IAT – National Conference 2019
Leadership in Health & Safety

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CONTENTS

• Introductions
• Raising Awareness
• The Safety Iceberg
• What is VFL
• Key Factors that drive a Culture
• Going Beyond Expectations
HEALTH & SAFETY IN THE ASPHALT INDUSTRY

Raising Awareness of Health & Safety

Recognition that safe operation and efficient operation are related

Behavioural Safety

Response to legislation

Peer Pressure
BIRD’S ACCIDENT TRIANGLE

- **Near Misses**: 600
- **Damage Incidents**: 30
- **Minor Injuries**: 10
- **Serious Injury or Fatality**: 1
THE SAFETY “ICEBERG”
THE SAFETY “ICEBERG”
(INCORPORATING BIRD’S ACCIDENT TRIANGLE)

- **UNSAFE BEHAVIOURS**
  - 1
  - 10
  - 30
  - 600
- **UNSAFE CONDITIONS**
- **Known processes**
- **Legacy**
- **Not Expected**
- **Expected**
- **Unseen**
- **Failure**
- **What people actually do**
- **What people say they will do**
- **Problems known to management**
- **Seen**
FACTORS THAT CAUSE INJURIES AND INCIDENTS

>90% of injuries and incidents are caused by People’s behaviour
THE SAFETY “ICEBERG”
(INCORPORATING BIRD’S ACCIDENT TRIANGLE)

- **Known processes**
  - Problems known to management
    - What people say they will do
  - Known processes
    - Expected
    - Unseen
    - Not Expected
  - Legacy
  - UNSAFE BEHAVIOURS
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL

- **Unsafe conditions**
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL
  - Legacy

- **Unsafe behaviours**
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL
  - VFL
  - Legacy
BRADLEY CURVE

INJURY RATES

Natural Instincts

YOLO

THEY

‘I’

WE

Supervision

Self

Teams

REACTIVE

DEPENDENT

INDEPENDENT

INTERDEPENDENT

TIME

Safety & Business Performance
What is the penalty for a driver of a vehicle failing to wear a seatbelt?

A 30  B 60  C 100

3 Penalty Points
FACTORS WHICH SHAPE A CULTURE

• Design of the Physical Space
• Stories regarding key people & events
• Leader Role-modelling & coaching
• Formal & Informal Induction
• Organisational Design & Structure
• Leader Reaction to Critical Incidents
• Criteria for Recruitment, Promotion, Retirement & Exit
• Recurring Systems & Procedures
• What the Leaders attend to, measure, reward, control
• Formal Statements, Creeds, Charters, Codes of Ethics
80-90% OF BEHAVIOUR IS DETERMINED BY:-

• What the Leaders attend to, measure, reward, control

• Leader Reaction to Critical Incidents

• Leader Role-modelling & coaching

Towers Perrin (Adapted from Ed Schein), 2005
GOING BEYOND EXPECTATIONS

VFL+

TARGET
- Complete $X$ number of VFLs per month

BASICS
- Go out on site
- Challenge Unsafe Behaviours
- Challenge Unsafe Conditions
- Complete VFL form
Thank You For Listening

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