

Balfour Beatty Rail Track

Making Zero Harm Personal

Programme aims

In 2010, Balfour Beatty asked Keystone to design a Health and Safety course especially for the operatives and supervisors within Balfour Beatty Rail Track. Following the success of our first behavioural safety initiative in 2009, in which delegates worked through case studies and tackled best practice methods for managing safety issues typical to those found in the workplace, this training intervention was designed to take the delegates' learning one step further by making Zero Harm personal. Delegates were given the opportunity to practise using the correct behavioural skills. This was achieved through the use of experienced trainers and actors, skilled in providing the very best behavioural safety coaching. By creating real-life theatre scenarios, delegates found themselves directly involved with tackling challenging safety situations in which confidence, assertive and influential behavioural skills are a must. Delegates also got to trial the best ways of handling each situation in a safe space so that they built their confidence and capability there and then.

Sessions for operatives lasted 90 minutes with no more than 12 delegates in each to allow Keystone to deliver the high impact training required. The workshops were designed to be hard hitting, using theatre to drive home the importance of Health and Safety in the workplace – and the repercussions in the wider world.

The objectives of this course for delegates were:

- To appreciate they work in a dangerous environment.
- To understand the impact of complacency at work.
- To take responsibility for their own health and safety and that of their colleagues.
- To gain the confidence and skill to make effective challenges to dangerous behaviour.

Steps involved

The programme started with a development day, which acted as a design day. Our lead actor spent the morning with a safety manager and production manager to work through current concerns and case studies to be used on the main theatre workshops. We paid particular attention to the client's needs and objectives, as well as the culture and vocabulary involved to ensure that the training reflected the real world of the delegates.

The next stage was rehearsal days for the three actors to rehearse the workshops, including practising the 'talking heads' activities and using the case studies and scripts. The client was welcomed to attend this day to view scenes, give feedback and watch the material coming to life.

The final stage was the workshops themselves. Session plans are provided below for Step 1 (supervisors) and Step 2 (frontline operatives) so you can see the interactivity and power of this approach.

STEP ONE: Supervisors

Session	Content
Welcome	Introductions and word association icebreaker
Scene One	<p>Introduction to characters – having a joke before setting to work. Evidence of connection outside work – kids, brothers in law etc. They discuss the task.</p> <p>Manager/engineer enters and displays poor communication skills – ignoring operative, only talking to supervisor. Supervisor fails to challenge throughout.</p> <p>Manager exerts pressure on supervisor to ‘crack on’ with last minute amendment to job. Leaves having ‘cast a shadow’.</p> <p>Supervisor and operative leave to grab a cuppa/collect new tools etc.</p> <p>Discussion: Characters – characteristics of each?</p>
Scene Two	<p>Return to start task.</p> <p>Supervisor relays amendment to operative who fails to challenge effectively regards safe working (specifics to be agreed by client) e.g. correct tools, drawings, tickets, house-keeping, lone working etc.</p> <p>Operative is about to begin task.</p> <p>Talking Head – operative describes repercussions e.g. injuries, time off work, loss of money, investigation, tension at home etc.</p> <p>Discussion: list all process and behavioural discrepancies.</p>
Hot Seating	<p>Group questions each character in turn. Steered towards motives, beliefs, background, home life etc.</p> <p>Who’s responsible?</p> <p>Group decides upon a section to replay and re-direct. (Steer towards area where challenging ‘up’ was neglected.)</p> <p>Group stop action when they have a suggestion for character to help.</p> <p>Actors play exactly as they are instructed – encouraging delegates to work on specifics – voice, body etc.</p> <p>Scene is played and re-directed until a successful conclusion is reached.</p>
Discussion	<p>Belief cycle.</p> <p>Look at ‘Yes, buts’.</p> <p>Discuss why we come to work.</p> <p>Introduce Belief Cycle. Use non work related example.</p> <p>Each delegate creates their own belief cycle.</p> <p>Look at ‘stakes’. What’s your stake?</p>
Case studies	<p>Each actor takes one group and looks at a case study. The group team coach one member, with the actor playing the part of the other person, in order to rectify, or avoid, a potentially harmful scenario.</p> <p>The delegates are then asked to write down a scenario that they have to face or have experienced and the actors play this out, with the group coaching one actor in order to reach a satisfactory conclusion.</p> <p>The same takes place (as above) with 2 more scenarios.</p>
Summary and close	Delegates commit to personal actions.

STEP TWO: Frontline operatives

Session	Content
Welcome and set the scene	Introductions, purpose of attending the session and word association game plus Titanic icebreaker to challenge assumptions.
Zero Harm	In pairs, delegates discuss what Zero Harm means to them day-to-day and feed back to the group. Group discussion on flipchart about why people don't work safely all the time.
Scene One	Bespoke scene introducing the characters within a work setting, establishing their relationship and communication styles.
First impressions	On flipchart, delegates list their characteristics – a group discussion on attitudes, culture, behaviours and characteristics.
Scene Two	Bespoke scene revisits the characters at work and culminates in a severe accident.
Rob's Talking Head	The colleague of the injured party delivers a speech, two months after the incident, and explains the effect it has had on his life.
Girlfriend's Talking Head	Unannounced, the wife/girlfriend of the injured party enters and delivers a speech to highlight the emotional impact. Trainer-led discussion on 'ripples in a pond' – who and what are affected by poor health and safety?
Forum Theatre	Using the stop/start technique the participants redirect the scene to a better outcome using the principle of "Look out for each other!" They are steered to concentrate on language, body language and appropriate challenges.
Summary and close	What's in it for you? Trainer-led discussion on what's at stake for you personally.

Feedback

General overview of the course

- Very informative and provoked more thought into health and safety – John Wells
- Good - A O'Brien
- Safety put across in a very interesting way – James Inglis
- Very interesting, strengths: acting of the parts, weakness; involving myself – James Tunock
- Course was very good and helpful – Stuart Smith
- The course was put over with feeling – Larry Smith
- Good course got you thinking – Thomas Lennon
- Very good, eye opener, well acted – Mark McDowell
- Good plot building, more direct – Stephen Raymond
- Keep safety in mind, at all times – Joe Black
- Novel Approach – Mike Jones
- All good – Donald Weir
- Better than a DVD memory wise – Steven Marshall
- Excellent course, using actors provides the energy needed to make such a good course. Would like all courses to run this way – Colin Gordon
- Enjoyed this course – Justin Corbett
- Good content and message well put across – Alan Gentleman
- Very good, helpful – William Carty
- I found I took in the course better when it's acted out – Steven Melrose
- Accurate and hits a nerve – Alan Muir

- All good – David Taylor
- Very well presented and explained – Alan Marshall
- Very helpful – James Scott
- Well put together – Paul Walters
- Course is good, down to earth and good input from rest of people – John Anderson
- Excellent – Stevie Crawford
- General overview of the trainer
- Entertaining – A O'Brien
- Very good at getting point over and explaining -- James Tunock
- Knew what they were talking about and put it across in a good and believable manner – Colin Gordon
- Was able to engage everyone – Justin Corbett
- It was easy to talk to host/trainer – Paul Aird
- He was very interactive with the group – Alan Marshall
- Very good at his job – James Scott
- Dave really got into the part and the last scene involved all of us – John Anderson
- The guy knows his stuff, kept you interested and help your attention – Stevie Crawford
- Explained well – W Drumond
- Got the point across in a fun and serious way – David Ramage

Other comments

- Visually well put across, thought provoking – Larry Smith
- Interesting and thought provoking – Stephen Raymond
- Course was done in an interesting manner, not same old boring chat – Colin Gordon

- It was an enjoyable course not like the usual boring lectures and made us all think – Justin Corbett
- Course was different to any other one but this is good. Trainers were good at getting their point across and the techniques used were interesting so it wasn't boring as most courses are – Paul Aird
- The boys played the part and did it well – M Strickland
- Concise, informative, real, live, excellent – Alan Muir
- Made me more aware – R MillerMade me more aware of health and safety for myself and my colleagues – Alan Marshall
- It was a new way of looking at things – Paul Walters
- The scenario brought home the result of what can go wrong – John Anderson
- Very good course, help keep you and your workers safe – W Drumond