

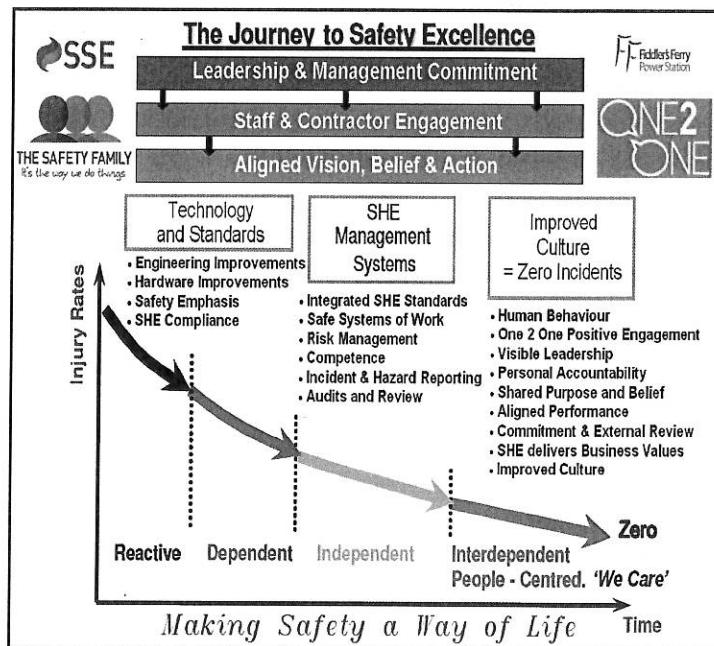
Why Behavioural Safety was developed as the way forward for Safety at Fiddlers Ferry

A Case Study of our Experience

Statistical analysis of near hits and incidents at Fiddlers Ferry demonstrated that further improvements in safety excellence required a focus on the behavioural aspect safety.

Working closely with the British Safety Council and an Independent consultancy firm a cultural audit was carried out across site. It was found that the station had reached

a point where the relevant systems were in place, but to further drive down the risk of incidents, the safety culture had to change.



Working together under the Site initiative 'One Site One Team' a contractor partner suggested a link with the Knowledge Transfer Partnership (KTP) to address safety culture across the site. A behavioural safety KTP programme in partnership with PJ Douglas

Engineering, Manchester Metropolitan University was developed to address behavioural aspects of incidents and encourage a more proactive culture towards safety. This scheme was called 'One2One' and was incorporated into the umbrella safety scheme of SSE, called 'Safety Family.'

One2One Ethos and Objectives

The key elements of One2One are to step away from blame and fear, develop *Positive Conversations about Safety*, and a more proactive, mindful safety culture that makes safety the responsibility of everyone.

How does One2One achieve this?

By training all staff in how to conduct positive, constructive safety conversations, safe acts are praised, unsafe acts are challenged at point, and key learning is taken

forward from the information recorded. This learning is used in making the changes, (for example in training) which improves behaviour and further drives down risk.

Our training in safety conversations encourages employees to challenge unsafe acts and praise safe ones. Crucially, it emphasises enquiries about the root causes behind the behaviour and gets people to engage in conversations at emotional level – not just ‘thinking’ about causes and consequences, but ‘feeling’ these things at a deeper level. Training also encourages reflection with the person about what the potential accidents/ incidents could be, and the consequences.



Mentors were key to starting up the process. These are volunteer safety champions who are given extra training in how to conduct effective safety conversations. These champions helped encourage others to engage with the scheme. Mentors are not at any specific level or trade, but were chosen from every role and level

across site. This has encouraged employees to conduct conversations not only with other teams and companies but across different employment levels.

This combination to behavioural safety of strong leadership from the top, and effective bottom up engagement, differs from other approaches in that it finds out about the situation in a holistic way, emphasising positive engagement and positive conversations.

The One2One Process

All employees conduct safety conversations, following a six-step guideline on safe and unsafe acts around site. The conversations help establish the behaviours observed, the location, time and root cause for observed behaviour. This conversation is recorded and entered into a database that is maintained by a site team. Data is then used in a number of ways to identify the focus for change in behaviours, by area and at different times.



Everyone on site is expected to conduct these conversations, which are kept anonymous. The conversations lead to a better understanding of each person's and each team's working environment, and is an effective, productive way for managers and supervisors to engage with employees about safety.

Relevant trends are communicated to a steering committee and back to teams, e.g. through team communication meetings, specially designed notice boards and tool box talks. These are team-specific (e.g. employees in the boiler house are shown boiler house trends, management shown overviews etc.). The steering committee

uses the information to assess potential solutions to issues, identify praiseworthy acts of proactive safety behaviour and drive the quality of the initiative.

Information is also given to special focus groups that centre their attention on any issues raised, conduct root cause and human factors analyses, and develop potential solutions to issues.



These *cycles of action and reflection* support the One2One process to evolve organically along with site culture. Information reaches everyone on site, and in turn informs training needs analysis and the way One2Ones are conducted.

How does One2One differ from other behavioural safety conversations?

One2One combines knowledge from several disciplines. Its scientific basis has a main focus on the psychology of safety, inter-personal interaction, motivation and learning. Recognition for this approach has been evidenced by the station's DuPont Safety Award for 'Innovative Approaches.'

In addition, One2One makes behavioural safety an activity in which everyone is involved. Managers and supervisors visibly engage with safety as a core value. They also lead the initiative and show other employees that it is acceptable to challenge unsafe acts. At the same time all workers are able to make an impact on health and safety. Their input engages them in health and safety directly, and draws managers' attention to potential incidents in a way that other approaches cannot do.

One2One Achievements

- Employees actively engaged in developing solutions to issues that affect them e.g. changing PPE to better suit their working environment.
- Changes to working procedures (e.g. mill bays) due to the conversations held in that area
- Acceptance of approaching other colleagues in different teams or companies
- Identification of obsolete, ineffective or absent signage
- Cross collaboration between contractors and client
- Acceptance of challenging unsafe acts