Workshop 4. 
New approaches of integrative risk assessment

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Managing health & safety risks @ Bayer

- How do we ensure efficient and effective control of health and safety risks throughout a wide range of workplaces and activities in today's fast changing world?
- What process / system do we need to provide the right information to the right person at the right point of time to continuously control risk?

Occupational Safety & Health Governance
- Develop rules
- Support in compliance with the rules
- Answering questions

Be aware:
Systems don’t care, people do!
Work-related hazards must be identified and related health risks must be assessed. Measures and standards must correspond to the state of the art.

A systematic process must be in place to

- prevent and minimize work-related injuries and illnesses by
  - providing a systematic process for the identification, assessment and control of occupational health and safety risks
  - for all employee activities (jobs/tasks).

(1) Define all jobs, activities carried out in the unit. (2) Identify the hazards. (3) Assess the likelihood of harms to health (injury and illnesses). (4) Document existing measures that are currently in place to avoid harm to health. (5) Decide if existing measures are effective, if not document how and reduce risks to a level that is considered ALARP and take action.
Controlling risks through an integrative HSE management system

Hazardous Workplaces
- OHS Directive
- OHS Procedure
- Health & Safety Directive
- OHS Procedure
- Health & Safety & Wellbeing Survey
- ALARP Concept
- Standard Operating
- Permit to Work & MDC
- Safe Design
- Plant & Process Safety

Hazardous Tasks
- Hazardous Workplaces
- OHS Directive
- OHS Procedure
- Health & Safety Directive
- OHS Procedure
- Health & Safety & Wellbeing Survey
- ALARP Concept
- Standard Operating
- Permit to Work & MDC
- Safe Design
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Hazardous Equipment
- Hazardous Workplaces
- OHS Directive
- OHS Procedure
- Health & Safety Directive
- OHS Procedure
- Health & Safety & Wellbeing Survey
- ALARP Concept
- Standard Operating
- Permit to Work & MDC
- Safe Design
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Leadership & Supervision

Barriers
- Injuries
- Illnesses
- Human Performance

Consequences
- First Aid
- Occurrence Medicine Program
- Health & Safety & Wellbeing Survey
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Corporate Policy
HSE Management and HSE Key Requirements
HSE KEY REQUIREMENTS

www.healthy-workplaces.eu
Controlling risks – e.g. hazardous behaviors

Organizational Level

Steer

Structure & Systematics
through explicit rules

Conduct & promote behavior

Creation of structures: steering committees (ASA / GSA), functions & analysis / evaluation

Specification & justification: regulations (global: Key Requirements / Directives / Procedures) & qualification (training / WBTs)

Set incentives: BBS „Celebrations“, Bayer Safety Day

Monitoring the implementation & feedback of the results: KPIs (SHR / RIR)

Management by Objectives: PMP

Operative Level

CIP

Culture
implicit rules

Promote awareness & readiness

Information & communication: BBS / Lessons Learned / Health & Safety Moments / Bayer Safety Day

Involvement of employees: BBS / risk assessment

Commitment & role model behavior of executives: BBS / „healthy leadership“

Common experiences: BBS
Controlling hazardous behaviors – Behavioral Based Safety (BBS)

Implementation steps:
1. **Safety culture assessment**: define baseline and monitor progress
2. **Design Workshop**: define next steps for implementation (country, site, department)
3. **Training program for management and employees**:
   - Behavioural safety leadership training: create safe workplaces and support safe behaviour, implementation of precise coaching “Touch points”
   - Employees: inform all employees, training for “core teams” who define @risk behaviours and support peer observations to turn at risk behaviours into safe habits
4. **Practice**: daily implementation of learned behaviours
5. **Evaluation** of project success via KPI’s: training progress & impact (Safe Habit Rate)
Controlling hazardous behaviors – Behavioral Based Safety (BBS)

Select key behaviors

Graphic/group feedback

Peer feedback

Barriers resolution

Mature Safety Culture

Celebrations

Managers and Supervisors address barriers for working safely and support behavior change through “Touch Points” and “Debrief meetings”

Employees turn unsafe behaviors into Safe Habits through (self) observation and (peer) feedback
Controlling hazardous behaviors – Behavioral Based Safety (BBS)
Safe Habit examples implemented

**Production**
- Wear safety belt when driving a forklift
- Bend knee when lifting / carrying things
- Walk on designated walkway
- Install grounding clamp on liquid charging
- Sleeves rolled down when working in production area
- Lock electrical cabinets & technical rooms when leaving the site
- Wear earplugs where indicated

**Office**
- Stand still when looking at the phone or when texting
- Use handrail when walking the stairs
- Use safety scissors to cut carton

**Driving**
- Maintain 3 seconds distance when driving
- Respect the speed limit when driving
Controlling hazardous behaviors – Behavioral Based Safety (BBS) Impact on RIR

Mid term program review for a sustainable program, Recordable Injury Data analysis

- 16 Production sites that consistently developed safe habits since 2016 reduced the RIR with 47% (2016-2018)
- 16 Production sites that did not (or only partially) implemented the program increased their RIR with 16% (2016-2018)

Total # trainees

N = 5,200

N = 5,300
Summary & conclusion
Your questions
Contact

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