Understanding Your HSE Culture
HSE Performance over time

- Technology and standards
  - Engineering improvements
  - Hardware improvements
  - Safety emphasis
  - E&H Compliance

- HSE Management Systems
  - Integrated HSE-MS
  - Reporting
  - Assurance
  - Competence
  - Risk Management

- Improved culture
  - Behaviour
  - Visible leadership / personal accountability
  - Shared purpose & belief
  - Aligned performance commitment & external view
  - HSE delivers business value

Incident rate vs. Time
Barrier Thinking - Focus

- **MAJOR HAZARDS** - Multiple loss of life
  - Fire
  - Explosion
  - Toxic Release

- **LIFE CRITICAL** - Loss of life
  - Working at Height CSE
  - Cranes and Rigging
  - Electrical
  - Mobile Plant Scaffolding

- **NON LIFE CRITICAL** - Minor injury
  - Cuts
  - Scratches
  - Bruises
  - Dust in Eyes
PATHOLOGICAL
who cares as long as we’re not caught

REACTIVE
Safety is important, we do a lot every time we have an accident

CALCULATIVE
we have systems in place to manage all hazards

PROACTIVE
we work on the problems that we still find

GENERATIVE
HSE is how we do business round here

Increasingly informed

Increasing Trust/Accountability

Culture Ladder
Culture Ladder

**GENERATIVE**
- chronic unease
- safety seen as a profit centre
- new ideas are welcomed

**PROACTIVE**
- resources are available to fix things before an accident
- management is open but still obsessed with statistics
- procedures are “owned” by the workforce
- we cracked it!
- lots and lots of audits
- HSE advisers chasing statistics

**REACTIVE**
- we are serious, but why don’t they do what they’re told?
- endless discussions to re-classify accidents
- You have to consider the condition under which we are working
- the lawyers/regulator said it was OK
- of course we have accidents, it’s a dangerous business
- sack the idiot who had the accident

**PATHOLOGICAL**
Chronic Unease on HSSE & SP Risks

- **Process Safety:**
  - Keep it in the pipe and in the tank.
  - Design and build it right, operate it right, maintain it right.
  - Keep barriers working

- **Road Safety**

- **Personal Safety:**
  - Life Saving Rules. Comply, Intervene, Respect
Goal Zero

- Safety is a deeply held value, integral to honesty, integrity and respect for people
- Goal Zero means relentlessly pursuing no harm to people and no significant incidents
- Goal Zero shifts how we think and act
- Goal Zero is possible

![Goal Zero Counter](image)
Golden Rules

- Comply
- Intervene
- Respect
HSSE&SP LEADERSHIP AND COMMITMENT

- Be mindful of HSSE&SP risks
- Demonstrate visible and felt HSSE&SP leadership through measurable actions
- Motivate, coach and develop your personnel in effective HSSE&SP management
- Hold individuals accountable for their HSSE&SP behaviors and performance
- Engage where appropriate with external stakeholders about HSSE&SP
Do people in my operation see, feel and know…

- Positive and negative consequences
- Clear HSSE expectations
- Taking personal responsibility and intervening when necessary
What do I see and experience?

**Positive**
- No Say-Do gap
- Positive examples and role models
- Everyone follows the rules
- Clear and certain consequences
- Recognition happens
- People follow up

**Negative**
- Unsafe working environment
- Poor work practice
- You don’t do as you say
- People do not know or follow the rules
- No follow up
- No recognition
- No consequences
How can I change my behaviour to shift the culture to the next level upwards?

- I will do regular walkabouts to catch people working unsafely (Reactive)
- I will make sure everyone uses the PTW properly and all the right signatures are in place - (Calculative)
- I will make sure everyone at each toolbox talk talks about their risks and how they will manage them – (Proactive)
<table>
<thead>
<tr>
<th>Example of Pathological Behavior</th>
<th>Example of Reactive Behavior</th>
<th>Example of Calculative Behavior</th>
<th>Example of Proactive Behavior</th>
<th>Example of Generative Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>I accept that mistakes are unavoidable in this kind of work.</td>
<td>I have to take safety seriously as my bonus is partly tied to the accident rate.</td>
<td>I say I take HSE seriously as I know this is expected of me.</td>
<td>I find HSE interesting and feel competent to manage it.</td>
<td>I insist making good decisions on HSE in favour of production.</td>
</tr>
<tr>
<td>I believe I have done my job when I have told everyone to work safely.</td>
<td>I investigate major accidents with my HSE advisor.</td>
<td>I enjoy talking to workers about HSE when I am on a site visit.</td>
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<td>I look for safety as well as &quot;hard&quot; indicators of HSE performance.</td>
</tr>
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<td>I work as if I were doing something dangerous as that's the supervisor's job.</td>
<td>I visit work sites where I am aware of serious problems.</td>
<td>I try to have the best HSE performance amongst my peers.</td>
<td>I try to have the best HSE performance amongst my peers.</td>
<td>I feel uneasy about HSE problems.</td>
</tr>
<tr>
<td>When we have an accident I find out who is to blame and get rid of them.</td>
<td>I believe HSE is best managed by HSE specialists.</td>
<td>I am pleased by my team's ability to investigate accidents.</td>
<td>I am pleased by my team's ability to investigate accidents.</td>
<td>I feel uneasy about HSE problems.</td>
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<tr>
<td>I think that meeting the legal requirements is good enough.</td>
<td>I think some people are accident prone and should be got rid of.</td>
<td>I follow up action items personally after incidents.</td>
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<td>I feel uneasy about HSE problems.</td>
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<td>I like to meet my financial targets. HSE targets are not my problem.</td>
<td>I send warning letters when people are found breaching carefully.</td>
<td>I get involved in incident investigations to ensure they get drawn to the underlying causes.</td>
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<td>I feel uneasy about HSE problems.</td>
</tr>
<tr>
<td>Management</td>
<td>Supervisors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe that in a dangerous business, a hard worker will have the odd accident.</td>
<td>I ignore unsafe practices I have seen when I am in a hurry.</td>
<td>I ignore unsafe practices I have seen when I am in a hurry.</td>
<td>I clearly show that I want to hear about near misses in both safety and environment.</td>
<td>I take pride in making HSE meetings a stimulating event for all.</td>
</tr>
<tr>
<td>I am paid to get the job done quickly and cheaply.</td>
<td>I have been audited and feel audits are a way of punishing us.</td>
<td>I feel there is too much paperwork for HSE.</td>
<td>I feel proud that my workforce takes HSE seriously and performs well.</td>
<td>I often wonder whether our good HSE performance is due to luck.</td>
</tr>
<tr>
<td>I like to meet hard production targets.</td>
<td>I don't always have the time to do what I know I ought to do for HSE.</td>
<td>I always keep our HSE figures.</td>
<td>I feel confident my team will check their own safety on site.</td>
<td>I frequently evaluate the quality of our work plans when jobs are finished.</td>
</tr>
<tr>
<td>It's like when HSE officers go on about HSE.</td>
<td>I feel I must implement the initiatives I get handed down by my boss.</td>
<td>I think we have too many audits and inspections we may never get the real work done.</td>
<td>I like to get reports on unsafe conditions, even if we don't get all the details straightaway.</td>
<td>I feel we plan a lot, but that is never enough.</td>
</tr>
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<td>Sometimes I have to say, &quot;Just get the job done—don't tell me how you do it.&quot;</td>
<td>I know I should report all serious accidents and unsafe conditions.</td>
<td>I know there are things going on but I never hear about them sufficiently.</td>
<td>I like to learn lessons from other groups' accidents so that we can prevent them here.</td>
<td>I make enough time to do planning.</td>
</tr>
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<td>I tell workers when an inspector comes on a site visit.</td>
<td>I neglect the job done on time, and hope it's done safely.</td>
<td>I always try to keep the site looking clean and tidy.</td>
<td>I tolerate some non-compliance when we get the chance to clean up in advance.</td>
<td>I don't mind being audited and ask for them to check that things are OK.</td>
</tr>
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<td>I think that workers should be left to get on with their jobs.</td>
<td>After an accident I say &quot;I told them, but they didn't want to listen.&quot;</td>
<td>I make sure the HSE board is kept up to date.</td>
<td>I am working with the workforce to get the HSE procedures down to what they need.</td>
<td>I trust my manager to make unreasonable demands.</td>
</tr>
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<td>I have been heard to say: &quot;Don't tell me how you got that job done so quickly.&quot;</td>
<td>I clean up when we have a visit from management.</td>
<td>I am jumping through hoops but don't fully understand why.</td>
<td>I clearly show that I want to hear about near misses in both safety and environment.</td>
<td>I take my workforce to let me know when things go wrong.</td>
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