



“The feedback from the survey was invaluable and has formed the basis of a complete re-structure of our SHE processes and procedures, enabling us to give much more ownership of these at a local level. By understanding not only “what” people think, but “why” they think that way, we were really able to gain an in-depth understanding of the SHE culture and in doing so, help to improve it”.

The client:

Kier is a leading property, residential, construction and services group which invests in, builds, maintains and renews the places where we work, live and play. The Group employs over 15,000 people in its operations in the UK, the Caribbean, the Middle East and Hong Kong.

Their challenges:

RyderMarsh OCAID (RMO) staff met with Kier in October 2014. The aim was to develop a strategy for the implementation of a cultural survey across the whole of Kier to understand exactly where the organisation was currently and to understand how to move their safety culture forward.

How they are succeeding:

The people from RyderMarsh OCAID helped us to understand the structure and nature of their survey process and to identify the benefits of a discussion based survey over a written survey.

The survey covered the whole of the UK and RMO staff were very flexible in when and where they conducted the surveys, taking the surveys to our staff. Feedback from staff who undertook both a written and RMO discussion based survey was that the discussion based survey was informal and really gave them a chance to give feedback to the organisation. They unanimously preferred this to the written based survey.

The outcomes:

We have implemented all of recommendations in the report, including the implementation of the Route Map. This has now become a core measure within the organisation, measuring the progress of different divisions of the organisations towards our Vision 2020.

Thank you again for all of your hard work and your help in this endeavour.

Tony Roscoe - Behaviour Improvement Manager - Kier Group