



**Derek Sherlock -  
Trant Construction**

BEHAVIOURAL SAFETY USER CONFERENCE 2006

**Derek Sherlock**

I think we ought to comment on the choice of music has been absolutely superb all day, thank you very much. Good afternoon ladies and gentlemen; my name is Derek Sherlock and I'm a site manager with Trant Construction. We are a company, family based company founded in 1958, we offer of a range of services which include, design, project management, building maintenance and civil works and mechanical and electrical installation works.

Our organisation employees more than 700 people and our turnover are in excess of 70 million pounds per annum. Why did we decide to run a safety behavioural based programme to ensure that nobody gets hurt? Looking at our previous 6 years performance on the side that I've been on for the last 10 years you can see that in 2004 we had a problem, we could see that we were very close risk of hurting somebody seriously. Our first aids had risen to I think it was, our worst than first aids had risen to 4 and our RT rise had risen to 23. That seems atrocious when you look at that 23 but please let me explain, that includes misdemeanours as not wearing your safety belt, driving too fast but also includes the prangs.

So we realised that we had to do something so we decided to run a behavioural safety based programme and we called that accountability and consequences; now accountability, that word seems to put fear in most of the operatives; however we found that if we ask, hold those people accountable, if we give them the author.....the responsibility and the authority then its not so fearful, normally managers dish out responsibility like confetti but they hold back on the authority but all our personnel at all levels have now got the responsibility and the authority to intervene and stop any unsafe activity. Consequences; again if you asked our work force I am sure most of them would have thought of consequences a negative word but we believe they can be positive but to get that across to the individuals we formulated the consequence escalator chart and this basically set out our standard expectations which was consultation with the work force, we set down our agreed expectations that they could all achieve without problem, they come to do a fair day's work for a fair day's pay, we expect them to do it safely and that is our datum line, datum line, so that's standard expectations; so really we decided as a management team to concentrate on the positives instead of looking for the negatives we wanted to highlight the positives and even that is a thanks for at the end of the day, appreciate your thanks today, that was an awkward job, you've done it very well, thanks a lot; that means a lot and then we go a step further, we'll mention that at tool box talks where we hold talks, talks with 30, 40 people, sometimes as many as 80 people and we can publicly recognise the efforts that the guys have put in and that goes on up the list eventually to promotion but it emphasises all the positive steps.

Conversely if they don't do what we expect them to do and they, I don't know, caught without wearing safety glasses, driving without a seatbelt, speeding then they can expect a negative action and they will be called in, probably quiet word with the foreman first off and then they might be brought into my office and then we could follow the, the normal standard disciplinary procedures and eventually if the guy is not prepared to accept to come up to our expectations then dismissal; but they know that they can achieve all the positives.

In the past it was perceived that management only concentrated on the negative, we realise that and we wanted to improve and encourage and we found that by using our consequence application chart we were pleased to see that we had a 4 to 1 positive to negative ratio; good behaviour was rewarded, good behaviour was repeated; however bad behaviour is punished and bad behaviour is eventually extinguished and now we've reached 4 to 1 now but hopefully next year our target will be raised and then we will sustain a good performance.

So everything was communicated to the troops, we needed as management team to now monitor all of these; we had lots of good tools in place, the communication and the training

was all there, the monitoring was there however as a management team we felt that we could do better and we needed a quick turnaround, we needed a quick response to this high statistics of first aids and worse and first days and RTI's so we decided to focus on the first four, care assessments, safety walkabouts, the company score card and individual score card which would help us to achieve our aim of ensuring that nobody gets hurt.

Let me take you through those four, first of all the care assessments. Care; we've analysed that and its continuous assessment of risk and elimination, this forms, comes in the form of a little booklet that the operatives can take with them to the job site, they all carry them and they are expected to do an onsite risk assessment before they lift a tool to start work, notwithstanding management teams send them to the work site ensuring that they have all of the tasks risk assessments, manual handling assessments, permits to work, cosh assessments, all of those things will be there for them to work with but they still need not to rely nobody else before they start work, they need to do a care assessments; its one of our expectations and they do do them. The second tool, sorry, still on the care assessment; what we expect them to do is they look at the potential hazards, you can see here, steam, hot pipes, what could happen, burns, injury, need to keep the limbs covered when bending down, working up high, how can they prevent it? They can cone off a safe working area, they can wear, make sure the limbs are covered etc, and then they have the decision is it safe to continue? If they put yes, fine they can continue, however we've given them the authority which enables them to then say, its only safe to start work when you are satisfied, if there's a no in there they do not start work and that is encouraged by supervision of management and obviously we need to put that situation right but the individual has the ultimate control in saying don't expect me to do that, that is not safe in my opinion because; and that can be rectified.

These care assessments are done by individuals or a team of individuals and obviously we encourage and they do participate in sharing all of their knowledge around that situation and then you probably find the guy that writes best he will fill the form in. One of the best care assessments I've ever seen was by one of our guys who, he's like a mini JCB but he found it difficult to write in the small boxes and I said well I'll fill it in for you if you tell me what, what the problems are and I wrote 3 pages of that because he knew his job, he knew his surroundings, he knew what to put in place.

Now one of the, the next tool is the safety walkabout and this is the tool for supervisors and management to actually get out into the field and this helps us to record the observed standards in the field; to identify safe and unsafe acts and to follow behavioural trends to highlight those and also review the quality of the care assessments we saw previously. Now if I'm going to one of our blocks on the refinery where I work I will have to go and sign into that block and at that time I can make sure the operatives have signed; how many guys are supposed to be on site and that's mentally recorded, I go to the site; as I approach the job face I can ensure that all the PPE is being worn; are the barriers in place, are the compressors parked properly, they're not in the middle of the roads, are they to one side; is there a drip tray under the compressors; are the hoses run neatly to eliminate tripping hazards etc. All of those things I can envisage or see, visualise I go to the job.

If I see something's that's not safe rather than go in and say, great job there guys but what about this; I would rather encourage the guys, have a discussion and ask them what would they do differently next time round; we're not after belittling individuals, we want to encourage them to lift their performance so we would discuss the unsafe acts. Hopefully and you know I think we're there now the PPE infringements we found where the work, wearing their glasses or the glasses were on the forehead instead of on the eyes, those sort of things have all been eliminated now because the people, all the guys are buying into the safety culture and you know we're not seeing those any more, what we're seeing is this sort of thing, an operative using a grinder down wind, the cloud of dust coming into the ops breathing just down the road, however he was wearing RPE; that guy was aware what was happening, knew that it happened at the same time and had taken precautions, so what I saw as an unsafe act you know, they had thought about it. Ideally he will pull back so the dust wasn't affected in any way shape or form.

So what do we do with all these safety walkabouts, all this information that we collate. We use a score card and this score card drives the desired behaviours. We use it to communicate everything across the site; we have several sites within the refinery; about 120 people all told so I think there's 5 sites and we need to ensure that all the managers, all the foreman, supervisors have the information to hand and how are they performing in relation to everybody else so on this we you know, communicate the safety indicators, the incidents and injuries, the at risk behaviours, and everything else you can see on there. Now the score card would look something like this, you probably won't be able to read that but I'll just tell you that the top 3 items are the items that have happened, you know, we cant do anything about that, they have

happened and then there's the injuries, the incidents, the road traffic offences.

Now we have found that if we are honest in our assessment of what is going on and we record correctly everything below you know, the bulk of that form from the near misses down, if we are recording correctly we can see that we can change, we can effect the top 3 with honest reporting so if we get the near misses in and we make sure that that's communicated to all the troops you know, with the benefit of hindsight you know, you got 20/20 vision and we can influence the top 3 and what we, to be honest with ourselves we say well green star equals a good performance, a yellow triangle is room for improvement and a red dot is a poor performance and then what we also do we show the positive and negative consequences from the escalator chart etc and we actually name the people that have done really well so there, there's appraise element there, encouragement, makes them feel good about themselves, these individuals, one put a lot of money, this was in the turnaround situation, very hectic activity, I think we doubled our workforce for a 6 week period and they perform very well but similarly we have a situation where, I cant read that from here, but where we didn't name the individual, we said that an operative was found not performing in this area, I think he was speeding, I'm not sure, so; but if we get these right and record honestly we can change the effect at the top.

And then the fourth one that we concentrated on is the individuals safety incentive scheme and what we do here, again with consolation at the beginning of the year we discussed it with all the guys and we decided that we would have 18 items that they could achieve easily, and we decided to score it in such a way that if they achieved it easily they wouldn't be rewarded in any way shape or form, they would just get the standard reward, but if they did make an effort in these items here and if they showed that they believe that nobody gets hurt is achievable and I'm at the stage now where individuals are coming to me and when I preparing tasks, risk assessments and what have you they will come to me, know they're going to do the job and will discuss with me their ideas of how we should be doing it and I mean, I know, don't know everything yet they are the guys that are doing the work and they come up with some great ideas and we've reached that stage now after nearly 2 years where the individuals have bitten into this system and they ant to have their say; so we an measure this and we then give them a score throughout each month and that's totalled up and then that score gives them prizes and we do it by vouchers at Christmas time and they do appreciate it. Right, we ask ourselves, do consequences really work? Well we believe they do and here are a few examples of what has happened on our site.....

First one second quarter, we completed it without any RTI's and the challenge was if we didn't have any RTI's then we would purchase 2 good quality mountain bikes and there would be a draw and the operatives you know, came out the hate, would benefit from that and there's the pictures of the 2 guys that received it., We wanted to achieve less than 6 road traffic offences in 2005 which was half of 2004 and this was achieved so positive consequences, you know, well done to everybody for the excellent effort. I was really peeved I didn't win that coz my bike was stolen. The third quarter we didn't have any bicycles, why, because we had 3 RTI's in that quarter, so to date we have failed in carrying out, carrying out our commitment towards the safety plan at the beginning of the year so that privilege was withdrawn but we need to stay focused so that we could win them next quarter. Another example of positive consequences, the extra mile winners, these are the guys that always seem to go that extra mile and do things to make things safer, we've had individuals, I think one of those individuals there actually came back at lunchtime, he was working on a block in the morning, some steelwork had been taken down and the stud bolts had been left out; he came back for his lunch, he took some spray paint with him in the afternoon and actually highlighted these areas and then put cones round them as well and its things like that which you just so pleased that the individuals have bitten into your safety culture and are actually doing it in the field and other guys can see these gentlemen being awarded or rewarded and you know, asking their selves the question, what do I have to do to do that and we're not asking a lot, we're just asking them to look out for themselves and their buddies.

And then there's the unsung heroes, as I said in civil engineering we have you know, the skilled workers and we have the hole diggers, the guys that you know, do all the horrible jobs and you know, we want to reward them as well, doing this day after day is, is not very pleasant. This...the crude line works is an excellent example of a low prof....low profile job that really improves long term reliability, the client were over the moon with this, they didn't know how we were going to do it, they were talking about getting special machines in and all the rest of it and we ended up doing it with man power; the works are a credit to all the individuals involved, the crude line team consists of the following individuals and we named them and we praised them and these posters were printed around you know, posted around the 5 sites within the refinery and in the you know, (unclear) magazine etc, to, to make them feel good about themselves but they were also rewarded. Now this gentleman never smiles, he is a miserable; however he constantly looks out for others and that was noticed by a few of our

supervision and they nominated him and you know, we rewarded his safe behaviour and he received £40 vouchers and we find that everybody is biting in to the safety culture.

So what happens when we get it right? We win their hearts and minds; now we were talking about ageism this morning, my children can now apparently call me an old fart and I cant argue about it but these guys, seasoned operators you could say that they're well set in their ways but they are now you know, following our culture, doing what we ask of them and being rewarded for it and what happens, they're happy and our ultimate goal, our ultimate aim is that nobody gets hurt.

So in summary our performance statistics showed in 2004 that we needed to do something and we needed to get buying quickly and we applied a safety behavioural programme that we called, consequences, accountability and consequences and this is the result of our last 2 years statistics.

What more can I say, thank you.