



proHRO

Workshop
Improving safety
in the process
industry

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SABIC The Netherlands

**First European
proHRO Conference**

15th and 16th of November, 2011 / The Hague

Workshop agenda

- Welcome, introduction and deliverables 10' WE/GU
- Safety culture / culture of safety
Assessment and Roadmap 20' GU
- How to achieve or hold onto level 4/5
Discussion / moderation 15' BS/All
- EHS Culture program at SABIC in Geleen
Presentation / Q&A 25' WE
- Workshop: 1 (one) Hearts and Minds™ dimension
explanation / action 25' GU/All
reporting out / plenary moderation 20' GU/All
- Way forward at SABIC in Geleen / Q&A 15' WE
- Closing 5' GU

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Welcome, introduction and deliverables

Please your:

- Name
- Organisation

Deliverables:

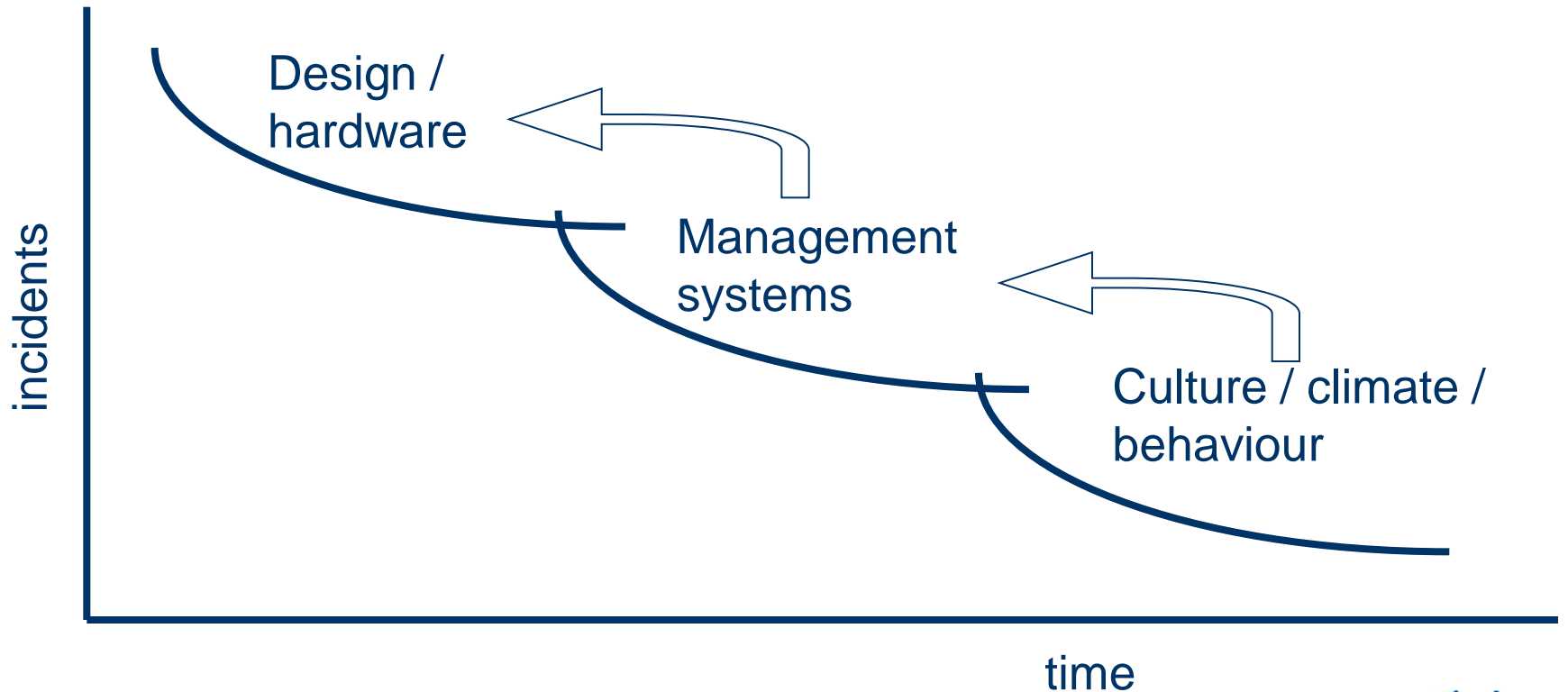
- Understanding of the Hearts and Minds™ model in relation to mindful organising / HRO
- SABIC's method of assessing EHS culture
- Experience with assessment and roadmap
- Demonstration of how to use Hearts and Minds™ model

Workshop agenda

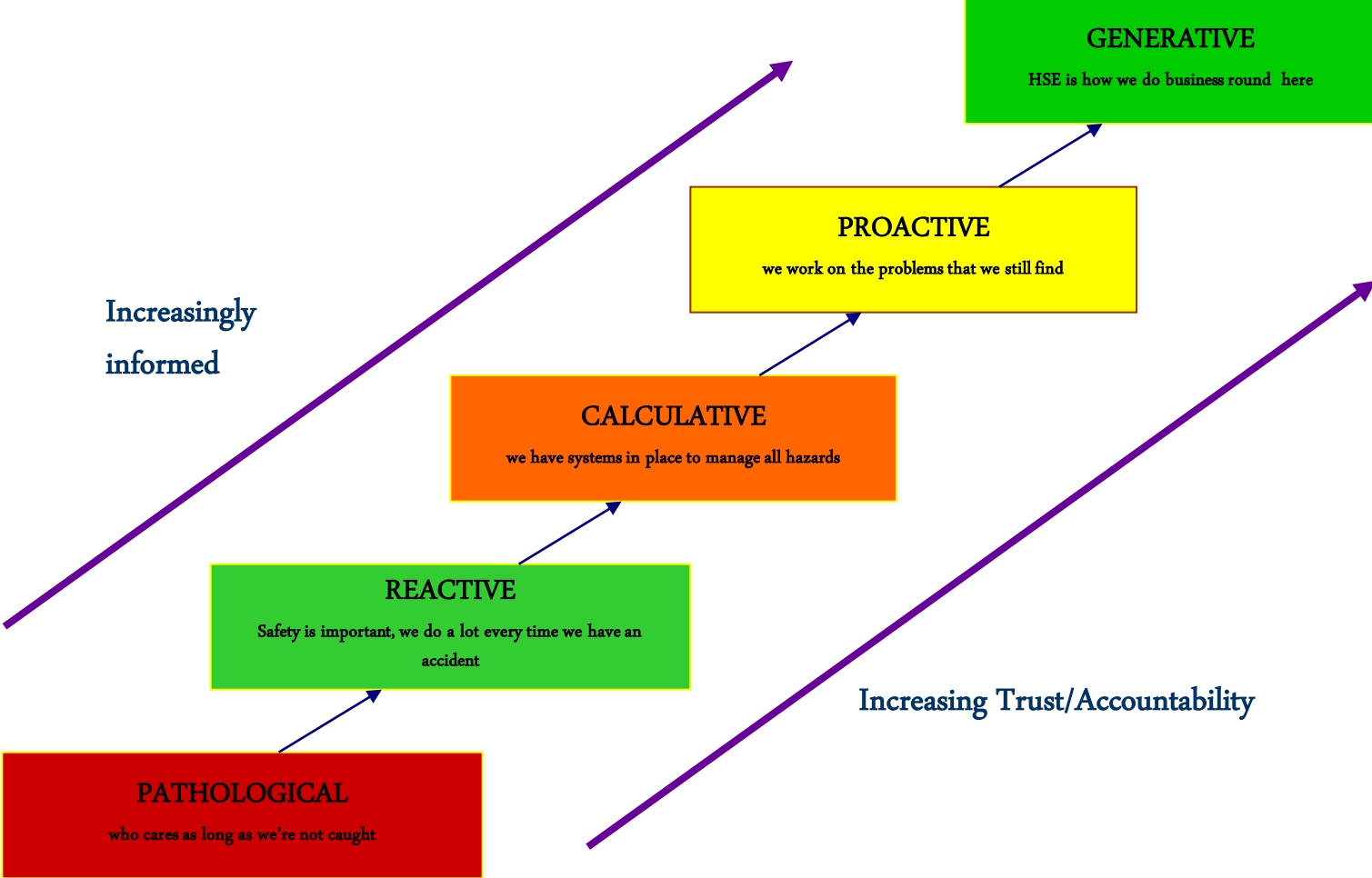
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Safety culture / culture of safety

Attention for "Safety Culture" from an historical perspective

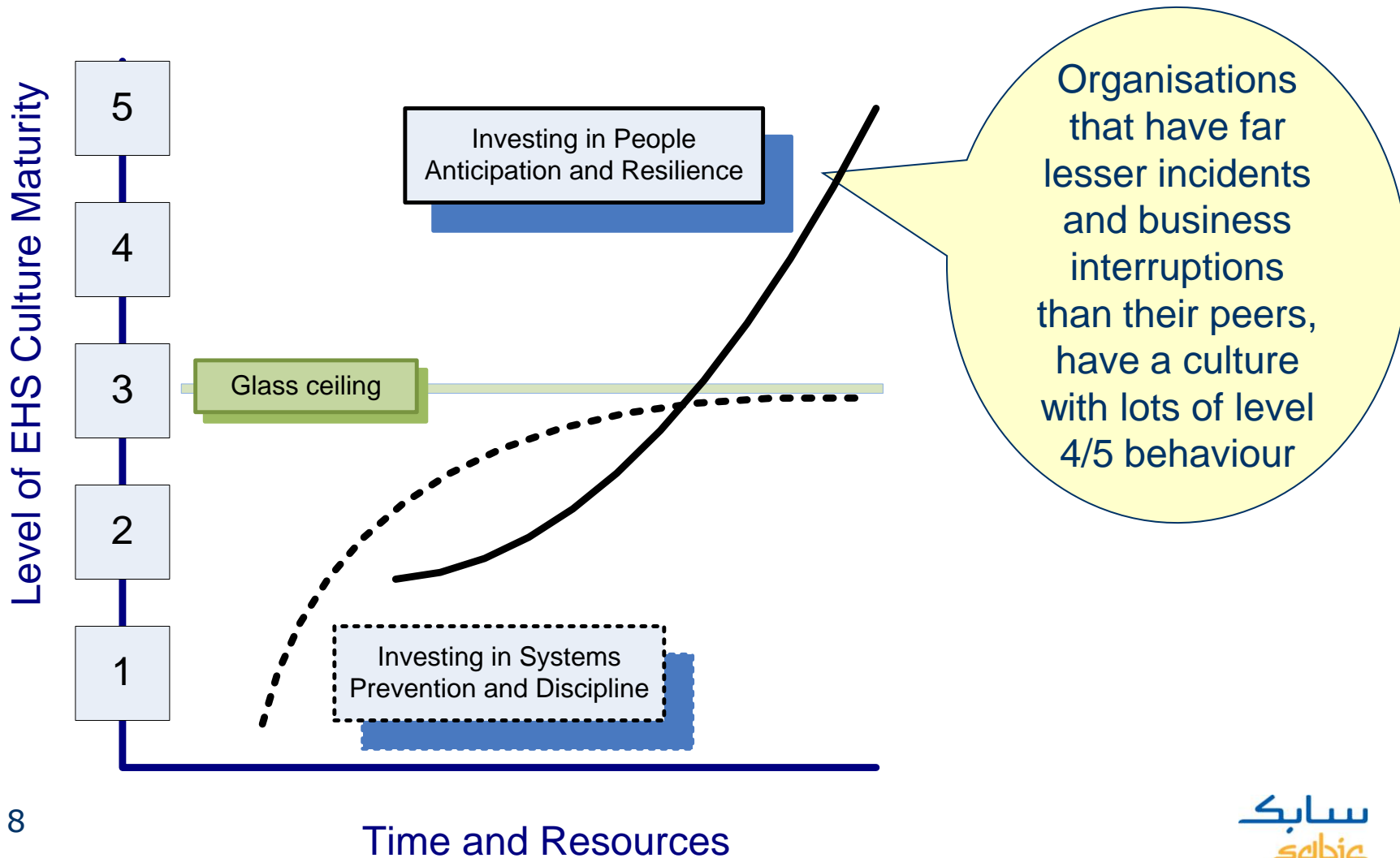


Safety culture / culture of safety



Safety culture / culture of safety

The glass ceiling between calculative and proactive



The EHS Culture Assessment

- 'Standardized' for all manufacturing sites / plants
- Show level 4/5 organising
- Activities / elements:
 - Steering group and Champion group
 - Introduction sessions
 - Barrett value™ scan
 - Hearts and Minds™ and action workshops
 - Report including Roadmap for improving culture maturity

Post conference addition

For an explanation of hearts and Minds™ visit:

<http://www.eimicrosites.org/heartsandminds/resources.php>

For an explanation of Barrett Value™ scan visit:

<http://barrettvaluescentre.com>

The types of EHS Culture Roadmaps:

A. Focus on basic conditions for sound organising

- People feel free to speak. Management and workers trust each other.

B. Focus on level 4/5 conditions

- People invest in creating an informed culture and share perspective and references
- Learn from daily practice

C. Focus on implementing level 4/5 organising and strengthening mindful organising

- See the weak indicators they missed
- Trough improvisation make things do
- To understand situations better and defer decisions to experts

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How to achieve level 4/5

- At what level do you believe your organisation is?
 - Examples?
 - Is your organisation at level 4/5?
- What would or could you do to reach next level?

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EHS Culture program at SABIC in Geleen

Sharing experience of the first assessment (the pilot):

- EHS Culture Assessment and one year on the Roadmap

Organisation:

- Plant production 500 - 550 KTa
- 75 employees, 5 shifts cycle, day shift office, Operations Support, Manager Operations

Zero is the goal

- Developing a strong EHS culture is the next step on route to zero incidents

EHS Culture program at SABIC in Geleen

The EHS Culture Assessment approach proved to be exactly what we needed

There is a need to know current position and where to go:

- Hearts and Minds™ model shows the evolutionary ladder of EHS culture maturity
- Apollo13 Consultants outside-in view on the Hearts and Minds™ self assessment proved we were not high enough on the ladder

The conditions to move up the ladder need to be in place or need to be developed

- The Barrett Value™ Scan made transparent and subject for discussion the organisational factor that hindered us

EHS Culture program at SABIC in Geleen

Before (end 2009) and early 2011:

- Hearts & Minds
 - Was: 2.5; this is between reactive and calculative
 - Now: 3.6; this is between calculative and proactive
- Barrett values limiting factors:
 - We had e.g.: conflicts, confusion, distrust, blaming
 - What remains is e.g.: fire fighting, short term orientation

EHS Culture program at SABIC in Geleen

The improvement was achieved through:

- Workshops with Manager Operations, First Line Managers (FLM) and Mgr Operations Support, to work with the shifts, endorse the Roadmap approach and exchange of expectations regarding the specific roles
- Workshops with Manager Operations, FLM and shifts to develop and engage in routines in level 4/5 behaviour and organising
- The subjects of this behaviour and organising were the 'unsolved issues' and 'every day problems' (quick win lists)
- Each next move was build on what had been achieved

EHS Culture program at SABIC in Geleen

Follow up at the this plant continues:

- Plan developed based on achievements and brainstorm sessions with Manager Operations and FLM
- This action plan consists of 4 phases:
 - A. Feedback 2nd assessment to employees and securing the ongoing activities
 - B. Base line activities: coaching FLM and learning modules for leadership level 4/5 behaviour
 - C. Follow up activities: implement information sharing forum and learning modules for operators level 4/5 behaviour
 - D. Securing the activities: practising over and over again, till level 4/5 behaviour becomes second nature
- This will be done with SABIC internal resources

EHS Culture program at SABIC in Geleen

Time for Q&A

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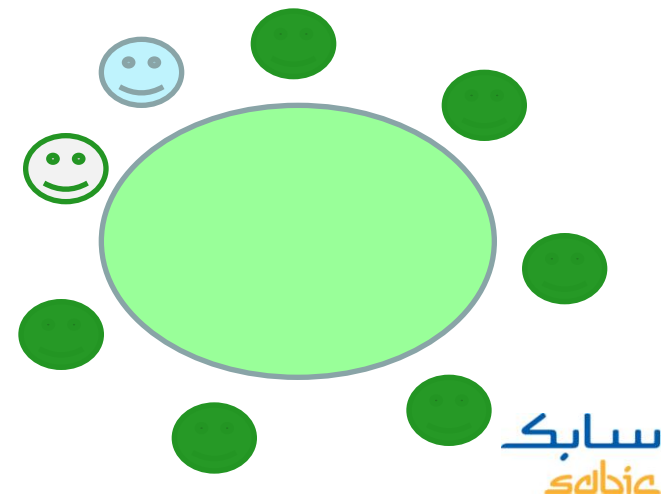
The Hearts and Minds™ 'Understanding your culture' model was developed by Shell in close cooperation with academia.

It has 18 dimensions:

- Is management interested in communicating EHS with the workforce?
- What are the rewards of good EHS performance?
- Who causes accidents in the eyes of management?
- Who checks EHS on a day-to-day basis?
- Commitment level of workforce and level of care for workforce
- Hazard and unsafe act reports
- What is the purpose of EHS procedures?
- What happens after an accident? Is the feedback loop being closed?
- Etc.

Workshop: 1 (one) Hearts and Minds™ dimension

- Hearts and Minds™ cards with the descriptions of the behaviours matching levels from 'pathological' to and including 'generative' put on the table
- Read for 2 – 3 minutes, discuss
- Provide examples that support your selected level
 - Often / sometimes
 - Recent / long ago
 - Also other behaviours in the organisation?
- Examples are written down and read for agreement
- Level in this self assessment agreed



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Time for reporting out / plenary moderation

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Way forward at SABIC in Geleen / Q&A

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“Too much of anything is bad, but too much of good whiskey is barely enough” Mark Twain