is also taken to departmental meetings so they can take it back, use the toolbox talks, approach their staff and look at what is going on out on site.

We have quite a high amount of behavioural observations in on a monthly basis, we recently had a peak following a behavioural safety awareness week in which an incentive was given out and £2.50 was donated to the Tsunami appeal for every observation completed.

We have mixed involvement across departments, as you can see it is not just lead team, managers and safety reps that have taken part it is the people at the forefront of the workforce, it is the maintenance crews, the operatives, it is the people who are there every day shift in shift out doing the work.

We could surplus our targets of 10% active personnel on site at all times on a monthly basis.

We have active observers showing commitment, showing enthusiasm but does this mean the process is working across the board?

Harbingder Singh

No – that is where I come in! We concentrate our efforts on the hands on people, operations and maintenance, people who are working equipment because that was where we thought our biggest risk is and that is correct, that is the biggest risk

We had someone who had stepped on some wracking which was forbidden, climbing down, stepped down and broke his toe. So what message does this bring? These two areas Stores and Security was an area peripheral to our business, our main was Production and Maintenance operating erectors and maintaining them, the message we bring to you is that if you use the behavioural process and you take everyone along with you, not just the maintenance people operations, your office staff, you need to take everyone along with the process and that is a mistake we made, we had to learn from that and introduce some new initiatives.

Whilst personnel are not necessarily all trained in the full mechanics of behavioural safety, this needs to go across to all departments given the feedback given the information not just to the people who are using the process and telling them what is happening across the patch. As someone said earlier the opposition's programme is just one tool it is part of a comprehensive safety programme.

We lacked integration and following accidents we had to make sure that we started to integrate other processes into bearer safety. The principles of bearer safety are used in direct standards in other areas.

Conducts of knots and conducts of maintenance are basically a set of rules and behaviour we expect people to operate when we have shift changeover is not contacting main control room to disturb them because they have got to hand over state of plant to one another. The basic principle of what we have done is to use behaviour safety to try and raise those and do some observation on those areas to raise the standards. One of the things we talk about a bit later is 'off the job safety'.

Moving onto the fifth element you have all probably seen the Heinrich Triangle, for every major accident there should be ten minor ones, property damages, near misses. What we have introduced is the fifth element substandard acts, substandard conditions. This is the information obtained 2,325 substandard accident conditions we are getting from observations of safety walks, management tours and very useful positive information we can use to try and prevent our near misses and further up the triangle and you can use that as a good KPI measure as well with your teams.

Right moving onto the X factor – Recognition – it is important to recognise your successes and celebrate them. We did have a record of four years without an accident then we had two accidents within a week. We were lucky enough to win 10 golden awards from RoSPA ... highly commended in one year and a commendation in another year. This year we have achieved the highest commendation in level 10 a world first in people who use that working system. However, a health warning! With success comes complacency see those levels and the only way we can go is down from that list, we have put in a lot of hard work to maintain those standards.

In order to stay where you are you need continuous improvement and innovation and we are just going onto Kate now to talk about a few new initiatives we are trying to keep safety alive within our processes.

Katie Nye

It is not just a numbers game. It is providing detailed care to all of your personnel on and off site. Some of the things we are starting to look at is introducing and submitting point of work safety assessments as self observations, you are not only looking at the task you are going to do to make sure you have got the right tools, the right equipment the PPE you are looking at, are you focussed, are you ready, are you distracted, do you know your procedures and are you ready to perform your task being safety conscious and have them look at those observations to see if we can get any more detailed information from those?

We are also looking at off the job safety. The importance of reporting accidents and events in the home is to raise awareness of activities conducted whilst away from the station which may cause injury or loss and to contribute to safety culture. This provides a great way of reinforcing the safety message and carries on duty of care to personnel families as well.

By entering off the job safety forms as observations we can identify trends and obstacles in the same manner and these are highlighted in newsletters as well. Safety items are also available through competitions such as fire blankets, extinguishers for people to take home so it is a recognition that people doing hard work and we appreciate what they are doing for us.

Another off the job element which we are looking at as significance is driving as a key company risk. Driving not only poses a direct health and safety risk to individual employees but also members of the public, other road users, in and around site and between the sites. There is also an enhanced environmental impact as a result of driving activities. Launching in September is targeting driver behaviour closely allied with the behavioural safety process whereby following a driving survey ten key behavioural observers are incorporated into a survey so they will be having a look at their own bad habits and behaviour as well as they are driving around on site. They will then incorporate those behaviours into a form and they can check list themselves and observe themselves whilst making any journeys in between sites and to home.

After personnel have been trained to observe these behaviours and rate themselves they can use it as a basis of behavioural improvement in subsequent drives around.

Such initiatives as this join various behavioural approaches in forming an overall risk reduction strategy so it is not an observation process, they are not just discussions you know they are taking the safety message with them on site, at home and reinforcing the message between each other, colleagues and through the various representatives and management as well.

OK to summarise then we explained about organising the process at the highest level, about consistent approaches to the systems, we talked about leadership getting management commitment from the top is a must for the process and the process with training competency, train appropriate levels to set for the key skill sets. Having a communication strategy so people are inputting into your system, you need feedback on what is happening, what are the causes and getting down to some of the causes, to try and act on those and make a difference.

Workforce involvement, we have heard that from some speakers and I am sure you will more of that later on. It is the key to success. Some of the mistakes we have made local experience we need to get heavily involved and make sure they all follow through. Integration, you can integrate other processes within and use the principles of raising standards.

The fifth element is proactive tools. Identify substandard acts and substandard conditions. Recognising success, we don't do enough of that, make sure you recognise that and celebrate it however, be careful not to be complacent and let standards slip. The next step is to make sure you have got a plan for what you want to do in the future. You need to keep working at this process, integrating it and keeping it alive.

I would like to thank you for your attention.

Chair

OK with nice symmetry and timing we have got time for just one question

Ian Forbes – Jacobs Engineering

You put a lot of emphasis, and quite rightly so, on the analysis of the unsafe areas; do you do the same parallel with the positive areas that you find?

Katie Nye

OK yes both behaviours of the scenario are just as important... it is nice to see on site what people are taking on board and what people are being practical about. We try and reinforce those safe behaviours which we need to do in order for people to carry them on and usually through the newsletters or campaigns we do let them know what is improving either because of various campaigns or what people do generally as a good practice across site anyway so that is also reinforced as much as a safe practice style, so we go to the departmental meetings and like to know what the team is doing safely and what they are doing unsafely so we can feed back to them and say – you know well done people, we appreciate your hard work and that you are taking the message on board, but there is still work to be done.