

# Challenges of Different Safety Cultures

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# Why is it so difficult to achieve the “perfect” Safety Culture

- Risks can almost always be designed out, but cost too much money
- Mixed messages from entire supply chain, i.e. customer, Contractor, Employees
- Company does not treat safety as a core value, more a necessary evil
- Only for upkeep of corporate image; Not practicing what we preach.....complete buy in!
- Working jurisdictions, confusion in standards.
- Poor attitude, perception, no targets other than productivity
- Lack of commitment, communication
- Unhealthy Attitude and therefore poor practices
- Reward for items other than Safety



# Stage 1: Assessing our Safety Culture



**It is critical that we understand the strengths and weaknesses within the current Safety Culture**

- **How do leaders behave in the organisation in supporting (or not) the safety culture?**
- **What are the business values/principles for safety? How are they promoted?**
- **How is safety measured and how reflective of good or poor performance is such measurement?**
- **How effectively is safety performance fed back to the workforce and in what form?**
- **When is positive safety performance and behaviour recognised/celebrated?**
- **Are unsafe behaviours dealt with in a ‘just and fair’ manner through the disciplinary process?**
- **How are contractors selected and how is contractor performance in safety evaluated?**



# Stage 1: Assessing our Safety Culture



- How is safety built in to business contracts?
- What skills are supervisors equipped with to influence and lead their teams on safety?
- How does design and planning effect safety at the execution sites?
- What are the safety critical behaviours for the various parts of the organisation that have in the past and may in the future cause severe events.
- How clearly are the critical behaviours described within the business and how well are they known?
- What KPIs are used to evaluate individual contribution to the safety culture?
- What indicators are used to describe team performance around safety?



## Stage 2: Design

KPI's, targets - Develop a Safety Programme to engage all levels of the business and one that provides clear opportunity for sustainable culture improvement with an added benefit of driving overall business performance



## Stage 3: Training and Implementation

Behavioural Safety Programmes, CPD, Targets achieved, Ongoing monitoring



## Stage 4: Measurement

Track KPI's that are related to increase of safe behaviours, including everyone from SNR Management to front line staff.





# Windhoist wish list

- **Universal and international approach re Safety**
- **Partially exists due to groups like VDMA, GWO, RUK, IWEA, etc.**
- **Industry align re training and competency**
- **Industry align re Safety Expectations**
- **Industry align re legislation, i.e. WAH variances re definition, British Isles practices forbidden yet accepted in other jurisdictions**

THANK YOU