

**SYMPOSIUM 1 - BBS, A CONTINUOUS PROCESS
HOW TO ADAPT AND TO MAINTAIN IT (27TH JUNE)**

The importance of coaching BBS process regular reviews and Corporate Management involvement in order to maintain safety results

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ABSTRACT

Based on the experience of Heineken Italy, this article describes the main challenges faced to maintain the BBS process in the four Italian breweries. It highlights the importance of the coaching process in order to ensure good quality of behavioral observations and safety meetings, the key role of follow-up and integration of BBS in the Company management system and the need to involve Corporate.

It also shows how BBS can improve safety results when it is part of a comprehensive safety strategy which embraces all the necessary aspects to have a safe working environment: process and technical safety, methods, procedures and management system.

Keywords: Behavior-Based Safety, coaching, continuous improvements, compliance, management system

INTRODUCTION

In 2010, Heineken Italy has decided to implement the BBS protocol in its four Italian breweries: Pollein (AO), Comun Nuovo (BG), Massafra (TA), Assemini (CA). BBS implementation has led in recent years a clear benefit on safety performances and the most evident result obtained is the reduction of accident and incident frequency. During these three years of BBS implementation, the most important challenges we have managed to ensure the maintenance of safety performance are the following:

- Maintain the quality of the observations and of the safety meeting through good coaching
- Continuous improvement
- Corporate Management involvement

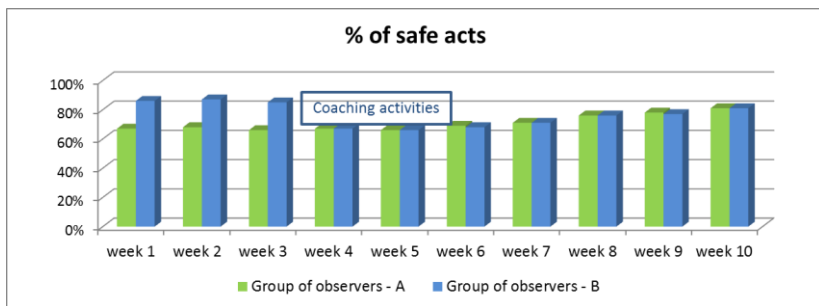
MAINTAIN THE QUALITY OF THE OBSERVATIONS AND OF THE SAFETY MEETING THROUGH GOOD COACHING

The quality of preventive observations was the first major challenge we had to face: different observers, different results. The comparison of the percentage of safe behaviours of same groups of people observed in the same period by different observers shows that observation process sometimes was not completely calibrated.

The reaction of critics of the BBS was in these cases as usual: "BBS does not work."

We have learned that the behavioural checklist must describes accurately the safe behaviour in order to avoid any kind of interpretations and how important it is the periodically calibration of the observation process.

When you are using any tool to measure a process, no one doubts how significant the calibration process is: pH meters, thermometers, scales, oxygen meters should be periodically calibrated to ensure proper measurement.



Coaching is the standard to calibrate the behavioural observations: the most experienced observers must coach the less experienced observers and through the feedback process improve quality. Coaching also has a high added value when it is carried out by managers: make a behavioural observation with your boss (if you recognize him as a

leader) ennobles the role of the observer and makes visible and tangible “lead by example”.

The coaching process is in the same way also crucial to standardize the quality of the safety meeting following the same principle has been described above.

CONTINUOUS IMPROVEMENT

The second challenge: how to continuously improve the BBS process.

Whenever in these years of implementation of BBS we had to record an injury or an incident (few times!), again the BBS detractors said: "BBS does not work."

In fact, the protocol BBS if applied well, it works. The great difficulty lies in applying it "first time right."

As it's not easy to do first time right activities, somebody fortunately discovered what we usually call continuous improvement.

The integration of the BBS in a system of safety management following the traditional (PDCA Deming cycle) helps to constantly correct any errors in the application of the BBS protocol. BBS follow-up process is the key for success. The follow-up need to be designed in order to monitor the system and ensure continuous modification. Some typical questions to answer during a good follow-up are:

- Do you have a system in place to assure near-misses analysis?
Does the near-misses analysis identify the root cause of the event (behavioural or technical)?
- Does the near misses analysis generate new antecedent (procedures) if needed?
- And are the check-list updated with the new behaviours identified after near-misses analysis?
- Are technical countermeasures implemented?

These topics need to be assess for example during a BBS follow-up.

CORPORATE MANAGEMENT INVOLVEMENT

In a multinational Company the alignment of local strategies with Corporate strategies is fundamental: programs born locally have a great chance of success because they are usually integrated into the local culture and shared by local management. But in medium-long term if the programs decided locally are not supported by the Corporate, the risk of failure is extremely high.

Heineken Corporate has integrated into its safety strategy the implementation of the BBS. The Heineken Global Safety Strategy provides 5 levels of action: Culture and Leadership, Compliance, Competence, Calibration and Continuous Improvement

Culture and Leadership: our leaders needs to create a culture of safety using personal leadership, leading by example, setting targets on safety leading indicators and driving the behaviours needed. BBS is completely embedded in this layer as the recognized tool for our leaders to create Safety Culture.

Competence: training needs to drive employees behaviours. BBS is the way we adopted to continuously improve our safe behaviours. START Behavioural Masterclass is the Global program to create the necessary capabilities to implement BBS through the Company.

Compliance: compliance with Global Company Health and Safety Policy is necessary. We believe that a safe working environment where the highest safety standards are in place is the way to demonstrate consistency with safety value.

Calibration: what gets measured gets done. Accidents, incidents, near misses and unsafe behaviours need to be measured and analysed.

Continuous improvement: the implementation of a management system ensures the continuous improvement of our performance.

CONCLUSIONS

Sometimes I read: "BBS has failed." Then reading the details I discover that what really fails are the leaders of the Company in implementing BBS or even worse that they are not implementing the real BBS protocol.

I do not think that a method can fail, unfortunately, are the organizations that often fail in its implementation, most of all when commitment and strict application is required.

However, based on our experience is important to point out some aspects that may help to prevent failure in BBS implementation:

- 1) The pyramid of Heinrich has over seventy years! It is true that more than 80% of accidents are caused by unsafe behaviours, but it is also true that in the last seventy years the technique has evolved. It would be anachronistic to think that in 2014, the technology cannot help to induce safe behaviour or contrast the effect of unsafe behaviours: in a dusty environment is more effective to reduce or eliminate the presence of dust (and it's also a legal requirement) then using PPE. It could appear common sense but sometimes some consultants sell BBS as the magic tool which solve all the problems. Technique can help to get safe behaviours: there are, for example, systems that induce safe behaviour (e.g. poka-yoke system).
- 2) Compliance first: machines and equipment must be safe!
- 3) Coaching as a business strategy to create new safety leaders and improve safety performance. 5-minute coaching made by General Manager during an observation are more effective than 8 hours of classroom training carried out by an external teacher.
- 4) The PDCA works in all processes and if properly applied will help you continually improve your BBS process. The periodic follow-up are vital.
- 5) One company, one strategy, one safety culture: different strategies cannot coexist within the same company otherwise safety will never become a true value. Behaviour-based safety implementation helps improve organizational safety culture. By increasing the quality and frequency of safety feedback in the organization, barriers between employees both within and across organizational levels are

reduced. Improving safety communication (both correcting and rewarding feedback) through BBS leads to a more open, positive, and trusting safety culture as well as improved safety performance.

BBS need to be part of a comprehensive safety strategy which embraces all the necessary aspects to have a safe working environment: process and technical safety, methods, procedures and management system.

AUTHOR

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After completing his studies in environmental science Alessandro started working as a SHE engineer in a historic Italian foundry, leader in the production of iron fittings and aluminium components for the automotive industry. In this role he developed a significant experience in industrial safety and application of Seveso Directive.

After this experience he entered HEINEKEN Italia. In HEINEKEN Alessandro developed a significant experience in Health, Safety and Environmental Risk management, strategies implementation, effectiveness measurement, and implemented BBS in HEINEKEN Italia. In his role as Regional Safety Expert Europe within HEINEKEN International, he takes his expertise to a regional level.