



***Review of Clipping On
December 2017***

The Brief

- **Conduct focus groups at 2 sites**
 - M5 Oldbury project (Highways England)
 - Elephant Park (Southwark / LendLease)
- **Investigate issues relating to clipping on**
- **Address “how to make the behaviour a habit”** **Very hard to do this as clipping on is only required for a fraction of the daily job and then not by all members of a gang.**

The Background

- Recent incident on M5 Viaduct project
- Observations at Elephant Park
- Other observations and general awareness

9 focus groups (5 at M5, 4 at EP)

Over 45 scaffolders involved Only scaffolders involved, brought in as gangs rather than individuals. No supervision, management of clients.

Very positive reaction apart from one group One group started off hostile, felt like they were being 'punished' for the failures of others. Group based at M5 and became more positive as time went by

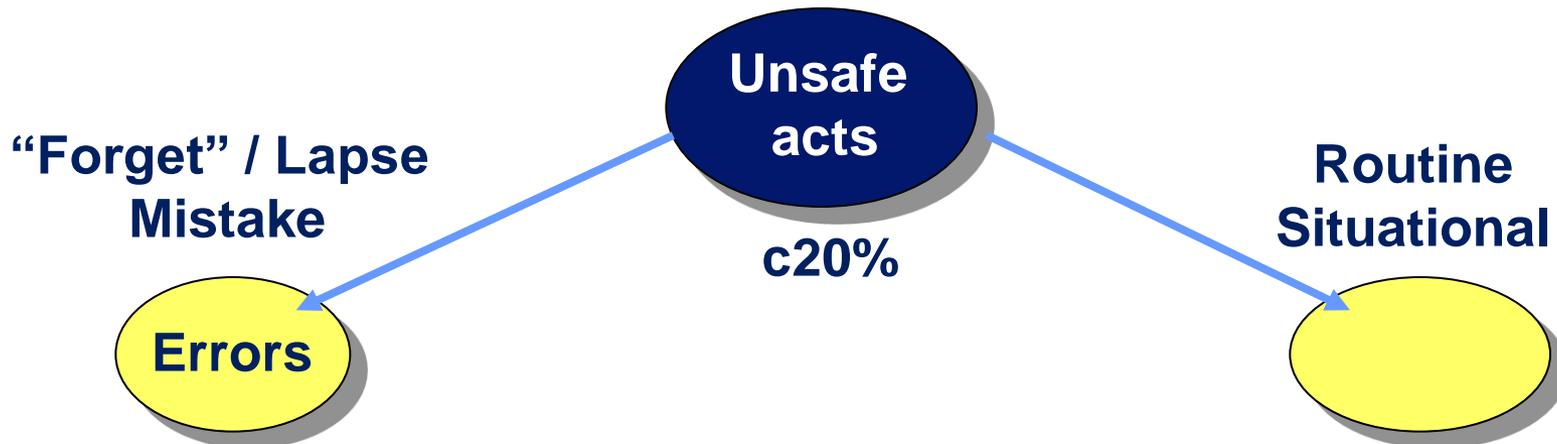
Open and honest? CS believes that the feedback was open and honest

Key Findings

- **Reports of compliance vary 70%-100%** Unfiltered guestimate of how often the gangs comply day in day out, not evidenced
- **80% most common** At least part of the variation caused by situational differences. Is it a hard job to erect, is it high, is it exposed?
- **Variation in attitude to clipping-on** Very clear that different gangs initially had different attitudes. But some greater agreement when challenged on more problematic scaffolds
- **A few "hard-line" cases** The scaffolders said that they believed there are some who flout the rules consistently, although no one volunteered to be a consistent rule breaker
- **Non-compliance events both error and violations** when pressed recognise that error and violation most likely to happen when the risk is low, switched off. Risk perception and reality of the scaffolders
- **No single pattern / variable** Everyone has something to add to the conversation, no single issue or consistent theme
- **Much of the time unsupervised / out of sight** Not a criticism more a recognition of the reality of the situation. The motivation for clipping on needs to come from the individual & gang, cannot be imposed from elsewhere 'reasonably practicably'
- **No easy solution** Nothing from then men, as above no consistent message, nothing for us or the industry to 'fix' that would make things substantially better

Errors & Violations

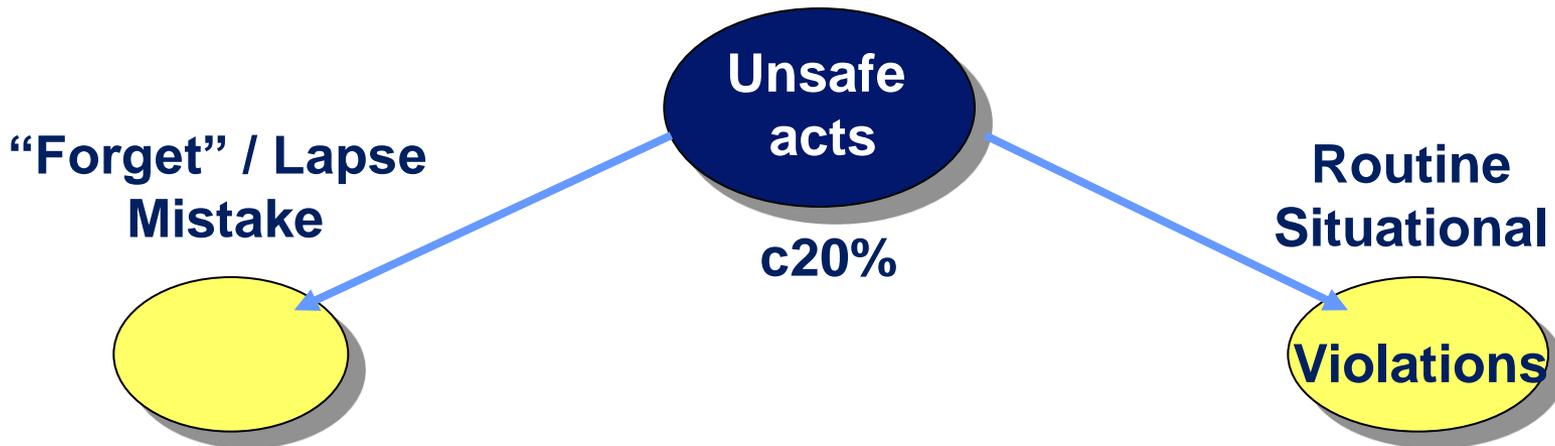
General question to the gangs – who am I really doing this for?



- **Lack of clarity** – do we need more education? No one was willing to admit they weren't sure of the rules, problem that 'others' have. But may be something was can address. At what level do they need to clip on? Old rule was 2m what is the rule now? Any element of uncertainty can be used to undermine the rules
- **Site vs Company rules** Not so much on these projects but some sites have differing rules. Some scaffold companies and clients don't care or at least don't monitor. Pointless or counterproductive rules (in the view of the men) undermine the system
- **Over-focused on performance output** recognition that sometimes they just forget, lost in concentration of what they are doing
- **Low perception of risk below certain height** More likely to be focused on something else when working at lower levels
- **Lack of strong identity with project values?** Being watched all the time doesn't help, makes people self conscious and more likely to make an error. Some project feels like they are just trying to catch you out, motivation seems wrong, not helpful
- **Competence?** Are some of the guys really up to it? Brought in from other companies that don't really require compliance – learning a new way of working
- **Newer starts learn from others** Need a time to bed in to see 'how we do things'

Errors & Violations

General question to the gangs – who am I really doing this for?

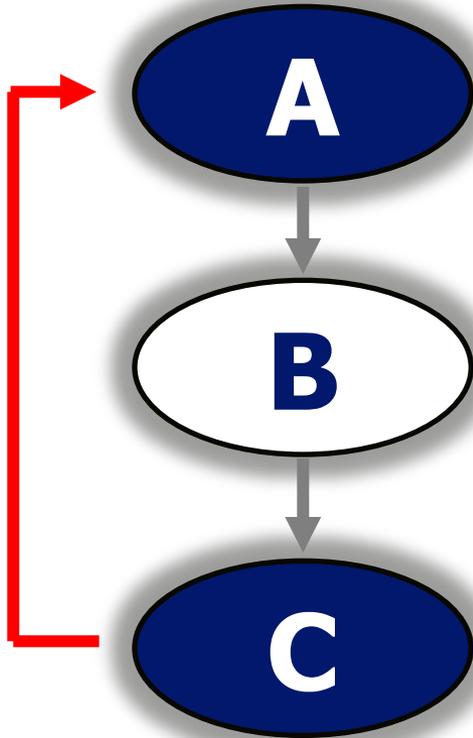


- **More of a risk at very low height off ground** More likely to ignore rules at low level. Clients don't really understand the risks
- **Some tasks made very difficult / almost impossible** need convincing that there is any benefit to clipping on at low level. Some jobs need rethinking
- **Angry response** An underlying irritation at being told what to do by people who don't appreciate what it takes to do the job or the risks. Patronising and everyone is an expert. Let me get on with my job
- **Pressure / money ... increased workload** More being added such as exclusion zones, more inclined to cut corners
- **Reduced team ethic (changing team composition)** recognise 2 sides to this a good team can be reinforcing or can be complacent
- **Duration of exposure to risk** Not being clipped on is for a few seconds at a time, really is no big deal
- **Risk of fall "impossible" for certain tasks** Some tasks make it all but impossible to fall, but clients don't understand this
- **Low perceived risk of getting caught** In reality very little chance of being caught not clipped on, so if people want to violate they can. Very little jeopardy for being caught as well, losing their job is no big deal. Lots of other jobs out there, other contractors don't really care
- **Little or no recognition for compliance** Only negatives – no recognition of being right most of the time
- **Absence of anchor point** Sometimes not possible to clip on, would need a major rethink
- **Risk measures perceived as disproportionate** As above, sometimes to comply would need a major effort for a minimal benefit
- **Low levels of "direct supervision"** So up to you whether or not you clip on, self policing is recognised as the only effective answer. They would object to one to one man marking.
- **Clipping-on slows the work** when challenged recognition that this is really an excuse

Antecedents?

Is not clipping on seen as an own goal?

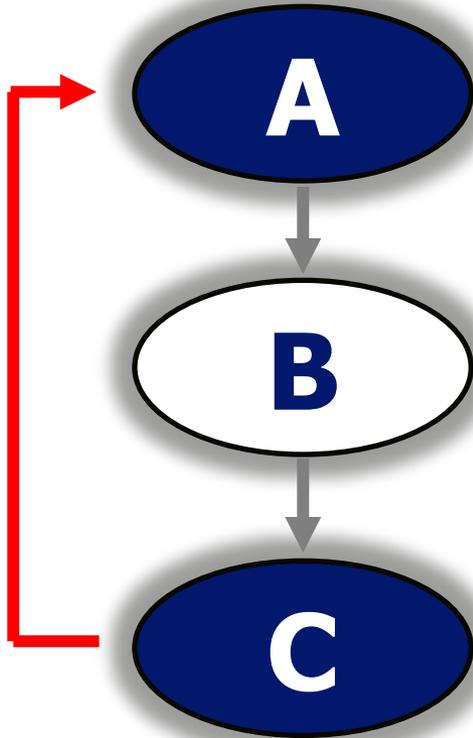
Antecedents



- **Recruitment** – getting the right people? Lads recognise that we have to try people out and sometimes re education is required
- **Competence** – do the guys know? Education issue, not convinced that everyone really knows the rules
- **Clarity** – is the expectation crystal clear? Knowing the rules and following the rules are 2 different things.
- **Is the client clear re the requirement?** Most contractors out there take a more relaxed approach and an inconsistent approach. Rules don't apply to concrete frame companies or scaffolders who work for bricklayers. Further many clients just don't understand the rules, yet lack willingness to ask – assume scaffolders are always guilty
- **Change operatives thinking** Can we do more listening and less telling? Can we engage more, coach more – but what is the message
- **Supervision** – can this be increased / made more effective? Too many meetings not enough time on site. But lads recognise that they are grown ups – shouldn't need to be policed, should be self regulating
- **Teamwork** – create stronger leverage through positive work relationships Recognition that there is likely to be more we can get out of the gang set up, more 'family' approach. Team is wider though needs to include client working with not against
- **More listening and responding** can we find a way to recognise good behaviour more. All the lads ending up enjoying the sessions, can we find a way to get more regular feedback and ways to respond to issues? No more videos, men all clear that the 'frightening' videos are just patronising. Just self satisfied safety people showing how much they care, we aren't stupid

Antecedents?

Consequences



- Design – can the work be re-designed to
 - Lessen the need
 - Reduce negative effects of clipping-on

So safety by design, can we reduce the need to clip on? And where clipping on is still necessary can we find a way to make it easier and less disruptive?

- Create stronger team-leader accountability? This is about making the chargehand and the wider gang more responsible. No one really expects the supervisor to be watching their every move
- Increase level of recognition (own people, client) for safe and efficient working practice There has been too much focus on poor behaviour not good practice, can we find a way to recognise the right actions.
- Make consequences for non-compliance crystal clear and meaningful? Consequences tend to be borne by the company (reputational risk) and the supervisor. Very rare for someone to fall, so no point saying anything differently, undermine our credibility. Most consequences for the men are remote (unlikely to happen), have no time span (may never happen) and inconsequential (being caught not clipped on – just get a new job).

Changing Behaviour - Consequences

Current consequences



Clipping-On

Natural

Social

Institutional

New / changed consequences



Encouraging increased compliance through changing the consequence experience

