Proactive Safety Leadership

Implementing a Safety Campaign

Take 5

PROACTIVE SAFETY LEADERSHIP

BRITISH SAFETY COUNCIL Member

DS Smith: Leadership In Action

Working with Chris Murray, then MD Packaging UK & Ireland, we developed the Leadership in Action methodology.

- Chris was an inspirational Leader, demonstrated exceptional role modelling
- We believed that creating a 'Zero Harm' vision [that everybody believes in] and reflects the opportunities to reduce risk every day was key to engagement
- Aligned to DS Smith values, we felt it important to create an environment where it is safe to challenge and be challenged
- Safety became the responsibility of the organisation's leadership and they now owned it. Safety professionals were no longer accountable. Instead, they provided advice and guidance.
- Engagement and empowerment throughout the organisation at all levels was promoted and encouraged.
- We created a problem-solving capability enhanced and with this resilience to react to unintended consequences.
- Asset management, namely reliability, played an equally important part in the success of Leadership in Action. It's not all about safety

"My focus was to reduce risk, every day....Zero Harm is only relevant today"

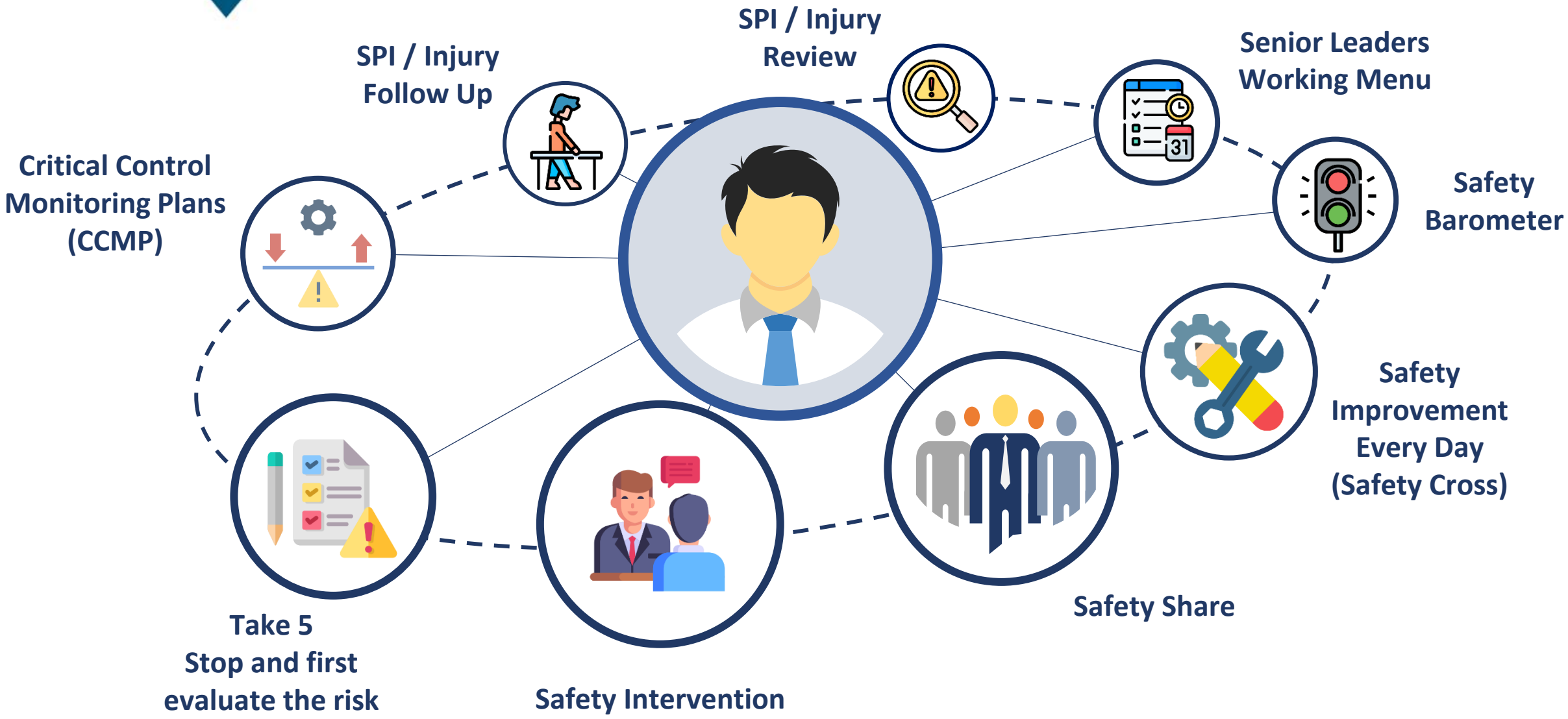
Chris Murray,
Former MD Packaging UK & Ireland

Safety Leadership in Action: What is it?

The Leadership in Action Menu (or tools / techniques) consisted of:

- Safety Share
- Safety Interactions
- Safety Improvement Every Day
- Safety Barometer
- Take 5- Stop And First Evaluate the Risk
- Critical Control Monitoring Plans (CCMP)
- SPI/Injury Review
- SPI/Injury Follow Up
- Senior Leadership Working Menu

Leadership in Action Toolkit



Safety Share

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Example of a Safety Share

Who: All meeting organisers

Topic: Double ended crow/pry bars

Risk:
These are inherently hazardous tools that we use on some of our sites. Incidents have occurred where the tool has slipped and the end not in use has struck the operator resulting in injury. One incident at a previous site resulted in a mechanic slicing off his nose

Action:
Remove tools from site by replacement or modification (with authorisation from an engineer).
Impliment procurement controls.

Safety Interactions

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Who: All leaders

What is a safety Interaction

A simple process aimed at:

- Observing behaviours and conditions in the workplace
- Engaging people in a discussion about HSE
- Securing agreement to work in a safer and more effective way if necessary

Based on:

- Recognizing and reinforcing safe behaviours and conditions
- Identifying and correcting at risk behaviours and conditions before an injury occurs
- Providing a mechanism for problem solving and finding hidden risks so they can be eliminated
- Following up and providing feedback

Safety Interactions

Who: All leaders

Why do we do Safety Interactions?

To gain commitment from people to practice safer behaviors in a way that:

- Demonstrates line managers commitment to safety
- Supports and recognises safe behaviors
- Reinforces standards
- Identifies where people take risks
- Raises awareness of safety issues
- Identifies safer ways of doing work

Safety Interactions

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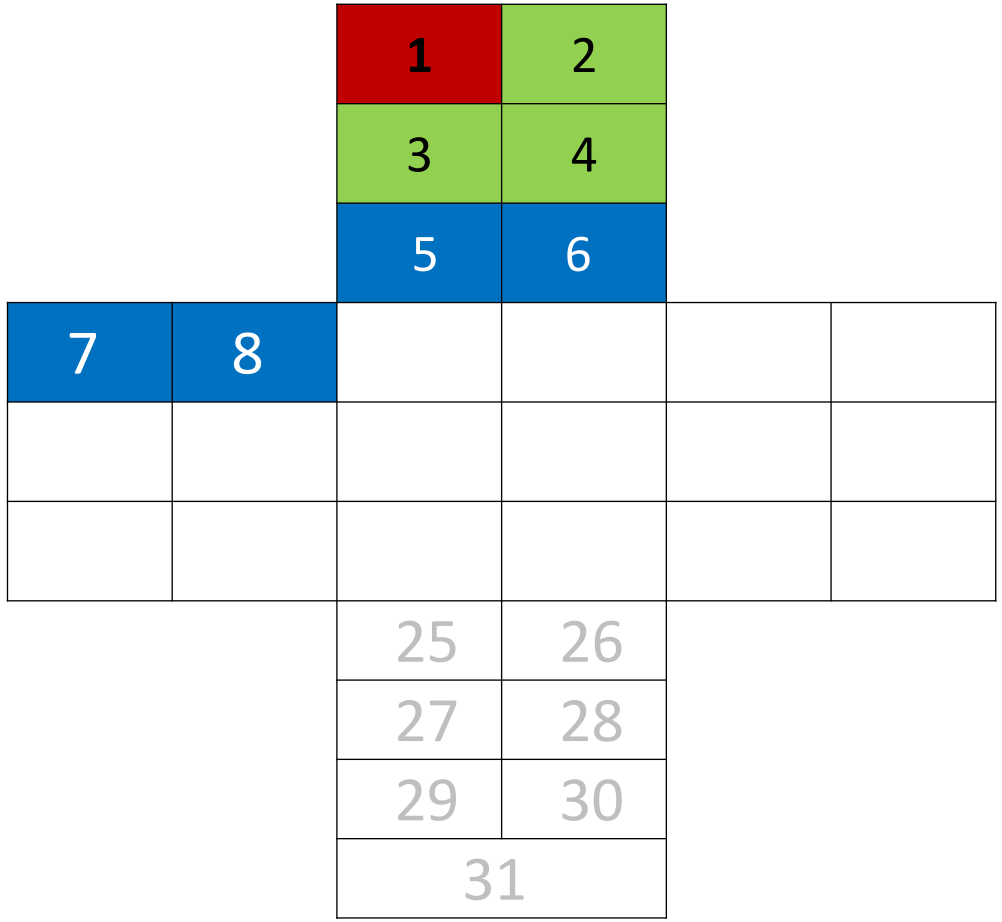
Feedback and Discussion

- Did they welcome the interaction?
- Did the person do most of the talking?
- Did they identify the risks?
- Did they identify ways to prevent incidents?
- Did I provide recognition for or reinforce desired behaviours?
- Did the person commit to change to desired behaviours?
- Will I be able to recognise those changes?
- Did I thank them and give praise?
- ALWAYS END ON A POSITIVE

Safety Improvement Every Day

- Excellent way to promote reducing risk every day
- Must be a sustainable improvement
- Must avoid business as usual ‘tidying up’
- Use safety cross to record progress

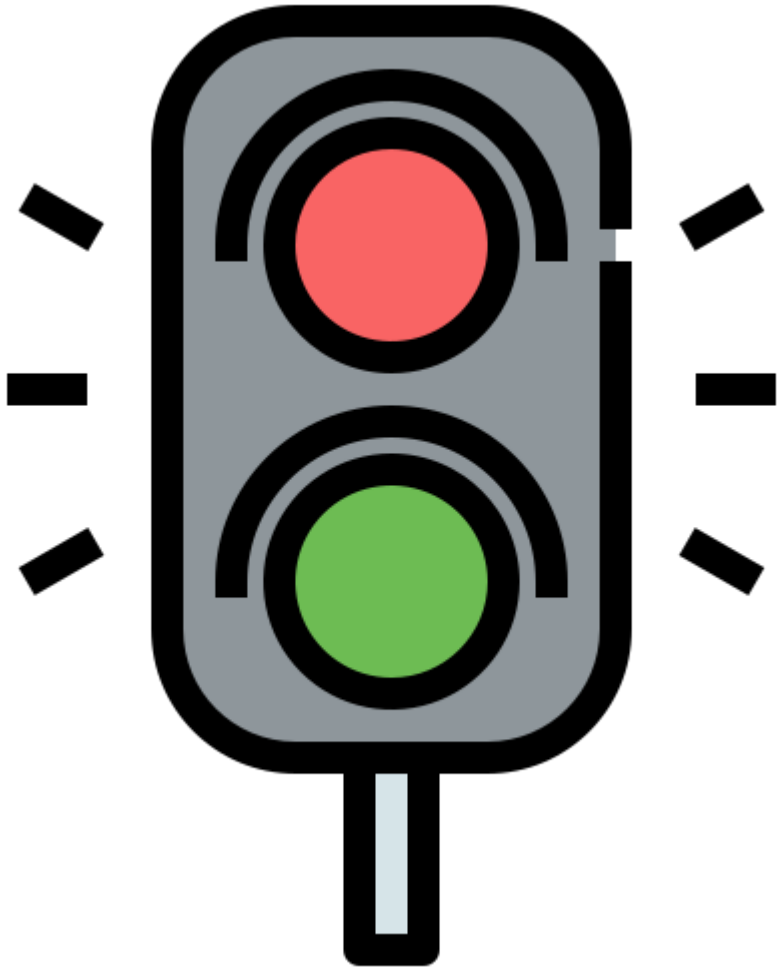
  - Red = incident/injury
  - Green = no incidents
  - Blue = safety improvement implemented.



The safety cross must drive the improvement and not just record them.

It’s not what have we done that we can put on the cross, it’s what are our EHS issues today, what are we going to fix.

Safety Barometer



A subjective, collective decision on escalating the unease of the site due to incidents, new risks, or risks that have just been identified

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Who: Shop Floor Employees, Contractors and Visitors

Why do a Take 5?

- Provides a disciplined and structured approach to the process
- Encourages a more dynamic assessment of the hazards
- Assists with the quality of hazard controls identified
- Allows for feedback to be provided by leaders / team members, personnel involved in Safety Interactions etc.
- Documented Take 5s should be conducted because we all recognise the value it adds for our personal safety

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When should we do a Take 5?

A TAKE 5 must be completed at the start of each shift out in the work area and prior to a change of task which could introduce new hazards

The TAKE 5 must be reviewed after each break – it is a live document

The goal is to have everyone present on the shop floor performing documented TAKE 5's every day.

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Stop think through the task

This step requires us to visualise what we are about to do.

Ask yourself :-

- Do I clearly understand what is required?
- Am I trained to do the work and familiar with the equipment / task(s)?
- Are the tools and equipment in safe condition?
- Do I have approved documentation for the task?
- Am I safe from other activities / tasks in the area?
- Have I informed others who may be affected by my work?
- Do I have the correct PPE for the task?

- **If you answer NO, STOP the task and take action to correct**

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Identify Hazards

- RED ZONE is any situation or person that presents or imposes an unacceptable level of risk
- For example:
  - Where uncontrolled release of energy can cause personal injury due to proximity of a hazard
  - Where changes in work environment can introduce new hazards
  - Where physical or emotional state can make even simple tasks hazardous (eg fatigue, stress)

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Make the changes (Controls)

Proceed and do the job safely

- Sign off the Take 5
- Everyone happy the hazards are controlled
- Let’s go

Critical Control Monitoring Plans

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Who: All leaders

What is a Critical Control Monitoring Plan

We tasks that have critical risks at all of our sites:

- Working at heights
- Working with moving machinery
- Working on electrical systems

All these tasks have controls be it guards, LOTOTO procedures, fall protection, training, etc.

A critical control monitoring plan is a systematic check that those controls are in place and working robustly.

Critical Control Monitoring Checklists created to support the task

Critical Control Monitoring Plans

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Example Check list

Critical Control Monitoring

Task: _____ Name: _____

Physical Location: _____ Date: _____

Site: _____ Time: _____

Fall from Height

Fall Protection System	Compliance		
1. Has a working at height permit been completed by the working party?	Ye s	No	N/A
2. Has the working party inspected harnesses prior to use? Current tag, any wear/damage to webbing/stitching, cleanliness etc.	Ye s	No	N/A
3. Has the working party inspected all of your fall protection equipment prior to use (e.g. lanyards, connectors, anchor points, safety latches, shock absorbers, retractable lanyards, 360deg swivels)?	Ye s	No	N/A
4. Is your selected fall protection equipment adequate for the task? Check: rating, load restraints, current tag, any damage, cleanliness etc.	Ye s	No	N/A

SPI/Injury Review

Significant Potential Incident: An incident for which it is reasonably foreseeable that it could have resulted in a fatality or disabling injury.

Requirements:
Root cause investigation completed and presented within 2 weeks.

Incident investigation should be led by line leadership.

Root Cause Investigation training can be provided to support

Working Menu

Who: All leaders

A visual live plan of activities to be completed

A T-card system to ensure visibility and an easy reckoner

To be reviewed on the daily meeting

Move to a technology solution is recommended after the habits have been formed to focus on responsibilities each day

Komishibai board and T cards

Leadership in Action Roadmap

Leadership in Action Roadmap									
WHERE WE ARE?	Shop flooring	Ownership of Safety	LIA Elements	Daily Action Centre		HSE Interaction		Take 5	
				Execution	Competencies	Execution	Competencies	Execution	Competencies
Level 4 Outstanding	Improvements are identified by each member of the team consistently and Actions to address improvements are completed consistently					HSE interactions are regularly analysed to identify trends and concerns. This has led to significant improvements on site	All levels of the organisation are competent to and regularly perform HSE Interactions	Leaders promote hazard identification process in carrying out Take 5 for themselves on a regular basis Where hazards, aspects or opportunities are identified without a control, a more thorough risk assessment must be conducted or reviewed	
Level 3 Target	All operational leaders spend at least one hour per day focusing solely on HSER on the shop floor. Shop floor time is spent interacting with employees and coaching all levels of the organisation. Improvements are identified by each member of the team consistently and Actions to address improvements are completed about 50% of the time.	All operational leaders are trained and competent to perform incident investigations, write and review risk assessments and safe systems of work. Leaders involve the wider team in these tasks.	All SPI's and injury incidents are investigated to RC and actions closed in a timely manner. Take 5 and Interactions are embedded daily rituals, safety improvements are made every day through the safety cross. Critical control monitoring plans include critical controls that are site specific and may relate to recent SPI's or newly implemented controls. 'Working menu's are living documents that and all leaders understand the elements and concept of leadership in action	The meeting is valued by all members of the team and provides the GM with all information to understand the current performance of the site. Action is taken each day to address issues raised. The DAC identifies areas that require focus and drives improvement actions in those areas	All subject leaders and the Site GM attend the Daily action centre as a routine. Each member of the team is able to lead the DAC	HSE Interactions are conducted by all leaders including contractor leaders Interactions are planned to consider high risk activities, 24/7 work roster, cover 'blackspots' and include contractors Interactions are valued on site and seen as a tool to engage with people to re-enforce and recognise safe behaviours not always find fault HSE Interactions conducted by senior leaders on site are also used as a coaching tool The distribution and the quality of HSE Interactions are reviewed by the site management team	Leaders including front line supervisors are all trained and have developed competency to conduct a quality interaction There is a formal process in place where leaders coach leaders to reach the expected competency and to maintain it.	All operational employees and contractors are involved in a Take 5 on a daily basis. Take 5 is used to identify hazards and suitable controls. It is not used as a risk assessment. Take 5 process is regularly monitored at management team with KPI on quality	All Employees are trained in Take 5 Leaders, front line supervisors and contractors are trained in Take 5 and able to support employees to perform Take 5. Leaders coach employees on performing a good Take 5. Leaders coach leaders to reach the expected competency and to maintain it.
Level 2 Unsatisfied	Site leaders spend time on the shop floor each day This is unstructured and focused on HSER amongst other things. Some time is spent interacting with employees on safety. Identifying HSER improvements is not the norm and improvements identified often go unactioned.	Most Operational Leaders are trained to carry out Incident investigations, risk assessments and write and review safe systems of work. Leaders are involved in 50% of these activities on site.	Disciplines are known, but compliance is average. A planned safety improvement is completed about 50% of the time. Leaders don't complete safety interactions on a daily basis. Each employee does not participate in Take 5 on a daily basis and it is often a tick box exercise. Leadership working menus are updated intermittently	The DAC contains all of the listed subject areas including all communicated HSER DAC	All subject leaders and the Site GM attend the Daily action centre as a routine. The meeting is led by the same individuals each day.	HSE Interactions are mainly performed by the senior leaders on site and not front line leaders The distribution and quality of HSE Interactions is not followed at the management team meeting There is no process in place to plan HSE Interactions, to measure their impact or to ensure regular coaching	Leaders and front line supervisors are able to perform an interaction They receive formal training but no formal coaching has been done since to ensure expected skill level is met	Take 5 are performed by more than 50% of shop floor employees Take 5 is mainly done to reach target numbers rather than to ensure employees take care of themselves	Managers, front line supervisors and employees are able to perform Take 5 They receive formal training but no formal coaching has been done since to ensure expected skill level is met
Level 1 Unacceptable	The expectations regarding operational leaders spending time on the shop floor are not set. Interactions on HSER are generally one way and focus on compliance rather than improvement.	HSER investigations, risk assessments, and SSOW reviews are carried out by the HSER Manager.	A leader on site is not able to explain the key disciplines under LIA: Safety improvement every day through the Safety Cross at the DAC Every meeting starts with a safety share The site Barometer Take5 Safety Interactions Critical Control Monitoring Plans SPI/Injury investigation protocol Working Menu's	There is a Daily Action Centre, but it is not a holistic meeting and contains some but not all of the following subject areas: HSER, Quality, Customer Service, Operations, Maintenance	All subject leaders and the Site GM do not attend the Daily action centre as a routine. The meeting starts and finishes on time. The meeting is lead by the same individuals each day	No expectations are defined Few managers and front line supervisors performed HSE Interactions	No formal training or coaching in place	Less than 50% of employees performed Take 5 No expectations are defined	Managers and front line supervisors have not received formal training They do not have clear expectations to perform this activity

In order to help drive organisations towards implementation of Leadership in Action, a roadmap can be developed specific to your organisation set expectations and measure progress.

Roadmaps are very effective when linked to clear strategy and appropriate training and coaching to support leaders implement the necessary actions.

Promoting the Engagement

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