

Note to the reader

Thank you for your time in considering my application to work for your organisation. As CV's may be sometimes 'dry' to read, I thought that a list of punchy slides might make reading a bit more fun to follow. In a way, it's a method to suggest that H&S can be exciting, interesting and fun!

To make things a bit more vibrant I have added a cover letter outlining my H&S career; then I have listed my CV with some photos; expanded on my H&S contributions in the industry; detailed some innovations I brought forward to my projects; demonstrated how to strengthen H&S by appreciating peoples' efforts with a concluding slide regarding the most important achievement of all:

to ensure everyone goes home safe everyday.

I do hope you will find all the necessary information you need in the slides below.

Ioannis Toutoungi

(Phd, MBA, BSc, PgCer, NEBOSH, CMIOSH, CMgr, FRSA)

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Mobile: 0781 0303 306

Webpage: doctorsafety.co.uk

Nationality: British

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Section 5: Rewarding good H&S behaviour

Section 1

Cover letter

A large part of my influential career in health and safety has been dealing with high risk industries where unsafe behaviours can cause catastrophic consequences to the workforce, members of the public, the environment and the company's reputation. My transformational leadership approach and natural curiosity in understanding why certain attitudes promote unsafe acts, and how to change people's behaviour to Health and safety, has added to my professional development throughout the years; leading towards my application for Fellowship with the Institution I have supported and committed my career with.

Experience highlights that safety evolution can be triggered through a cyclical developmental process (*educate, motivate, inspire*) ingrained into the culture influencing people to think and act safely. In practice, I have actively promoted various influential behavioural safety programs (philosophies) such as such *Destination Zero* for Gatwick Airport, *Target Zero* for Crossrail, *Zero Harm* for Balfour Beatty (back in 2008) with a more recent involvement on *Home Safe Every Day* for Network Rail. On the later project with Network Rail I was appointed by the Route Managing Director to lead the *Culture Enhancement Program* by strengthening underlying values of accountability, trust, ownership and ultimately making the right decision by choice. Tactical approaches included Route wide workshops and extensive site visits at ground level, discussing practical H&S and promoting the *Life Saving Rules*. Change was measured through a culture survey showing a positive shift from a 'reactive' to a 'directive' type culture.

During that time I learned how to reduce the gap between senior management and the workforce on the ground. H&S is really down to communication with open, transparent interactions leading to best practice, but in a collective fashion by asking simple questions such as '*how do you propose to work on that roof safely*', or '*lets look at your paperwork and risk assessments together*', and where possible, I empower people to do even better, by telling them '*well done for thinking of this risk and addressing it*' or '*thank you for your efforts and commitment to safety; things look much better around here now*'.

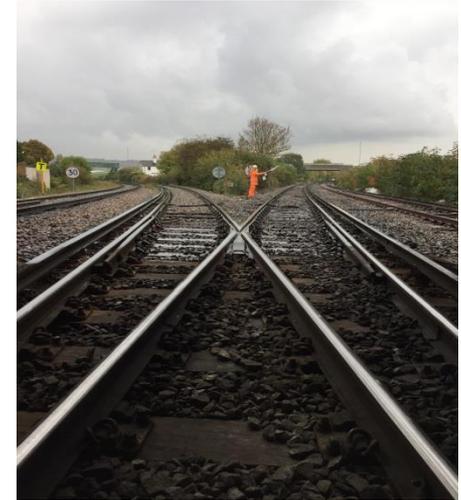
As a H&S professional I hold Chartered status both with IOSH and CMI; own a Doctorate in culture and safety, an MBA, BSc in marketing communications and NEBOSH. Elected past Vice-Chair of IOSH LMB, have served twice on the IOSH Council and been involved in the steering group of the Institution's strategy plan. In addition I'm an active member of the IOSH Construction Committee. Exposure to industry bodies along with the collection of theoretical and practical skills offer the right foundations to apply for Fellowship with IOSH as this progressive step will offer me more confidence to promote H&S even further in the wider industry.

Having travelled to over forty countries, speak two languages fluently and have developed strong communication and negotiation skills can add value to multicultural worksites where safety perceptions may vary and attention is required to cultural clues which can enhance or break H&S, like for instance the criticality of 'family' relations in some countries. Understanding cultural health and safety diversity is the starting point to build trust with the workforce and promote industry best practice. Strongly believe that safety is a collective effort starting from management passionately believing health and safety is the base of everything we do.

My transformational leadership qualities and expertise in developing safety cultures, managing change and establishing safety management systems will benefit with my institutional progression as a recognised H&S practitioner. I'm confident that my practical experience and qualifications would make me an outstanding asset to the IOSH community.

Section 2

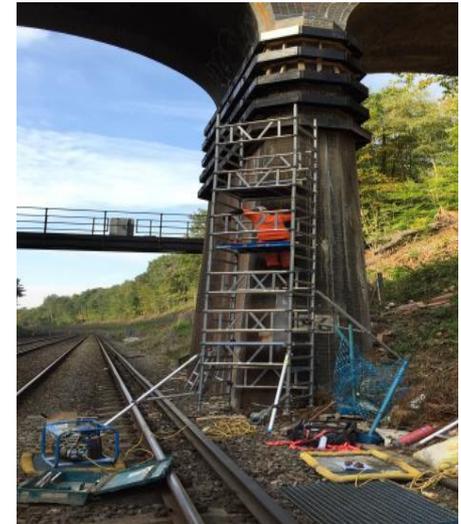
Pictographic H&S CV



Network Rail
Health, Safety & Culture Specialist
October 2015–Present

Wessex Route Asset Management

Buildings & structures upgrades





McNicholas Rail

Health and Safety Consultant
May 2015–October 2015

Network Rail CP5 framework
£50 million

Electrical & power upgrade



Balfour Beatty Rail

Health and Safety Manager
October 2014–February 2015

Crossrail West Outer
£64 million

Track & electrification renewals





Hochtief Tunnelling
Snr Health and Safety Manager
February–August 2014

Crossrail C310
£400 million

Tunnelling - Thames River



Gatwick Airport (direct)
Health and Safety Manager
September 2011–February
2014

Capital development program
£1.2bn UK





Colas Rail (Bouygues Group)
Health and Safety Manager
March 2010–September 2011

P-Way renewals



Balfour Beatty Rail
Health and Safety Advisor
October 2007–March 2010

(Track Alliance)
London Underground

P-Way renewals





Halliburton EG

Health and Safety Consultant
(*ad hoc*) and Researcher of
Culture & Safety

February 2002–April 2007

Affiliated with the University of
Aberdeen, Department of
Management Studies



United Enterprises

Health and Safety Advisor
September 2000–January 2002

Oil & Gas Life Support Services



Memberships, training, permits and qualifications **DoctorSafety™**

Memberships

CMIOSH: Chartered Safety and Health Practitioner (IOSH Membership: 105999).

FCMI: Chartered Fellow of the Chartered Management Institute (CMI Membership: 4110598).

OSHCR: Occupational Safety and Health Consultants Register.

FRSA: Fellow of the Royal Society of Arts (RSA Membership: 6008645).

Training

CSCS: Construction Skills Certification Scheme - Manager (CSCS Membership: 03569276).

NEBOSH: Certificate in Occupational Safety and Health.

IOSH - Essential Health and Safety Awareness (construction).

CITB - Site Management Safety Training Scheme (SMSTS).

Internal Auditor: Quality Management Systems ISO 9001:2008 - Bureau Veritas.

Accident and Incident Principal Investigator (Rail).

Human Factors Analysis & Classification, Human Factors Safety Training Institute.

Hazardous Waste Regulations - The Chartered Institute of Wastes Management.

Confined Spaces, City & Guilds - 6150, Level 2 Medium Risk.

Permits: PTS - Personal Track Safety AC / DC. Track Accustomed LUL - Safety on the Track Certificate (Track and Depot). Entry Permit LUL - Safety & Fire. DLR - Track Awareness. OLEC1 - Overhead Line Equipment Competency. LUL Site Hand Back. Railway Comms (NR). Rail Systems Overview (NR & LUL). Business Conduct Guidelines (LUL). H&S for tunneling – Crossrail Tunnel Safety Card. Confined Spaces – Tunnel Entry.

Academic qualifications

PhD: (distinction): Doctorate in Business Management, University of Aberdeen, UK.

MBA: Masters in Business Administration, University of Plymouth, UK.

PgCert: Certificate in Research Methods in Social Sciences and Law, University of Aberdeen, UK.

BSc: Bachelor of Science in Marketing, University of La Verne, Greece.

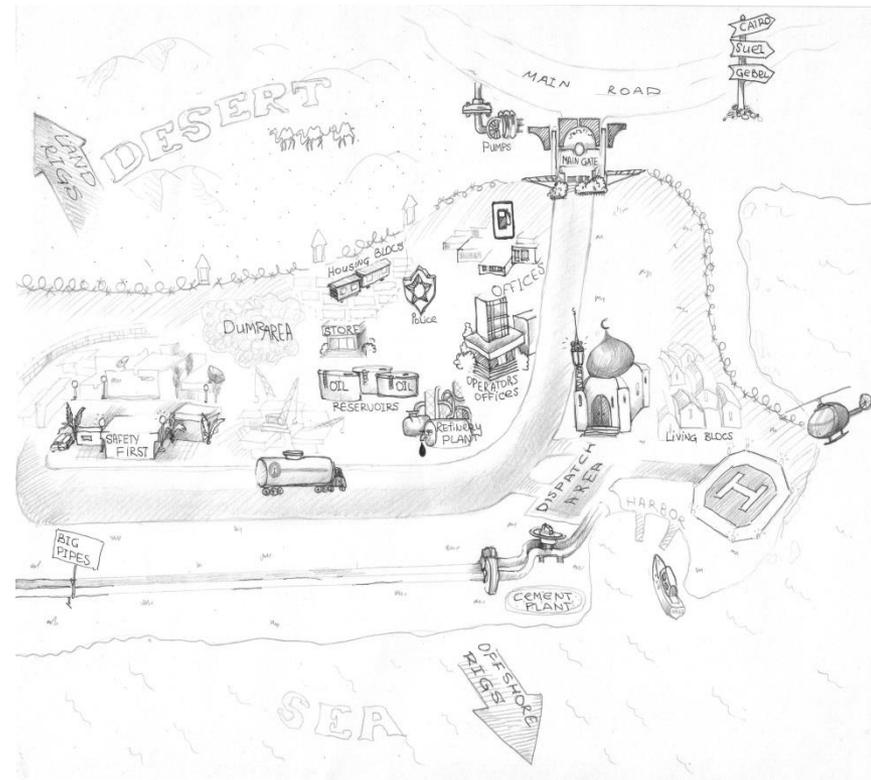
Section 3

Key H&S contributions

1) Research on culture and safety

This study was unique in exploring, describing and analysing organisational culture and safety in the context of an isolated oil work community. The study has utilised contributions from respondents of different grades and reflections from the researcher's own observations in order to present an analytical account of the community's organisational culture and attitudes towards safety. Key findings included the following:

- ✓ Exploitation of safety rules and safe work practices to ease life in the desert community.
- ✓ Stereotypical caricatures of the oil industry's 'macho' character and the impact on safety.
- ✓ Links between 'Safety First' as a core cultural value and masculine identity.
- ✓ Gaps between espoused safety values and actual site behaviour.
- ✓ How social isolation amplifies aspects of the safety culture between subgroups.



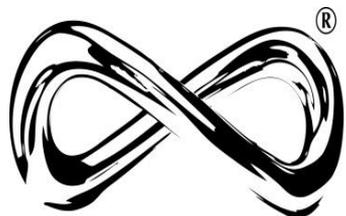
2) Cultural enhancement model

I developed **Educate, Motivate and Inspire (EMI)** as a live methodology for changing H&S attitudes, behaviours and culture. When EMI is applied effectively, the outcome is a sustainable, organic safety culture shared uniformly in the organisation.

Educate staff to adopt a self-learning methodology. Ensure that all events lead to developing knowledge in a learning type culture, exposing weaknesses, identifying opportunities and promoting open communication that leads to H&S excellence.

Motivate workers to instinctively make the right choices to support corporate ethos, policies/procedures and a culture of high reliability and forward thinking. Systematic deviations or failures may damage company reputation and cause ambiguity and noncompliance. Transformational leadership with open communication is key to iron out any behavioural obstacles.

Inspire staff to work beyond good practice and continuously evolve. Encourage, support and offer incentives to embrace everyone in the organisation to propose ways to grow by openly making suggestions and participating in 'think groups'. Key ingredient to inspire best practice, is by empowering every worker to take accountability for their actions. EMI instil responsible behaviour through courageous leadership - standing up for what is right and having the confidence to say so. An inspired workforce will move beyond basics and into the realms of safety evolution.



Educate
Motivate
Inspire

EMI is a registered Trade Mark (IPO reference: UK2657624)

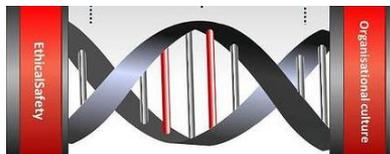
3) Ethical Safety: doing the right thing



As a registered H&S Chartered consultant with OSHCR I strongly believe in ethical safety behaviour adhered beyond what IOSH's code of conduct dictates. I wanted to take a step further, and so started *EthicalSafety* as the next level of conduct.

- ✓ Boundaries set by governing H&S bodies and their code of conduct are strongly adhered to; but *EthicalSafety* motivates behaviour beyond the structure of basic conduct and into the realms of ensuring a contribution beneficial not only to the business, but also to the wider community.
- ✓ *EthicalSafety* is a plea of excellent conduct, reputation maintenance and exemplar behaviour in the field of health and safety. Simply: meet the standards set by regulatory bodies; price fairly ensuring a cost effective value for money service; offer practical advice on the latest research and best practice and educate the client in owning H&S so they can potentially be self-sustained and to reduce costs.

(also see www.ethicalsafety.com)



4) Conferences and seminars



Presented at
IOSH safety expo



Culture survey at
Gatwick Airport



Presented at
IOSH LMB,
Sundown



ROSPA
Awards

Changing behaviours the Gatwick way, Safety and Health Expo, Institute of Occupational Health and Safety (IOSH)-Central Construction Group,

Organisational culture at Gatwick Airport, London Metropolitan Construction Group, Institute of Occupational Health and Safety (IOSH)-London Branch

Behavioural based safety — the impact of organisational culture, Presented at the *Health and Safety Sundown Park Seminar* in association with the Institute of Occupational Health and Safety (IOSH)-London Branch

An ethnographic study of the relationship between organisational culture and work group dynamics in an isolated oilfield, Presented at the *ICAS/BAA Accounting and Finance ScotDoc Colloquium*, St. Andrews School of Management, University of St. Andrews.

Date: 20 April 2016

Time: 10:0 – 16:00

Location: Basingstoke



Safety day

Smith Sean

Sent: Thu 21/04/2016 08:31

To: Toutoungi Ioannis

Ioannis

Just like to say well done for yesterday very well managed timed and planned day and a very well done to all that presented

One of the best safety days I have been to in 25 years well done mate

Regards

7) Supporting IOSH

2016 – Present

Steering Group Member for the *Longitudinal Tideway Tracer Research Project*.

2012 – Present

IOSH Construction Committee – Expert Panel advisor.

2009 – 2016

IOSH Council Member (excluding 2013).

2009 – 2010

IOSH London Metropolitan Branch vice-Chair.

2007 – 2011

IOSH London Metropolitan Branch Committee Coordinator.

Since I moved to London from Aberdeen in 2007 I have attended several IOSH Branch events collecting valuable knowledge and building my network.

DR IOANNIS TOUTOUNGI

CMIOSH



Attendance record: Ioannis Toutoungi has attended four of the last five Council meetings

Election statement:

Like yourselves, H&S is what I live and breathe. We all know and feel the numerous hurdles that come along with our occupation and the development it has gone through in the past few years where additional research and empirical evidence have shown H&S to be more important than ever. To me, H&S is not a cost but a valuable investment for our future and the next generation.

As a strong body of skilled professionals we have to work together for change, for instance, contributing towards a safety culture that does not stifle progress in the workplace or presents a heavy burden on industry. We also have a responsibility to ensure that whilst the cutting of red tape and bureaucracy is minimised, the importance of the sensible and practical application of health and safety is maximised to offer benefit.

In my career I have successfully changed organisational cultures influencing behaviours in large projects learning that change is gradual, safety can be misconstrued and H&S professionals need to be brave pioneers. In short, our profession is a long marathon with many active spectators on the way, but without a clear termination point. Therefore, the focus should be on the journey and those key volunteers (i.e., Council members) willing to put their time and effort for the collective good.

My combined knowledge/experience has and will be cascaded to other safety practitioners either through my local branch or through the IOSH Council. To accomplish and maximise the effectiveness of the latter, I need your vote and confidence in promoting what we, together strive to achieve: continuously improve H&S standards in the UK, set the benchmark for others abroad to follow and finally, develop a safe place for the next generation to work in.

Thank you for your confidence and vote.

Section 4

Innovations & best H&S practice

Best practice: minimising dust exposure and reducing musculoskeletal injuries

Following best practice and industry trends in mitigating musculoskeletal injuries and silica dust exposure, I ensured screeding took place with mechanised means like a LOMAR tool which reduces significantly the need to screed by hand. Furthermore, I also dictated at contract award stage, the introduction of moist sand which eliminated dust inhalation – main causes of silicosis. My influence to best practice in the Airport was well received by all, culminating to an accolade by the Derek Hendry, Gatwick Airport Construction Director, as seen below.

YOUR LONDON AIRPORT
Gatwick

23. 8. 2013



Ioannis,

You have been nominated for recognition for your prompt and pragmatic response to the incident that occurred at Norfolk House with Dyer and Bates. It is pleasing to hear 'projects' complimenting 'safety' for being proactive in dealing with an incident.

Well done and thanks,

Derek

Best practice: reducing musculoskeletal injuries



From project initiation the LOMAR speed screeder was requested to reduce musculoskeletal disorders through mechanisation.



Where practicable tools and equipment were carried through mechanised means reducing exposure to manual handling.



Bulky debris bags were instructed to be manual handled collectively by placing them in a wheeled container and two people moving it to the skip.



Heavier items like generators were instructed as a two man lift when wheeled on to site with a wheelbarrow in order to reduce prolonged manual handling and back twisting.



Best practice: Combating silica dust exposure



At contract award stage it was requested to eliminate dust exposure by sourcing moist sand that is silica dust-free.



Electrical plasterboard sander with vacuum attached to the head. Most dust particles are therefore drawn into the vacuum. Dust mask is still a requirement as some particles may escape at the start and the end of the operation.



No cement mixing was permitted to take place without a mobile vacuum extractor and suitable RPE with impermeable gloves.



Gatwick Airport defended a claim where the Claimant slipped on construction in the terminal. Total costs were £20k. I insisted that sticky-mats were introduced at the exit of the site preventing dust escaping.

Reducing manual handling

In 2014 ORR served Network Rail with a prohibition notice on manually lifting heavy troughs. I was brought in with McNicholas Rail to promote innovation and behavioural change to the wider workforce involved in trough laying. In order to change mentalities the **EMI** philosophy was deployed. I started with Education and training in manual handling, Motivating workers to ask for assistance before lifting and Inspiring innovation by developing a specialist trough trolley which reduced significantly manual handling. The following tactical steps were followed:

- 1) Briefed gangs on the prohibition notice issued by the ORR.
- 2) Changed the core induction, to include manual handling awareness.
- 3) Engaged with the workforce to develop a mechanical solution that reduced manual handling in a trolley type format. Brought in mechanical lifters to reduce lifting and crush injuries.
- 4) Brought the trough manufactures into the equation to promote production of lighter troughs from 55kg to 35kg.
- 5) Changed perceptions and attitudes on site by educating, motivating and inspiring people to think and act safely. My personal motto is *Good Safety is Shared Safety*.

Innovation: the unique trough trolley reduces manual handling



Safely lift the trough with two people and the lift tool to reduce manual handling by 65% and eliminate crushing injuries.



Trough positioned on the new trough trolley is secured between two support rails to reduce lateral movement.



Trough moved into position before alignment.

No need to lift as it slides safely from trolley.



Trough pushed into position mechanically eliminating low level lifting or finger crush injuries.

Innovation: specialist trough lifting gear



Arranged workers for a demo of the new lifting gear. NR was included. I organised and ran the demonstration.



Key point of using the tools is to reduce lifting from a low point and eliminate finger crashing and back strain.



The new lifting tool is developed to reduce bending and back strain as the handle is comfortably located at knee level.



The new tool can be carried with one hand as the NR senior PM experienced (person in front). The trough trolley was used where ground conditions allowed.

Reducing risk from heights

In 2008 senior management appointed a team to review working at heights activities in various parts of the business. As the Track Alliance/LUL safety representative I volunteered to not just reduce working at heights, but to eliminate practices at root level. An ambitious task at the time as this required changing the way things were done over many years. Behavioural change proved to be the biggest challenge. Prior to replying the educate, motivate inspire model, I engaged the innovations team to design simple tools that would offer practical solutions. The way I took things forward was as follows:

1. Discussed the problem with ground workers to secure their buy-in and reduce resistance.
2. Engaged the innovation team to develop simple, practical solutions.
3. Shared and updated senior management on progress, costs and time frames.
4. Tested the prototypes on worksites with various supervisors and key (informal) influencers.
5. Final products briefed to the users and added onto Procedure and Task Briefs.

A new way of doing things was adopted with ground workers having a saying in the process.



Rail

Before: workers would climb on the panels in order to place the straps securely. An activity that saves time but exposes workers to falls from height.



After: reviewed the risk assessments and re-briefed workers that all strapping operations are made from ground level. Where not possible, a pole is used as seen below. This way, working at heights is eliminated.



Rail

Before: in order to gage sleepers to fit in LUL tunnels, wooden sleepers protruding were chainsawed whilst stacked on a flatbed wagon. In doing so, workers were operating a dangerous tool whilst working at heights and unprotected. This was the normal way of doing things for 20+ years. Through communication and innovation (as described below) I changed the process of operation and gradually the culture.



After: I eliminate the risk from falls by cutting sleeper edges the panels were close to the ground as seen on the lower left picture. Where time was available, a special innovation allowed a drill on a skate to make enough holes into the sleeper whilst in the ground (central picture below). Once the panels were lifted, the edges could be easily removed with a hammer. In doing so, working at heights was eliminated. With time this became the norm.



Before: when dozers are on-track their height increases, making it harder and more risky to climb in to the cab.



After: my solution to place a step may appear simple, however, modifying any LUL vehicle is a complex process that took me a long time from conception to delivery. Risk from working at heights significantly reduced.



Before: climbing on the dozer blade to set the laser guides saves time, but increases the risk from falls experientially.



After: Changing the engineer's attitude proved a challenge as the new imposed process required additional calculations and more time, but it eliminated working from heights (seen below).



Section 5

Rewarding good H&S behaviour

1) Rewarding good behaviour and innovation



Most plasterers refused the use of gloves as they claimed reduced a precision feel on the final plaster finish. Bart was the only one who insisted in the use of gloves (see left). His efforts to influence others were recognised with an award.



When Jim was asked his view on the ORR Prohibition on manual handling, he offered to develop an innovative trough trolley on his own time to help the company and contribute to H&S (see left). His enthusiasm was awarded with lunch and a certificate.



2) Good safety starts with good communication

I strongly believe that health and safety is a collective process driven by values and Life Saving rules; but good rapport on site with the gangs, building honest communication, forging trusting relations and the adopting a just culture approach increases health and safety consciousness leading to our collective goal: *everyone home safe every day*.



This slide, as seen herein, was developed into an A1 poster and displayed on site and signed by all workers as a motivator and commitment to make safety personal.



3) Biggest reward: home safe every day

Posters I displayed on site highlighted the importance to *return home safe, every day.*



HEALTH & SAFETY IS NOT BENEFITING ONLY YOU

Keeping safe benefits your because you get to go home safe. Our collective message is *everyone home safe every day, so you can enjoy the things that really matter.*



STOP AND THINK BEFORE YOU WORK UNSAFE

Next time you are in an unsafe situation stop work immediately. If others are doing the wrong thing, be confident to stand up and tell them. Everyone has the right to go home safe every day to be with their family and loved ones.



MY FAMILY IS MY MOTIVATION TO WORK SAFE

Consider what is important for you; and make that the reason to return home safe.



lookout for safety



THINK WHAT'S IMPORTANT NEXT TIME YOU DECIDE TO DO SOMETHING UNSAFE

Safety at McNicholas is aimed to get you home safe every day. Our attitudes and behaviours are transferred to the next generation. Do things right and teach others to do the same.



Thank you for your time and considering my application.

Feel free to get in touch any time to discuss best practice.

Ioannis Toutoungi

E-mail: toutoungi@gmail.com Mobile: 0781 0303 306

Webpage: doctorsafety.co.uk



EthicalSafety

