Demystifying Safety Culture
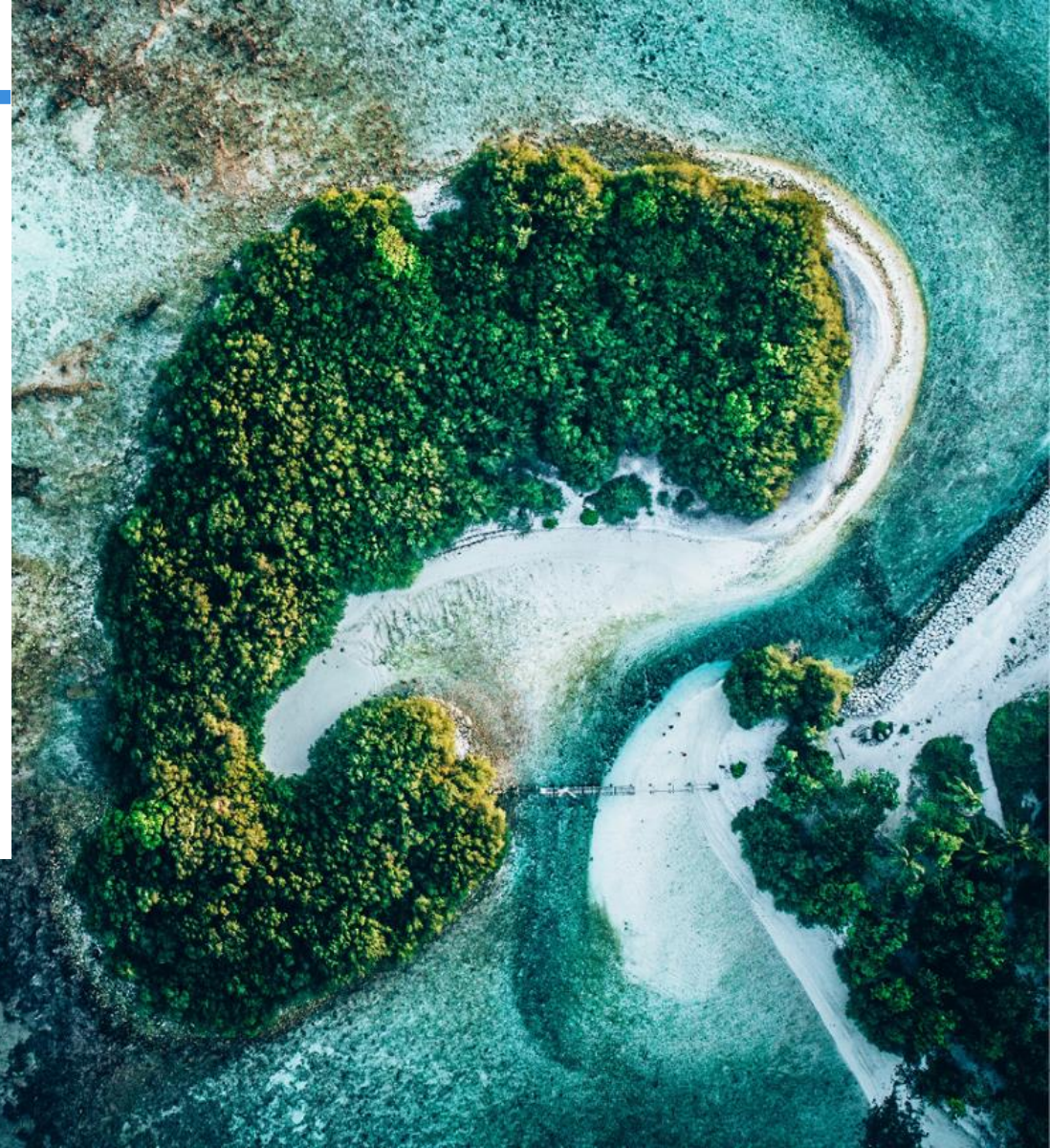
Making in Real, Engaging and Impactful

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Lloyd's Register

Themes

Simplification
  – A strategic enabler

Engagement
  – Making an emotional connection
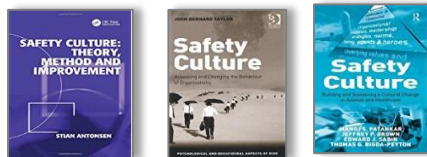
Leadership
  – Engaged and visible

Reflections on Safety Culture

Variances and differences

Theories, Models and Approaches

There is little consistency…

There's a million views!

- **3.8 million google results**

- **206,000+ academic articles**

- **1,800+ books**

How does it differ?

Rules-based vs. a Cultural Approach

Rules-based approach

- Safety is a rule, often promoted through 'initiatives'

- Measure the absence of outcomes i.e. accidents

- Compliance is the goal (and end point)

- Variability is a threat to be eliminated

- People are the problem to be controlled

- Tell them what to do and respond to events

A safety culture approach

- An organisational value, shared by all

- Measuring the presence of preventative activities

- Compliance is where we start from

- Variability is an opportunity and an inevitability

- Employees hold the solution. Engage them

- Focus on praising and reinforcing safe behaviours

What are the common themes?

Building a safety culture

- **Leadership**
  Visible, committed and curious

- **Engagement**
  Employees are involved in the solution.
  Consensual and participative

- **Informed**
  Understand what drives behaviour

- **Fair**
  – A clear difference between errors and violations

- **Learning**
  – Continually looking for improvement opportunities

Our Approach

What did LR do?

Our Safety Journey

The path we've travelled; the journey ahead

- **Simplify** - 'process overload'

- **Re-boot** - performance plateauing.

- **Improve** – Improve control of key risk

- **Refocus** – introduce "new thinking "

- **Engage** – listen to the experts, our employees

LR's Strategy for Change

A strategy underpinned by five themes:

- **Simplify**
  Simplified processes with robust min. standards

- **Engage**
  Making it personnel, relevant and engaging

- **Innovate**
  Trialling new tech. and different approaches

- **Measure**
  Let the 'data speak'

- **Learn**
  Create an organisational memory

Group Health, Safety, Environment and Security Strategy

zero harm.
STATE OF MIND

What we will do:

Strengthen our safety culture and improve local accountability

1 To realise our aspiration of Zero Harm, we will introduce a behavioural safety framework, conduct behavioural safety workshops and undertake safety culture surveys. To strengthen our safety culture and improve accountability for risks and performance, local HSES improvement plans will also be introduced.

How we will do it:

- A behavioural safety framework will be developed that outlines a series of actions and mind-sets to guide us on the things we can each do to deliver Zero Harm.
- Training workshops will be conducted to ensure everyone is familiar with LR's behavioural safety framework and understands how they can personally make a difference.
- Local safety culture surveys will be conducted to establish a baseline and identify specific areas for improvement.
- Personal safety plans for managers and leaders will be introduced that are aligned to LR's behavioural safety framework.
- We will develop a Zero Harm toolkit to support local roll-out and ensure everyone lives and breathes our Zero Harm philosophy.
- Each business area will implement a local HSES improvement plan for their specific risks and issues.
- An annual self-assessment process will be introduced for the local management teams to review and improve upon their key risks, controls and conformity with LR's requirements.
- A group-wide series of predictive HSES performance indicators will be introduced to complement the reactive metrics.

Simplify

Reduce Processes

- Disproportionate processes inhibits accountability and stifles innovation

- Written for the end user – clear requirements, well communicated

- Appropriate and proportionate to the risk

- SOAP principle: Say it On A Page

- Applying these concepts LR has:

  – Removed 32 processes and ~400 pages

Our Simplified System

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Health, Safety, Environmental and Security Management System
Issue: 1.7 March 2016

One set of management process

LR LifeSavers
10 Critical Behaviours to Stay Safe
Lloyd's Register
zero harm
LR STATE OF MIND

One set of safety behaviours

Risk-Focused

Involving our employees

o Involving employees in the development

o Video tutorials recorded on-site

o Our people in our workplaces

o Making it real and relatable

o Discuss and address barriers

LifeSaver 8 Working over Water

> 1. Identify the transfer hazards
> 2. Assess the risks
> 3. Plan your transfer
> 4. Wear the correct PPE

> 5. Check emergency equipment
> 6. Check communications
> 7. Transfer at a safe point and time
> 8. Use a heaving line

Engaging

Learn

Creating an organisational memory

- Make safety personal

- Create a culture of storytelling

- Teach people to tell "their story"

- Reflective learning from incidents

- Peer-to-peer learning

Learn

## Creating an organisational memory

- Make safety personal

- Create a culture of storytelling

- Teach people to tell "their story"

- Reflective learning from incidents

- Peer-to-peer learning

My Safety Story
Making Safety Personal

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Apply

Task Risk Assessment App

o Task risk assessment App

o Weather, sea state and geo information

o Send emergency information

o Creating rich data set

o Database to store, retrieve and track completed assessments
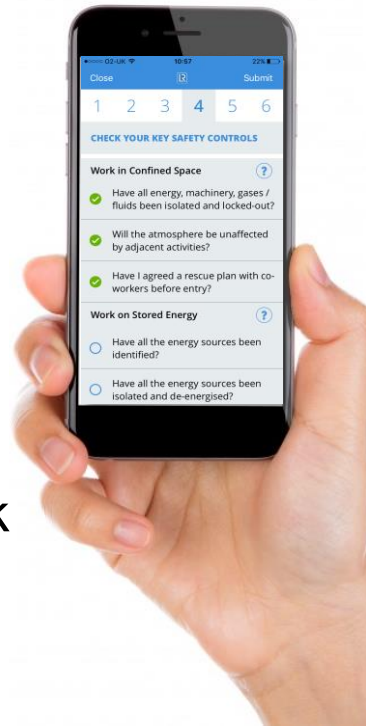
The best person to assess the risk is the individual facing it

Lead

Visible and felt leadership

- Reinforce safe behaviours by:

  - Measuring the preventative actions

  - Focusing on HIPOs

  - Leadership discussions and engagements

  - Apply Just and Fair model to failures

  - Celebrating the right outcomes

  - Reflective leaning discussions

  - Promoting STOP

We Care

We Share Our Expertise

We Do The Right Thing

Lead

Empowering employees

Results and Success

Global roll-out

- 7,200 colleagues trained in 8 months

- 180+ training sessions in 80+ venues globally

- Receiving ~700 safety engagements per month, including 200 STOP work reports

- Safety highest scoring topic in Employee Opinion Survey:

  - 92% favourable to changes

  - 93% recognise the requirements

Summary

Our key learnings

o Simplification of processes is key

o Engage employees and identify what's difficult

o Essential to focus on key risks

o Use sharing and storytelling to make safety personal

o Make training simple, engaging and accessible

o Lead through visible and engaged leadership