

The Delivery Hub health, safety and environment Raising the bar 5

Behavioural based safety

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Behavioural based safety

Objective

This document summarises best practice collected from Highways England delivery partners and aligns this best practice to Highways England behavioural based safety standard; <http://www.highways.gov.uk/publications/construction-and-maintenance-strategy-behavioural-safety-and-occupational-health-standards>. This raising the bar guidance document compliments the standard as is an expectation on all Highways England sites.

Background

What is behavioural based safety?

Behavioural based safety is a systematic improvement intervention based on observing what people actually do, collecting the data, and actively engaging with the workforce to provide feedback in order to target unsafe behaviours and develop a truly safe culture. Behavioural based safety encourages people to be safe because they want to be, not because they are told to be so needs buy in at all levels.

"Safety culture is how an organisation behaves when nobody is watching"
American institute of chemical engineers."

Why behavioural based safety?

Highways England is committed to providing a safe and healthy working environment which ensures the wellbeing of all its people is maintained or enhanced during their time on its projects. Highways England will achieve this by focusing on the following three areas:

Compliance – achieved through robust systems and procedures with review processes to ensure legislative, client, contractor and task requirements are met.

Competence – achieved by ensuring that competent contractors are appointed who in turn employ a competent workforce.

Culture – enhanced through a behavioural based safety programme.

It is important to understand that behavioural based safety is:

- Applicable to everyone in all work locations.
- About keeping it simple and modifying what you are currently doing, not about introducing lots of new initiatives on a project.
- As much about taking things away as it is about adding something new.
- About making decisions based on data and addressing the real issues.
- About engagement with everyone in the team from director through to workforce, including the supply chain and skilfully persuading the workforce you mean what you say.
- Timely and appropriate consequences (good, bad or indifferent).

Behavioural based safety will not change things or improve performance overnight; it takes time and more importantly leadership to make it work.

There are 12 elements to Highways England's behavioural safety standard, the following table details minimum requirement elements and optional tools on how to achieve the standard. The exact tools used will vary to meet individual site needs; this approach should be detailed in the site specific implementation plan.


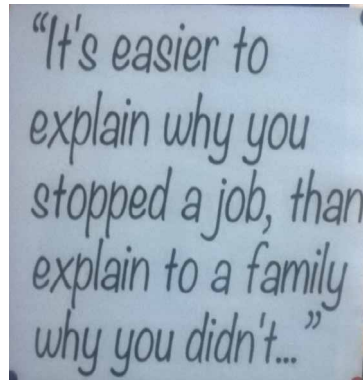

continued

Minimum requirement and desirable tools

Highways England standard	Minimum requirement	Desirable
Commitment and leadership	Inductions will be opened by a senior member of the project team, including Highways England management, as well as PC, suppliers, designers etc, who will reinforce the safety message that everyone is a safety leader.	Include images around the room or a slide at the beginning of the site induction with photos of the site leadership team so they can all be recognised.
	All supervisors appointed will undergo an assessment for the role. An example of a supervisor assessment is included in Appendix 1 .	Prior to their appointment supervisors will be given a one to one by the project lead to ensure the supervisor fully understands the role and the expectation to drive team standards.
	Every project will appoint a behavioural based safety champion who'll co-ordinate the initiatives. An example appointment letter defining the role is included in Appendix 2 .	
	Highways England personal commitment cards will be given out at induction and promoted on all sites.	Individual personal commitments – leadership photos and commitments or workforce signature/commitment wall. (Appendix 3) .
	Resources will be made available for behavioural based safety training for all personnel (including supply chain). Suggested training contents (Appendix 8) .	
	Senior management commitment to site tours/attend site workforce forums/briefings. Suggested question prompts (Appendix 5) .	Specific training to be provided for senior management to ensure they have the skills and knowledge to carry out tours/inspections and promote support at forums.
	A full root cause which includes human factors is to be implemented in incident analysis. Senior management to be involved or ensure sufficient resources is given to the personnel completing the analysis. For more details please see raising the bar lean health and safety.	
	Senior management and Highways England management to regularly visit operations / break times as generally they are only seen in an audits / inspecting capacity. Visibility from management out on site will make them more approachable and create a greater open culture.	


continued

Highways England standard	Minimum requirement	Desirable
Worker engagement	All sites will have monthly workforce SHE meetings to engage with the workforce, gain feedback on their perspective of site activities and identify behaviours that need improving. Try to make the induction as interactive as possible to engage at the outset. Separate meetings held for senior management, managers and supervisors/foremen away from workforce meeting to ensure that workforce feel comfortable speaking up/out.	Vary the content encouraging the workforce to identify areas for improvement and as a group suggest solutions. Meetings to be chaired by different members of the meeting so that same person is not always chairing meeting therefore empowering and encouraging workforce to engage with all levels of management. Names on helmets aid engagement on first name terms encouraging two way dialogue during briefings.
	Positive intervention/near miss reporting will be encouraged. Near miss trends to be recorded and action plan put into place to ensure that tracked trends are being addressed. Include this information in monthly SHE meetings and encourage workforce to put forward their ideas to rectify trends.	At key milestones in the project the behavioural message can be reinforced through the use of external providers (such as. AKT drama productions, Dramatrain or Dramanon – other providers available) who can run sessions on a variety of topics including near miss reporting. In house safety training with own site staff, Safety stand down days. Internet searches will provide contact details.
	Incentive schemes will be used to positively reinforce good behaviour - reporting of incidents/ good inspection scores/ etc. (One option Appendix 4). Small freebie items given to personnel showing extra efforts or going over and above when it comes to health and safety.	Vary initiatives to keep them fresh. An example of good practice is for senior managers to thank selected individuals who report near miss. Charity donations .
	Operatives to be consulted on causes of accidents/near miss events and suggest actions to prevent recurrence.	Consider the use of a engagement / training behaviour based safety bus which will take the training to the coal face (Appendix 6).
Prioritisation of health and safety	Health and safety will be the first agenda item at all meetings.	Hold a 2 minute safety thought at the start of non-safety meetings; helping to reinforce this is the top priority before proceeding to discuss the main agenda of the meeting.
	Directors will attend a close out meeting for all reportable incidents and high potential near misses.	Project director to personally meet all persons injured on site to get first hand view of what happened, extent of injuries and how it could have been prevented.
	All those in safety critical roles will be on a rolling health surveillance programme. As best practice all safety critical personnel to have a medical before starting work and all others on site to have access to occupational health advice. Promote wellbeing initiatives and information to promote healthier lifestyles.	Offer health surveillance to everyone on the project.
	Refusal to work policy to be implemented. Whistle blowing policy to be implemented.	Policy or project requirement detailing that if anyone is not satisfied with the safety of their working environment they will be supported to stop work and discuss with appropriate supervisor/manager. This policy can be included in inductions and displayed in welfare. Include information and support from behavioural support team and include it in the planning and organisation and maintenance plan?

Highways England standard	Minimum requirement	Desirable
Prioritisation of health and safety	Everyone should be reminded that they are empowered to stop work in situations they perceive unsafe without fear of recrimination. Use imagery that focuses on the human element of the consequence of wrong behaviours.	  
Planning and organising	Each project will have a behavioural based safety implementation and maintenance plan. A brief description and a suggested list of contents for an implementation plan are included in Appendix 7 .	
	Planning for safety will be at the forefront of design review meetings.	
	Visual standards will be displayed to set the expectation before work starts. Refer to raising the bar communication of risk.	Information included in monthly reports (charts / graphs) to be displayed so that all of the workforce can see the information not just office staff.

continued

Highways England standard	Minimum requirement	Desirable
Measurement	My space ownership of areas will be implemented.	Example my space plan (Appendix 9).
	A consistent scorecard with leading and lagging indicators will be fed back to workforce and management team.	Suggested contents of the score card includes both lagging indicators (AFR, SWAFR) and leading indicators (audit scores, positive interventions), the exact format is open to the delivery partner as there can be company specific requirements.
	Client Inspections will engage with the workforce and consider the impression/culture that is presented on the site (such as Highways England project manager site safety tours).	
	Leadership is to be regularly monitored through engagement / safety climate surveys (see example questions Appendix 10).	Publish results of the surveys and what the business will do about it. Ensure information is available to all personnel at all levels.
	A behavioural target to be on every direct staff members performance review (what you will do to improve safety).	Include members of SHE meeting team and supply chain and ask what their commitments are?
Organisational learning	A stand down will be led by senior management (at least quarterly), including Highways England project manager to share best practice, share root cause lessons learnt from incidents and provide a question and answer opportunity with workforce.	Duration will be subject to the site, as a guide half an hour for a Project with workforce of 200.
	Introduce joint inspections which include Highways England management as this encourages cross organisational learning through team effort / collaboration.	
	Training in leadership skills is provided to senior management, supervisors and key staff. Leaders frequently review their performance and look for ways to improve their leadership skills. Leaders take responsibility for failings and ensure that lessons learned are openly communicated.	
	Raising the bar documents are embedded on the contract and evidence through the Highways England independent inspection	Regular input into the development and review of raising the bar documents
Knowledge	Before work starts every shift will have a briefing and the opportunity to feedback.	Names on helmets aid engagement on first name terms encouraging two way dialogue during briefings. Senior management to attend pre-start shift briefing to reinforce their support. At the end of every shift have a debriefing and get feedback from the workers on what went well and what didn't.
	A broad mix of persuasive risk communication methods are implemented on site and are tailored to specific sites/job/task is employed. Refer to raising the bar communication of risk.	The workforce will be involved in the production and revision of method statements/risk assessments and associated procedures. Also carry out on site discussions on improvements/developing RAMS and working methods.

Highways England standard	Minimum requirement	Desirable
Communication	Positive intervention/feedback cards will be available to all.	
	Feedback boards (such as you said, we did) will be displayed on all sites.	
	Positive intervention/near miss feedback will be provided at daily briefings. Positive consequences of safe behaviour are communicated.	
	Workforce representatives (VOICE/SAG/committee) will be identifiable so everyone on site knows who their contact is.	
	Information recoded and published in monthly progress report should be available to workforce as well and discussed at daily briefings and safety meetings.	Regularly change the representatives to ensure that everyone has a voice or an opportunity.
Skill and training	Training and competency matrix to be established on the project which is regularly assessed and any gaps and areas for further training and development are identified.	
	Roles and responsibility matrix to be established on site and training matrix for key competencies will include behavioural based safety.	The site will be a registered as a national skills academy.
	In house operational trainers (engineers/foremen/management/ auditors) will receive training so they can deliver the behavioural based safety message to the site.	
	All planning to be on the project for over 30 days at front line supervisor level and above will have accredited behavioural based safety training. All those below front line supervisor level for over 30 days will have an overview training and follow up toolbox talks. All will have brief introduction as part of general induction. Training should be interactive and cover: People factors Behaviour – violations or errors Mistakes Stages of consciousness Environment factors What you say and do Behaviour Behaviour or label Pinpointing behaviour Consequences Changing habit	Use technology such as touchpads or remote control feedback response cards to get immediate feedback on whether the audience have understood the topics covered or if some areas need revisiting. Task supervisors with completing behavioural improvement plans to then use as case studies to show practical application and results within the project.

Highways England standard	Minimum requirement	Desirable
Support	Each project will have a behavioural based safety champion/worker engagement coach.	
	Each site will have a behavioural based safety team comprising of client, clients rep (where applicable) designer, principal contractor and key subcontractors to support the behavioural based safety champion.	Behavioural based safety bus (Appendix 6).
Maintenance	Culture surveys will be completed (minimum twice a year) and feedback given to staff and workforce. These can be conducted using external consultants, or simply a paper based survey.	
	Lessons learnt between suppliers will be shared and used to revitalise schemes as they progress.	Suggested cross sectional visits with different parties to collaborate on behavioural safety. Separate visits/meetings other than general health, safety and environmental visits or site tours.
	Use of Highways England safety wheel – minimum 6 monthly review http://www.highways.gov.uk/our-road-network/safety/construction-and-maintenance-strategy	

Measure performance

Behavioural based safety is about measuring data and feeding back on it. For example, a project to improve behaviours regarding wearing gloves would record the number of personnel working without gloves, feed this back to those concerned, implement a change (such as new gloves) and monitor again to measure whether there has been an improvement. If the desired result is not achieved, this may then lead to further changes and monitoring.

All the individual behavioural based safety projects should collectively raise the overall standard which is measured via internal and Highways England inspections.

Achievement against the implementation plan will be monitored at site level and the plan may adapt to meet site specific needs.

Review

Project review against behavioural based safety implementation plan

There should be an ongoing review of objectives against performance data to identify tools that have worked well, and identify areas for future improvement.

Team meetings and the workforce committee meetings provide a forum for communicating the outcomes of the review.

The existence of and progress against the behavioural based safety implementation plan will be checked during Highways England project manager and health and safety inspections, independent health and safety inspections and self assessed through the excellence wheel.

Review of this best practice standard

Tools used will vary, however if you have a tool that has worked well, send it into the Delivery Hub so that it can be shared with other sites.

Appendix

Appendix 1

Supervisor assessment agenda

Supervisor assessments should be conducted at pre-start on site, after a week and after three months.

Prestart checks should review:

- Training held for the role of supervisor and any additional required.

- Appropriate induction as a supervisor

- CV demonstrates experience to fulfil the role.

- Appropriate behavioural based safety training for supervisor role.

The first week and three month check should review safety awareness, acceptance of responsibility, conduct and behaviour, forward planning and reliability using the following scoring criteria:

Safety awareness

Disregards safety, has no safety awareness

Often needs reminding of the safety aspects of the job.

Works safely, has an awareness of safety requirements

Works safely, has a good knowledge of safety requirements.

Proactive approach, sets a good example, their team always works safely

Acceptance of responsibility

Avoids responsibility

Accepts some responsibility but needs guidance

Accepts responsibility but not prepared to work on own initiative

Accepts responsibility and works on own initiative but limited to tasks required

Proactive approach, integrated approach with wider project team.

Conduct and behaviour

Blatantly flaunts the rules, has total disregard for themselves, direct and wider team.

Does things because they have to, try's to cut corners at every opportunity.

Does just enough to get by.

Do most of what they say, some behaviours aligned with project team.

Always does what they say, behaviours aligned and fully integrated with project team

Forward planning

Reacts to events, no forward planning.

Limited consideration of the advance needs of the work

Able to think in advance of the needs of the job

Good forward planner – seldom has problems

Highly pro-active, plans well in advance

Reliability

Totally unreliable, cannot be trusted

Needs constant supervision and monitoring

Satisfactory performance, does just enough

Reliable in most aspects of their work

Can be relied on for delivering all aspects of their work

Where supervisors are not meeting required standards, action plans should be developed to improve performance or where this cannot be achieved, remove the individual from the supervisor position.

Appendix 2

Behavioural based safety champion

A behavioural based safety champion is to be appointed for each project, they will have responsibility for:

- Driving and implementing behavioural based safety on the project.
- Appointing a sponsor for each training course (a senior manager to attend the course and lead/reinforce the importance of behaviours in developing the desired culture).
- Attending behavioural based safety champions briefings to co-ordinate between projects.
- Ensuring sponsors are allocated for each supervisor course delegate. Sponsors will have already completed the training and are a point of contact for any clarification required on the course content or support for monitoring behaviours and developing action plans.
- Allocating resource to organising and booking training.

The behavioural based safety champion will be an operational member of the project's senior management team and where appropriate should be the project manager.



Appointment of Behavioural Based Safety Champion

<<Project name>>
<<Date>>

Name:
Job Title:

I appoint the above person as the Behavioural Based Safety Champion for the project.
I have assessed their competence and consider him/her suitable for the post as:

- They have completed the behavioural based safety management course
- They are in a role where they can drive Behavioural Based Safety on the site
- They are capable of fulfilling the duties of Behavioural Based Safety Champion given that they will also be performing other duties on the project.

Signed _____ Date _____
Project Manager /Director

Approved by

Signed _____ Date _____
Divisional/ Sector Director

Signify by your signature below that you agree that you have the necessary training and experience to undertake the role of behavioural based safety champion for the above project and are aware of the duties of a behavioural based safety champion.

Accepted by

Signed _____ Date _____
Name _____ Position _____

Appendix 3

Personal commitment

PERSONAL HEALTH AND SAFETY COMMITMENT 2015



Dave Lowery

CMSJV Project Director

'I am committed to our objective of Health and Safety excellence at A1 Leeming to Barton. I will continue to influence a step change in culture, behaviour and performance and through leadership and engagement strive to achieve zero accidents and incidents and ensure that all of our people are kept safe and healthy.'



100% Safe

aimingforzero

I pledge my personal leadership and commitment to:

- **Set High and raise standards by:**
 - Demanding Health and Safety excellence at all times
 - Leading on Health and Safety issues and driving a leading performance
 - Quickly resolving important issues
 - Ensuring the CMSJV A1 Leeming to Barton project is an industry leader in Health and Safety.
- **Be Open about my commitment by :**
 - Ensuring Health and Safety expectations are known to the project team
 - Talking and listening to my team about Health and Safety
 - Leading and supporting a continuous improvement culture
- **Confront risk by:**
 - Making sure that major risks are identified, mitigated and managed
 - Making sure that our people are encouraged to raise concerns, have a voice and are able to get answers
- **Be Proactive by:**
 - Allocating sufficient time and prioritising Health and Safety initiatives
 - Ensuring appropriate levels of Health and Safety resource and training are available and provided

In addition, as a visible demonstration of my leadership, I personally commit to the following actions :

- Ensure that my team is fully committed to safely delivering the A1 Leeming to Barton Scheme
- Demonstrate leadership at monthly team talks and H & S forums and meetings
- Complete a Leadership in Action Health and Safety tour every month
- Lead and contribute to the DWBy Health and Safety culture and ensure my team members fully support the process
- Demonstrate commitment to Health and Safety at every opportunity in my day to day business
- Lead and drive our 'Perfect Day' objective and ensure we deliver excellence through innovation
- Ensure excellence in workforce engagement through successful BBS, SAG, DWBy and positive intervention forums
- Ensure that our sub – contractors and suppliers meet our Health and Safety expectations and are committed to our Health and Safety goals
- Be a Health and Safety leader
- Deliver Senior Management project engagement inductions on a periodic basis
- Lead our 'Health like Safety' initiative and deliver the necessary step change

Appendix 4

Example of incentive scheme.

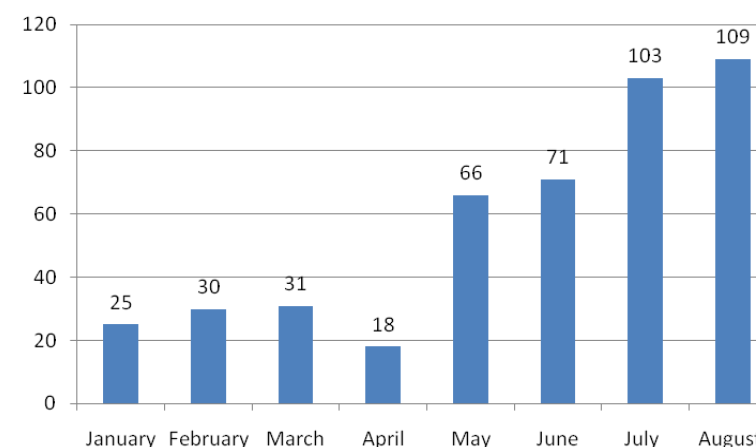
Prizes and points allocation to be adjusted to meet individual site needs.

Green points mean prizes

As a site, points will be awarded for:

	Points
Submission of a feedback card/observation.	1
Recorded feedback in start of shift briefing.	1
Ideas for considerate constructors improvement.	1
Submission of a closed out/ actioned feedback card/ observation	3
Safety, health and environment suggestion/innovation that is recognised in external safety, health and environment inspection or considerate constructor audit.	20
Monthly safety, health and environment inspection score good (insert score).	25
Monthly safety, health and environment inspection score very good (insert score).	50
Monthly wildcard. Considerate constructor unique innovation.	50
Monthly safety, health and environment inspection score excellent (insert score).	100

How many points have been achieved so far this year?



This will result in a monthly points score for the site:

Monthly score	Individual prize (selected via raffle at monthly stand down)	Site prize	Community
50	£20 vouchers		£50 site charity
100	Sat Nav		£100 site charity
150	Mountain bike	BBQ and drinks for whole project	Management litter pick and clean up in local area
200+	Games console	BBQ and drinks for whole project + entertainment	Provide maintenance work for local community group

Appendix 5

Senior management commitment tours

Discussion prompts:

1. What are the project's significant safety, health and environment risks over the next three months?
2. What are the recent emerging safety, health and environment performance issues?
3. What are the safety, health and environment plans and controls to mitigate and manage risks?
4. Do they have suitable and sufficient resources to effectively manage SHE?
5. Explore and identify during conversations the general feeling and attitude amongst personnel.
6. Consider raising issues such as provision of adequate resources, adequacy of support.
7. Is there clear direction given in SHE matters by the team to the workforce; do the team believe they get clear direction from the leaders of the business?
8. Is safety, health and environment the number one priority on this site?
9. What does the project environment look and feel like?
10. Consider – cleanliness and organisation of welfare and offices, display and validity of information including signs; storage of materials; welcome/interaction with security guards and reception; interaction with staff and workforce etc.
11. Explore during conversations with the site workforce their thoughts, views, attitudes and general feelings towards SHE on site (talk directly with operatives and/or supervisors).
12. Consider raising issues such as attitudes/perception towards the standard of welfare, feeling cared for; does the site workforce feel that they get listened to; do they feel that issues raised receive prompt effective close outs; do they (the workers) feel that SHE is the site's number one priority?
13. Are the SHE meetings effective?
14. Explore during conversations issues such as: Are the workforce actively engaged in solving SHE issues on site? Are supervisors being engaged and coached? Is there an effective behavioural based safety plan in place? What is the overall general feeling on site towards SHE? Are managers perceived to be walking the talk and delivering our SHE commitments?
15. Discuss all key findings and feedback from the site tour. Outline opportunities to improve SHE on site and identify best practices that may have the potential to be adopted on other sites.

Appendix 6

Behavioural based safety bus

An ideal vehicle should have as a minimum:

- A screen with HDMI and USB connections and a built in DVD player.
- Tablet for filming tasks and replaying to learn from the approach taken.
- Seating for 9 people.
- Partition fitted and a shelving unit to provide storage for leaflets and posters and PPE trial samples.
- A silent camping generator, stored in the back or an alternate means to supply power to the multimedia equipment and lighting.
- A series of cones and work area signs kept in the back to set up a safe site when the vehicle is stationary and in use.
- A water cool box with water bottles to help ensure that our workforces are kept well hydrated, especially during summer working.
- A series of card holders are provided for the display of all relevant cards which the sites use.



Appendix 7

Implementation plan

The implementation of behavioural based safety on a project will depend on a number of criteria including:

- What has been done to date (possibly nothing with new projects)
- How experienced the team are with behavioural based safety (may bring knowledge from previous projects)
- What data is available to make decisions on
- Where the current problems and issues are
- Type of workforce - supply chain/directly employed
- Levels of current engagement within the team and workforce
- How success will be measured (improvements in observed behaviour)

Consequently, a project specific implementation plan needs to be developed that looks at these and other project specific issues. The key starting point is to understand where you are now and where you want to get to.

In developing a project behavioural based safety implementation plan consideration should be given to:

- Identification of key behavioural based safety issues
- Introduction to new members of the workforce
- TBT's/briefings
- Tools to be used
- How to keep it alive and fresh
- Easy/quick wins
- Longer term plan
- Working environment

It is really important to understand in developing the implementation plan that it's not about introducing lots of new and different initiatives, although some may be required, but simply doing things differently and modifying what you currently do in order to get the behavioural changes you require. This could be as simple as changing the consequences you are currently applying in order to realise a behaviour you want.

Contents of the implementation plan

1. Introduction to the project.
2. The objectives – by implementing this plan what will it achieve?
3. The strategy:
 - a. Appointment of behavioural based safety champion
 - b. Senior manager commitment
 - c. Initial roll out of training and tools.
 - d. Maintenance of programme.
4. Resource requirements
5. Data capture
6. Review arrangements

Appendix 8

Training

Training is only the first step of implementing behavioural based safety on a project. The training is designed to engage, educate and equip people with a fundamental understanding of the principles of behavioural science (theory that underpins behavioural based safety) and how to apply it in the real world.

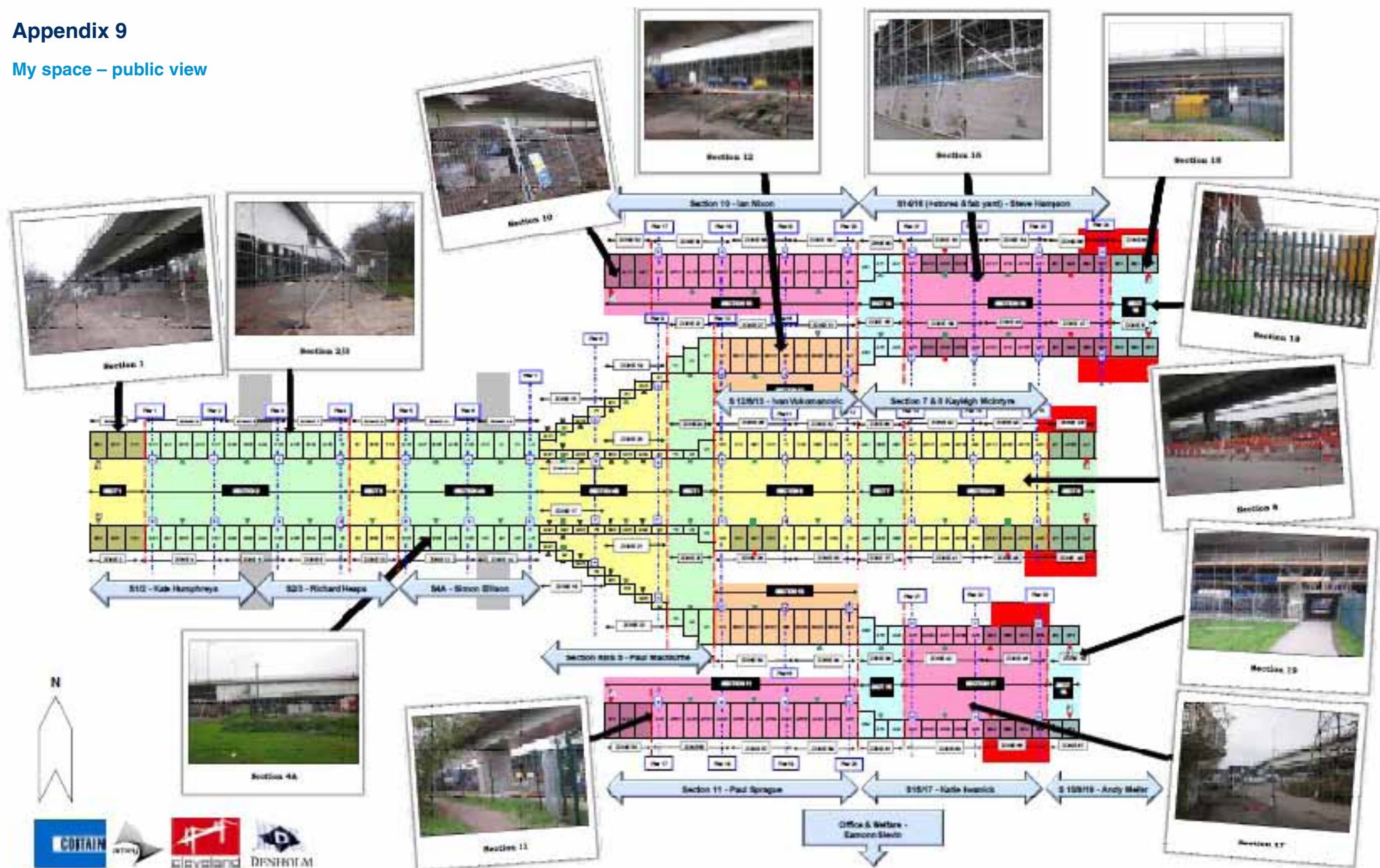
The training plan should address the following:

- Who has had and who needs training, this should include the workforce and supply chain.
- Type of training required (appropriate to target audience).
- Allocation of a sponsor to each course delegate (excluding operative course).
- Training schedule.

Training contents

1. What is behavioural based safety?
2. What do you think safety is?
3. People factors
4. Unsafe behaviour – violations or errors
5. Mistakes
6. Conscious overload – 4 stages of consciousness.
7. Environment – what we say and do
8. Behaviour – pinpointing
9. Behaviours or labels.
10. Driving behaviour – consequences
11. Changing habits
12. Feedback.

My space – public view



Appendix 10

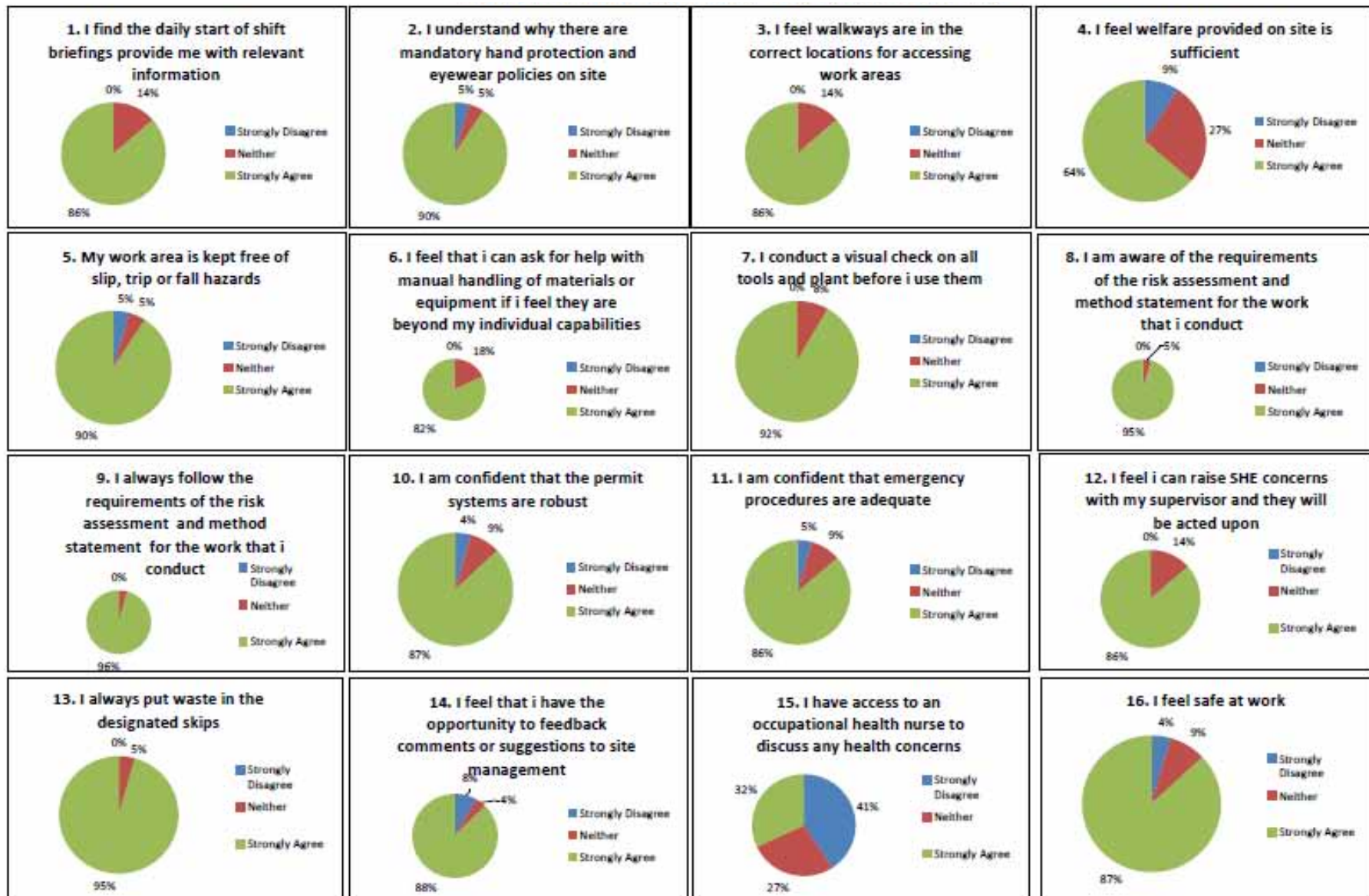
Example questions that could be included in an engagement survey

1. I find the daily start of shift briefings provide me with relevant information.
2. I understand why there are mandatory hand protection and eyewear policies on site.
3. I feel walkways are in the correct locations for accessing work areas.
4. I feel the welfare provided on site is sufficient.
5. My work area is kept free of slip, trip or fall hazards.
6. I feel that I can ask for help with manual handling of materials or equipment if I feel they are beyond my individual capabilities.
7. I conduct a visual check on all tools and plant before I use them.
8. I am aware of the requirements of the risk assessment and method statement for the work that I conduct.
9. I always follow the requirements of the risk assessment and method statement for the work that I conduct.
10. I am confident that the permit systems are robust.
11. I am confident that emergency procedures are adequate.
12. I feel I can raise SHE concerns with my supervisor and they will be acted upon.
13. I always put waste in the designated skips.
14. I feel that I have the opportunity to feedback comments or suggestions to site management.
15. I have access to an occupational health nurse to discuss any health concerns.
16. I feel safe at work.

Participants would feedback using a likert scale such as strongly agree to strongly disagree.

Behavioural based safety – engagement survey

Example feedback poster.



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