Journey to a Safety Culture

Work together...better.

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Industry Safety Performance Over the Last 25 Years

Workforce Total Recordable Incident Rate (TRIR)
U.S. Oil and Gas Extraction Industry

Behavior-Based Safety

Hazard Recognition “Do you See it?” Safe Work Practices

Sources: Bureau of Labor Statistics & Chevron OE Performance Reports
Incident Free Operations (IFO)

Chevron objectives make it clear: Our goal is zero incidents and 100% safe behaviors.

Operational Discipline is the key to our goal. It means completing every task, the right way, every time

“Even when no one is looking”
The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and **the style** and **proficiency** of, an organization's health and safety management.

Organizations with a positive safety culture are characterized by **communications** founded on **mutual trust**, by shared perceptions of the **importance of safety** and by confidence in the efficacy of preventive measures.
Stages of a Safety Culture

STAGE 5
- People believe in the value of safety, to the extent that others see consistent, visible commitment
- Safety as a core value is passionately demonstrated by all

STAGE 4
- Most individuals in the workforce are fully engaged and committed to safety
- Most believe IFO is truly possible

STAGE 3
- Trust and engagement are increasing; and the value of safety is well-established, particularly with the leaders

STAGE 2
- People begin to recognize the value of reducing injuries
- Behaviors are still compliance driven

STAGE 1
- Majority of people don’t see the value in improved safety performance or use safe behaviors

Based on the UK HSE Safety Culture maturity model
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Sources: Bureau of Labor Statistics & Chevron OE Performance Reports
2010 Major Incident Study
Leading Root Cause Categories

Focused analysis on Personal Injuries, Reliability, Environmental and Process Related Incidents.

- Procedures & Safe Work Practices
- Risk Recognition & Assessment
- Design
- Training / Competency
- Supervision / Oversight
Effective Engagement

- Visible Scorecard Accountability
- Focus on High Risk Activities
- Risk Reduction
- Feedback
Risk Reduction

1. Eliminate
2. Substitute
3. Engineering controls
4. Administrative controls
5. Personal Protective Equipment (PPE)
Feedback Is . . .

. . . information about our performance that we can use to improve in the future.
Which Feedback Is More Useful to Mike?

A

“Mike, Peter is disappointed in you. You’re not being a team player.”

B

“Mike, it took you four days to respond to Peter’s request. He needed your response in one day.”

Objective
Which Feedback Is More Useful to Frank?

A
“Nice going, Frank!”

B
“Frank, I see you’re using the handle to keep your hands out of the pinch point. That’s great.”

Specific ✔
Which Feedback Is More Useful to Jill?

A

“Jill, yesterday, you left work 30 minutes early. We count on you for a full day’s work.”

B

“Jill, two months ago, on the 10th, you left work 30 minutes early. We count on you for a full day’s work.”

Timely
Which Feedback Is More Useful to John?

A

“John, you need to increase your time out on site visits, get your monthly reports in on time, start giving more feedback to the people on your team, and keep me better posted of project progress.”

B

“John, you need to increase time out on site visits.”

The “right” dose
Feedback Is Most Useful When It Is . . .

- Objective
- Specific
- Timely
- The “right” dose

In-The-Moment Feedback, when you see someone...
- ...doing something right
- ...doing something wrong
In Summary – Good Leadership Practices

1. Set clear and consistent direction
2. Provide resources
3. Demonstrate safety as a personal value
4. Engage with the workforce
5. Plan ahead, anticipate problems
6. Hold people accountable in a way that addresses behavior
QUESTIONS?