



CASE STUDY

A Turkish Chemicals Company Transforms Their Safety Culture

When our client searched for a uniform behaviour-based system to implement across their multiple locations, we implemented the Behavioural Accident Prevention Process® (BAPP) technology at all sites after conducting an in-depth assessment of their company culture.

Client:	Turkish chemicals company
Timeframe:	Duration of 11 months
Size & Location:	Turkey
Main services:	Behavioural Accident Prevention Process (BAPP)
Industry:	Chemicals

Our client, located in Turkey, operates in the chemicals industry, which is a high hazard environment that requires special attention to safety. The company had already eliminated many unsafe conditions and reduced accidents but was driven to implement the best practices derived from its locations around the world. However, they quickly found that there was no uniform behaviour-based system in place, making comparison difficult. They approached us to support them in transforming their safety culture to include greater employee engagement and a consistently safe workplace across all locations.

Initial Situation and Requirements

The company had already invested heavily in improving safety conditions. They were not interested in a “training only” approach, which they realised would not succeed in transforming behaviour sustainably for the better. The goal, rather, was to foster cooperation at all levels of the organisation and to refine communication between employees and management. The ultimate result would be improved safety levels and benchmarks.

Solutions

We started with an **assessment of the company culture** and concluded that the Behavioural Accident Prevention Process® (BAPP) technology implemented at all sites in Turkey would be best suited to the client’s needs.

Based on the assessment results, the key ingredients in the intervention plan were:

A full-time facilitator	Quality communication tools, i.e., posters and videos that effectively communicate safety expectations and the impact of unsafe behaviour
Observer training	Quality communication between workforce and supervisors
Up-front scheduling for observers and observations	Accidents explained in meetings with frontline employees
Employee feedback on how to improve the process	A firm limit on work hours per day for frontline employees
Individual attention to employees’ views and opinions, including personal praise for ideas the company adopts	Clear, well-defined job descriptions

Employee engagement, including subcontractor personnel, was the central feature of the intervention. At all the company’s locations within Turkey, we helped build implementation teams to identify the critical behaviours that contribute to incidents. Trained observers then collected data from the site to understand where, when and in which circumstances those behaviours occur.

Employees received immediate feedback, including a discussion of causes and solutions. The implementation teams, together with top-level management, used the data collected to remove barriers to safe behaviours.

Result

Twenty-two months after the beginning of our intervention, a survey of employees at various levels revealed that 100% of participants felt that safety at their sites had improved. Overall, the client has experienced a safer workplace culture, as well as a more communicative organisational culture. Dialogue between the workforce and managers has improved significantly, with employees now feeling increasingly confident to voice safety concerns.

Data points to safety improvements as well. By the end of the third year, injury rates had decreased by 30%. The ratio of active observers to all employees has increased steadily. At the end of the first year, it exceeded 5%, and reached 10% by the end of the second. By the end of the fifteenth month, an average employee was observed once every 2 months and received feedback on their behaviour.

Shifts in leadership attitudes have occurred as leaders become role models in health and safety. They have assumed responsibility of H&S, viewing the H&S manager as a resource and consultant. Employees have noted the changes, reporting that even under production pressure management prioritises and maintains safety measures.

In addition to increased safety awareness, employees report greater satisfaction and engagement. When a worker raises a safety issue, positive feedback is forthcoming. Safety initiative observations are no longer perceived as inspections and have been integrated into

observers' KPIs. Another employee and safety-friendly change prevents frontline personnel from being assigned to different jobs without a Management of Change (MOC) procedure. Perhaps the most positive response to the safer workplace climate is that employees report that they may also wish their children to work in the same organisation.

The client is still motivated to create a company-specific safety culture that ensures safe behaviour is standard practice within the organisation and that increases sustainability efforts in the future. Upon a consultant's 2017 recommendations, the client has started another initiative, this time focusing on first-line supervisors by using our **SafeAlign™** process. The site management, together with the HSE department, are supportive of these measures to further align with the company's safety vision.

DEKRA Organisational Reliability

DEKRA Organisational Reliability is a behavioural change consultancy. Working in collaboration with our clients, our approach is to influence the safety culture with the aim of 'making a difference'. We deliver the skills, methods, and motivation to change leadership attitudes, behaviours and decision-making among employees. Measurable sustainable improvement of safety outcomes is our goal. We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 39,000 employees in 50 countries.

For more information, visit www.dekra.com/organizational-safety-and-reliability

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