



ELIMINATION OF OCCUPATIONAL ACCIDENTS FOR CONTRACTORS' PERSONNEL

(Commended case in the European Good-Practice Awards - a European Campaign on Safe Maintenance, 2010/2011)

1. Case metadata

▪ **Country/ies of origin:**

Greece

▪ **Year of publication by agency:**

2010

▪ **Sector:**

23.51 – Manufacture of cement

24.20 – Manufacture of tubes, pipes, hollow profiles and related fittings of steel

▪ **Keywords:**

Case studies (24401C); Good practice (24361C); Contractors (56081D); Maintenance (21401C); Education, OSH information, OSH training (09161B)

2. Organisations involved

Titan Cement

Hellenic Petroleum

CHALYVOURGIKI

3. Description of the case

3.1. Introduction

The three Greek enterprises involved in the program, Titan, Hellenic Petroleum and CHALYVOURGIKI are companies from different industries, such as manufacture of cement, manufacture of steel bars for reinforcing cement, and energy sector. For all of them, an important part of maintenance works is carried out by contractors. They use maintenance contractors in preventive and break down maintenance of the installed mechanical and electrical equipment, as well as for medium scale construction projects.

In the last years, the companies and their workers made coordinated efforts to improve safety, for example by applying specialized procedures, intensifying surveillance, establishing targeting - monitoring indicators and using gap analysis of results versus targets, as well as by strict adherence to the use of personal protective equipment. Although they have achieved very low accident rates, the goal of continuously improving safety for both own staff and contractors remains a central element of their policy.

Being aware that in Greece there are thousands of occupational accidents every year, all the above mentioned Greek companies consider also that they have the responsibility to help improving this negative performance, their health and safety policy being extended not only to their own staff, but also to the contractors.

CASE STUDIES

As an important part of maintenance works is carried out by contractors, during the program the three companies implemented an integrated management system for maintenance contractors' safety. The system consists of the following eight stages:

- contractor per-qualification,
- contract definition and award,
- contract pre-commencement,
- written risk assessment or detailed Health & Safety Plan by maintenance contractor,
- contractor's personnel training;
- supervision during contract implementation,
- contract delivery,
- performance assessment of maintenance contractors on OHS.

In all these points emphasis is paid on both "technical" and organizational safety issues. On March 1, 2010 Titan S.A. initiated a stakeholders' forum in the Kamari plant, with the participation of 5 nearby municipalities (Eleusis Aspropyrgos, Mandra, Magoula, Dervenohoria Boeotia), and companies as the CHALYVOURGIKI, the Hellenic Petroleum - the National Gas Operator and POLYECO. The participants decided to align collective action for conveying the experience and knowledge on Health and Safety, to prepare training materials and to organize training seminars for maintenance contractors' personnel in order to highlight the central role of human factors in safe maintenance.

The coordination for the implementation of this action was made by a group of specialized OHS executives of the companies Titan, Hellenic Petroleum and CHALYVOURGIKI.

3.2. Aims

The purpose of the initiative is elimination of occupational accidents for contractors' personnel by educating the owners and managers of the contracting companies in managing Health & Safety at work, not just to fulfill legal obligations imposed on them, but to pay special attention to prevention and provision, focusing on the central role of human behavior in safe maintenance and being aware that "safety is good business". The aim was to gain consensus on safety issues, to embed the perception that safety is an integral part of the whole work and to finally make the maintenance contractor realize that executing the maintenance work safely means to execute it economically also.



Figure 1 - Maintenance works

3.3. *What was done, and how?*

The training material was prepared by specialized OHS managers of the three companies with extensive experience in the management of the Health and Safety.

In order to prepare appropriate educational material, the experts started actions with interviews of some key contractors who have been asked to identify their own needs

In the prepared training materials, the focus was mainly on organizational issues (materials, financial resources, human resources, operations plan, etc.), human behavior and culture change. Less attention was paid to purely technical issues, taking into account that the maintenance contractors have already been trained several times in recent years on these problems.

The maintenance contractors contributed also in the final layout of the training material.

Using the training materials, organized three seminars/courses were organised with the participation of owners of SMEs maintenance contractors and heads of the Technical Services departments of neighboring municipalities.

The first cycle of seminars entitled "Improvement of Health and Safety for contractors and SMEs" was held in early April 2010 in the premises of CHALYVOURGKI in Eleusis. The seminar lasted 9 hours..

Two identical courses were implemented in late April 2010 (on the premises of Titan cement) and in May 2010 (on premises of Hellenic Petroleum), to educate other groups of maintenance contractors and the head of the municipal technical services department.

A total of 110 people attended the 3 courses, most of them owners of companies providing maintenance services, but also managers of Technical Services departments of neighboring municipalities. The contracted crews work in Thriasio area, the most important industrial area of Attica, where Athens also belongs. Some of the maintenance contractors are common for two or all three companies (Titan, Hellenic Petroleum and CHALYVOURGKI) involved in the initiative.

Upon completion of the course, the participant provide feedback on the quality of the program, based on a written structured questionnaire. The trainees suggested specific issues on which they need additional training and ways to improve and update the seminar. These comments are the basis on which these companies, Titan, Hellenic Petroleum and CHALYVOURGKI, intend to continue this useful initiative to form a continuous action rather than an individual effort.

The program also presume that the maintenance contractors can always consult qualified employees of the three companies, not only for current OHS issues, but also for issues relating to OHS management improvements, clarification of what the full implementation of OHS legislation means, or use of international best practices.

3.4. *What was achieved?*

- A total of 110 people attended the 3 courses, i.e. contractors, owners of SMEs and heads of the Technical Services departments of municipalities. This means a total 990 hours of education beyond the "normal" training that each company offers to every individual maintenance contractors' personnel.

CASE STUDIES



Figure 2 - OSH training session

- The direct cost of the training, of about 3.000 €, is associated to the welcome buffet, the light lunch and the accommodation costs. All the presentations were made by OHS specialists of the three companies, so the direct presentations' cost is zero. Considering a real cost of a direct presentation with qualified instructors at 50 € per hour, the real cost of the presentations would be, for 27 hours, of 1.350 €, and the calculated total cost is estimated at the level of 4.350 €.
- The benefit is mainly focused on encouraging the maintenance contractors to shift to more modern and efficient ways to manage and administer OHS, in order to produce better results in terms of accidents and near misses.
- During the seminars, the owners of the maintenance companies have been fully made aware of the consistent requirement of compliance with OSH legislation by the three client companies as a condition for cooperation.
- All parties, companies, contractors and representatives of municipalities, had an opportunity to exchange views and advices, to the benefit of all.

3.5. Success factors

The most important success factor is considered the fact that the initiative was launched by the CEOs –top management of the three companies, who fully and actively supported the effort.

The program was adapted from the very beginning to the needs and demands of the maintenance contractors, by conducting interviews prior to the execution of the seminar.

Another success factor was represented by the very good cooperation of the subcontractors after the first trainings: their feedback was very prompt and positive, accompanied by suggestions for specific issues, thus permitting the improvement of additional trainings.

3.6. Further information

TITAN CEMENT Co, S.A.

Chalkidos 22a, 11143 Athens, Greece

Contact person: Lefteris Anastasakis

Email: anastasakisl@titan.gr



3.7. *Transferability*

This good practice can be applied in other sectors and other countries very well by encouraging contractors to pursue maintenance more modern and efficient ways of managing and administering the SSM in order to produce better results in terms of accidents and near misses.

Other companies from the same region with the three companies have already expressed their interest to join the program.

4. References, resources:

- Information provided by the organisation in the framework of the Good Practice Award Competition 2010/2011