



South Cumbria &  
North Lancashire District  
Manchester & NW  
Branch

## Works visit

3 June 2015

## Minutes & Notices



South Cumbria  
Occupational Health  
& Safety Group

**Topic:** TATA Quick Lime Works  
**Speaker:** Alistair Dunn, Health & Safety Manager, TATA Quick Lime Works  
**Date:** 3 June 2015, 1.30 pm  
**Venue:** TATA Quick Lime Works, Shap, Penrith, CA10 3QG

*The names of those attending our meetings are recorded. If you need proof of attendance please contact Geoff Price, [Membership Secretary](#).*

Alistair Dunn welcomed members to TATA Quick Lime Works with a cup of tea or coffee in the site's seminar room.

After everyone had arrived Alistair started his introductory presentation by explaining that the management team at TATA quick lime works at Shap had decided, in 2009, that they needed to make safety an integral part of the site's work place culture. To kick-start this initiative an external trainer started working with the management team in 2009 to assess and evaluate the site's management systems. Together they looked at:

- Performance management: employee culture, attitudes and motivations.
- Management styles: ways problems were dealt with.
- Management of team and individual performances: how goals were set, how to make goals appropriate and realistic.
- Delegation: ways of allowing employees to take responsibility for their work.
- Standards: ways of setting standards that employees could take a pride in.
- Performance assessments: ways of using constructive discussions to assessments 'feel' fair and objective.
- Training/coaching: understanding the value of coaching in performance management.

After consideration of these initial assessments the management team initiated training/discussion sessions for Process Supervisors and Senior Craftsmen. These covered the following topics:

- Expectations of team leaders
- Impact of personal and leadership styles
- Commitment and motivation through involvement of the team
- Effective leadership: skills and aptitudes
- Raised awareness of: H&S, costs and environmental issues
- Tata Values

Alistair explained that the management team at Shapfell had decided that their management culture should be based on 'Felt leadership'. He said that this had three components: doing, being seen and being believed. The basis of this ethos is that all employees (including managers) should be:

*"...Doing the right things, so that people feel your influence and drive directed at the right things and sense that you really have value for doing those things..."*

Alistair then summarised what management through **DOING, BEING SEEN, BEING BELIEVED** means managers showing:

- Their commitment to caring about people.
- Their respect for the well being of people, through their actions.
- Their trust - constructing trust as the foundation of developing a safe working environment by empowering employee to talk about ways of improving workplace safety.

TATA's Shapfell management team then organised a series of focussed "Felt management" discussion/training sessions during the next three years as a way of re-enforcing the concept of 'felt management' as a viable management system. Each of these sessions built on the one before and as time progressed sessions were led by team leaders and team members as well as managers. The topics covered were:

1. Workplace safety

- *Performance expectations*: discussing aspects of work behaviour that are less than acceptable, acceptable, and better than acceptable.
- *A Fair and Just workplace*: identifying the characteristics of a 'Fair and Just' workplace.
- *Changing workplace behaviour* - developing ways of challenging unsafe practice.

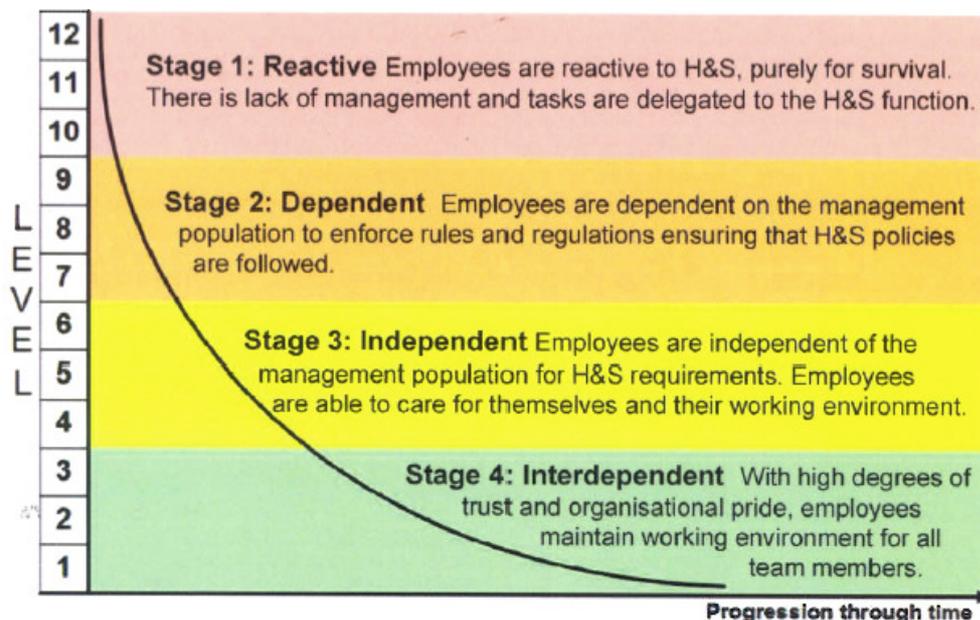
2. Quality, Communication and Customer

- *Communication*: customers, managers, employees; all important .
- *Cost*: important to customers, but so too is quality.
- *Environment*: care of the environment leads to better working conditions and a better quality product.
- *Reputation*: a poor workplace reputation is bad for business.

3. Making a difference (three years on)

- *Bradley Curve*: recap and assessment of progress using this measure.
- *Presentations* (various) - considering what has been achieved and how to build on this.
- *CI projects*: work teams choose project to improve an aspect of workplace safety and given funding to implement improvements.

Alistair then explained how to use the Bradley Curve to assess changes in workplace behaviour.



4. Daily management (four years on)

- Daily management - expert speaker and group work
- Drivers and barriers to improvement
- Energy Management
- Triad group exercise

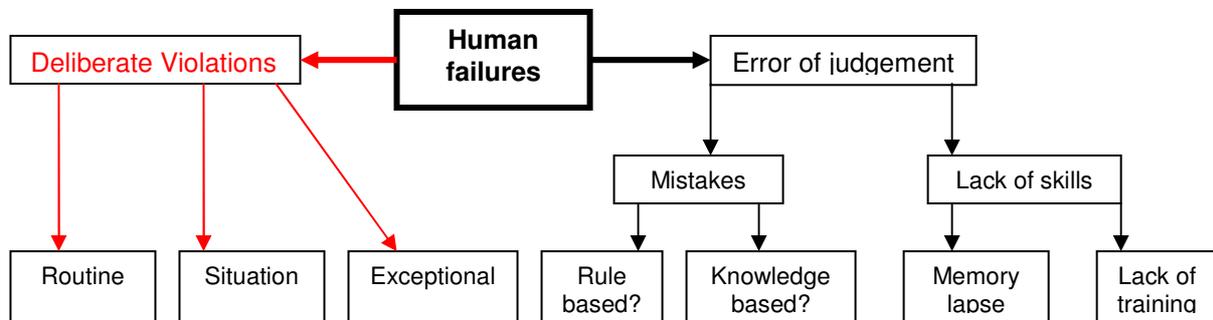
Alistair reminded members that it took time to get employees to embrace a culture of safe behaviour because 'taking short cuts' (unsafe behaviour) can be quicker or involve less effort and managers will be satisfied because the job had been completed. On the other hand, 'safe behaviour' may not appear attractive; it may be more inconvenient, take slightly longer and the reasons for the safety precautions may not be readily understood. For example,

some people may find it difficult to understand that hearing loss in thirty years time can be prevented by wearing appropriate PPE correctly today.

Alistair went on to explain that they encourage all employees to challenge unsafe behaviour when they see others ignoring agreed safe systems of work. The 'rule of thumb' guidance given to all employees about workplace behaviour is:

- *Unacceptable behaviour* - ignoring agreed procedures should always be challenged
- *Acceptable behaviour* - following agreed procedures and challenging those who don't
- *Better than acceptable* - being nominated for Shapfell Safety Champion award.

He then explained how management had changed the way that they dealt with unsafe workplace practices due to human failures. All unsafe behaviour assessments are now based on a hierarchy that assesses the reasons for the non-routine behaviour before making decisions about the way to deal with the behavioural error. It also includes tests to ensure that drugs and/or alcohol have not been a contributory factor. If these tests prove positive further actions would follow TATA's drugs and alcohol policy. Otherwise managers look at whether the actions were intended, whether someone else, with the same level of training would have done the same, whether or not the individual had received adequate training to do the job, etc... key considerations are summarised in the flow chart below.



Alistair said that management's approach to ensuring that employees understood the need for following safe practices in the workplace included the following stages:

- Induction and site orientation.
- Ongoing training and coaching programme (including the site's 'Felt' programme).
- Re-training or additional training as necessary.
- Counselling.

If employees do not 'buy in' to management's 'Felt' management system and flout company policies on workplace safety a warning/dismissal process is triggered leading to: verbal warning, written warning, final written warning, dismissal.

Alistair explained that one of the most important aspects of their 'Felt' training programme was to give all employees the skills needed to challenge unsafe behaviour. These included:

- *Starting a 'challenge' conversation*: be polite but assertive.
- *Importance of body language*: For example finger pointing and waving hands around can lead to negative results.
- *Importance of tone of voice*: important not to berate someone for their apparently unsafe behaviour; need to listen to explanation of why task is being done this way.
- *Style of questioning*: important not to be dictatorial.
- *Communication skills*: suggest alternatives; never be vague. For example, need for hard hat, goggles; never use foul language when 'challenging' unsafe practices.
- *Use "take 2" training*: as a prompt for the discussion.
- *Who to challenge*: challenge upwards as-well as downwards, difficult, but may be necessary.
- *Unsafe situations*: don't walk away because it is easier to do nothing; start a 'challenge' conversation.

Alistair said that managers appreciated that some employees would find this difficult to do and were working hard to ensure that all employees were confident that situations reported would be dealt with fairly. For instance, if systemic failures were identified new systems of work would be developed based on employee's recommendations if these were well reasoned.

To assist in the constructive assessment of 'challenges' to site working conditions or procedures they have developed a document known as 'A3' for recording relevant information and have trained employees in its use:

1. Background	5. Proposed countermeasures
2. Current condition	6. Plan
3. Goals/targets	7. Confirmation of effects
4. Analysis	8. Remaining issues/follow up

Alistair then explained how all employees were encourage to assess where they were on the Bradley Curve - dependent, independent or interdependent - with the objective that they should aim to become interdependent, but, accepting that where they were, at any one time, would depend on a combination of their age, experience and knowledge.

He emphasised that the whole 'Felt' management process is about much more than safety. It is also about daily management, customer focus, operational efficiency, innovation, behaviours.

Alistair then 'challenged' members to understand the barriers to improving workplace behavioural safety by asking us to consider the following questions:

- Are you completely honest with yourself? For example 90% of drivers believe they are above average.
- Do you understand why you react in the way you do? Reactions are often linked to personal morals, attitudes, standards and behaviours.
- Do you try and understand the reasons for your work colleagues attitude to safety?
- Do you need further training or experience to allow you to work safely?
- Are you fit enough to undertake your current job? This includes physical and mental health as well as the impact of stressful situations.
- Have you got complacent about workplace safety?
- What are you going to do differently today?

Alistair ended his presentation with a summary of the positive safety outcomes of 'Felt Leadership' management system at Shapfell Quick Lime Works so far:

- Working smart - work teams have autonomy to organise their own shift patterns, holidays.
- A3 Thinking - training for all employees.
- Positive safety conversations - training for all employees.
- Challenging unsafe behaviour - 'challenge' training for all employees.
- In-house training - tailored to the needs of the job.
- Daily management (CAMF).
- Personal development programme.
- Apprenticeships.
- OGSM strategy and deployment.
- Safety Forum.
- Excellence awards.
- RoSPA award.
- Plant trials for energy and environment.

Alistair then checked that members had suitable PPE before taking them on a fascinating tour of the site that included being allowed to climb up the lime kiln inspection tower.



Members on the lime kiln viewing platform at TATA's Shapfell Lime Works.



After a fascinating tour of the site members gathered in the site seminar room where Geoff Price, Chairman, *South Cumbria & North Lancashire IOSH District* and James Woolgrove, Chairman, *South Cumbria Occupational Health & Safety Group* both thanked Alistair for providing us with such a worthwhile and interesting works visit. Geoff presented Alistair with a small token of members' appreciation.

## NOTICES & NEWS HIGHLIGHTS FOR MEMBERS

### Future meetings

1.30 pm at *The Netherwood Hotel, Grange-over-Sands LA11 7DB unless stated otherwise.*

**Jul 16\*** ***Carlisle City Council's Health & Wellbeing programme; a case study***

Arup Majhi,  
Safety, Health & Environment Manager, Carlisle City Council

**Aug** ***No meeting***

**Sep 17\*** ***HSE update***

Mark Dawson, Principal Inspector, HSE, Carlisle

\* Followed by Committee meeting

### **HSE information on workplace culture and behavioural safety:**

Organisational culture: <http://www.hse.gov.uk/humanfactors/topics/culture.htm>

Introduction to human factors: <http://www.hse.gov.uk/humanfactors/introduction.htm>

Behavioural safety:  
<http://www.hse.gov.uk/humanfactors/topics/behaviouralsafety.htm>

Managing human failures: <http://www.hse.gov.uk/humanfactors/topics/humanfail.htm>

Human errors: <http://www.hse.gov.uk/humanfactors/topics/errors.htm>

Training and competence:  
<http://www.hse.gov.uk/humanfactors/topics/competence.htm>

## New from HSE

Draft guidance on the Construction Design and Management Regulations 2015:

<http://www.hse.gov.uk/pubns/books/l153.htm>

Draft guidance on the Mines Regulations 2014:

<http://www.hse.gov.uk/pubns/books/l149.htm>

## Current HSE consultations

There are currently no active HSE consultations

### Joint meeting minutes' secretary: can you help?

For the last 15 years we have been fortunate in having dedicated volunteers who have produced meeting minutes that have become a valuable H & S information resource for members. However, producing meeting minutes every month can be a daunting task and we are now finding it difficult to find a volunteer who has time to do this on a regular basis.

We are therefore hoping that a small team of volunteers will agree to share this task.

Mark Laverty has already come forward on this basis but we are hoping to find at least two more volunteers to help spread the load. Can you help?

### Joint South Cumbria Programme Cards for 2015

Are available for collection at our monthly meetings. Please take several and pass them on to other organisations who might be interested in our meetings.

### SCOHSG Membership (for companies and organisations)

SCOHSG membership entitles companies and organisations to send representatives to the joint meetings with *South Cumbria & North Lancashire IOSH District* for H & S training and to meet health and safety professionals for informal discussion and advice.

Membership is open to organisations (not individuals). Member companies can send more than one representative to meetings for training purposes. These representatives are not required to have H & S qualifications.

SCOHSG's new web site has an on-line membership application facility. This web site also has up-to-date safety information and links to other H & S sites:

[www.scohsg.org.uk](http://www.scohsg.org.uk)

If your company would like to join SCOHSG please send your membership subscription to Geoff Price, [Membership Secretary](#).

Annual subscriptions cover the period 1<sup>st</sup> April to 31<sup>st</sup> March.

### South Cumbria & North Lancashire IOSH District

*South Cumbria & North Lancashire IOSH District* web pages are kept as up-to-date as possible. Unfortunately Branch and District Web Champions no longer have the authority to edit 'their' web pages; they have to liaise with members of the IOSH Web Team who ensure that all pages conform with IOSH policies.

### Feedback

Please let me know if you have problems with our *IOSH District* web pages or with the SCOHSG web site.

Also, please contact me if there is anything else that you would like to see included on our web pages, or, if there are any topics that you would like to see included in our future programmes.

Thank you.

Val Kennedy

Programme Secretary & Web Champion, *South Cumbria & North Lancashire IOSH District &*

Programme Secretary & Web Champion, *South Cumbria*

5 July 2015