Measuring EHS Culture
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EHS Culture Road Map - LFSS

Develop an EHS culture to enable everyone to be engaged, motivated and accountable

2005
- Set scene for safe behaviour/safety culture
- Employee involvement

2006
- Embedding safe behaviour
- Training – general, root cause, leadership

2007
- Formal management structure
- Leadership involvement

2008
- Mentoring
- Multifunctional involvement
- HWL survey (use of baseline)

2009
- Reinvigoration of safe behaviour (Operations)
- Cultural baseline
- Governance structure – to embed management system/EHS culture/leadership behaviours

2010
- Improvement targets established based on baseline
- Make improvement pan

2012
- Re-measure baseline

2015
- Re-measure baseline
- Improvement targets
H&S Performance – Plateau Effect

**Technology and standards**
- Engineering improvements
- Hardware improvements
- Safety emphasis
- E&H Compliance

**HSE Management Systems**
- Integrated HSE-MS
- Reporting
- Assurance
- Competence
- Risk Management

**Incident rate**

**Time**

**Improved culture**
- Behaviour
- Visible leadership / personal accountability
- Shared purpose & belief
- Aligned performance commitment & external view
- HSE delivers business value
- **Link to business benefits**
Are you ready to change?

Understand your culture

Realise you have problems, from incidents, audits etc
Select the right tools to fix the problem

Discover you have a way to go and want to improve
Identify what parts of the culture is lagging and design change program

Find believers, people willing to try

DO IT
What is EHS culture?

- Behavioural or organisational – what staff do – EHS related activities, actions and behaviour
- Psychological – how staff feel about the culture – beliefs, attitudes, values and perceptions
- Situational or corporate – what the organisation has – policies, procedures, management systems

Shared values that determine how people think about and approach EHS
What is an EHS Culture?

- Safety is given
- Act on the belief
- Unity of belief
- Just culture not blame culture
- Do it right even when no one is watching
- Increased level of knowledge and understanding
- Everybody buys into it
- Everybody challenges everyone else
- Responsibility for others
- Personal responsibility
- Educated risk taking
- Safety First
- Acting the belief
- Devolved safety culture
- Safety is integrated
Creating a Culture

Enable the culture by creating systems

Define the culture needed and align to site goals

Reduce or eliminate conflicting demands

Embed the culture by motivating staff – management commitment, incentives etc

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Culture - Starts With the Leadership Team

- Leaders beliefs
- How the leader leads
- What the leader creates
- What the leader does

Leadership style
Leadership practices
Organisational culture

Personal safety ethic
EHS Culture – The Next Steps

There is no ‘correct’ EHS culture

There is ‘our’ culture
- We need to understand it

Then decide
- If we want to improve or change it
Safety Culture Baseline

In the period 2010/2011 we set out to establish our Safety Culture baseline. Holding workshops to explain and explore Safety Culture, we used a well established tool to help us form a picture of what the general (internal) consensus of our Safety Culture is onsite.

Working on the principle - *If we want to move forward and make informed decisions on the direction we take, we need to know where we are right now.*
Safety Culture Baseline - Why?

- For the welfare of everyone here, we need to achieve a healthy and safe working environment
- J&J Healthy People goal to conduct culture baseline exercise and develop action plans
- Site mission was/is to understand and develop a culture which enables everyone to be engaged, motivated and visibly accountable for achieving EHS best practices
Organisations making improvements to Safety Culture traditionally see benefits across the entire business, usually seeing less accidents, consistent management practices, better communication and greater involvement in team working.

Regardless of the industrial sector, scientific evaluations of this approach to Safety Culture enhancement have reported:

**Organisational**

- Improved levels of safety performance;
- Reductions in accident rates;
- A greater organisational realisation of efficiencies and cost savings;
- Improvements in co-operation, involvement and communications between management and the workforce;
- Improvements in an organisation’s Safety Climate;
- Ongoing improvements to Management Systems.
Personal

• Enhanced personal engagement and ownership
• Improvements in behaviour and attitudes towards safety;
• Enhanced acceptance of responsibility for improvement;
• Improved understanding of how culture impacts on performance

The initial goal to improve safety by focusing on enhancing safety culture can lead to many positive results for both organisations and individuals. Emphasising continuous improvement, Safety Culture enhancement programmes incorporate the principles and philosophies of Total Quality Management.
Safety Culture Baseline - How?

• Co-ordinated by Lynn Watts
• Xodus Group selected to support – Eric Doyle
• 8 tools evaluated
• Hearts and Minds chosen – best fit
• 9 sessions run
• 68 people attended – 7% site (5 from ILT)
• Evaluated site against 18 dimensions over 5 levels of cultural maturity
Evaluating the Culture Models

Culture Radar – J&J tool
Culture Barometer - SOS Ltd
Safety culture maturity model - Glaxo SmithKlyne, Unilever, NHS, HSE
Safe culture survey - DePuy
Parker Hudson model - Ryder Marsh
Occupational Safety Climate Assessment Report (OSCAR) – National Safety Council
Hearts and Minds – DuPont, Shell, IOE
Hearts and Minds

**Hearts and Minds** is a toolkit intended to help organisations to improve their HSE performance by:

1. **Leading the way** – the ‘route to the top’ of the HSE culture ladder
2. **Providing the process and tools** to get everyone involved and to facilitate behavioural change – the necessary components of a solution

The Hearts and Minds Toolkit enables you to create a truly proactive and generative approach to HSE management.

**World class HSE performance...**

The Hearts and Minds safety toolkit was developed by Shell E&P, based upon 20 years of university research, and is being successfully applied in both Shell and non-Shell Companies around the world. Hearts and Minds uses a range of tools/techniques to help the organisation involve staff in managing HSE as an integral part of the business.
Safety Culture Ladder

- **PATHOLOGICAL**: who cares as long as we’re not caught
- **REACTIVE**: Safety is important, we do a lot every time we have an accident
- **CALCULATIVE**: we have systems in place to manage all hazards
- **PROACTIVE**: Safety leadership and values drive continuous improvement.
- **GENERATIVE** *(High Reliability Orgs.)*: HSE is how we do business round here
Safety Culture Ladder - Theory

**Pathological:** People don’t really care about HSE and are only driven by regulatory compliance and/or not getting caught.

**Reactive:** Safety is taken seriously, but only after things have gone wrong. Managers feel frustrated about how the workforce won’t do what they are told.

**Calculative:** Focus on systems and numbers. Lots of data is collected and analysed, lots of audits are performed and people begin to feel they know “how it works”. The effectiveness of the gathered data is not always proven though.
Safety Culture Ladder - Theory

**Proactive:** Moving away from managing HSE based on what has happened in the past to preventing what might go wrong in the future. The workforce start to be involved in practice and the Line begins to take over the HSE function, while HSE personnel reduce in numbers and provide advice rather than execution.

**Generative:** Organisations set very high standards and attempt to exceed them. They use failure to improve, not to blame. Management knows what is really going on, because the workforce tells them. People are trying to be as informed as possible, because it prepares them for the unexpected. This state of “chronic unease” reflects a belief that despite all efforts, errors will occur and that even minor problems can quickly escalate into system-threatening failures.
Department A

Department B

Department C

Department D

Department E

Total results all groups

Range of individual scores
2.1 – 4.6
Aggregate site data
Culture Baseline – What Does it Tell Us?

All cultural stages are represented to some degree, in general
Calculus and proactive are dominant but, there is significant variance.

Organisations who have focussed on Safety Culture and have been working an improvement plan for some time would present a set of graphs with very similar responses across the board showing a shared organisational vision and high levels of information, communication and dependency.
Key Themes

- Communications
- Visibility of metrics
- Leading by example
- Feedback
- Involvement
- Ownership - ‘It’s EHS’s job’
- Reward and recognition
- Consistency – ops and non-ops
- Priority, timeliness and risk based
Culture Baseline – What Next?

Decide where you want to be…….

- Do you want to leave it as is or, target a complete Proactive safety culture across the business?
- Do you begin journey towards a Generative culture across the business?

Generative: Organisations set very high standards and attempt to exceed them. They use failure to improve, not to blame. Management knows what is really going on because the workforce tells them regularly. People are trying to be informed as possible because it prepares them for the unexpected. This state of ‘chronic unease’ reflects a belief that despite all efforts, errors will occur and that even minor problems can quickly escalate into system threatening failures.
Summary

• Safety Culture Baseline complete
• We now know what your safety Culture is...
• Heart and Minds worked well
• Results have been collated and put into graph form
• The outcome is that we do not have a consistent safety Culture across the business
• We now have options to assess and some decisions to make
• Leave alone, focus on some areas or take the complete, holistic approach?
Questions...