

# HSE Culture

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## How Do You Go About Changing It

There are many organizations that believe good HSE practice is a way of life and spend large amounts of time, energy and money on its focus. Whatever metrics you choose to use, whether it be a maturity model, loss time incidents, or man-hours – these programs eventually reach a plateau where additional effort yields little or no improvement.

What are the important factors to change HSE culture? How does this compare to your current programs? What else can be done to augment what we are currently doing?

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# HSE Culture – How Do You Go About Changing It

- Starting Small – Changing A Habit
- Story Of ABS Brakes
- HSE Cultural Scans - Surveys
- Regular Meetings
- Facilitated SA Workshop
- Combination Self Assessment Program
- Communication Patterns & HSE Culture

# Starting Small – Change A Habit

- Lose some weigh
  - Personal resolve
  - Communicating and publishing your objective
  - Formal program and camaraderie
  - Whole environment – “Fat Farm”
  - Internalization and understanding
- Keeping it off
  - Life style choices and changes
  - Looking at the metrics and reflecting

# Story Of ABS Brakes

- Anti-Lock Braking System – a system on motor vehicles which prevents the wheels from locking while braking.
  - Advantages
    - allow the driver to maintain steering control under heavy braking
    - in most situations, to shorten braking distances (by allowing the driver to hit the brake fully without the fear of skidding or loss of control)
  - Disadvantages
    - increased braking distances under certain conditions
    - creation of a "false sense of security" among drivers who do not understand the operation and limitations of ABS
- Reality – tests show that accident incidents about the same, people with ABS are willing to take more risks

# HSE Cultural Scans - Surveys

- Advantages
  - Wide coverage
  - Everyone can participate and is heard
  - Standard format – easy to aggregate
  - Flexible time in responding

# HSE Cultural Scans – Surveys

- Disadvantages

- The percentage participation depends very much on your corporate culture – in real life 5% return on mail out is consider successful
- Slow to no response
  - One way communication unless you report back
  - Reports are typically slow
- Limited explanation, understanding of responses
- No discussion of remedies, improvements
- No commitment to change - internalization



Done

## 1.0. HSE Policies and Leadership

Disagree strongly ..... Agree Strongly

1.1 The HSE policy has been communicated to me and I understand its implications.

①

②

③

④

⑤

1.2 I have seen evidence of management's commitment to the resourcing of different HSE programs.

①

②

③

④

⑤

1.3 My manager visits us regularly and often to talk about HS&amp;E matters and participate in safety inspections and meetings.

①

②

③

④

⑤

1.4 I have seen my Supervisor/Manager make presentations on HSE matters and I can tell he/she is knowledgeable and understands the area.

①

②

③

④

⑤

1.5 I know what my Supervisor/Manager's performance objectives are with respect to HS&amp;E and my objectives are in alignment.

①

②

③

④

⑤

Please record below any major factors which influenced your ratings in this area.

Negative Factors

Positive Factors

Please record below any suggestions you have for improving effectiveness in this area.

Suggestions for Improvement

# Regular Meetings

- Advantages
  - Regular, frequent opportunities
  - Real players are in the room
  - Decisions can be made
  - Commitment to act



# Regular Meetings

- Disadvantages
  - Regular agenda items intrude
  - No fresh perspectives
  - Unequal status of participants
  - Internal problems go unchallenged

# Facilitated SA Workshop

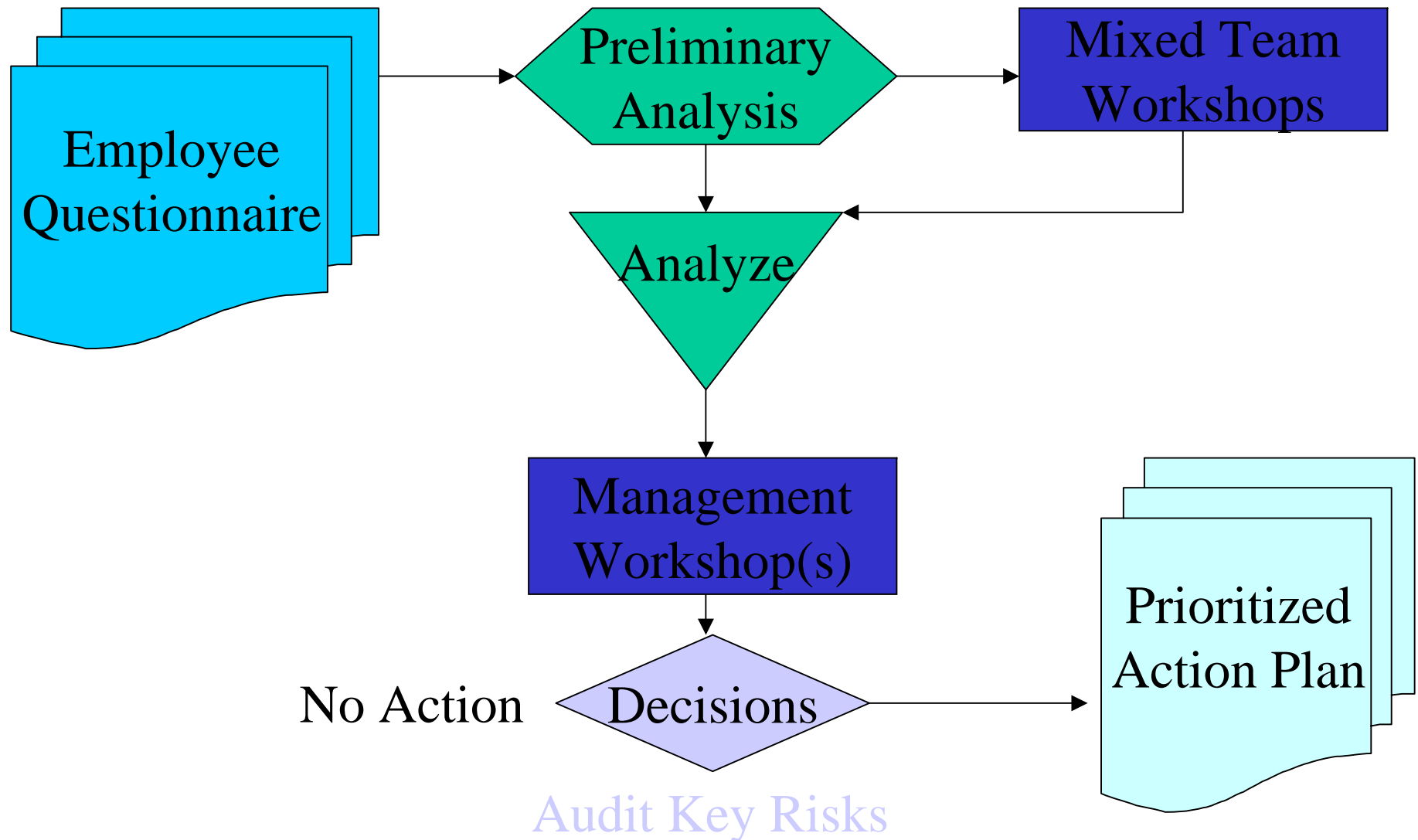
- Advantages

- Facilitator involved
  - Everyone on team can participate
  - Impartial, could even enhance the discussion
- Brainstorming plus standard questions
- Key players in room
- Focus and equality
- Deep discussion
- New benchmarks
- Electronic voting = speed, anonymity

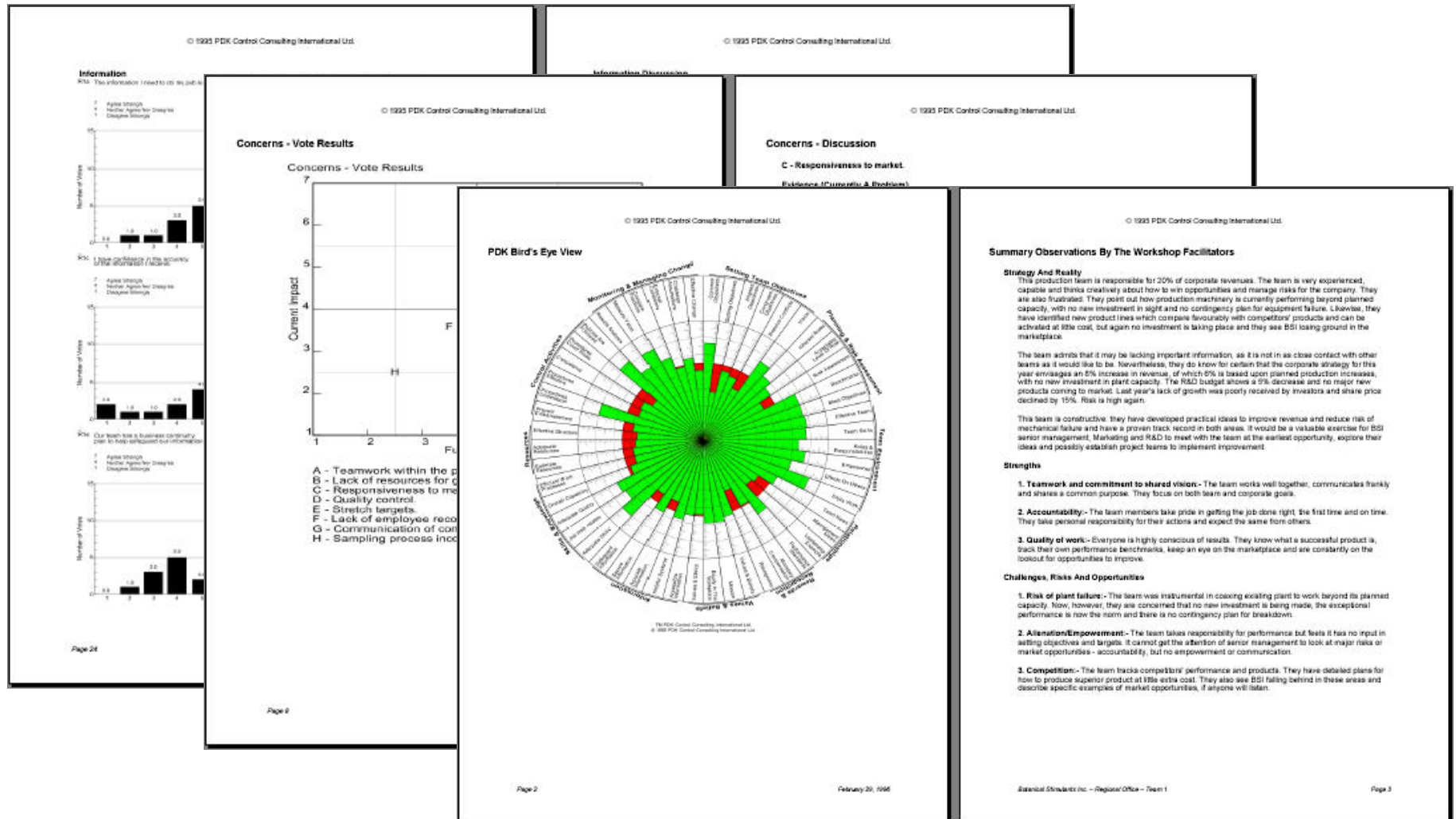
# Facilitated SA Workshop

- Disadvantages
  - Time consuming for participants
  - Limited coverage
  - Participants all come to location
  - Is there adequate time to develop action plans?

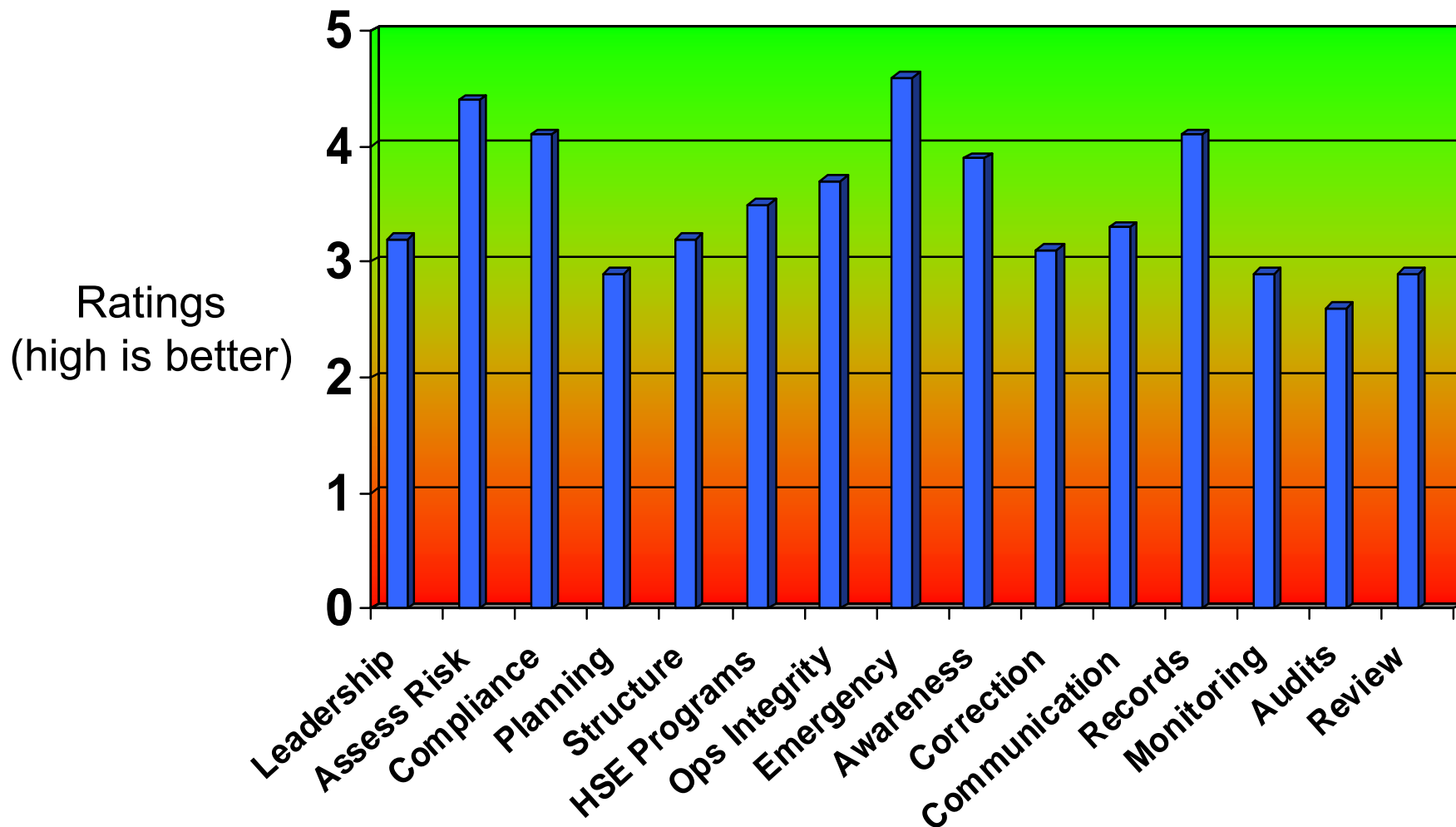
# Combination Self Assessment Program



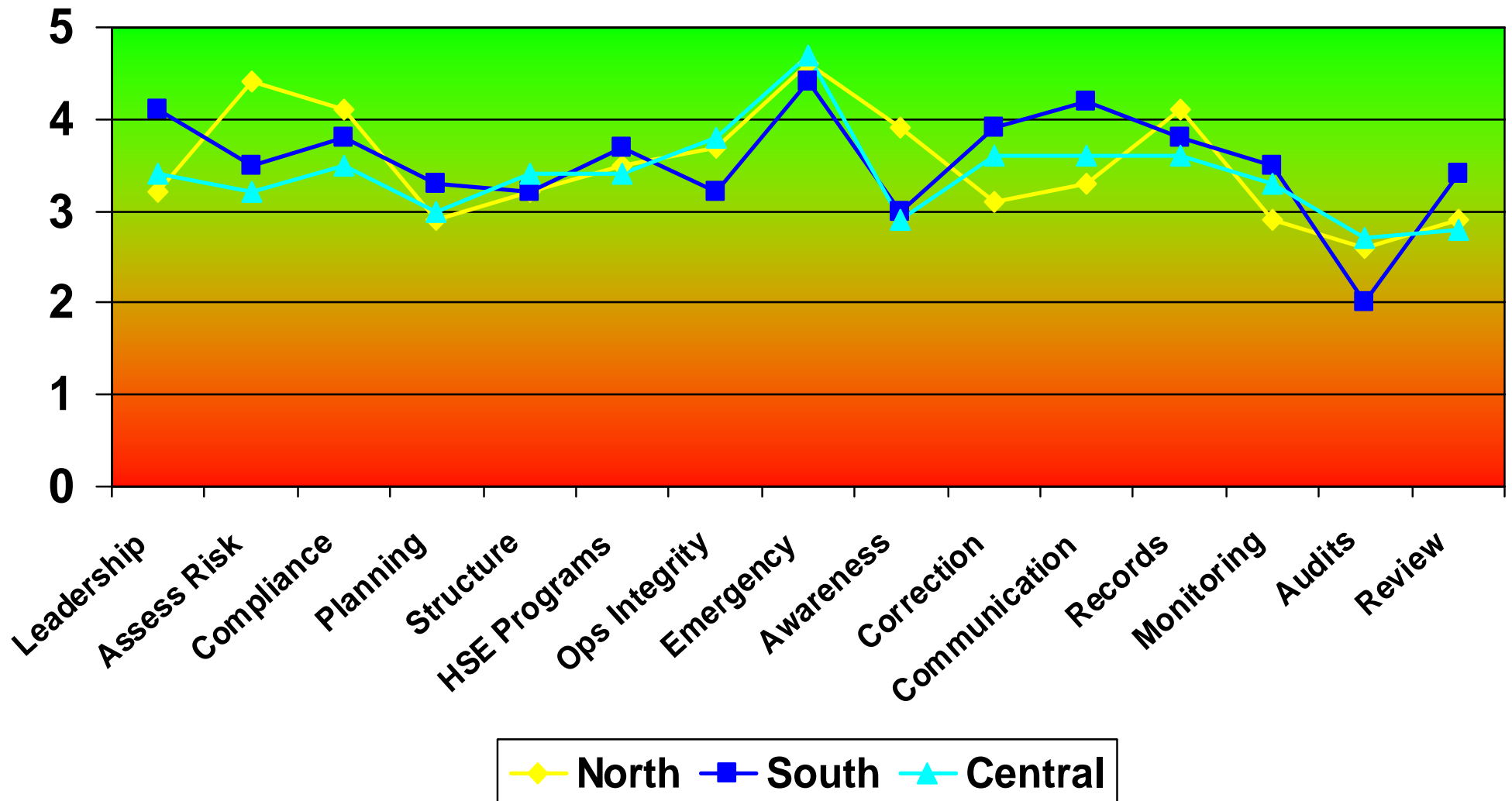
# Workshop output



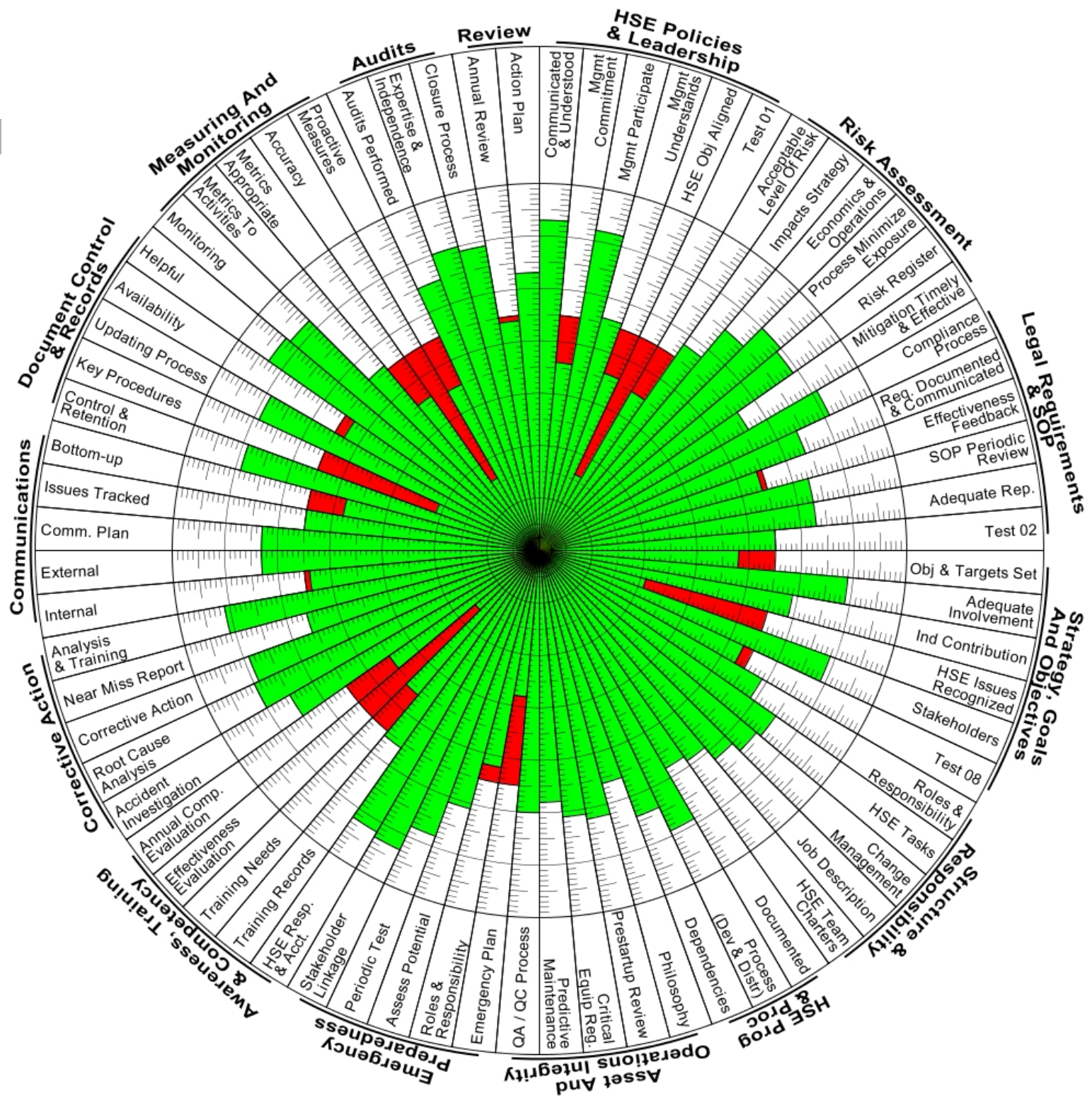
# HSE Corporate Profile



# HSE BU/Area Comparisons



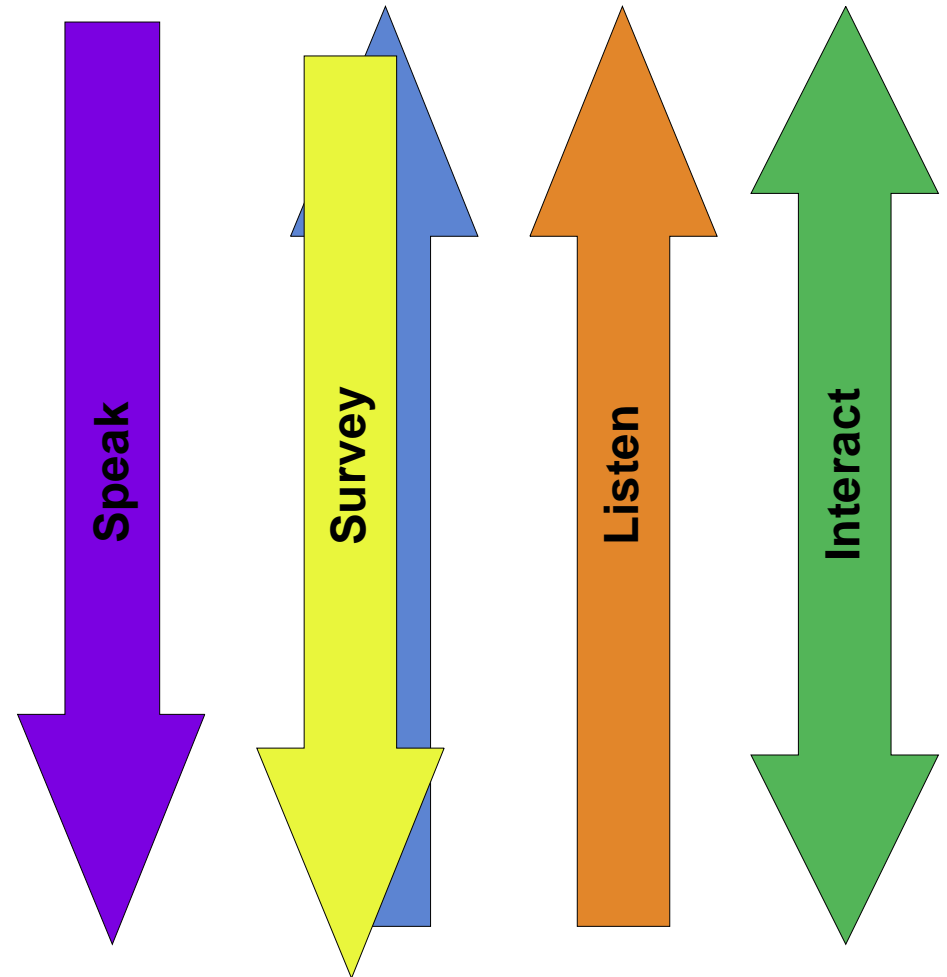
# HSE Cultural Profile





# Communication Patterns & HSE Culture

- Building an enterprise culture is all about engaging people. Its about commitment.
- There are four primary methods by which leaders develop dialogue within an organization - modes of engagement. Each has its own place and purpose:
- **Speaking** – the leadership act of making a idea or position known regardless of media.
- **Surveying** – seeking reaction to a specific idea or position.
- **Listening** – making the effort to hear the ideas positions of others.
- **Interacting** – actively exchanging and developing ideas and positions.
- Each mode must have a role for building, shaping and maintaining organization culture. Sustaining the effectiveness of every mode requires support in the form of leadership action.



# Cultural Pathway

