

STF reduction programme at York Station

QBE LRM Forum
16th May 2006

Ian Rowe – Rossmore Group
Mark Smith - GNER



GNER

Rossmore Group

Introduction

- Rossmore Group developed a STF reduction methodology in 2000
 - Based on observational techniques
 - Applied psychology
 - Human Factor intervention techniques
- GNER Safety management had identified STFs as being one of the largest causes of injury for customers and employees
- GNER contacted Rossmore after reading a Rossmore published paper on the subject

Programme Approach

- Perform studies at
 - York station
 - Newcastle Station
 - On Train
- Develop a programme to reduce occurrences of STF incidents

'Tip of the Iceberg'

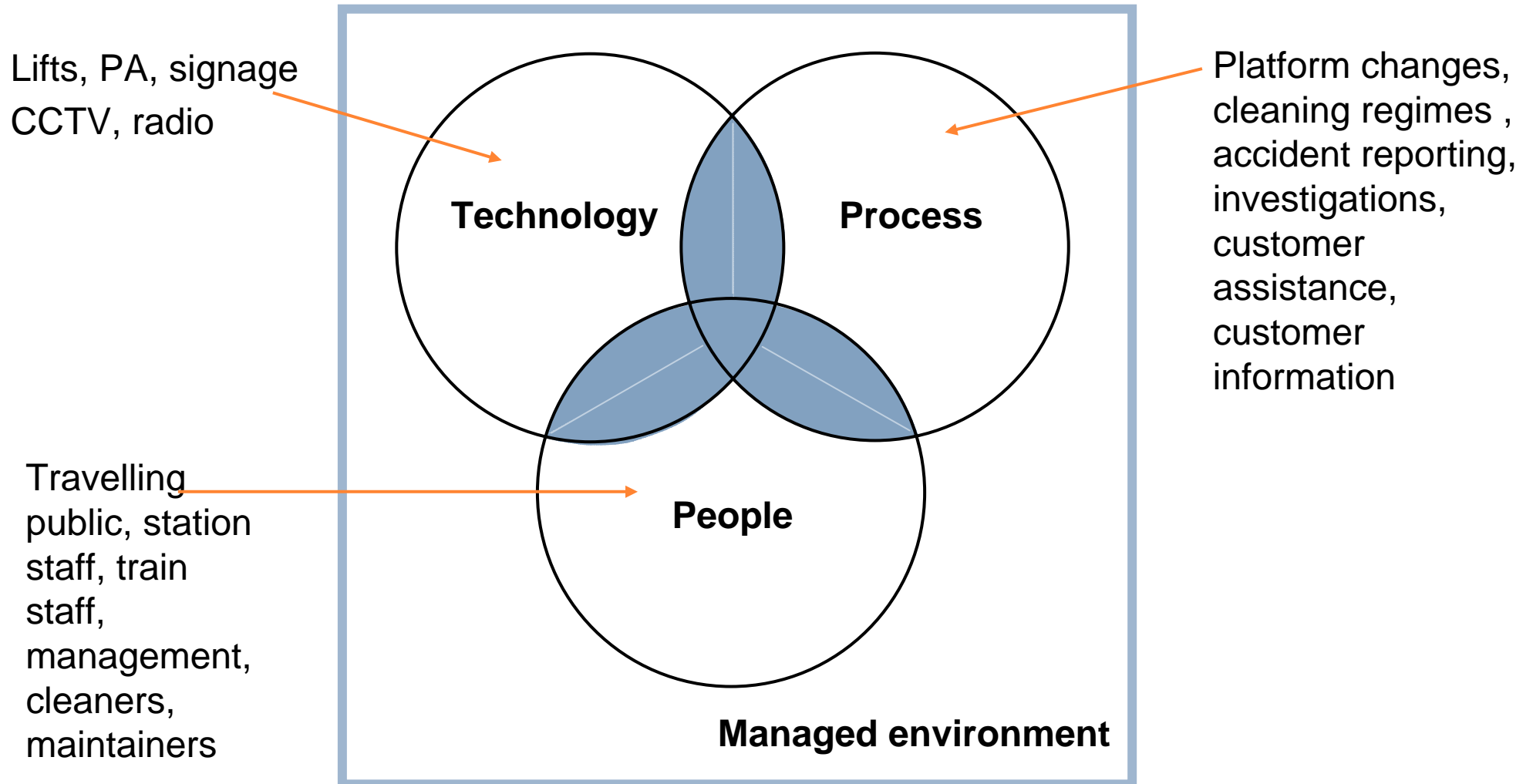


Reporting around 1 - 2% of actual problem (estimated)

Reporting And detection regime defines 'waterline'

Majority of issues remain un-reported/un-detected

Holistic system model



York Station Study results

- Majority of accidents were on stairs and Terrazzo floor areas.
- Alternative routes to stairs were under-utilised (including passenger lifts).
- Contamination on Terrazzo tiles was not being effectively dealt with.
- Root causes of contamination was not being addressed
- Staff perception was that customers behave dangerously causing harm to themselves
- Staff perception was that everything that could reasonably be done was being done.
- There was no input performance measures

Programme elements



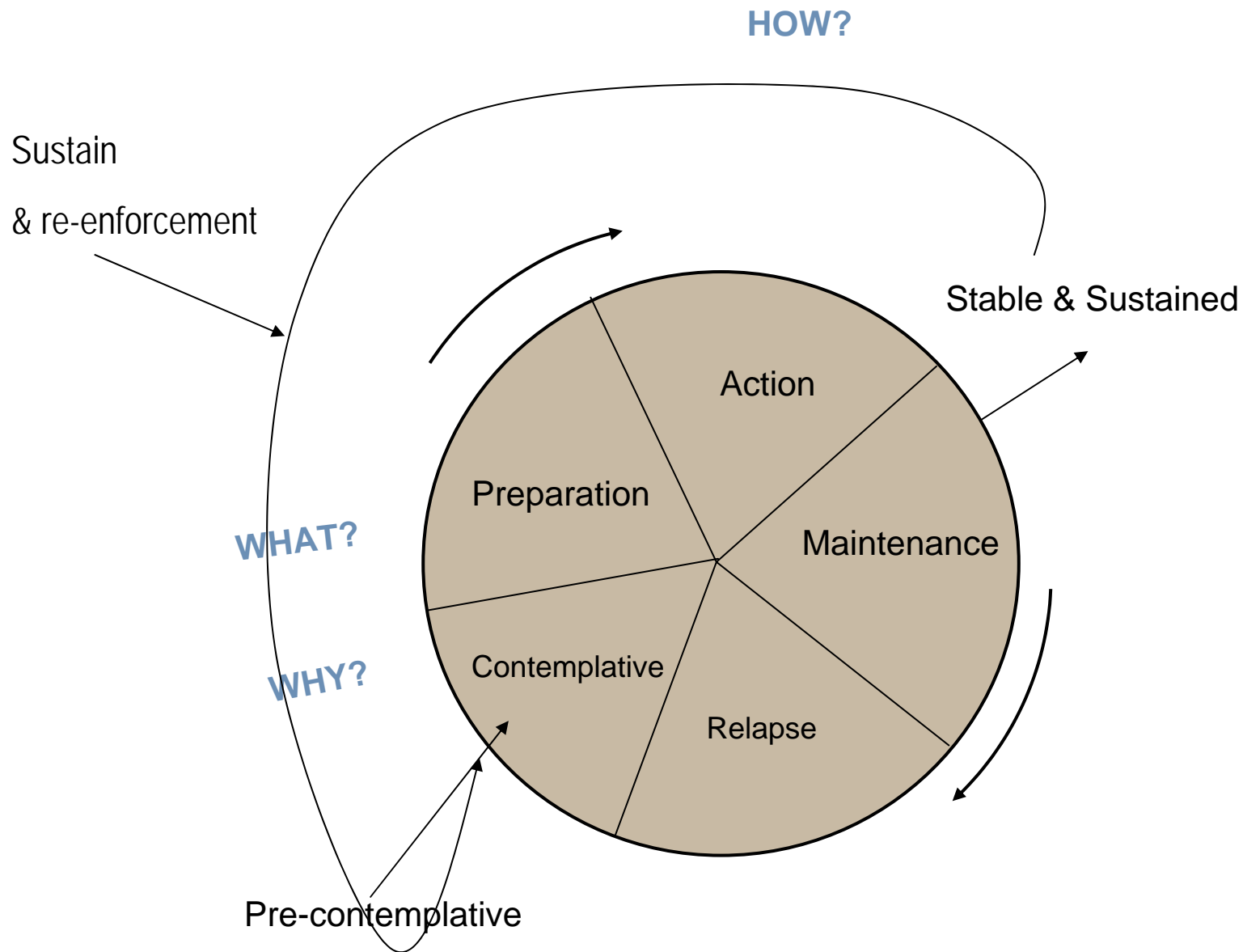
What we did

- Provided training for all staff including Supervisors, Station Assistants and Cleaners. This included:
 - Awareness (Why we are doing this)
 - Causation (Why do people do what they do – including staff members)
 - How to tackle the problem
- Introduction of 'Hot Spot' reporting as a conduit for culture change
- Updating and testing of People Standards Assessment system in support of Hot Spot system
- Introduction and training of new technology – 'Dri-floor' mops
- Signage Study
- Attitudes Survey

Results

- This project has delivered substantial benefits at York station by improving safety culture with respect to STFs.
- Hot Spot reporting has validated the hypothesis that the reported accidents are only the 'tip' of the incidents 'iceberg'
- There have been several corrective action measures executed and these have been effective
- Staff awareness and engagement is greatly improved
- Staff are motivated to be involved and are now being proactive about the issue of STFs
- Staff newsletters on the subject of STF have been published and well received
- The programme is now 'owned' by the staff
- There has been an initial reduction in stair accidents by circa 50% (Q1 2004 to Q1 2005)

Conclusions - State of change model



Conclusions

- Quick wins and actions should be delivered and communicated to 'boost' staff confidence in the programme
- Some longer term recommendations are now being implemented (Roof repairs, treatment of Terrazzo floors)
- Initial wins by installation of handrails are now being supported by new processes, new equipment and new station signage.
- This programme is NOT a quick fix but will deliver significant benefits in the medium to long term
- Sustainability is now the challenge

Thank You - Questions