BEST PRACTICE

LOCATION:	**Company-wide**	**ARTICLE YEAR**	**2015**
ACTIVITY:	**Behavioural Safety management**	**COMPANY:**	**Marshalls Plc**
SUB ACTIVITY:	**No Sub Activity Available**	**COMPANY LOCATION:**	**Company wide**
BEST PRACTICE No:	**BP1928**	**COMPANY TEL:**	**01422 312000**
COUNTRY OF ORIGIN:	**United Kingdom**		

TITLE

Visible felt leadership and incident prevention talks

ARTICLE

DESCRIPTION

In 2013, Marshall's observed that the trend of continual improvement in the LTIFR was starting to plateau. The improvements had been achieved by a focus on workplace policies, safe method statements and ensuring that these were followed. It was agreed that placing greater emphasis on employee behaviour would help to re-energise the drive to achieve a heathier and safer work environment. Professor Peter McKee was asked to assist in the implementation of a Visible Felt Leadership (VFL) programme.

The first phase was for the Chief Operating Officer to meet face to face with every employee suffering an LTI and their immediate supervisor. The aim was to raise the profile of accident prevention and demonstrate that senior management took H&S seriously. Key issues or learning points that arise from the meetings are fed back to the site and, if appropriate, shared across the group either via a general announcement or Safety Alert.

The second phase involved a training programme. This involved a day's training split between the classroom and workplace to observe employees and engage them in a H&S conversation. These conversations were described as 'Incident Prevention Talks' (IPT).

By the end of 2013, the majority of the Directors and senior management team had been trained. An IPT template was created that was used to record the H&S discussion that took place on site. Once completed a copy was left on site, a copy retained by the individual and a third sent to the H&S Dept. All those trained in the process were given, as part of their personal development review, a certain number of IPT's to be completed.

A total of 170 Directors, Managers and Supervisors have now been trained in the concept of VFL. In 2014, a total of 1053 IPT's were conducted.

See the attached additional pdf - copy of the IPT form.

BENEFITS

• Major improvements in H&S KPI's across business
• Consistent approach to safety by senior management
Improvement in quality of risk assessments
• Training extended to include supervisors in 2015
• 61 % improvement in LTIFR since May 2013
• 58% improvement in LTISR

• Recognisable change in safety culture across the business
• Improved worker engagement and communication channels

ARTICLE IMAGES