

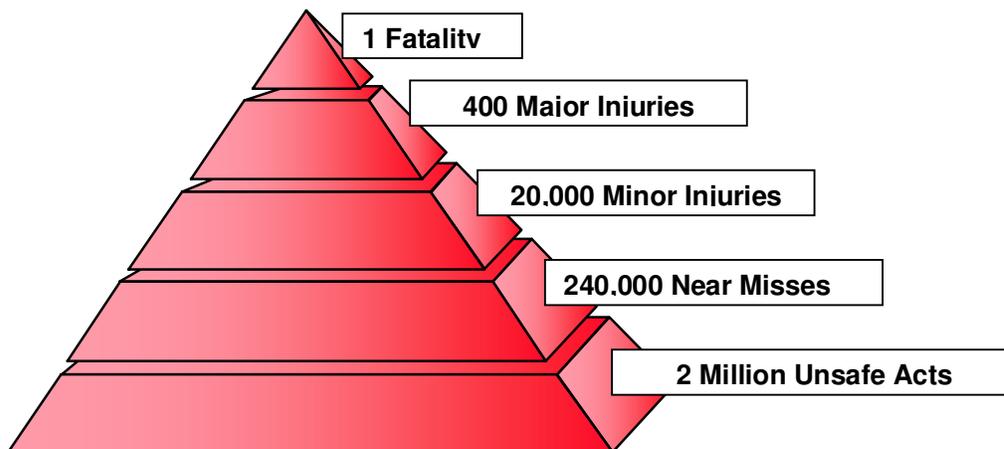
Behavioural Safety

Safe and Unsafe Acts

Barhale Behavioural Safety Program

Introduction

Barhale has already implemented a number of initiatives related to behavioural safety and is fully committed to developing a motivated, safety conscious culture for all employees. Our aspiration is to achieve **Zero** accidents and incidents. In 2009 we introduced Mind Safety Awareness training to help us all see that most accidents arise due to the way we act and behave. To compliment this we propose to introduce the concept of safe and unsafe acts, based on helping to change behaviour through discussion about the task in hand and focusing on the individual person's perception of risks and controls.



The above diagram illustrates how unsafe acts are happening all the time. We may on occasion's spot one of these and report it through our near miss reporting process. Unfortunately an unsafe act may lead to a minor injury. Thankfully, only on rare occasions does lead to a major injury or even in the worst case a fatality. The aim of this programme is to focus on removing unsafe acts by changing our behaviours.

We have successfully implemented our near miss reporting to help reduce risk and eliminate the source of potential accidents. However, you can see from the diagram that only a small proportion of our unsafe acts are spotted. We need to eliminate unsafe acts that are generally as a result of not thinking what we are doing, or taking a short cut to save time.

What is an unsafe act?

An unsafe act is any personal characteristic or condition that may cause or influence an employee to act unsafely. Some of the types of unsafe acts could be:

- Being unaware of the job hazards
- Not having the skill to complete the job
- Saving time by taking a shortcut
- Not following a procedure
- Using defective tools or equipment

Examples of Safe and Unsafe Acts

Many slip, trips and falls could be prevented if more attention was given to the walking surface. Removing potential slip hazards such as spills removes the problem. Improved design can eliminate trips hazards.

We can avoid the risk of cuts by paying more attention to the job in hand. Again the risk can be reduced by using PPE or even finding a safer tool to reduce the risk from sharp tools.

A back injury is quite often due to an unsafe act. If we lift properly, it is difficult to injure ourselves. Even in difficult lifting conditions, by using manual handling techniques and good judgement to determine the safest method of lifting, we can protect our back and prevent damage or strains.

Falling off a ladder can often lead to a major injury, even a fatality. We need to pay attention to the footing of the ladder and ensuring it is tied to a secure fixing point. Checking if the ladder is defective would eliminate a potential unsafe.

I am sure you can all think of similar safe and unsafe acts

How can we reduce Unsafe Acts and only undertake Safe Acts

Our near miss reporting process relies on us to spot potential hazards or risks and write them down on a card and then to follow up to find a solution to the problem locally.

From the near miss data we know that many unsafe acts are repeated on a frequent basis and it is important that we look at how can reduce this happening. Our MindSafety training helped us to understand that if we can change behaviours we can reduce the risk by undertaking more safe acts. This new approach is more about using observational skills to spot both safe and unsafe acts and then having a positive conversation with a colleague about reinforcing positive behaviours to encourage safe acts and eliminate unsafe acts.

Experience from successful behavioural safety programmes clearly demonstrates that the most effective way of reducing unsafe acts is to train a number of safety champions in observing and discussing both safe and unsafe acts with their colleagues.

Our Proposal

We have already trained our Safety Coaches as “Train the Trainers” and they have been tasked with training 1 in 5 of our site personnel in observational skills to help eliminate unsafe acts and improve awareness of good practice through safe acts.

Each event is one day and includes some role play to practice the techniques.

The Safety Coaches will also be available to provide support and guidance and to help you implement your new skills within the business. For this to be successful we also need the

remaining site personnel to be receptive and see this as an opportunity to help them be safer at work.

We already have our **Be-Safe** approach to site safety and we want to use this as our on-going theme. Basically this is empowering our people to take ownership of their safety and those of their colleagues.

The discussion process avoids the observer pointing out shortcomings as this often causes a defensive reaction leading to hostility and confrontation. Instead, through discussion and effective questioning, people will discover any shortcomings in the task at hand for themselves, and are empowered to solve problems and take ownership of corrective actions.

Questions

How does the process work?

The one day culture change workshop explains the triggers that drive people to behave in a certain manner and the actions that people can take to protect themselves and others around them.

A large part of the day will help the trainees understand why people behave the way they do and how to influence behaviour through changing attitudes, values and beliefs when working unsafely and encourage safe behaviours and good practices.

Who will be trained?

The current aim is to train one in every five Barhale employees from director to operative in order to allow a good cross section of Barhale employees to become **Be-Safe** observers. A future aspiration would be for all Barhale employees to receive training.

How many people can be trained at one time?

The workshop is for a maximum of four people at a time. The workshop content involves one to one role play and discussion on topics covered to ensure complete understanding.

How often will I be engaged in a Be-Safe discussion?

There is no set target regarding numbers or frequency and any observation and discussion should be delivered spontaneously.

How long should the Be-Safe discussions last for?

Again there is no set timescale as some discussions may only last 5 minutes and others may take 15 minutes and should be a natural comfortable conversation.

Does this mean we no longer need to report near misses?

We still require you to report near misses as we still want to learn from your reports to prevent accidents, incidents and injuries. Observations will be carried out in addition to Near Miss reporting as the observations are very much focussed around people's behaviours, good or bad.

What do I do if I don't feel comfortable talking to colleagues about safety?

As an Observer your first **Be-Safe** discussion can feel awkward and this is to be expected. The more discussions you have the easier it becomes and you begin to gain confidence. The training course includes a workshop session to enable role play which is designed to give you confidence and experience before you undertake the discussions for real.

Please be aware that this new approach is an extremely important step for Barhale in our Behavioural Safety programme and is designed to supplement mind safety training carried out in 2009

Conclusion

The employees who are trained to use **Be-Safe** will find that it will change their perception of risk on site and in life generally. They will adopt some of the skills learned into their day to day life as well as in their working environment. Barhale is convinced that embedding this approach across the business will enable further cultural changes achieved by our existing programmes i.e. Near Miss Reporting and Mind Safety and help Barhale achieve zero accidents.

Please be open minded and help those who may approach you to hold a **Be-Safe** discussion, it can be a little uncomfortable at first the benefits gained by the discussion will help you and your colleagues to keep safe whilst at work.

If you require any further clarification or help, please contact any of the Barhale Safety coaches who will be happy to help.