



**Derek McMillan & Stuart Conroy -
Springfield Fuels Limited**
BEHAVIOURAL SAFETY USER CONFERENCE 2005

Chair

The first finalist is Derek McMillan. Derek has worked at Springfield Fuels Limited since 1985 having previously worked in the construction industry as a joiner. In 1994 Derek was made a serving brother of the Order of St John for his work in St John's Ambulance and he has worked in the role of behavioural safety at Westinghouse in America and Sweden, he is presently involved with a safety culture development programme in the Ulba Plant in Kazakhstan. (Chair shares joke with audience member Mike O'Connor about trip to Kazakhstan).

Derek...

(Music from Simpsons)

Derek McMillan

How do you follow that!

Well good morning. I am Derek McMillan and I am a site co-ordinator for behavioural safety at Springfield Fuels and it has already been said Springfield is great isn't it. My colleague is....

Stuart Conroy

I'm Stuart Conroy deputy convener for the TNG safety rep and behavioural safety co-ordinator as well.

Derek McMillan

This is the real Springfield site not what you see on television, this is about 240 acres it is near Preston in Lancashire those who know a great cricket team will know that. Also it is near the railway line as you can see, the canal, a wonderful part of the country for those who want to come and see us some time.

Stuart Conroy

Where did we come from? Well in 1988 we had 88 lost time accidents and we also had 900 people going to surgery for medical treatment.

The sickness absence at that particular time was 10.2 days per injury and we had 3,500 people working on the site at the time so that was like equating to 35,000 lost days through sickness per year.

We had adversarial relationships, I always have trouble saying that word but I think you will all know what I mean, it is about conflict and that what we had industrial relations at that time were all based on conflict. We were going to meetings management and unions, defending their positions, not really getting the best for our members and not getting the best for ourselves. It was a case of them and us, you know like we say they were defending, we were both adamant that we wanted certain things, we wanted good safety at that time we wanted the apprentice training school to be kept open, we were always arguing about things.

Back in the early 90s both management and trade unions on site were worried about the amount of worry and concerns about safety record which was getting nowhere. The severity of the accidents was getting worse, what was happening you know we are talking 900 people it was like bits of thumbs, trips and falls, bumps and that but they were getting worse as time was getting on.

We were very good at radiological safety but we were very poor at conventional safety.

Derek McMillan

So what did we do? In 1989 all we had was this book, it was issued to the foremen and that was it, it was put on the shelf and never read, that was the way we did safety. So what we did then as you can see back in 1990, we issued a book called 'steps' and this is the 'steps' book issued to all our employees, most of them ended up in the bin, but even better than that we gave an even bigger book to our foremen because as they get older they can't see so it was the same book but in bigger print. We have all been there in that situation and then what we did then we had to get this out of our archives, this was only one video we had and somebody might have seen this one it is called safe visits. The number of people who saw this was about 40 people round the site. We had to do something didn't we so we also had another video, it was all video driven, put it on the shop floor and forget about it and as you can see as the years have gone on each year we have done something different. It wasn't until Stuart and our colleagues got together and looked at behaviour using a firm called Organisation Resources from Cambridge and looking at people's behaviour that we really started to look at behavioural safety in a different way.

If we hadn't used the consultants in them days for behavioural work with management and the trade unions we would never have gone on this journey.

As you can see some of the other ones that we have done,

So does it work? what we have done? We like to think it does, we have involved everybody in the factory, you can see as Stuart said in 1988, 88 lost time accidents as you can see now down to the wonderful years of 2001/2002 it was great wasn't it, ZERO, I wish we all could get that, what a place to be, zero people being injured lost time accidents, what a place to be.

Anyway you can see what happened then we had a bit of a problem and we will talk about that in a minute, 6 of our colleagues had lost time accidents in 2002/03, one of our colleagues very seriously injured only a matter of a second away from being killed with a valve stored energy going into his face. That incident really hit home to all of us in the factory that 'hey we should do something about this'.

So you will all have seen the wonderful Titanic sinking, this is our Titanic we have heard it already today, observations on site are only 10% of behavioural safety – Yes we have 300 plus observers and yes they are all volunteers, yes they are not made to do it and we have volunteers from everyone, shop stewards, apprentices, management, every single person, but what we work on is the immediate improvement of a colleague not to walk away from what is happening and don't put it in a database, do something about it. Change that person's behaviour at source because how would you feel if you walked away from it and your colleague was injured and you had walked away.

Stuart Conroy

As you can see below the 90% that is what to Springfields is our safety tool-box. You know we all talk about different mechanisms to keep safety high on the agenda. One of the things that we did in 1998 was to have our first safety rep's seminar. The safety rep's as you will all know from your own organisations are very key to safety on site and a very underused commodity on site. Springfields believe that the safety reps had all the training in place they go to the TUC courses they get excellent training in place, they have got the mechanisms, they have got the drive to bring safety but we don't use them, we don't use them because what we always feel is that a management "them and us" scenario isn't it where they only come in giving problems and the management see them as trouble makers.

Look at most safety reps anywhere in this country anywhere and what they want to do is they are interested in safety so why not use them. So we got a day in 1998 and one of the first things we did was to start developing a safety matrix where we get safety reps trained and we map out what they can do. Now most people only want to come and do the two ten weeks course, Safety 1 and Safety 2 but what we did, we developed a plan for them so that they can come in at the beginning, do the TUC courses and they can go all through the organisation, all the certificates and that and come out as a safety adviser. That is what we have we did it ourselves, we did our safety matrix.

One other thing we put in with that – at that time there was a big thing on basic skills, key skills, and the thing that we found with some of our safety reps was that they actually wouldn't go on the courses, because they wouldn't stand up like here now talking to people, write reports and they wouldn't go because they were scared of having to do flip charts and that.

We put in their development some key skills which is supported by ourselves and by our management back at Springfield.

Derek McMillan

OK we have a site safety in partnership committee and our safety in partnership meets quarterly. Again it is 40 people from all our business come and there are no minutes taken at that meeting. It is best practice to share best practice from all our business units.

Only last week our safety in partnership and one of our groups has come up with a new scheme which is a post card which they send out to the plants on toolbox talks once a month and they send them out, or even to the shop stewards, they will talk safety and they come in the internal post so they can't escape what is going on. If we can just pass these round, that is one of the groups that has been piloted, developed by our lads on the shop floor, owned by them and it is going out now into other parts of the business.

Stuart Conroy

The safety improvement teams – there are 28 safety improvement teams on the Springfield site made up of all different people, safety reps, managers, people that are in safety, they normally meet every 4 – 6 weeks depending on how big the area is and the main aim of that group is to look at the area that they work in to see what safety concerns there are, what improvements are there to be made and also they are there to help formulate the safety workshops over the years, they develop and get the ideas for the safety workshop, where we have a day, we go out of the workplace into the conference rooms, offsite in some cases and we talk only about safety and bring up what is happening in those areas.

As we have progressed over the years we have introduced 24 hour safety, we have the Police coming in, we have people talking about some of the injuries they have had, in general it changes from year to year but the safety improvement teams are a fundamental part of driving that for the workshops.

Derek McMillan

One key one that we have just developed now are the safety co-ordinators which we have got on site 28 in different business units, it is a network of people, who have been involved in what we call the workplace listeners. It is a new scheme that we have developed where there are listeners to listen to colleagues' problems, we have all heard about stress, they have trained by organisational resources to be the first point of contact for people to talk to if they have got a problem. It is there and working well, we have done two courses now with OR and again people are wanting to be involved with that and we have seen our colleagues going down to the surgery reduced through that. It is an initiative we have taken and has been embraced by the trade unions and management at Springfield.

Stuart Conroy

Just going on from that, one of the main concerns we had in connection with these stress listeners is to make sure that we have them right in the geographical places where, not just on days but we make sure we have them on the shifts so we have people in the shift areas there is nothing worse than 12 o'clock on Saturday night being on shift and you have got problems and there is no one there to listen.

As Derek said earlier, in 2002 we had six accidents and there was great concern between the unions and management at that time as to why we went from 2000 which was really good it was like getting to the top, and then you know I think we have 6 in 8 months and there were big concerns. So there was developed a basic safety package which was run for 11 weeks with two sessions a day, we got 1,700 people through. We just had people, you know safety reps, behavioural safety people and safety advisers formulate this package so we could get people refocused on the basics of safety. To go from nil to 6 was quite a lot. So we went through that and it was very successful I think the year after we only had 2 accidents. So it proves that if you catch something very quick if you address it and bring everyone back to the basics it works.

Derek McMillan

As you can see from this board on that day was – do our colleagues believe in this – we have had the safety charter and culture on our site for a number of years but they were only signed by the trade unions and management originally, we asked the question – is a job more important than your safety? – and the target zero hinges on choice not chance. 1,601 of our colleagues signed that that day – it is on display in our factory and we are very proud of that, that our colleagues say we want it – we want our colleagues to come to work every day of the week.

Stuart Conroy

So here we are in 2004/05 we have one LTA in the last twelve months – 73 first aid treatments, that compares in 1988 to 88 LTAs and 900 people with first aid treatment - that was every week. These are our colleagues getting injured.

Sickness absences went from 10.2 in 1988 to 6.7 per employee.

On site at the moment there are 1,400 employees Springfield people, 132 agencies on site and 100 plus contractors, all of them go through safety training, whether they are contractors, agencies or Springfield people.

We have a strong partnership and I believe the partnership we have developed through behaviour, the behavioural changes that we had in 1988/90 I think has been very good. It is easy for people to talk about partnership and say it is a soft word and it won't happen – well it does happen, but you have to work at it. If the trade unions are moving out of line then the management pull us back and if the management are moving out of line we pull them back. We have got a common bond and that bond is to make sure that we keep our people safe.

We have got leadership and I am not talking about leadership like managers walk in and go down the line and somebody puts the eye protection on because the manager is there, I am talking about leadership in safety, people actually talk it, live it, do it, it is not a fad. When you have leadership with safety, the same with managers and unions, you have got to be prepared to stand on the same platform and talk the same message and get the same respect and understanding from the workforce as everywhere else.

If in safety as in anything, you have to have ownership, if you have ownership of the people on the shop floor and they can see the benefits to them and they own it themselves you will have safety without that you will have no safety, that is why it is all about behaviours. It is not about systems it is not about ticks in the boxes it is about talking to people, addressing the problems straight away at grass roots level not let it manifest.

You have got to have a desire to keep everyone safe, I would like to think that one of the benefits I get of safety and doing anything towards safety as a safety rep shop steward is that when I go home at night I am safe and everyone I represent, all my members and all my colleagues I work with are safe from the moment they come in to the moment they go home.

Derek McMillan

So behavioural process, yes it can be promoted and it involves everybody in the organisation and at Springfields, every level in the organisation, nobody is exempt from behavioural safety everybody embraces it.

OK yes, you have got to have a clear understanding of the principles of behavioural safety and we have. We started off doing that with psychologists and we thought we could put that into behavioural safety, it was a good way for us to go forward. Safety culture in the organisation is a long term fix ... you can't buy this on the shelf, you can't go into Sainsbury's you can't go into ASDA, you have got to get in there and you have got to do it, you have got to keep going at it, it is two forward one back because results will come and they do. Paramount to that success is the fault of our senior management, we have got our head of site with us today, that is the support we have, behavioural safety to us at Springfields is all of us... any of us can be hurt, and again thank you for your time.

Chair

To be fair to the four finalists we have to be very strict with the time of course but we do have time for one question.

Graham Welsh

Stuart you reiterated time and again the importance of the involvement of the trade union. How many non-safety reps have been allowed access to the further training, the courses you talked about?

Stuart Conroy

"Non-union?"

Yes is it an exclusive thing for the safety reps to get access?

Stuart Conroy

No do you mean safety reps for the training? For the trainee safety matrix that was based for our safety reps but people can get training in safety for all people on site.

Derek McMillan

Anybody at Springfield site who wishes to be can be an observer, we don't advertise the training, people come to us, last year, believe it or not we had 60 of our colleagues left on voluntary severance terms and we retained 58 people without volunteering it so our figures for volunteers is a process that is embedded. The training which Stuart talked about is 4 key blocks but with safety reps you have got to give them something to aim for and it starts with a basic going to college stage 1, stage 2 but you and I know what comes after that.

Anybody can do any type of safety training on our site - it is all there for them. Safety reps should have a bit more of course - their colleagues have put them there so let us give them a bit more training.