

## Cellophane Wraps Up Safety!

B-Safe® is a Behavior-Based Safety process that creates a 'safety partnership' between wage roll employees and management to improve safety performance. Although the emphasis is on those injury causing behaviors identified from incident reports, associated outcomes include better communications, reduced incidents, and cost-savings from reduced operating costs.



A 500 employee site based in Bridgwater, BCL produced Cellophane film. With a robust safety management system in place, they thought they were on their way to great safety performance, with an average 10% annual reduction.

However, an upturn in the severity of injuries had them worried. They discovered that most of the injuries were related to unsafe behavior.

The project began with a Safety Climate Survey to discover how safety was perceived. This revealed many issues were causing problems which led to the unsafe behaviors. Management rapidly took corrective action.



B-Safe® implementation began with the training of employee project coordinators and management champions. This covered checklist development, managerial alignment, training observers, goal-setting, feedback and data entry & analysis.

Checklists containing safe behaviors were developed for 14 departments from an analysis of the previous two years incident records.

These were approved by the workforce before 48 volunteer observers were trained. The

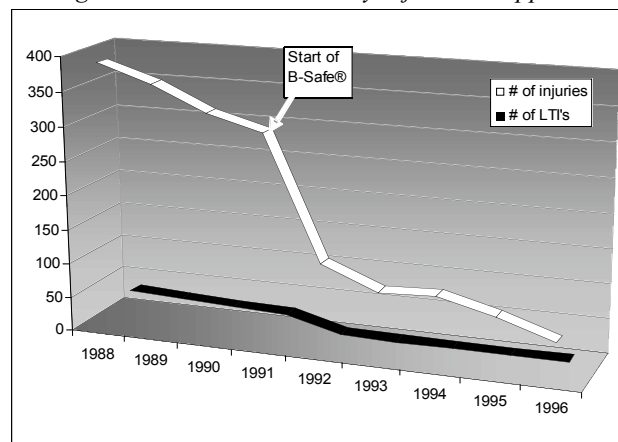
observers monitored their colleagues on the plant for 10-20 minutes a day, for four weeks to find out how safe people were working. Each work group then set themselves a safety improvement target.



Observers continued to monitor daily and gave feedback when observing people and at weekly feedback meetings. Corrective actions, followed up by the project team were reported back to the workgroups. This cycle of checklist development, observer training and setting new targets with regular feedback was repeated every 20 weeks or so.

During the first year, minor injuries reduced by 55% while Lost-time injuries reduced by a dramatic 82%! No lost-time accidents were recorded after the second year, while minor injuries continued to plummet.

Fig 2: It works! Lost Workday Injuries disappear



The site scooped the British Safety Council's 5 Star award in 1996.

*"B-Safe helped us think and behave safely"*  
**Operations Line Manager**

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