

Health and Safety in an Office Environment

A Case Study with The Glenmorangie Company Ltd

forum
interactive

The
GLENMORANGIE
COMPANY



Developing a Spirit of Safety



Introducing...

Forum Interactive

Forum Interactive is a learning and development consultancy specialising in behavioural safety and safety leadership. We design and deliver tailor-made events of any size as well as learning resources (e.g. interactive training films).

The stories we create show how human behaviour affects the implementation of safety management systems. The stories are based on evidence from industry research, incident reports and experiences from inside your own organisation.

The Glenmorangie Company Ltd

The Glenmorangie Company Ltd is one of the most renowned and innovative distillers and marketers of Scotch whisky brands worldwide and is part of Moët Hennessy, the wine and spirits division of Louis Vuitton Moët Hennessy (LVMH).

Headquartered in Edinburgh, with further offices and a state-of-the-art bottling facility in nearby Livingston, West Lothian, the Company produces Glenmorangie Single Highland malt whisky and Ardbeg Single Islay malt. It also owns The Scottish Malt Whisky Society.

Background

Forum Interactive were asked to design a learning and development intervention addressing Health and Safety in an Office environment. The intervention was to be delivered to non-production employees from The Cube, Scotch Malt Whisky Society venues and the Alba Campus in Livingston.

Health & Safety is taken very seriously in production / operational areas of the business. Work was done with the Keil Centre in Edinburgh to develop and produce a Behavioural Safety Standard tool to be used by all Glenmorangie employees regardless of their role in the Company. This is 'The Spirit of Safety' tool.

Focusing on Behavioural Safety is seen as the key to strengthening the Safety Culture in the Company. Outwith production / operational areas a more 'laissez faire' approach seemed to characterise engagement with Health & Safety in Office environments.

A series of Health & Safety Audits had shown that Health and Safety appeared to be a lower priority in office areas despite a number of high potential, near miss incidents.

"In our Health & Safety policy we want to encourage the right to challenge and Glen was really good at emphasising this and that everyone has a part to play. It was interesting to explore how people might react to Health & Safety concerns and their colleagues and I was surprised how everyone got involved in the session. Often with the office sites people don't intervene or ask questions, because they don't know the procedure and as this is now highlighted we are finding new ways to get this information across."

Amy Hindley, Health and Safety Advisor





Shifting the Balance of Priorities

The Glenmorangie Company Ltd wanted the balance of priorities to shift in these sites, with Health and Safety becoming a top priority for all employees. This shift in priorities would be demonstrated through a substantive change in attitudes and behaviours supported by the Company. It was decided to launch 'The Spirit of Safety' with the Forum Interactive workshop sessions.

"We know many staff will walk in to the sessions with Health and Safety as a priority of 2 (on a scale of 1-10). We want them to leave with priority 10!"

John McMullen, Compliance Manager



Objectives

The design of the workshop session enabled participants to discuss and explore:

- the importance of prioritising Health & Safety in an office environment;
- the expectation that Health and Safety is the responsibility of everyone in the office, whatever their role;
- the culture of their place of work in relation to Health and Safety;
- the barriers to working more safely in their work environments;

Outcomes

For Staff to:

- understand the importance of prioritising Health and Safety in an office environment;
- demonstrate commitment to prioritising Health and Safety in their office through identifying action.



The programme was delivered to Glenmorangie non-production staff from The Cube, Scottish Malt Whisky Society venues in Edinburgh and the Alba Campus in Livingston. Participants included all levels of marketing, human resource, financial, bar, serving, kitchen and reception staff.

Method

Forum Interactive dramatised a near-miss incident which occurs in an office environment-Elaine's Story-and used that story to stimulate discussion around complex issues of culture and behaviour and to provide a platform to identify personal actions in relation to Health and Safety going forward.

Comments from participants:

“The story was shocking. It forces you to think!”

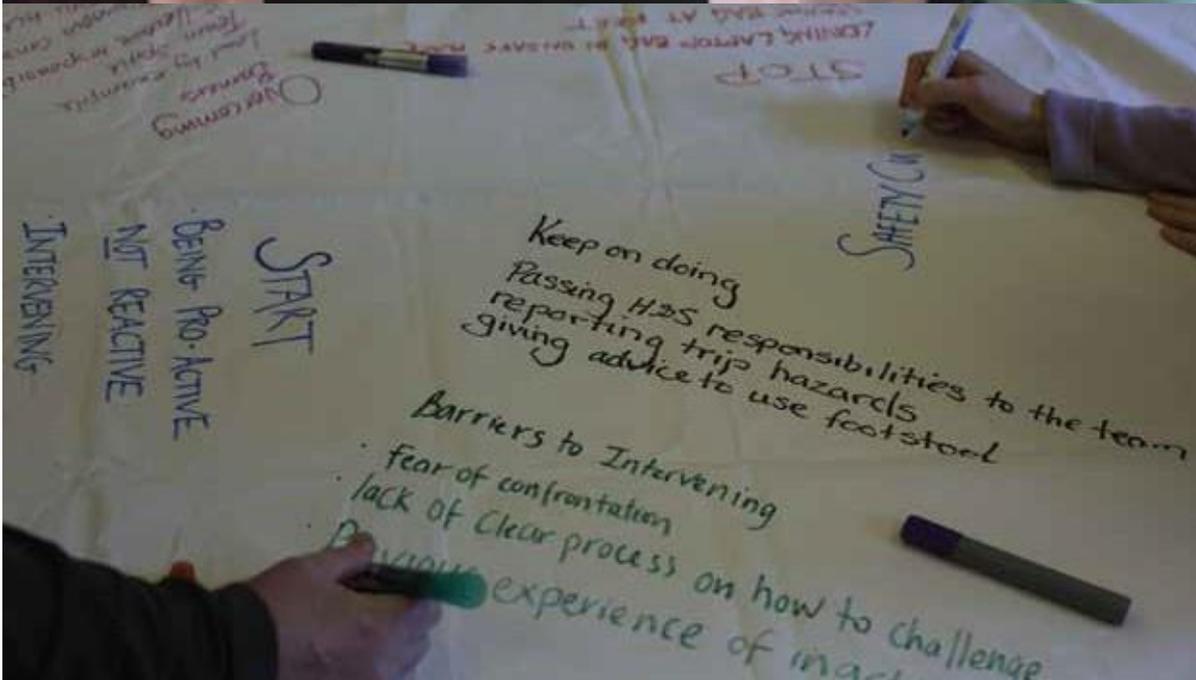
“I need to continue to be open and supportive and remember that the smallest things can have the biggest consequences.”

“Remember the things you do can affect others also and understand the consequences.”

“When we got towards the end of the story when the character of Elaine was sharing her thoughts and feelings with us about the effects of the incident on her, you could hear a pin drop.”

“Just looking at people's faces and reactions (people were audibly exhaling), you could really see that it dawned on them that just for the sake of doing a tiny wee thing like tidying up we could avoid potential tragedy.”





“It was particularly effective when Elaine said she thought she had got away with it.” People were thinking “what have I got away with?”

“We need to be more aware of the risks in our working environment and lead by example.”

“Take ownership for incidents- show respect and understanding when challenged on our own behaviour.”

“We have a clear reporting process- empower people to use it and create a positive Health and Safety culture.”

“We’re all responsible.”

Comments from the client:

“An important thing that came from the sessions is that people feel more empowered to talk to me about Health & Safety concerns and I am getting more questions and emails which is new, these behavioural learning events are a new approach for us that contrast greatly with reading a procedure, people remember it because it’s much more distinctive and people see themselves in the characters.

I liked the start and stop points in the session where staff had to think about the scenario that day and that matched the kind of thinking that people are required to do from the ‘Spirit of Safety’ booklet.”

Amy Hindley, Health and Safety Advisor

“I thought the way that we structured the session with Forum Interactive really worked well. The key things for us were making it realistic with as much impact as possible. Because the story was plausible to the participants in a believable office environment, it became more real and the required impact was achieved”.

John McMullen Compliance Manager



Contact us

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