



Behaviour Delivers Results

A Behavioural Safety Initiative

James Buchanan – Explosives Engineer

Camillus Farrell – Maintenance Engineer



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Introduction to Kemek

- Est. 1963 in Ireland
- Explosives manufacturer.
- Explosives, accessories, and blasting services provider
- 1 Manufacturing Plant & 3 Distribution Depots
- Restructuring resulted in a significant reduction of employee numbers.



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Pre-initiative Culture

- Poor communication
- Poor safety awareness
- Safety was reactive
- Very little reporting
- Fragmented approach to safety.

Why Behavioural Safety?

- Safety performance needed to improve
- Safety needed to become more proactive
- More employee involvement in safety required
- Communication needed to improve.

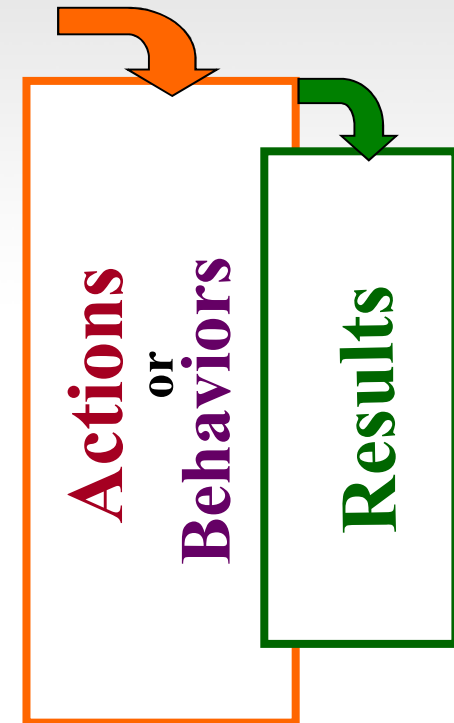
Why ADSI?

- It offered a unique employee driven approach
- Master Model gives a structured, logical approach to explain human behaviour
- Initiatives developed by Employee Safety Champions and agreed by Management
- Safety Champions responsible for development and implementation.

Introducing The Master Model!

The Master Model

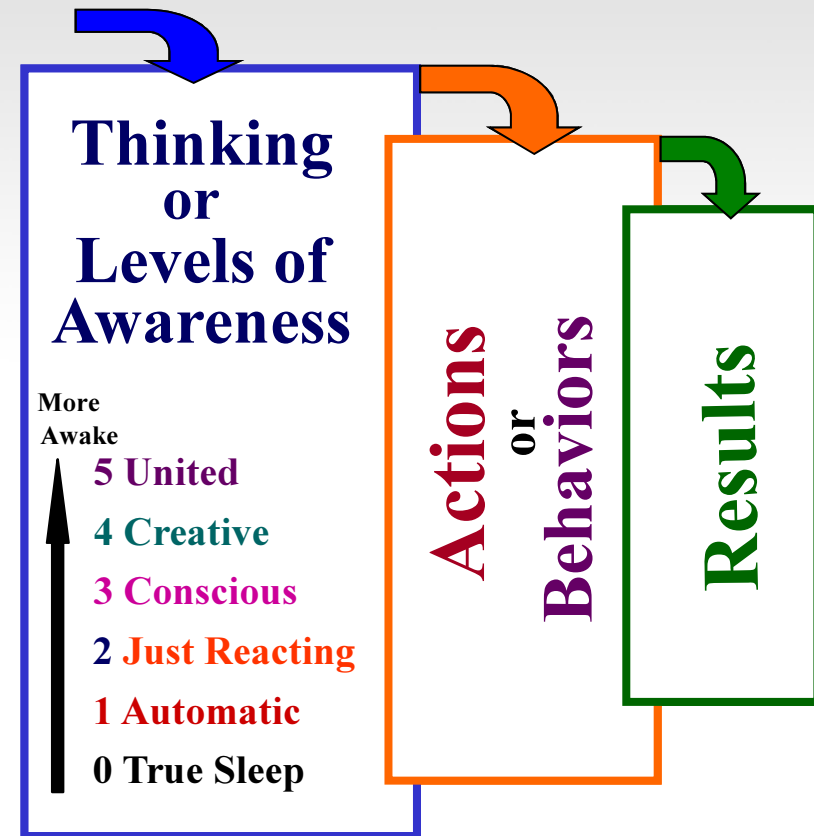
*The
ADSI
Master Model*



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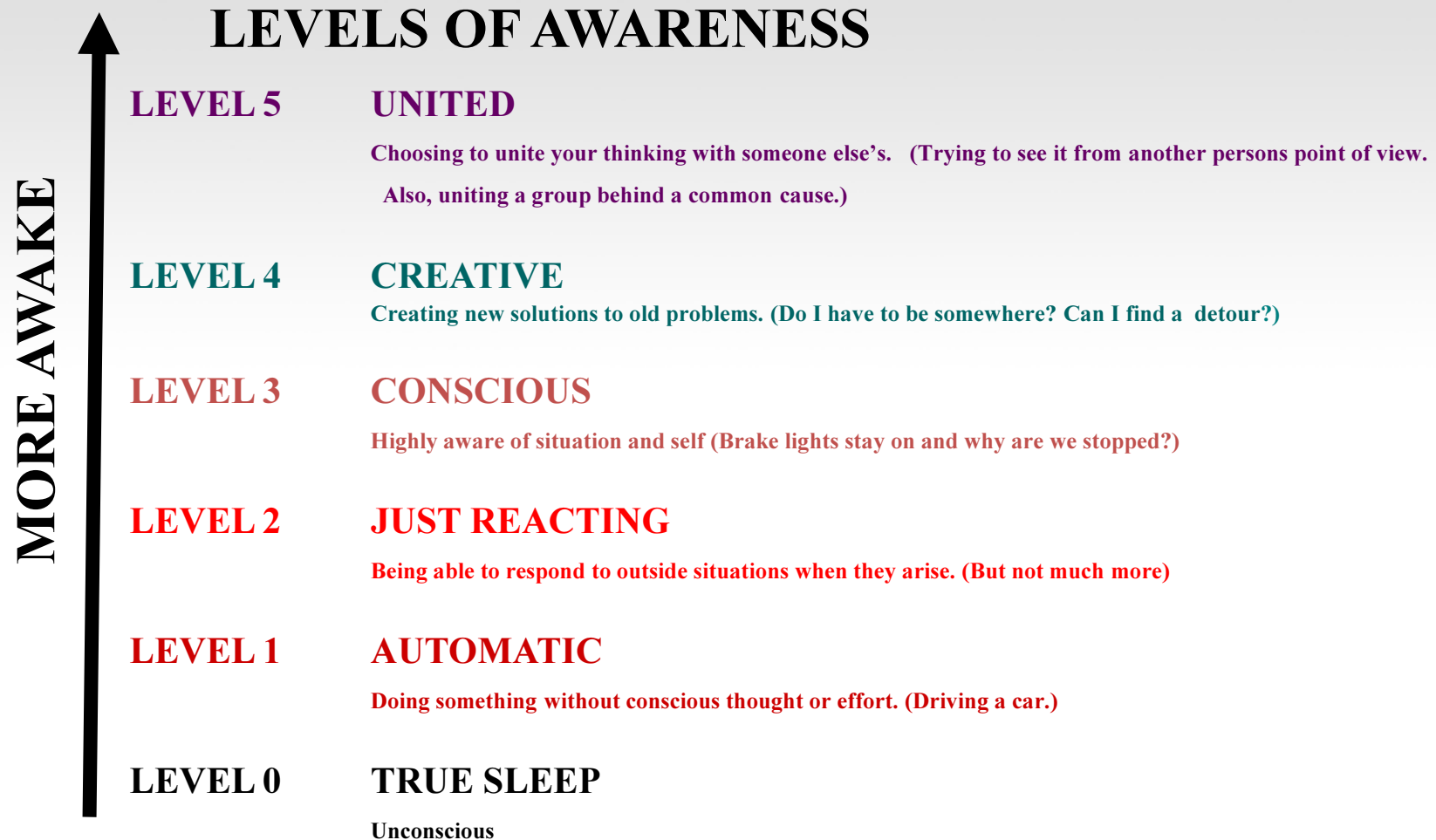
The Master Model

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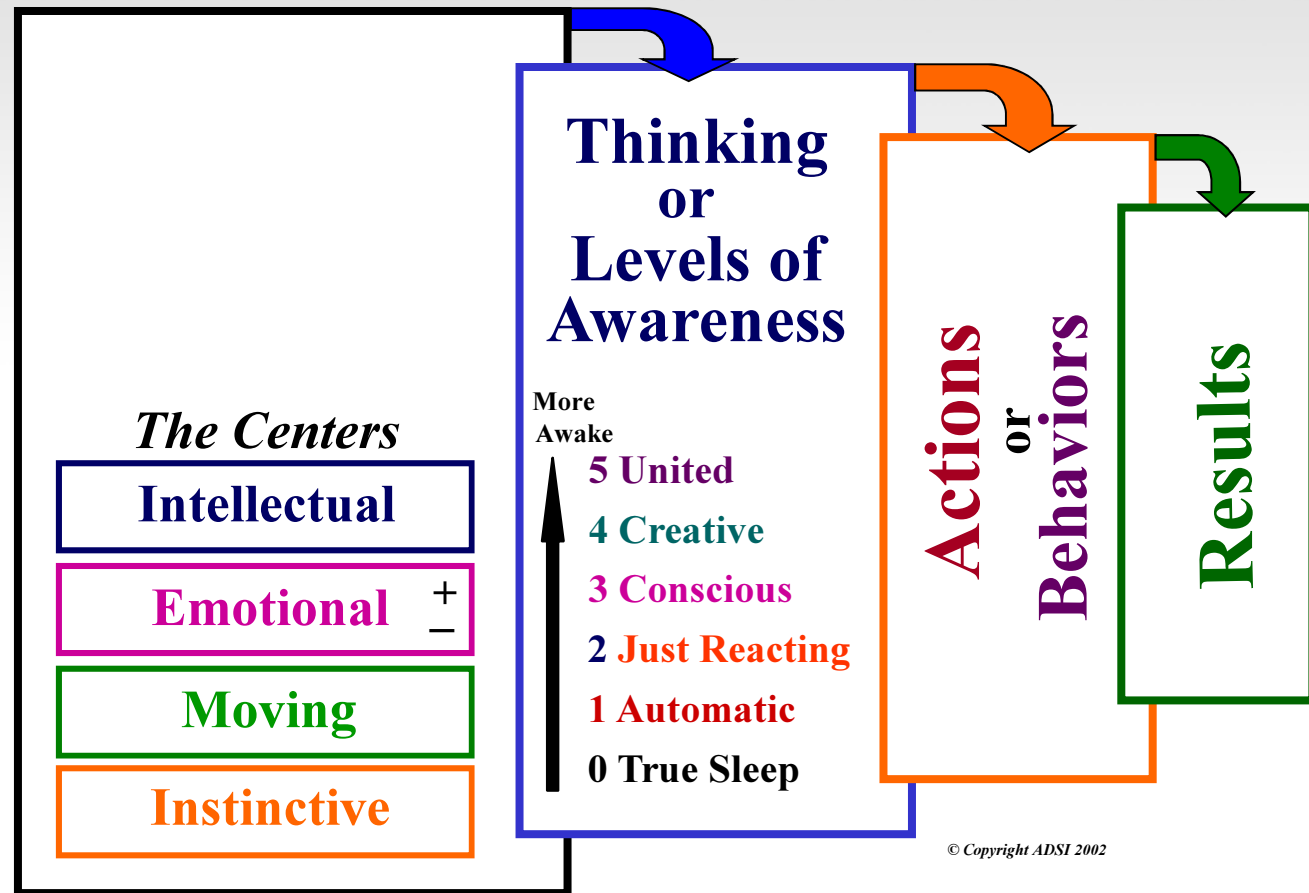
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The Master Model



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The Master Model

Intellectual

When our actions and behaviour reflect what we really value (head and hands in the same place).

Emotional

Can be responsible for impulse driven behavior that might not be well thought out or in our best interest.

Moving

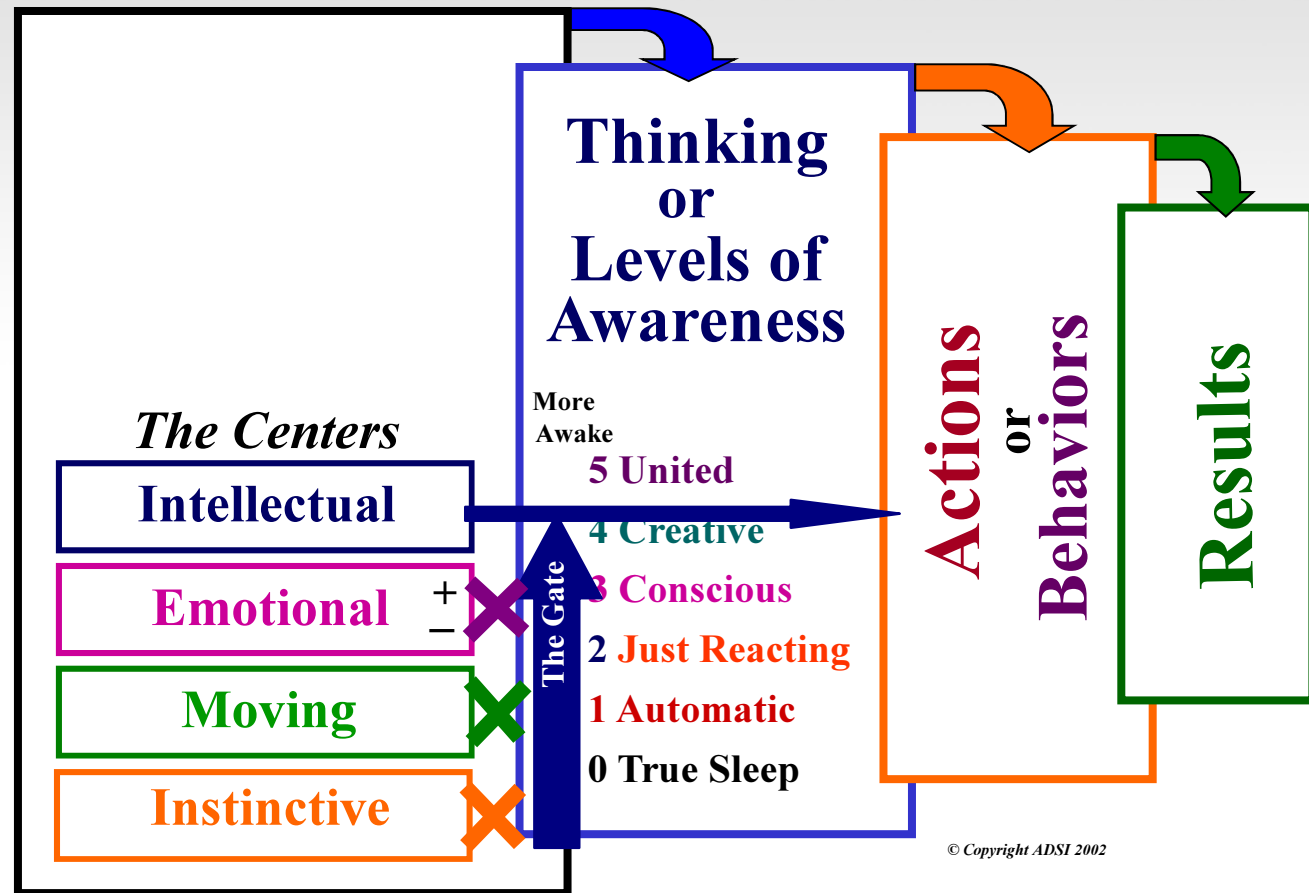
Our own internal clock speed. How fast we think things should happen. Can be the impulse to take a shortcut or hurry when there is no outside pressure to do so.

Instinctive

Can provide the impulse to do anything we do instinctively e.g. drink when we are thirsty or eat when we are hungry.

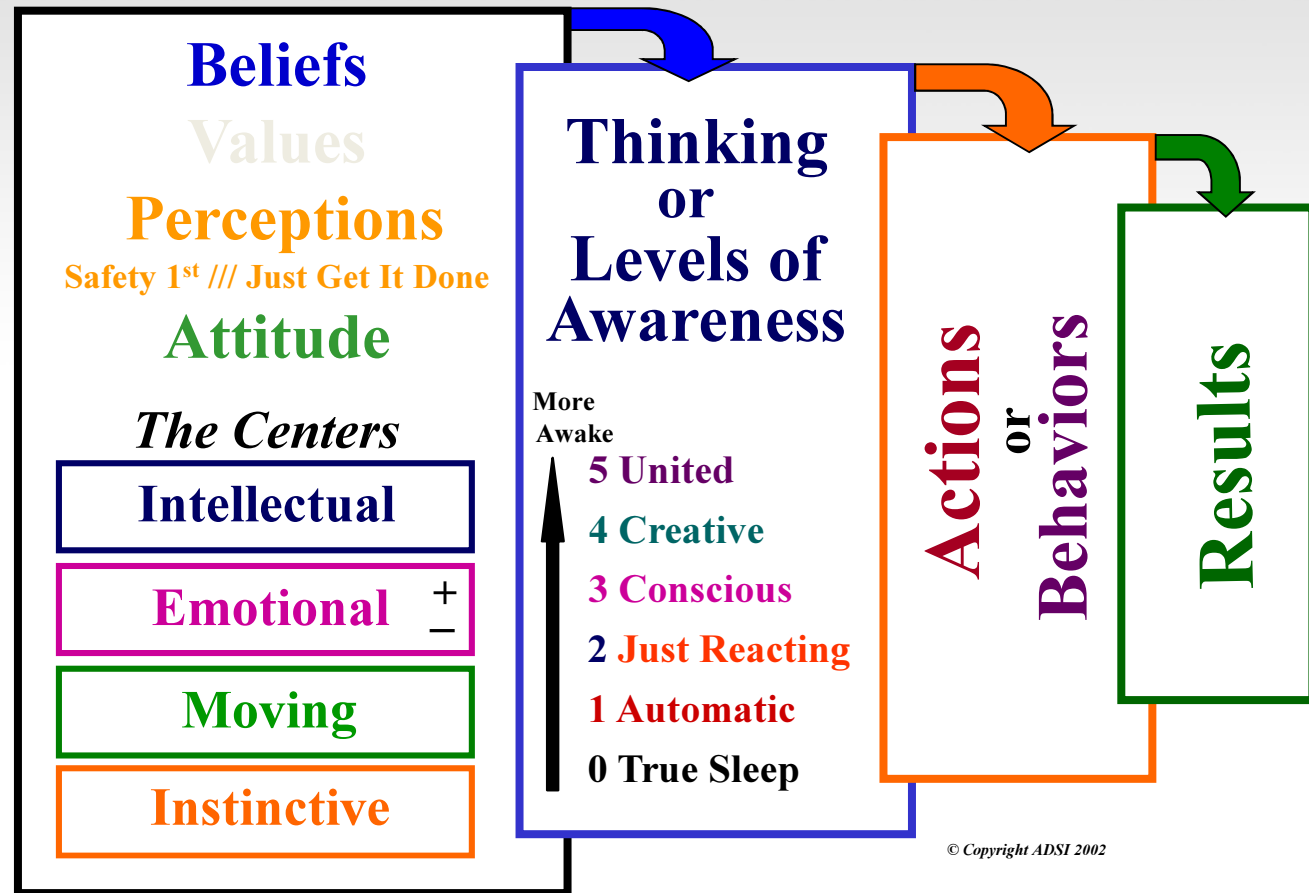
The Master Model

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The Master Model

- **Beliefs & Values**

What do I value in life?

What is important to me?



The Master Model

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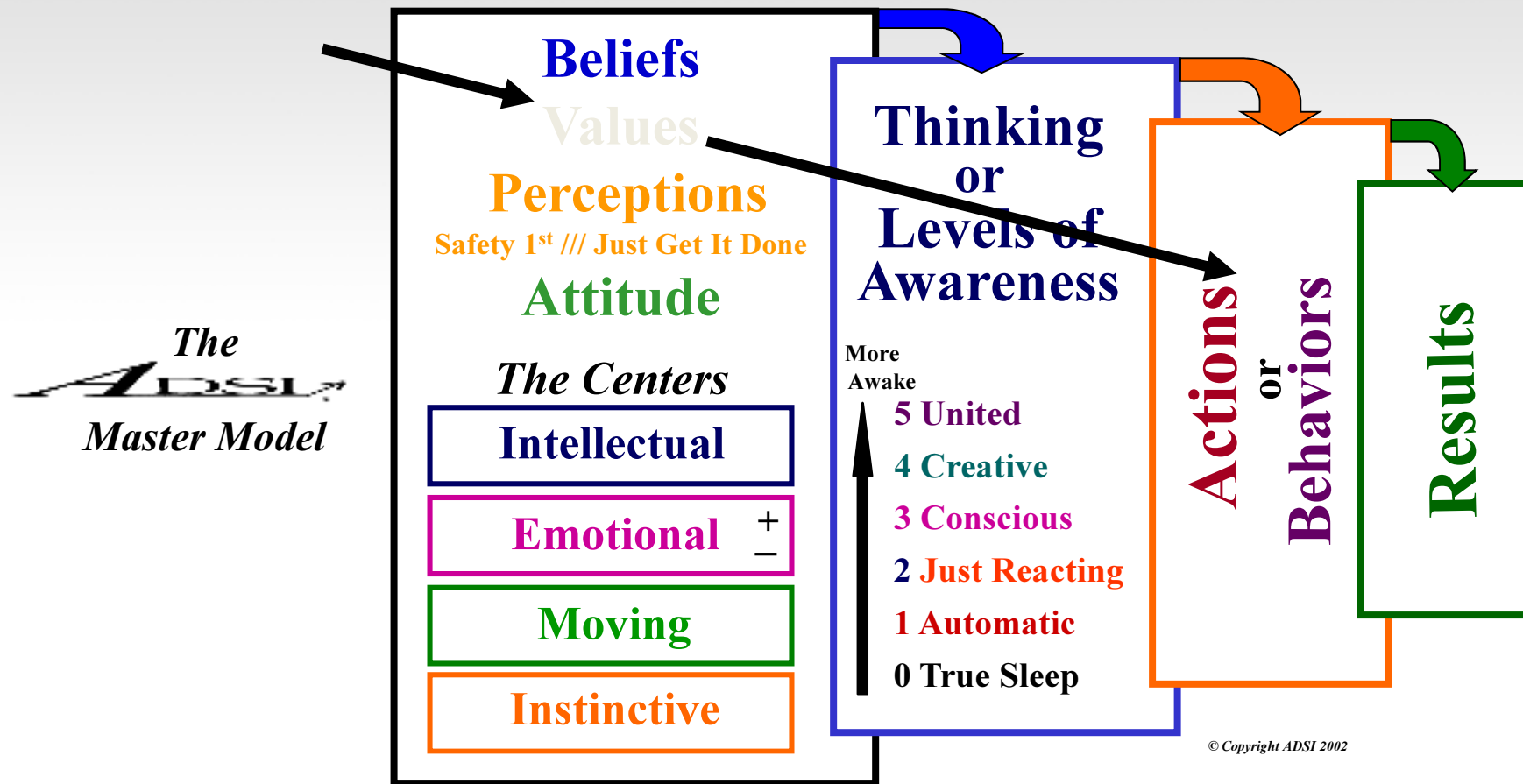
- **Perceptions**

Safety 1st or Just Get It Done? What is being enforced by management? What is the perception of safety both personally and company wide?

- **Attitude**

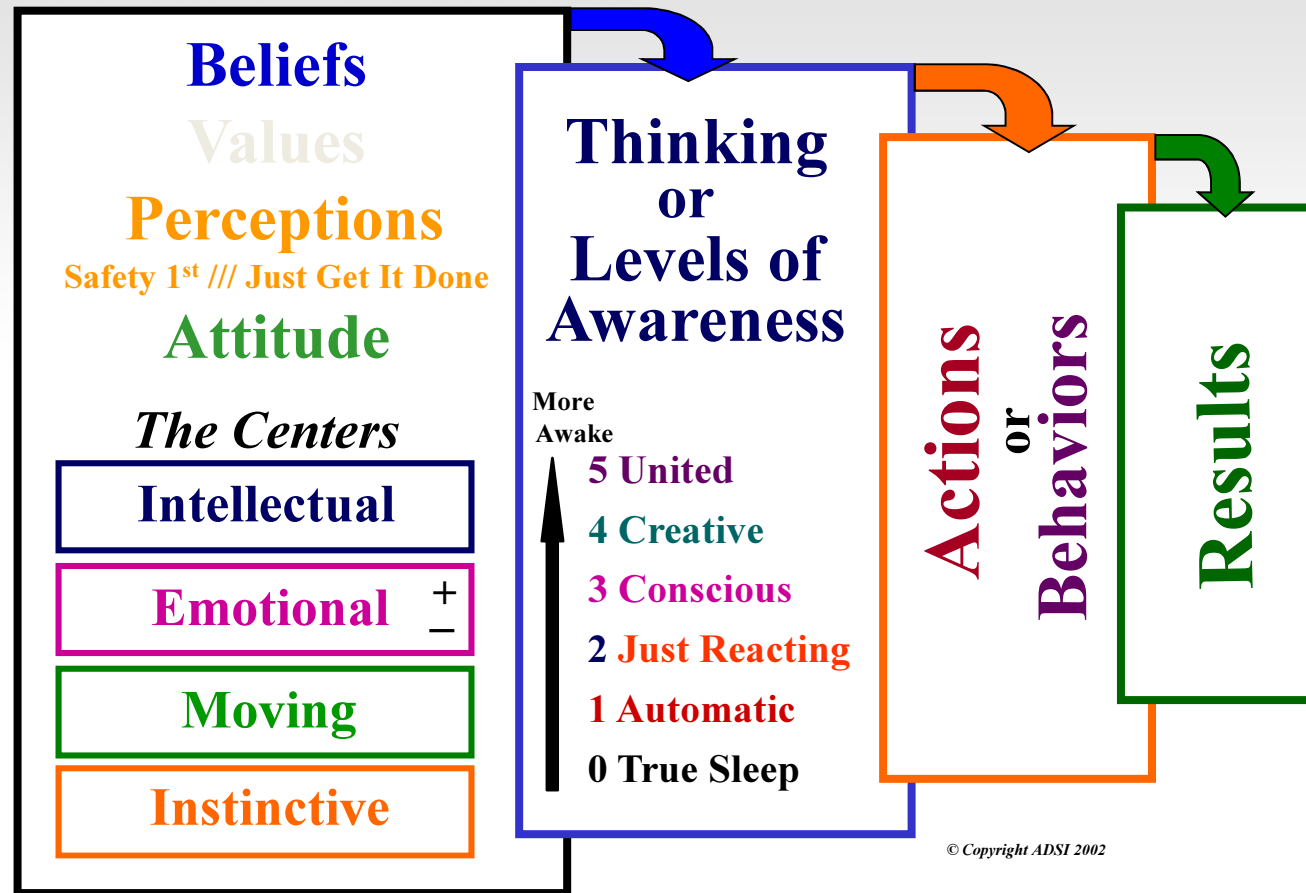
What is my attitude to my beliefs and values & perceptions, safety, life, others?

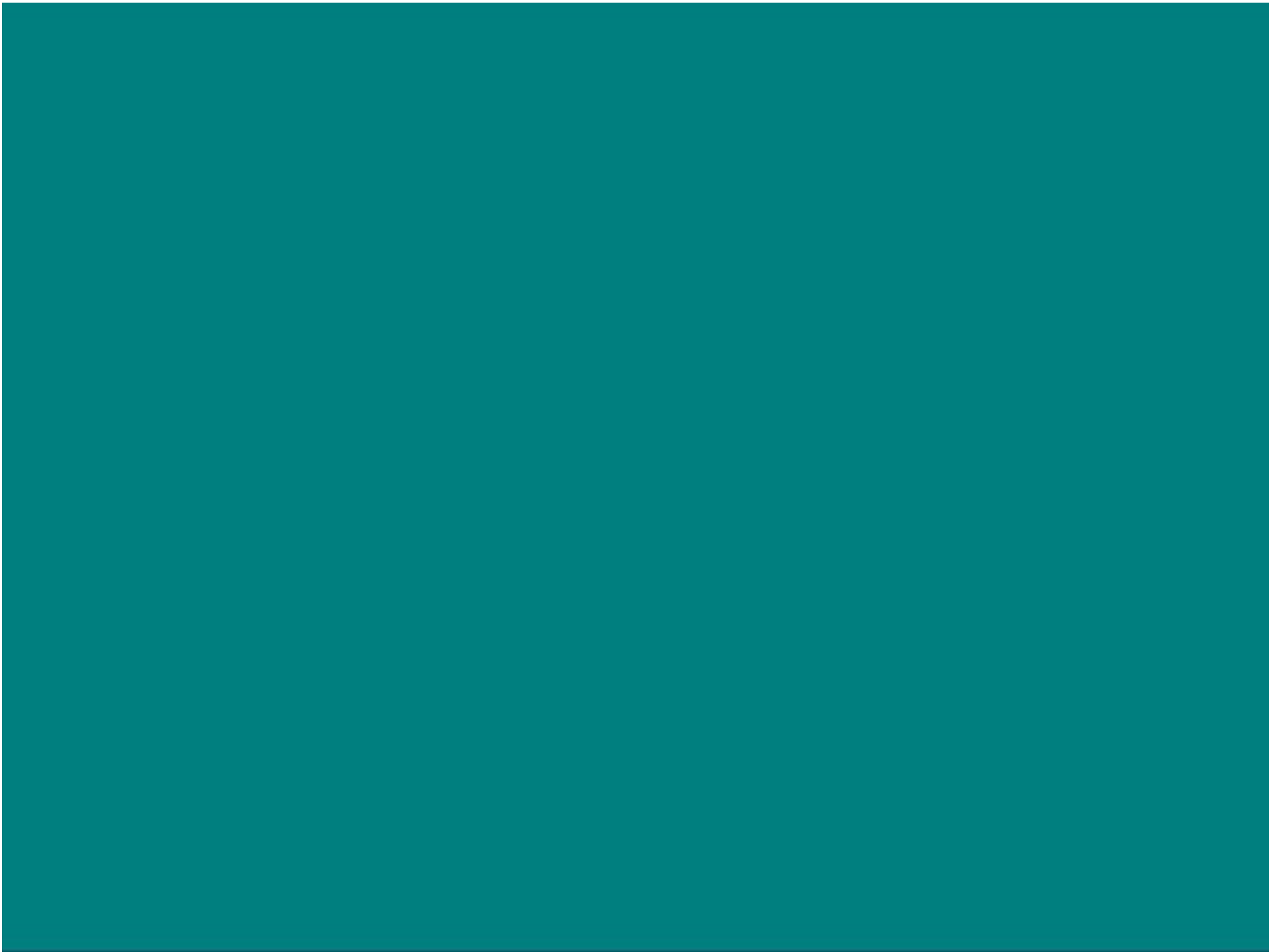
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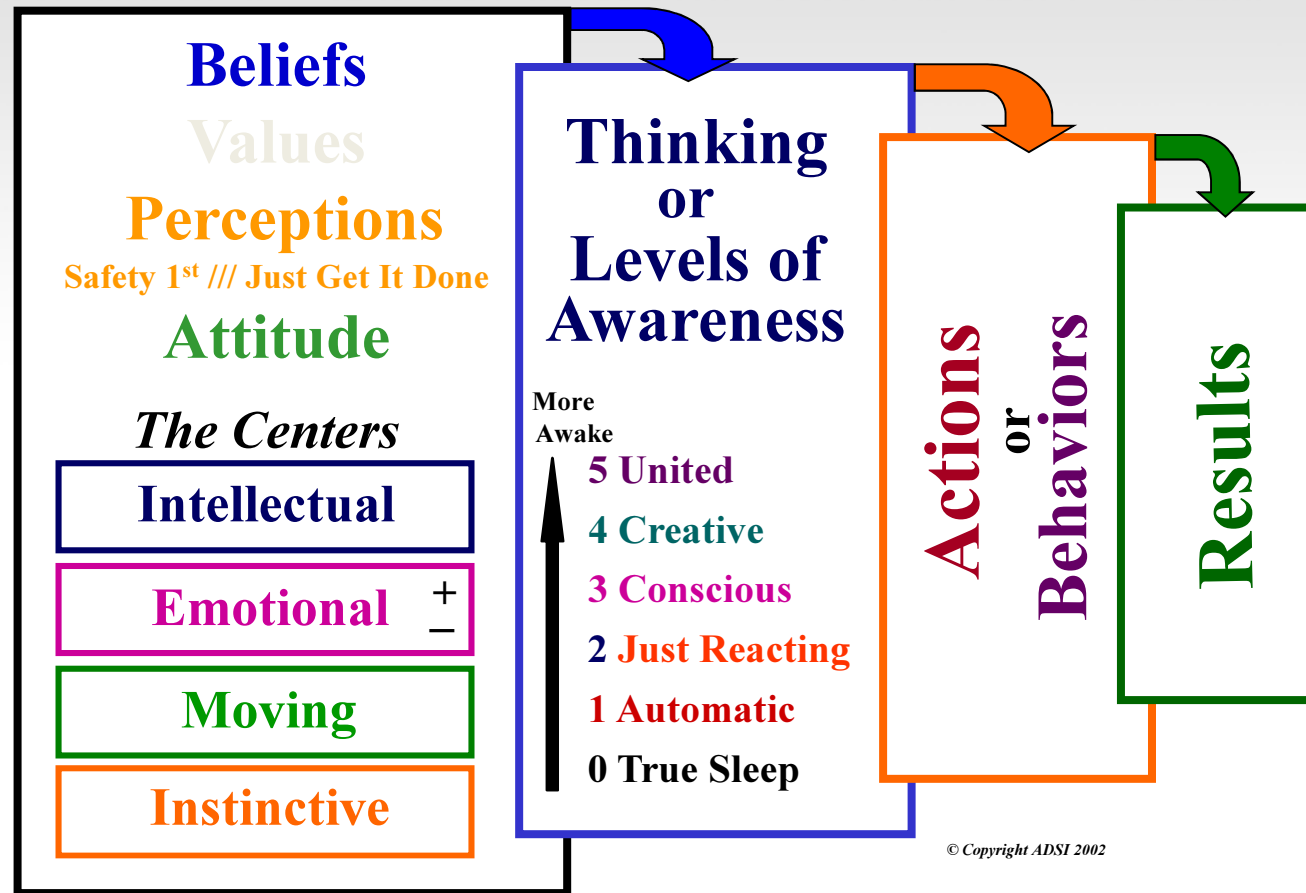




KEMEK Initiatives

The Master Model

The
ADSI
Master Model



KEMEK Initiatives

- Behaviour Du Pont STOP Audits



STOP[®] Audit Checklist

Mark if ☐ only unsafe ☐ all safe ☐ Mark if ☐ only unsafe ☐ all safe ☐

Headlines of People ☐ **Personal Protective Equipment** ☐

☐ Adjusting Personal Protective Equipment

☐ Changing Position

☐ Rearranging Job

☐ Stopping Job

☐ Attaching Controls

☐ Performing Lookouts

☐ _____

☐ _____

☐ _____

Postures of People ☐ **Tools and Equipment** ☐

Funny Causes

☐ Striking Against or Being Struck by Objects

☐ Caught In, On, or Between Objects

☐ Falling

☐ Collapsing

☐ Temperature Extremes

☐ Collapsing Slacks or Current

☐ Intoxication, Slacking or Snorkeling in Hazardous Substances

☐ Repetitive Motions

☐ Awkward Postures/Static Postures

☐ _____

☐ _____

☐ _____

Procedures ☐

☐ Available

☐ Adequate

☐ Known

☐ Understood

☐ Followed

☐ _____

Do Not Work ☐

☐ Known

☐ Understood

☐ Followed

☐ _____

☐ _____



Complete the Observation Report

Conditions

- Tools and Equipment
- Environment
- Structures and Work Area
- Orderliness

• Acts and Omissions

- Actions Taken to Encourage Continued Safe Performance

• Unsafe Acts Observed

- Immediate Corrective Action
- Escalate Problem Resolution

Name _____ Staff _____

Area _____ Date _____

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KEMEK Initiatives

- Suggestion / Near Miss Cards

<u>Near Miss / Suggestion Report</u>
Logged By: Date: Time:
Description of Near Miss / Suggestion:
Suggested Improvement:
Action taken:
Card Handed to:

KEMEK Initiatives

- Text messages



KEMEK Initiatives

- Risk Matrix

Risk Calculation Matrix					
Location: _____		Logged by: _____		Date: _____	
Hazard	Severity	Probability	Resultant Risk	Suggested Improvement	Action Taken

Matrix confirmed by: _____ Date: _____

Passed by: _____ Date: _____

Severity	
No loss	1
First aid / Repair	2
Lost time / Major repair	3
Permanent Disablement / Damage	4
Fatality	5

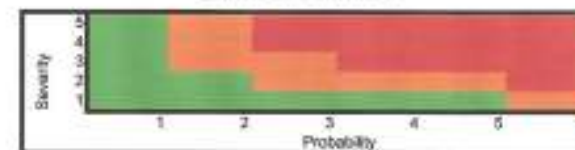


Probability	
Very Unlikely	1
Unlikely	2
Even Chance	3
Probable	4
Very Likely	5
Certain	6

Instructions for Use:-

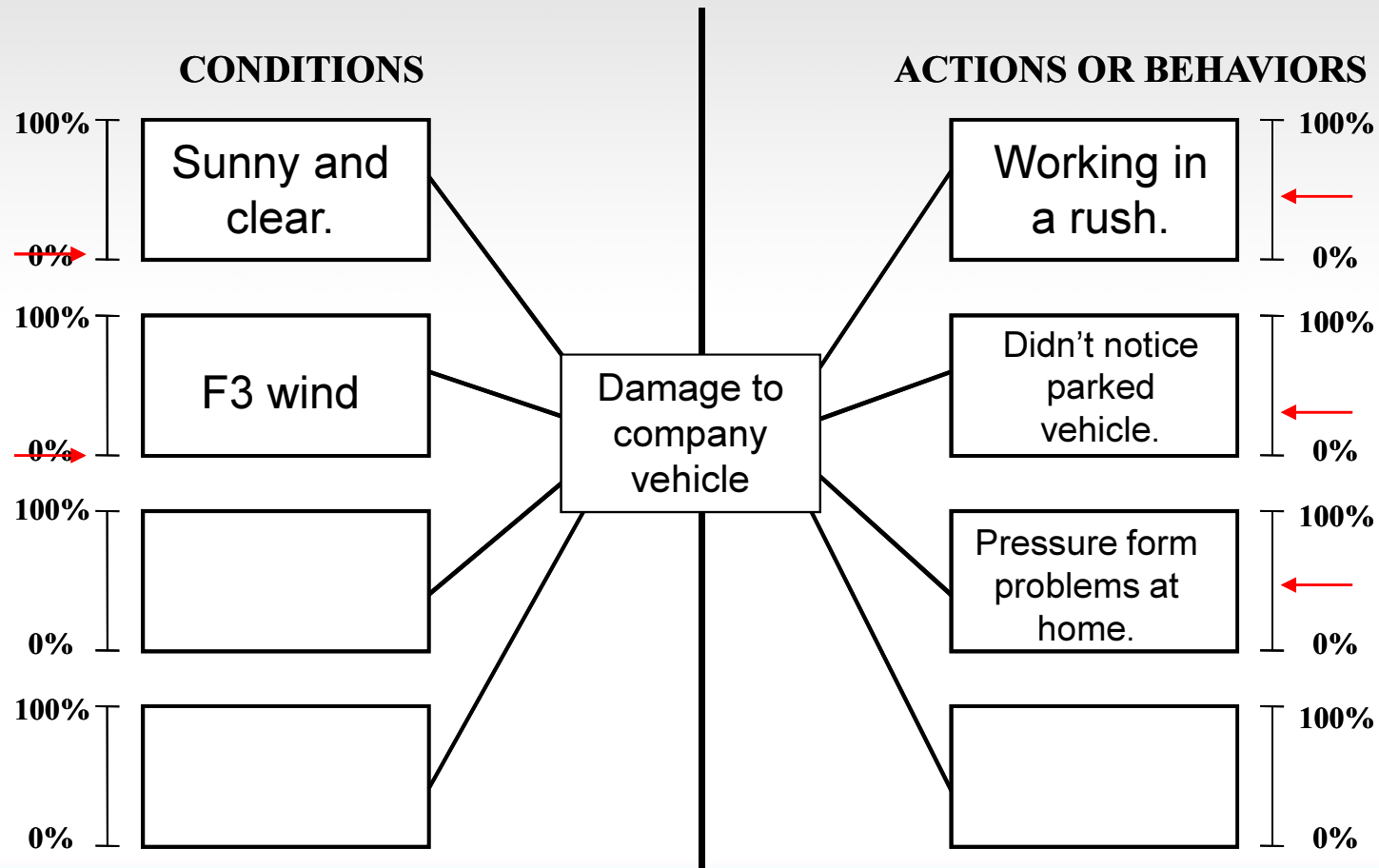
1. The Matrix is to be used in any location or situation where a Kemek Employee deems that a task or situation presents a significant risk to themselves or plant in their control.
2. The Employee completing the Matrix fills in the form indicating their Name, Location, Date and the hazard in question.
3. The Employee then refers to the figures at the bottom of the form to evaluate the Severity and Probability of the Risk. These two figures are multiplied together to give the Resultant Risk.
4. Suggested improvements to make the operation in question safer should be recorded.
5. The Resultant Risk figure should now be compared to the "Traffic Light" table on the reverse of the card to check if the operation should proceed. If the Resultant Risk falls in the Green part of the table, the operation is deemed safe to proceed. If the figure falls in amber, adjustments should be made if possible to make the operation safer before proceeding. If the figure falls in the red part of the table the operation must not proceed before amendments have been made.
6. Once the form has been completed to this point, another employee should be asked to countersign the form to confirm the circumstances and agree the Severity and Probability scores.
7. If the operation is delayed or stopped, the employee must contact their line manager to make them aware of the situation and confirm the course of action being taken. This is particularly important on customer sites.
8. Any actions taken as a result of completing the Matrix should be recorded in the "Action Taken" box.
9. The completed form should be passed on to the Safety Champion who will log the event and ensure that any actions required are scheduled and feed back to the employee who completed the form.

Traffic Light Decision Box



KEMEK Initiatives

- Peer Incident Reviews



KEMEK Initiatives

- Recognition System

Recognition Points To Date	
Total Points	120
Colleague	R. Tused
Department:	Staff
Total Points	120
Colleague	G Robb
Department:	Pump Track
Total Points	120
Colleague	A. Martin
Department:	Pump Track
Total Points	80
Colleague	J Buchanan
Department:	Engineer
Total Points	75
Colleague	P Wilson
Department:	Security
Total Points	60
Colleague	G McClland
Department:	Engineer
Total Points	45
Colleague	P Magee
Department:	Engineer
Total Points	35
Colleague	A Hadett
Department:	Staff
Total Points	10
Colleague	N Rainey
Department:	Staff



Master Model Mug, Suggestion Book and Risk Assessment Book

Progress to Date

- Culture change with regard to safety
- Improved communication
- High level of employee buy-in
- Proactive approach to safety
- Pride in safety records and performance
- Employee engagement and ownership of safety.

Performance Improvements

- Significant reduction in lost time days
- Increase in Near Miss reporting
- Engagement at all levels in the company
- Initiative kept going throughout restructuring
- Increased awareness and reduced risk.

Challenges Ahead

- Initiative fatigue
- Keeping the Initiative fresh
- Keeping the Initiative relevant
- Workforce morale
- Sustaining participation
- Guarding against complacency.

The future – next steps..

- Continual refreshers and updates
- Strengthening the Safety Culture
- Involving all employees as Safety Champions
- Continual improvement in communication
- Achieving new milestones safety stats
- Becoming the safest manufacturer and user of explosives worldwide!

**Thank you for your interest in our
Behavioural Safety Initiative.**