



## CHANGING HABITS

Equipment hire company Aggreko tackles the cause of accidents at work

Aggreko plc is the global leader in providing temporary power and cooling systems to companies all over the world. As such, the company is no stranger to risk. It is frequently called in response to a natural or man-made disaster when the infrastructure has been badly damaged and operating conditions are far from ideal.

“The nature of our business requires us to work in many different countries, in remote and difficult environments, with equipment and substances that can be dangerous to people and harmful to the environment and property if handled incorrectly,” Aggreko’s QHSE Specialist Baleshwar Singh explains. Keeping a tight control on the work safety of more than 5,700 employees across 47 countries and 194 locations is therefore no simple matter, particularly when you are offering a 24/7 service.

### UNINTENTIONAL BEHAVIOUR LEADS TO UNSAFE ACTS

In 2008 and 2009, Aggreko began to see an upward trend in unsafe acts leading to an increase in its Lost Time Incident (LTI) rate. The company wanted to address this issue immediately and reverse it. Although a range of work safety procedures and processes were in place to ensure risks were limited, the rising LTI trend suggested a need for behavioural safety training. As Mr. Singh puts it: “It is not enough to have procedures. You have to change behaviours if you want to improve safety performance. People make mistakes

without intending to do so. Because customer satisfaction and on-time service delivery are so important to us, people can rush to get a job finished. That might mean taking the tool closest at hand rather than the right one or not reporting an unsafe act so as not to lose time.”

In order to effect a rapid change, Aggreko sought outside help, turning to work safety consulting firm DuPont Sustainable Solutions (DSS) for training at its Jebel Ali facility in the United Arab Emirates. Aggreko’s operations here employ approximately 250 people involved in high-risk work that includes hazards posed by lifting, and by electrical equipment, cranes, chemical substances, manual handling and transport. Activities also include the refurbishment and movement of containerised generators, electrical switchgear and high voltage transformers.

Every eight years, after 25,000 operating hours, Jebel Ali has the equipment returned, and inspects, washes, strips, repairs, refurbishes, paints and tests it before sending it back to the customer. “DuPont is recognised worldwide as a leader in safety solutions and safety performance. Its reputation and real-life experience made us choose them to help us improve our safety behaviour,” Mr. John van Vliet, refurbishment and hubs manager of Aggreko says.

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### DEVELOPING A TEAM OF INTERNAL TRAINERS / EXPERTS

DuPont suggested implementing DuPont™ STOP™ (Safety Training Observation Program) for Supervision while also developing a number of internal trainers using the SafeStart® workplace safety awareness program. Both programs are designed to improve safety awareness and make safe behaviour and workplace conditions part of the company's work culture. STOP™ for Supervision develops the safety observation and communication skills of team leaders while SafeStart® teaches critical error reduction techniques.

The company ran an introductory session on STOP™ for Supervision and SafeStart® in August 2010 for both Aggreko's steering team and the HSE department, to give them a better idea of each program.

### WHY TWO DIFFERENT TRAINING APPROACHES?

"At the beginning I didn't understand why the implementation of both programs was necessary to achieve a change in behaviour," Mr. Singh admits. "But after the introduction by DuPont I could see that both programs complement each other.



"Whereas STOP™ for Supervision provides management with tools to observe actions, to communicate effectively with employees and take responsibility for everybody's safety, SafeStart® helps us discover the reasons for our actions and for the mistakes we commit unintentionally".



"SafeStart® teaches us to stop blaming people. It explains what forces us to make mistakes, why we behave the way we behave. What's more, it gives us tools and techniques to improve our habits".

"SafeStart® is important for all the employees, but it's particularly important to shop floor workers, since they're the most exposed. We have to make them aware that they can stop incidents and accidents from happening.

"What I like most about SafeStart® is that it approaches not only safety at work, but also emphasises safety outside of work: at home and on the road. During the SafeStart® training, employees had a lot of stories to share from outside work, when they're with their families (situations in the kitchen or on the stairs at home) or driving. I very much liked the way SafeStart® classifies our mistakes into "mind not on task", "eyes not on task" and "line of fire", for example."



Meanwhile, STOP™ has improved line management's ability to observe safe and unsafe acts in general among employees. This has been reflected in the now customary, non-punitive communication of the results of these observations in regular morning safety meetings.

### TACKLING SITE-SPECIFIC ISSUES

There was no safety observation program in place when DuPont Sustainable Solutions began working with the Jebel Ali site. The consultancy helped to develop the processes, procedures and tools to fit Aggreko Jebel Ali's needs. For example, the site employs people of many different nationalities whose native tongue is not the same. DuPont ensured that STOP™ and SafeStart® training was available in the three main languages used (English, Hindi and Malayalam) to lift any language barrier that might intimidate employees and prevent them from sharing ideas and concerns. Tailoring the training to the site's language needs ensured employees could express themselves freely and raise any safety concern in their own language.

Using these customised training tools, DuPont initially coached six STOP™ and SafeStart® trainers selected by Aggreko, to give them the necessary skills to roll out training within Aggreko. DuPont also helped set key performance indicators relating to STOP™ and SafeStart®.

DuPont trained the initial six Aggreko STOP™ and SafeStart® trainers, and the rest of the work was up to Aggreko. The Jebel Ali site rapidly embarked on a vigorous training schedule to get all operatives and supervisors up to speed on the concepts, practical field observations and conversation technique throughout the facility. That meant training team leaders and supervisors over a five-week period according to the DuPont plan. Rolling this training out internally to all employees involved in hazardous work at the Jebel Ali site took from January 2011 till the end of that year.

### WHAT CHANGED?

Since implementing the STOP™ and SafeStart® programs, Aggreko has seen a consistent improvement in hazard and risk reporting, coupled with a dramatic reduction in personal injuries. By mid-June 2013, the Jebel Ali site had achieved 1,170 LTI free days. Lagging key performance indicators also all point in the right direction, with the petroleum release rate steady at 0.00 and the vehicle accident rate at 0.00.

"Risk reporting really took off following the introduction of the DuPont™ STOP™ and SafeStart® programs," operations manager John Van Vliet says. "Before the program, the reporting mechanism was weak. People were hesitant to mention risky behaviour. Now, we have a healthy reporting culture and, with time and maturity, are starting to drive out some of the repeat risk through proactive management."

Shop floor workers have gone through a complete change in mind-set. As Mr. Singh explains: "There was a big change in the motivation of employees. We got many great improvement suggestions from our employees that we have put into practice. Employees know that they are listened to, so they tell us what bothers them. There are many things that we would not have identified without them. It is their everyday work. They know best what can be improved."

For Aggreko, suggestions from employees have led to the introduction of risk identification reports, a new site traffic layout so that supply vehicles pose less of a hazard, and to the installation of a fixed safety guard on ladders that attach to containers, to name but a few examples. Just this one last suggestion has cut the average time spent on container refurbishment activities by 40 minutes and brought the cost by container down by US \$28. Suggestions like these clearly not only have a positive impact on safety, but have the added benefit of improving efficiency. Since introducing the STOP™ and SafeStart® training, people feel so motivated to make suggestions for improvement that Aggreko has even received some ideas from contractors and third party workers.



Suggestions and questions are now discussed every morning in a new ten-minute safety meeting. The results of safety observations are also shared. The aim is to learn how to avoid unsafe acts in future and to keep communication flowing. For this reason the morning safety meetings are held in the three main languages of the site. This has also encouraged employees to share their experiences, best practice and motivated them to avoid shortcuts.

Mr. Singh continues: "It is very important to gather feedback from the end users of our safety 'solution', which in this case are all the shop floor workers and other employees. That is why we need to have an open forum in which they can speak and comment freely. Employees have learned to observe unsafe acts in others and point them out. They are also much more aware of the state they are in, whether they are tired or rushing and that helps them avoid mistakes."

### MAINTAINING MOMENTUM

After a new safety program has been introduced it is usual for enthusiasm to be high, but all too frequently commitment and interest tail off after a while. One of the tools Aggreko uses to prevent this from happening is the daily safety meeting mentioned above. At one point, Aggreko did notice a slight drop off in involvement and discussed what to do during one of the now regular safety committee meetings. As a remedy, they decided to invite line and senior management to the weekly safety meetings to establish two-way dialogue between leadership and shop floor. This led to a drastic improvement in safety awareness and is now a routine.

Mr. Singh points out that senior management commitment and involvement is key in the work safety progress Aggreko Jebel Ali has made. "The changes and improvements we have seen would not have been possible without senior management support, direction and involvement. Our senior and line management listen, is open to dialogue and promotes and participates in teamwork. Our people can tell management is committed. They can see that we are all working together towards a common objective.

"For example, our senior management participates in health and safety tours, and inspections, clearly demonstrating visible senior management commitment to employees' health and safety." Becoming a finalist in the 2013 DuPont Safety and Sustainability Awards was validation of this approach. "To be selected as a finalist for the category A Safety Performance Improvement Award is an indication of the true commitment of Aggreko in ensuring the safety of its employees and the efforts of all persons working in Jebel Ali, who make such achievements possible," Heath Ralphson, head of Aggreko QHSE EMEA says.

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### DESTINATION: TO BE CONTINUED

Before working with DuPont, Aggreko believed it had a good safety culture, but now that it has implemented DuPont™ STOP™ and SafeStart® Mr. Singh realises that all was not as it could be. “In hindsight, we can see that the improvement in safety culture was enormous,” he says. “We were not aware that it could change so much, that it could get so much better.” Based on the results of the changes made in Jebel Ali, Aggreko believes the program can be replicated in identical locations across its network such as Singapore, Panama / Houston and Heinenoord in the Netherlands.

While habits in Jebel Ali have changed and people have modified their safety behaviour from shop to management floor, Mr. Singh is under no illusion that Aggreko has arrived at its final safety destination. As he says: “Safety is a continuous journey. There is no arrival point.”



## aggreko

Aggreko plc is the global leader in providing power generations and temperature control solutions to companies all over the world. It has more than 5,700 employees across 47 countries and 194 locations offering a 24/7 service. Aggreko is committed to working in a safe, ethical and responsible manner.

### ABOUT DUPONT

DuPont Sustainable Solutions (DSS) is one of 12 DuPont businesses. Bringing customers the benefits of an integrated global consulting services and process technology enterprise, DSS applies DuPont’s real-world experience, history of innovation, problem-solving success, and strong brands to help organisations transform their workplaces and work cultures to become safer, more operationally efficient and more environmentally sustainable. For more information, visit our website at:

[www.sustainablesolutions.dupont.co.uk](http://www.sustainablesolutions.dupont.co.uk)

DuPont (NYSE: DD) has been bringing world-class science and engineering to the global marketplace in the form of innovative products, materials, and services since 1802. The company believes that by collaborating with customers, governments, NGOs, and thought leaders we can help find solutions to such global challenges as providing enough healthy food for people everywhere, decreasing dependence on fossil fuels, and protecting life and the environment. For more information about DuPont, please visit:

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## DuPont Sustainable Solutions

### LEARNING & DEVELOPMENT

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DuPont International Operations Sàrl  
 Chemin du Pavillon 2, P.O. Box 50  
 CH-1218 Le Grand Saconnex  
 Switzerland  
 Tel: +41 22 717 5920  
[info-uk@training.dupont.com](mailto:info-uk@training.dupont.com)

