

When Culture Gets in the Way of Safety

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This Presentation

- Derived from live case studies and published literature on safety culture
- Why culture is so powerful
- Culture getting in the way of safety:
 - Why change is so difficult
- Leadership, culture and safety:
 - The importance of leadership
- Winning the hearts and minds:
 - A safety leadership model
- Discussion



You can tell in an instant if this is a safe rig

- Definition of Culture: Edgar Shein
- How organisational culture develops
- Examples of culture
- Culture is observed through behaviour



On the couch: the psychology of safety & culture

- The male brain
- Personality
- Expectations
- The thin slice
- Peer pressure
- Choices
- Motivation



Why people are hard to change

- We are hard wired not to change
- Habits
- Values and beliefs



Culture getting in the way of safety



Leadership

“You never jump into the same river twice”

(Heraclitus)

A learning environment creates a culture of safety

- Continuous improvement
- Plan, Act, Evaluate, Reflect



Plan – Act – Evaluate – Reflect - Plan



Leadership

- Relationships and relationship capital
- Emphasis on safety in all communications
- Correction
- Knowledge
- After action review
- Rewards and recognition
- Time as emphasis



Process Systems

Safety processes are never compromised even in downtime

- *Permits to work*: completion and quality
- *JSAs*: completion, quality and improvement
- *STOP cards*: number and quality
- *JSA Scorecards*: number and quality-demonstrate attempts at improvement
- *After Action Review (AAR)*: number and quality
- *Hand Safety Scorecards*: number and quality
- *Safety Tours*: regularly conducted
- *Hazard hunts*: regularly conducted
- *Level of knowledge of safety values, policies and procedures*



New Personnel & Inductions

- A good induction sets the scene
- Engaging communication that is motivating
- Interactivity
- Testing of knowledge and skills
- Follow-up



Daily rig safety

- Housekeeping
- Near misses
- Direct observation of safety behaviour reported
- Feedback loops for corrective action are observable



Resources

- Commitment to appropriate level of resources
- Appropriate attention to safety issues
- Immediate change to policy, procedures and process



Can culture change?

Observations

- Is culture ripe for change?
- Nurses & Doctors (known experience)
- 2008 Beijing Olympics (expected change)



Success in consistency

Observations

- Alignment of values and beliefs
- Positive vs. Negative outlook
- Sight, Sound, Smell



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