

Self Assessment

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What Is It & Why Should I Care

Self Assessment (SA) is a process that was developed at a Calgary oil & gas company over two decades ago. Since then, it has been adapted for use in a variety of industries and disciplines.

What is SA and how does it apply to HSE?
What are some of the success stories?

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Self Assessment

- History Of Self Assessment
- Self Assessment
- Self Assessment – Why It Works
- Radial Graph
- Communication Patterns & Culture
- Success Stories

History Of Self Assessment

How Self Assessment Came About

- Superior Propane
 - External audit, internal audit failed to detect fraud
- Campaign for re-election of Richard Nixon
 - Failure of staff in seeing the light
- Confession of an auditee and a friend
 - Failure to ask the right question

History Of Self Assessment

Comparison between HSE & Audit

Internal Audit

- Next most hated department besides Human Resources
- Head office management no clue about the field
- Can't understand why our clients can't see the light
- Assume we know the answer
- Assume we ask the right question

HSE

- Next most hated department besides Internal Audit
- Head office management – used to be smart
- Can't understand why our clients can't see the light
- Assume we know the answer
- Assume we ask the right question

Self Assessment

Definition of Self Assessment

Employee teams getting together with their manager and specialist facilitators to analyze, within a HSE management (control) framework, the strengths and obstacles which impact their ability to achieve their objectives; and to decide upon appropriate action.

Self Assessment

Session Principles

- Open, frank communication
- Trust
- Everyone's input is important
- The person who performs the task understands it better than anyone else
- Group comments may be shared externally but individual anonymity is preserved

Self Assessment

Why It Works

- Respect and trust
- Common language
- Focus on their work
- Asking the right questions
- Right people in the room
- Deliver as promised (action taken)
- Qualitative, quantitative and timely
- Fun and of value

Self Assessment – Why It Works

Respect And Trust

- Skunk works – great work achieved with little or no resources
- Respect example – Inland Revenue
- Trust
 - Can't demand it, must be earned
 - Takes a long time to amass but very little time to destroy
 - They will make up their minds about you in seconds

Self Assessment – Why It Works

Common Language

Use language everyone can relate to.

I have ready access to all the
information
I need to do my job properly



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Self Assessment – Why It Works

Focus On Their Work

- Three key benefits
 - They will give you the time of day – people spend more than half their waking day at work, people care about what they do
 - They will tell you the truth, they want to make their work life easier and better
 - They know their job intimately, they do it everyday and they have very much developed opinions – given an opportunity to speak, their collective views are frequently astonishing

Self Assessment – Why It Works

Asking The Right Questions

- Ask open ended questions to seek knowledge and learn
- Ask specific questions to seek clarification and understanding
- Your program may only have 25 questions (common and benchmarked) but you will have asked thousands during the session for clarification and understanding

Self Assessment – Why It Works

Right People In The Room

- Successful decision making requires
 - People that can accurately describe the problem
 - People affected, people doing the work
 - Decision makers
- Team owns the problem, not the facilitator
- Management is part of the work team, communication will only be slight less open if you do your homework
- The team will be happier – you make the team stronger

Self Assessment – Why It Works

Deliver As Promised (Action Taken)

- Everyone is happy
 - Management because you have left them in charge
 - Staff because critical problems are raised and addressed
 - Team as problems they can not solve have been escalated
- Be realistic, not everything can be addressed
- Deliver the report the next day
 - Long the delay, the more the words and ideas become yours rather than theirs

Brainstorming

- obstacles and strengths
- risks and opportunities
- what can the team do?



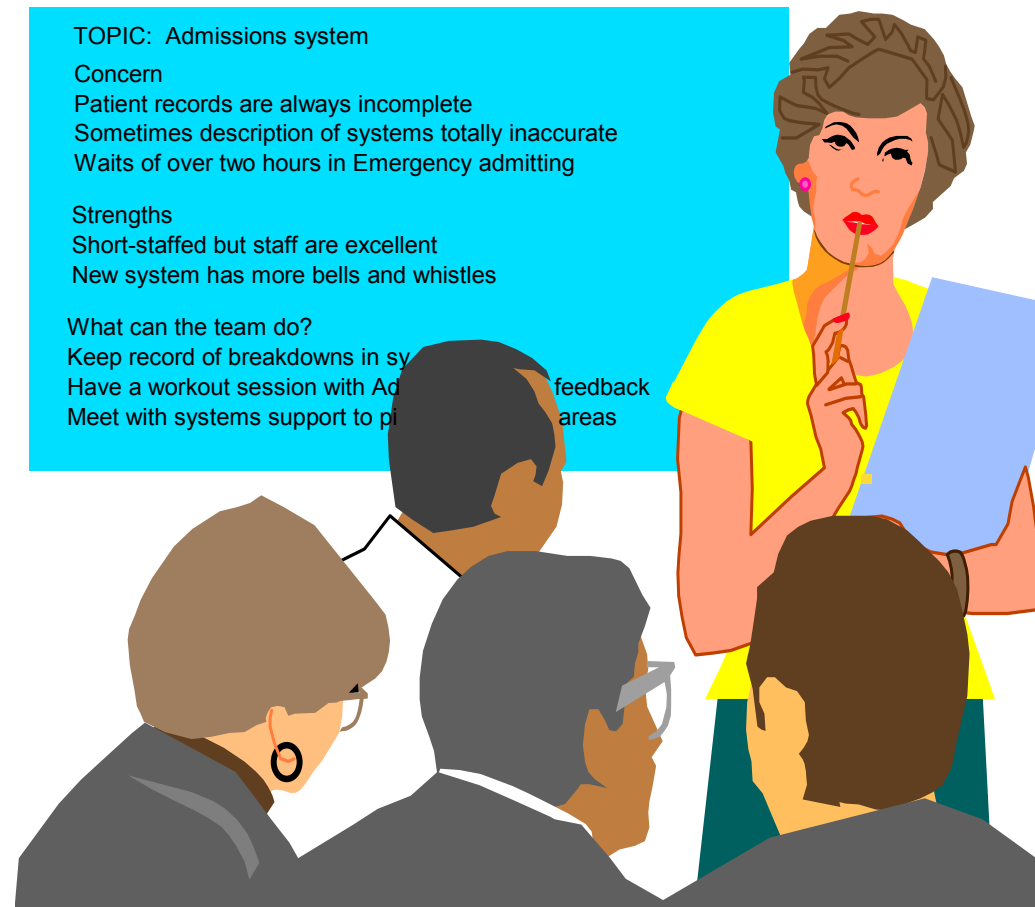
Vote on key indicators

- fast, electronic, anonymous voting
- concerns
- strengths
- what can the team do?



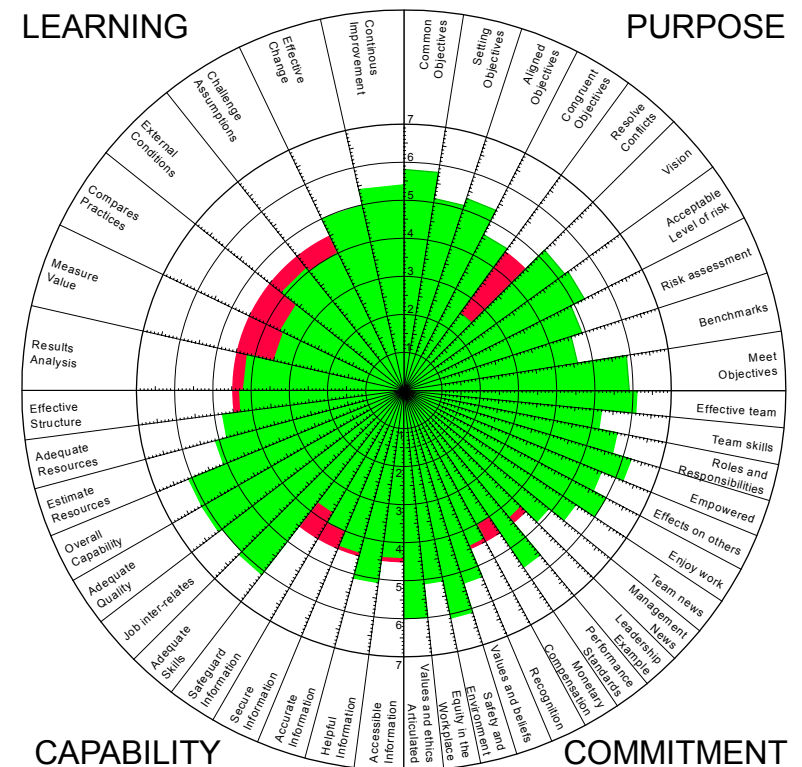
Seek out, discuss root causes

- Openly discussing risk and opportunity
- Deciding what **ACTIONS** to take



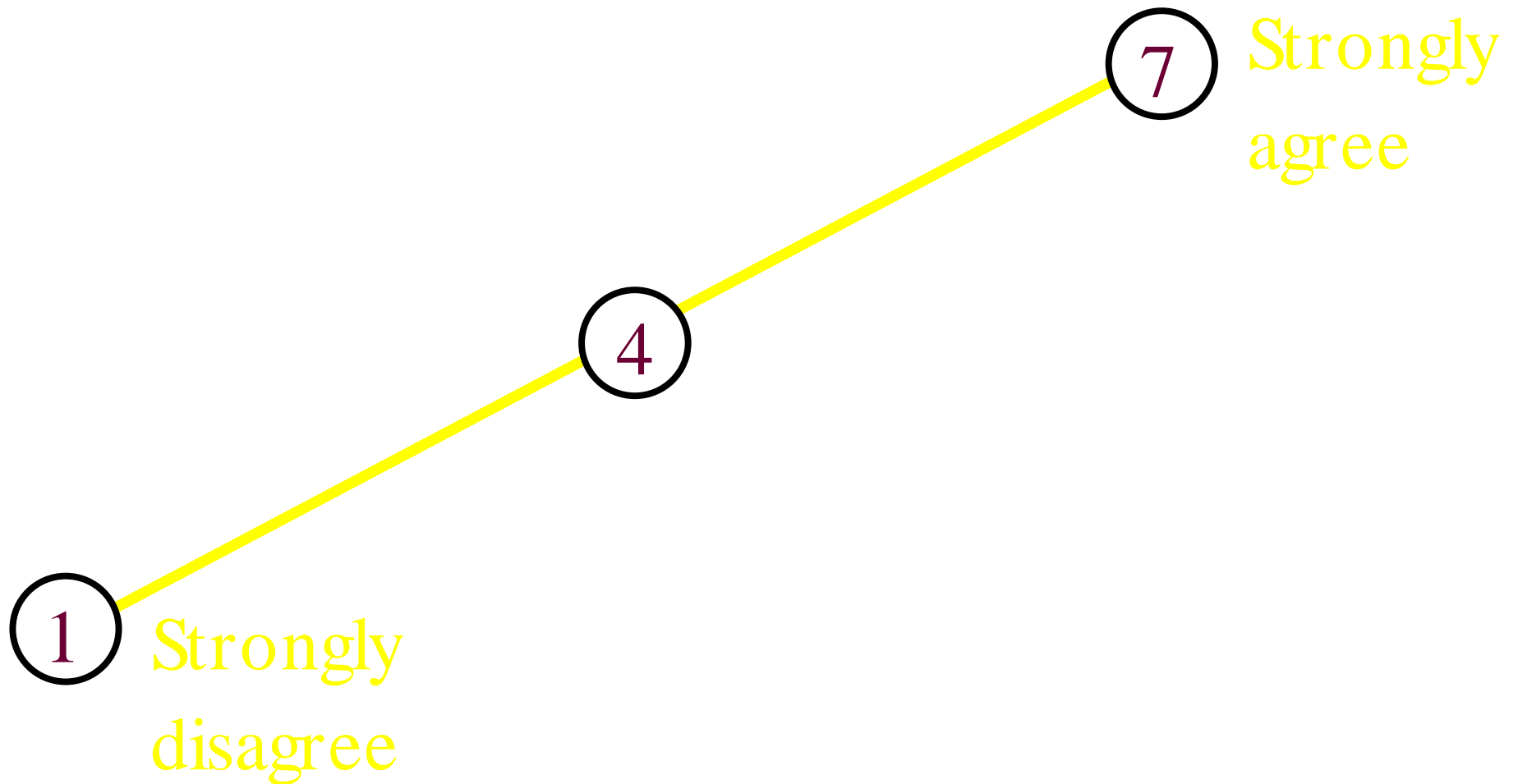
Compare Strategy And Reality

- Understanding what it's going to take
- Putting it into effect



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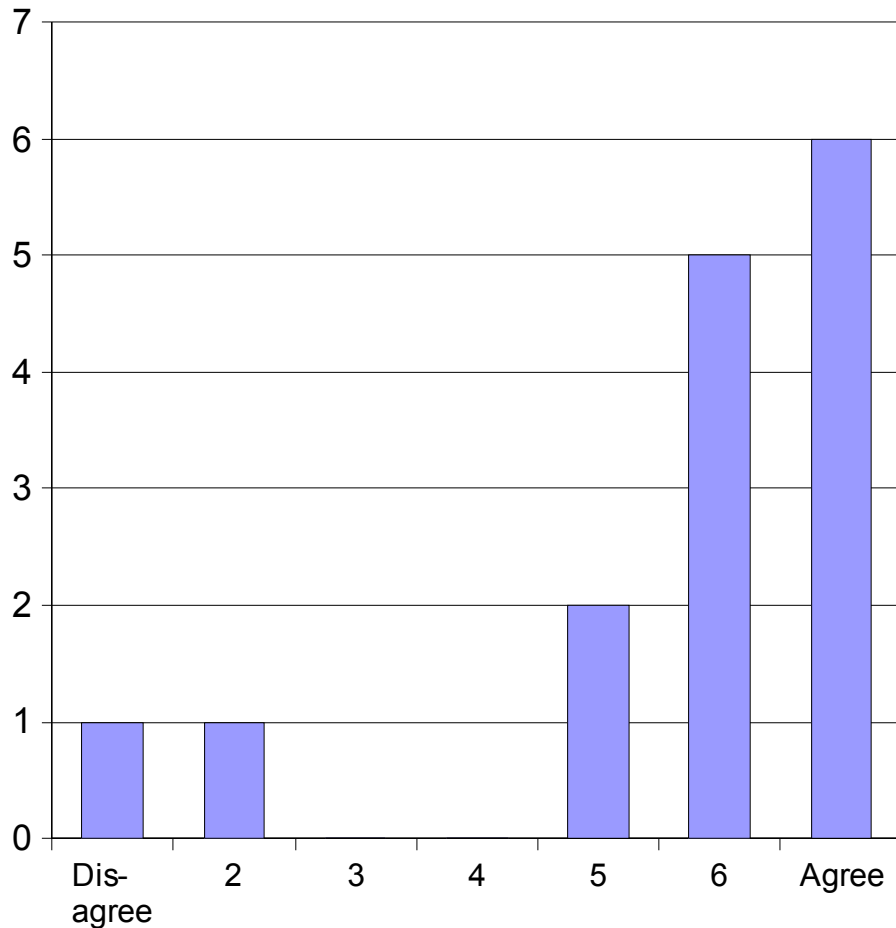
This company walks the talk
on safety



Self Assessment – Why It Works

Qualitative, Quantitative, Timely

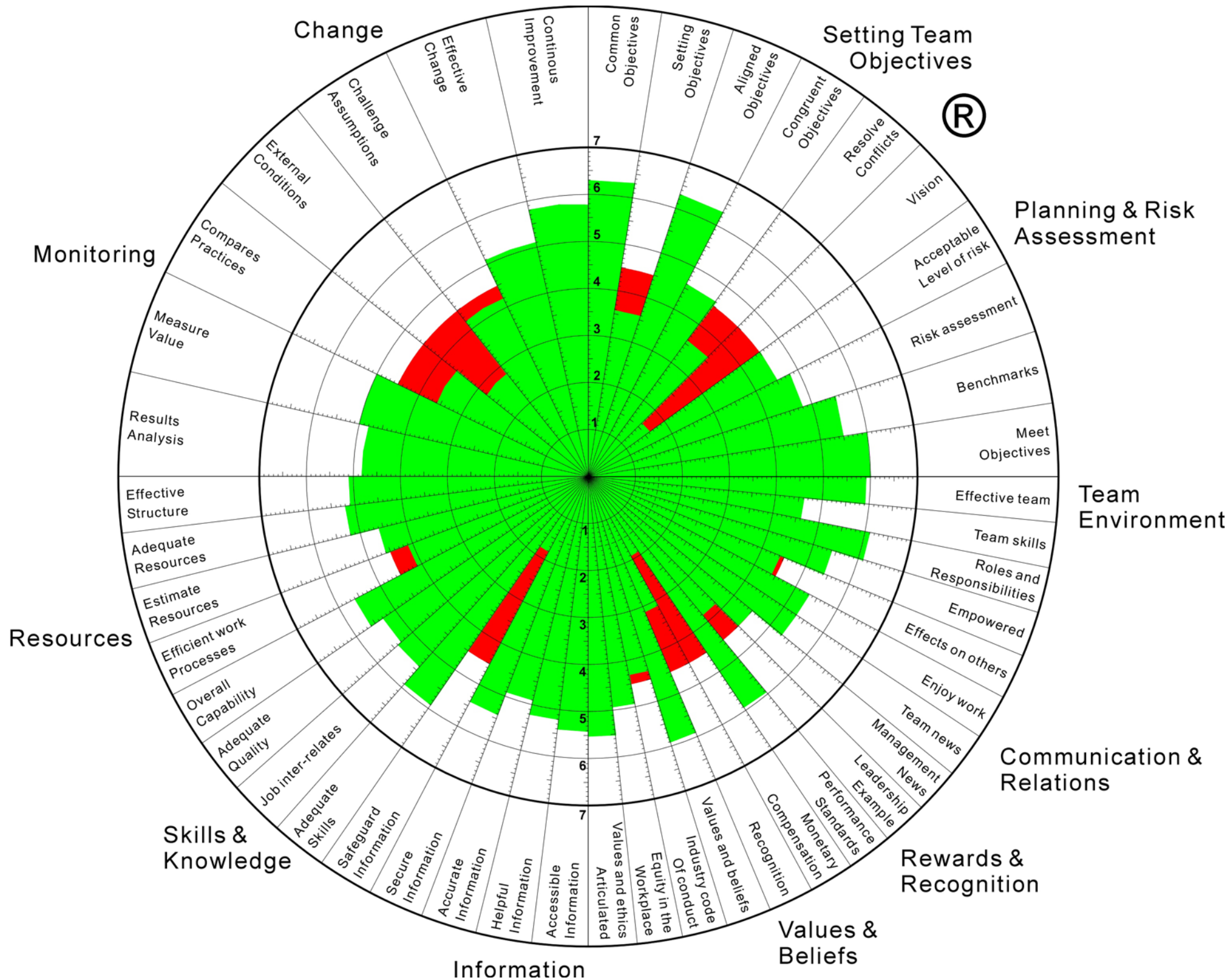
This organization walks the talk on safety.



Self Assessment – Why It Works

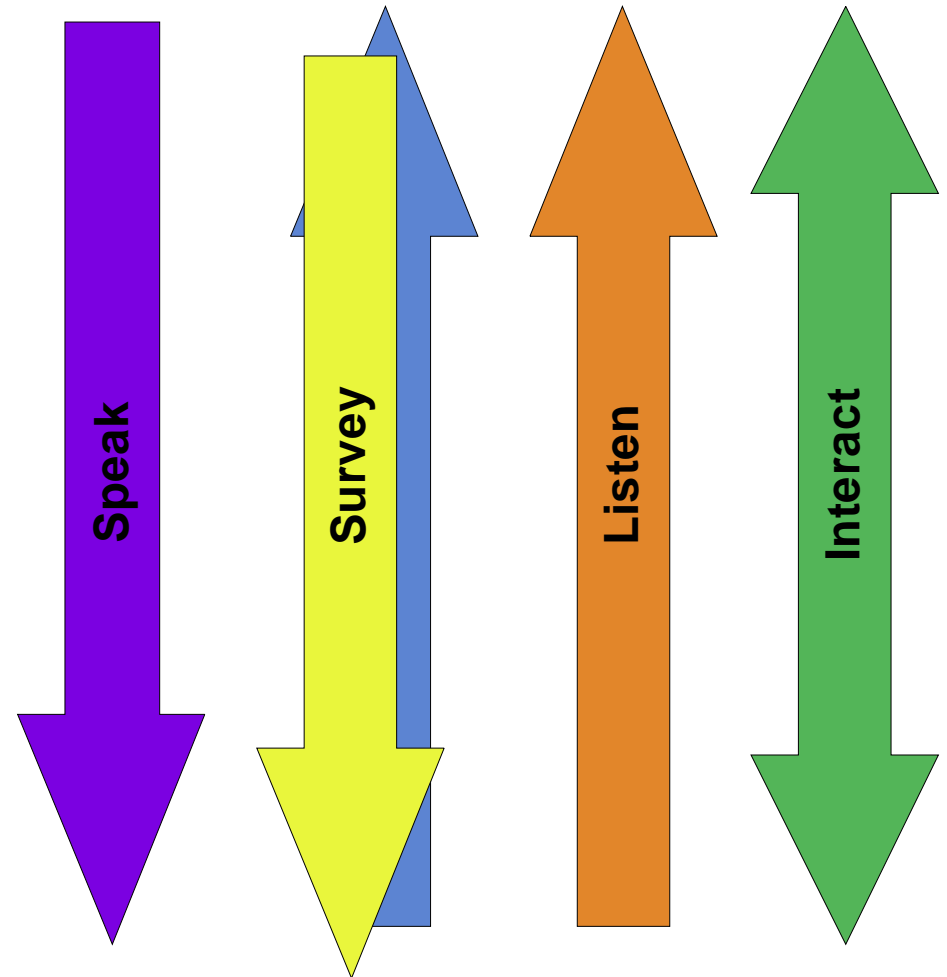
Fun And Of Value

- Work can be fun and should be fun
- A process will only be repeated effectively if the participants thought it of value (they receive value equal or greater than the time they spent on the process)
 - Otherwise, they may be required to participate next time, but the results will be less than optimal
- How do we know the session was of value?
 - Simple, have the fortitude to ask them



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.



Success Stories

- Gold mine setting of blasting caps
- Coal hopper car incident
- High pressure sour gas parts retooling
- Fire retardant clothing