

LEADING A SAFETY CULTURE IN MANUFACTURING – PUTTING HUMAN PERFORMANCE FACTORS INTO ACTION

THE BACKGROUND

Over the past four years, Oakridge has been successful in driving the leadership and safety culture skills within the manufacturing, pharmaceutical and nuclear sectors, delivering programmes in Leadership, Safety Culture and Human Performance.

A global steel manufacturing organisation required a Safety Culture programme to support their drive towards improving safety awareness, performance and compliance overall in their organisation. They approached Oakridge because of our skills and expertise in delivering safety culture programmes within the manufacturing industry sector.

Oakridge had been working with the National Skills Academy for Nuclear in developing a Human Performance (HuP) that supported organisations in the manufacturing and nuclear sectors, as well as developing a HuP programme for a global pharmaceutical organisation. The return on investment required for these organisations was consistent in wanting to achieve safer working environments and to develop high performing individuals and teams in order to improve organisational performance overall.

As a leading training and consulting organisation that focusses on leadership development, change management, team excellence programmes and coaching boards, teams and individuals – we applied our breadth of knowledge and skills to design and develop a programme that addressed this steel manufacturing organisation's safety culture needs, which was not too dissimilar to our work in other manufacturing, pharmaceutical and nuclear industries. The Oakridge HuP programme is adaptable across all industry sectors.

The organisation signed up to Oakridge's three-day 'Leading a Safety Culture' programme.

OUR APPROACH

Applying the outline of our Human Performance programme, we designed and developed the bespoke programme content to address the organisation's needs, which involved the following:

- **Day 1 – Fundamentals of Human Performance:** Linking in error management, drift and accumulation and softer skill areas of Human Factors, in order to improve individual, team and organisational defences
- **Day 2 – Observation and Coaching:** Developing skills around working with team members to help identify potential performance error traps through observation and coaching. Leaders work in practice on their questioning technique and ability to coach in the moment on issues around production, design, safety, quality, environmental conditions, IT, procedures, systems etc.
- **Day 3 – Safety Culture:** Assessing the current safety culture in their teams and setting out improvement action plans. Developing a range of leadership styles to influence and lead safety and high performance culture in teams.
- **Culture improvement Project** – Attendees have to evaluate the current culture in their area, develop an action plan for improvement and then monitor progress before evaluating the impact over a ten week period.

LEADING A SAFETY CULTURE IN MANUFACTURING – PUTTING HUMAN PERFORMANCE FACTORS INTO ACTION

RESULTS

Following the completion of the programme, the organisation has seen:

- An increase in the involvement of all team members in making improvements when carrying out a task.
- Procedural reviews and streamlining leading to better compliance.
- Improved efficiencies on projects by applying simpler systems to track progress.

The organisation was able to evaluate proven ROI benefits in:

- Reducing a £50k annual spend on lifting brackets to £5K annually.
- Reducing accidents whilst increasing the reporting of near misses - from zero near misses and one accident in December to three near misses and zero accidents by February.

They were also able to identify specific examples of operational improvement:

- All contractors on a project now attend a 'kick-off contract' where they and the organisation, set out a response to 'what do you want safety to look like?'
- Pre-project briefings and regular mid-project views from design through to manufacturing now include more team members who understand and apply standards more effectively.
- Correct use of lifting chain equipment after observation and coaching, resulting in team members now setting their own higher standards.
- Risk registers now being kept updated during projects to keep them fit for purpose.
- Toolbox Talk process extended so that Team Leaders take different team members on a weekly safety tour of the plant at the end of the discussion, giving them a chance to observe and coach in the moment.
- Improved the Technical Guidance notes into a flowchart format to make them easier to read.

The ROI benefits this organisation achieved included:

- **Reduced a £50K annual spend to £5K annually.**
- **Reduced accidents whilst the reporting of near misses increased.**

Additional ROI outcome example

The pharmaceutical industry ROI benefits achieved included:

- **Reduced the number of no reported accidents by half and increased the reporting of near misses by 30%**
- **Lost working time due to accidents was reduced by 80%**

For further information about the full range of Oakridge's Human Performance programmes, please email info@oakridgecentre.co.uk or contact a member of our team on 0161 327 2031.