

# Sustain old BBS process

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## WEIR GABBIONETA ALBERTO GILARDI

The Company was founded in 1897. Since 1970, the Company has dedicated itself to the design, manufacture and maintenance of centrifugal pumps for the oil and gas market, manufactured in compliance to the API standards.

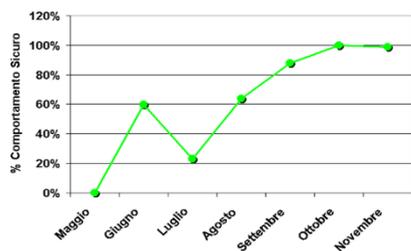
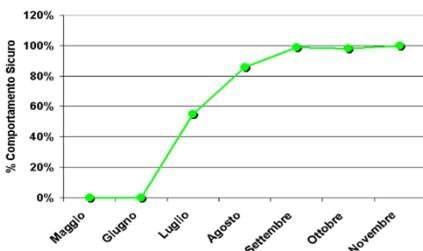
Our pumps are designed and built to meet the highest construction standards in terms of strength, reliability and performance.

The company's main production facility is located in Nova Milanese (Italy), and boasts a modern and fully-equipped workshop extending over an area of 31,000 square metres. In the plant are employed about 260 people, workshop main activities are machining, welding, assembly and testing.

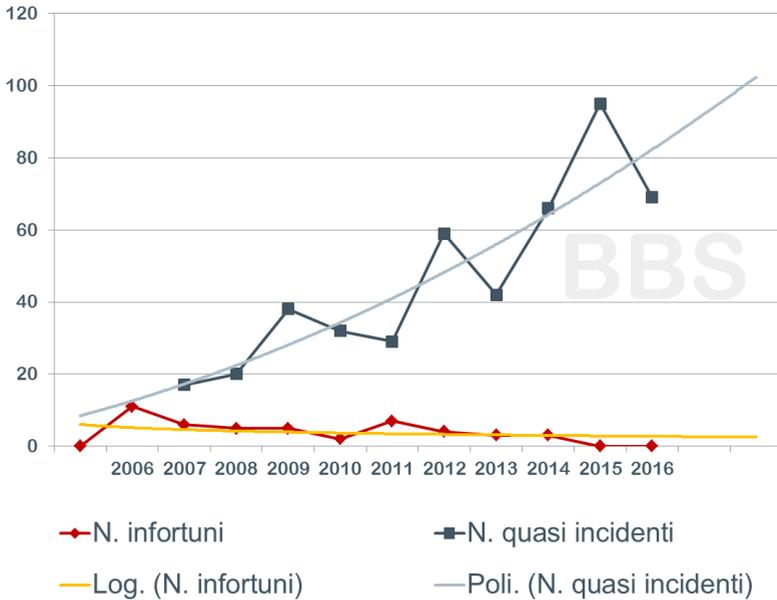
On the way to excellence, since May 2012 Weir Gabbioneta implemented the scientific protocol B-BS.

## THE CHALLENGE

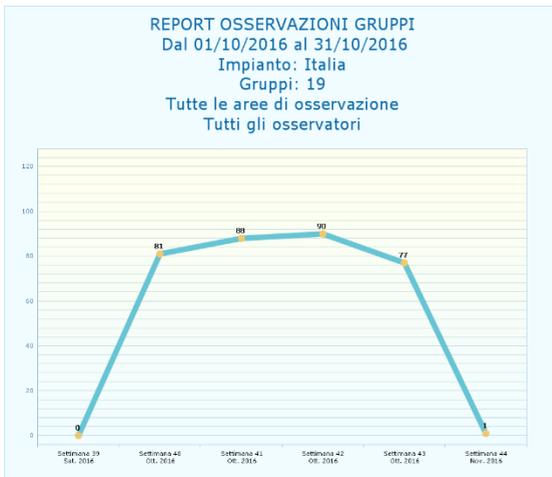
After the very good result reached with BBS process in enhancing safety level starting from 2012 (see picture below), during the years the process was going to reduce its effectiveness.



The results that were consolidated in the past (fasten seat belt, wear ear protection, ...) were still very good, but no improvement was present about new behaviours target and moreover kpi of the process indicated that number of observation and feedback as well as safety meeting were not in compliance with expected figures.



Even if the safety lagging indicators were very good (see above) we know that this is not enough to sleep quiet, the accident is always around the corner and leading indicators shall also be considered.



At the same time another process (started some year before BBS) had the same problem

and was not giving the expected outcome: lean production.

The challenge was to sustain both BBS process and 5S process that at that time were suffering extinction because of lack of feedback built in the process.

### **DARK SIDE SOLUTION ATTEMPTED**

The two processes had different owner, even if activities were performed by the same operators and there was a synergy between 5s and safety actions; solutions to the problems were attempted independently.

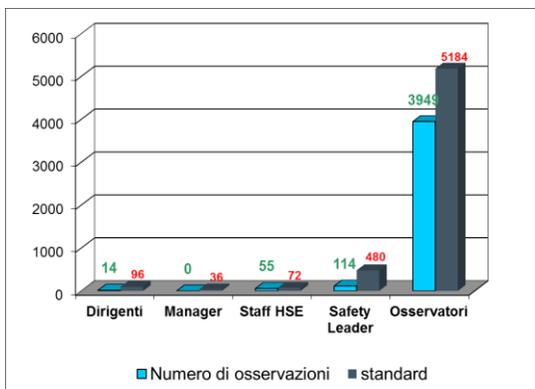
The first issue was rapidly tackled pressing the safety leader to have things done on a proper way! Antecedents like “remember to do...” were put at the safety leader attention but, seeing poor results out of this action, management was thinking about to remove the safety leader in some areas and replace them with someone that had lower involvement in production activities management: the idea was to have a safety leader as a staff to the team leader.

The second issue solution was postponed and delegated to the new manager that was in process to join the Company in that area.

### **JEDI SIDE SOLUTION FOUND**

HSE staff took the occasion of a follow up meeting about BBS process to explain that the natural leader of a department should be the safety leader, his accountability shall include HSE, otherwise no result in increasing safety culture would be expected.

Looking at data it was clear and demonstrated to management that both BBS and 5S process were going to extinction due to lack of ABC cascade and not because of bad HSE-related DNA inside safety leaders.



Using the same technique as per LTI root cause analysis it was outlined that cause of both failure was the same: lack of ABC cascade in order to fix the processes is was

mandatory to afford this.

About 5s process an additional problem was the lacking of feedback, so the idea arose to put in the BBS checklist also the observation about 5S so to have the possibility to give feedback.

Attention was put on ABC cascade setting kpi of managers on this,

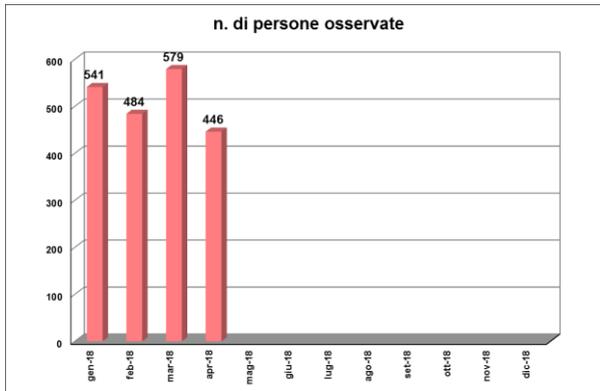
During follow up meeting safety leader were involved in the checklist modification, they were given the possibility to build a simplified tool to show their accountability on 5s without adding a time-consuming activity.

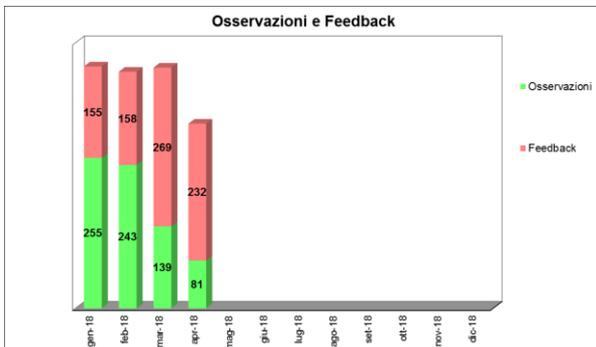
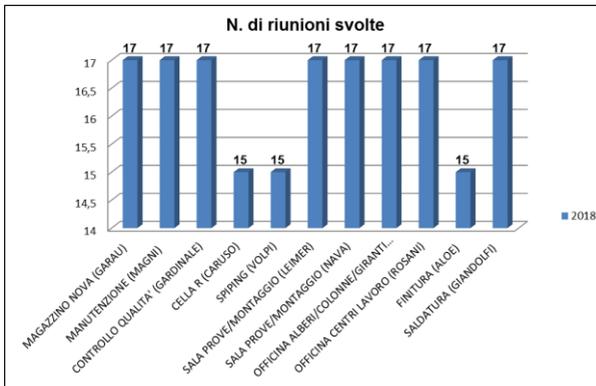
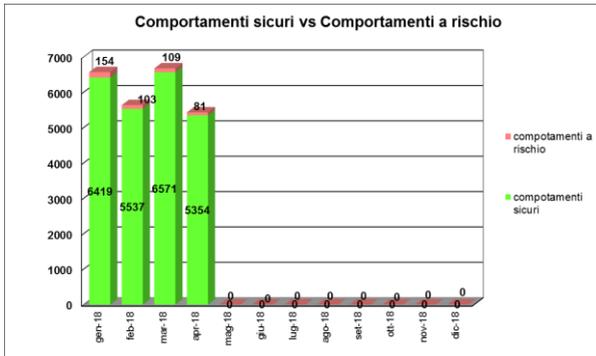
After the follow up HSE staff supported safety leaders with some practical problem that represented little but determinant obstacle to the process (

## THE RESULT

We succeeded to fix BBS process in and at the same time start again 5s process: now process is well performing mainly thank to a local supervisor that takes care of the overall process with some help from consultant.

Lean production process recently is evolving and becoming much complex and demanding, but the new QHSE-Lean manager decided to maintain in the check list the part about 5s (eve if simplified) in order to maintain the possibility of a frequent feedback on this activity.





As far as I can understand reasons of this success are mainly:

- Address root cause instead of its effect

- Involve safety leader in the solution
- ABC cascade from top level
- Support the process by removing obstacle to its good flow

## THE AUTHORS



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