

Embedding Behavioural-Based Safety into the culture of an organisation – A case study

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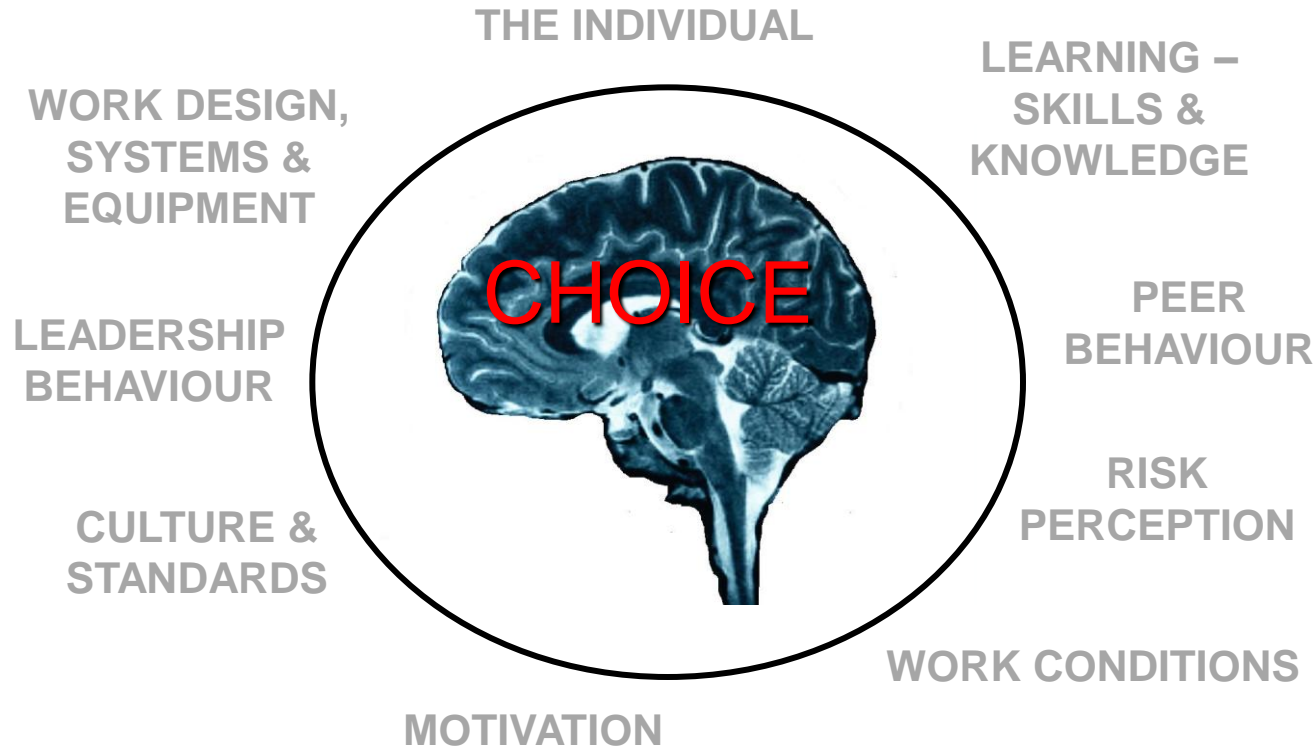
20th October 2011



Introduction...We choose our behaviour

- an important concept

- Our choices are influenced by our environment
- We must create the environment that influences the right choice



Agenda

- Why we decided to change our safety culture
- Where we wanted to be
- Road Blocks – barriers to change and how we overcame them
- The program – How we got there
- Results and benefits

Why we decided to change...

Safety performance before 2005

- Accident performance numbers at a plateau
- Reactive, outcome led management style
- No clear accountability or visible Safety management System
- 2 deaths in Ghana

Where we wanted to be...

- Programme Objective

- Safety programme objective:-

To drive a **significant** and **sustainable** improvement in Safety performance by creating a **zero accident mindset** and embedding safety as a **core value**

“There is nothing we do that is so important that we cannot take the time to do it safely”,

Where we wanted to be...

– What will we see when we are successful?

1. Everyone is responsible for his or her own safety: Line Management is accountable for providing a safe and healthy workplace.
2. Training for all employees, contractors and visitors is essential to safety in the workplace.
3. Working safely and in accordance with our rules and procedures is a mandatory part of work at Kraft.
4. Recognising hazards, evaluating and controlling risk is a key part of our safety culture.
5. Employees and Contractors will never walk past an unsafe act or condition – we will always make it safe before we leave.
6. As a learning organisation, we will take every opportunity to ensure we continuously improve our safety performance and behaviours.

The program

- Barriers to be overcome

BARRIER TO SUCCESS	SOLUTION
High cost of “bought in” program	Develop internal program
Program credibility	Program delivered by Line Management
Business Priorities – Production & Quality Issues	Phased approach – Site Leaders first, not site by site
Measuring sustainability – Are we still on the right journey	Externally facilitated Safety Culture Feedback Study

PRE-EXISTING BENEFITS	RELEVANCE
Performance driven, values led company	use our values to define and sustain the program

The program

- 3 elements to inform and sustain behaviour

1. LEAD BY EXAMPLE

– Transforming Leadership Behaviours

SUSTAIN

2. INDIVIDUAL SAFETY MOTIVATION

– Choose the Safe Way

SUSTAIN

3. RIGHT BEHAVIOURS

– Key Safe Behaviours Contract

SUSTAIN

... ?

Supported by...

RISK ASSESSMENT

POLICY & STANDARDS

TRAINING

AUDIT & MEASUREMENT

The program...

- TRANSFORMING LEADERSHIP BEHAVIOURS

- Values based approach
- Start with the senior manager and his team
- 3 half day workshops on site
 - Finding the value, Setting the value, Embedding the value

OUTPUT:

Leaders understand and consistently display the right behaviours. Leaders reinforce right behaviours and positively challenge unsafe acts

Leaders visible on factory floor discussing safety behaviours and safety issues

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TRAINING

AUDIT & MEASUREMENT

The program...

- CHOOSE THE SAFE WAY

- The same Values based approach
- Led by Line Managers
- Directed at all employees
- 1 half day workshop on site
 - Finding the value, Setting the value, Embedding the value

OUTPUT:

Employees understand their accountability for their choices and actions

Employees highlight unsafe conditions and correct with Line Managers

Supported by...

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AUDIT & MEASUREMENT

The program...

- KEY BEHAVIOURS CONTRACT

- Builds on established values
- Led by Senior Management
- Directed at all employees
- Workshops on site
 - Identifying residual hazards
 - Naming the right behaviour
 - Committing to the right behaviour

OUTPUT:

Employees understand and demonstrate commitment to right behaviours

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TRAINING

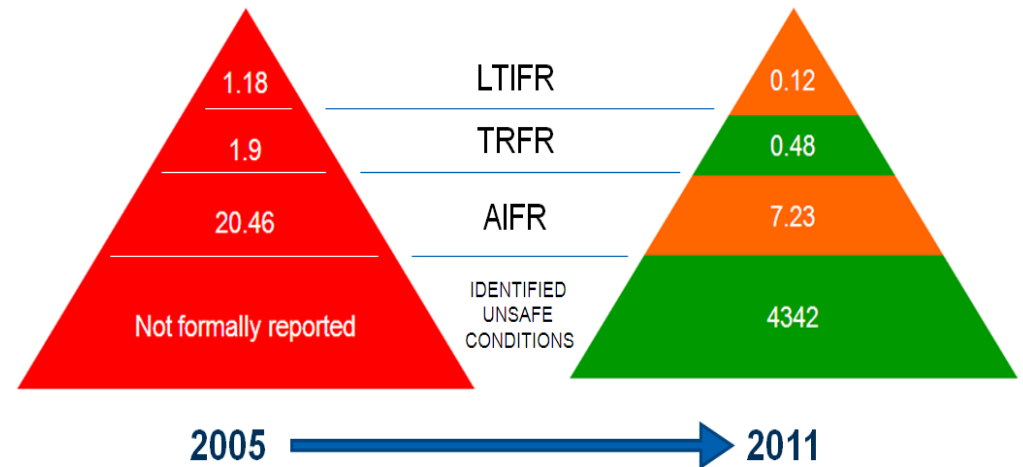
AUDIT & MEASUREMENT



Benefits

- Management visibility
- Employee interaction
- Ability to set expectations
- Viewed as walking the talk
- Viewed as caring
- Maturity of site safety agenda
- Accident rates dropped
- Simply be there when you are there

Sustained reduction in Treatment Beyond First Aid accidents, increased reporting of all accidents and Un-Safe Conditions



Supported by...

RISK ASSESSMENT POLICY & STANDARDS TRAINING AUDIT & MEASUREMENT