



# **Responsible Safety Leadership : Safety Culture**

**W E L C O M E**

CII SYMPOSIUM & EXPOSITION  
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# Conventional Approach towards Safety



## Is it enough ?

# Modern Approach towards Safety

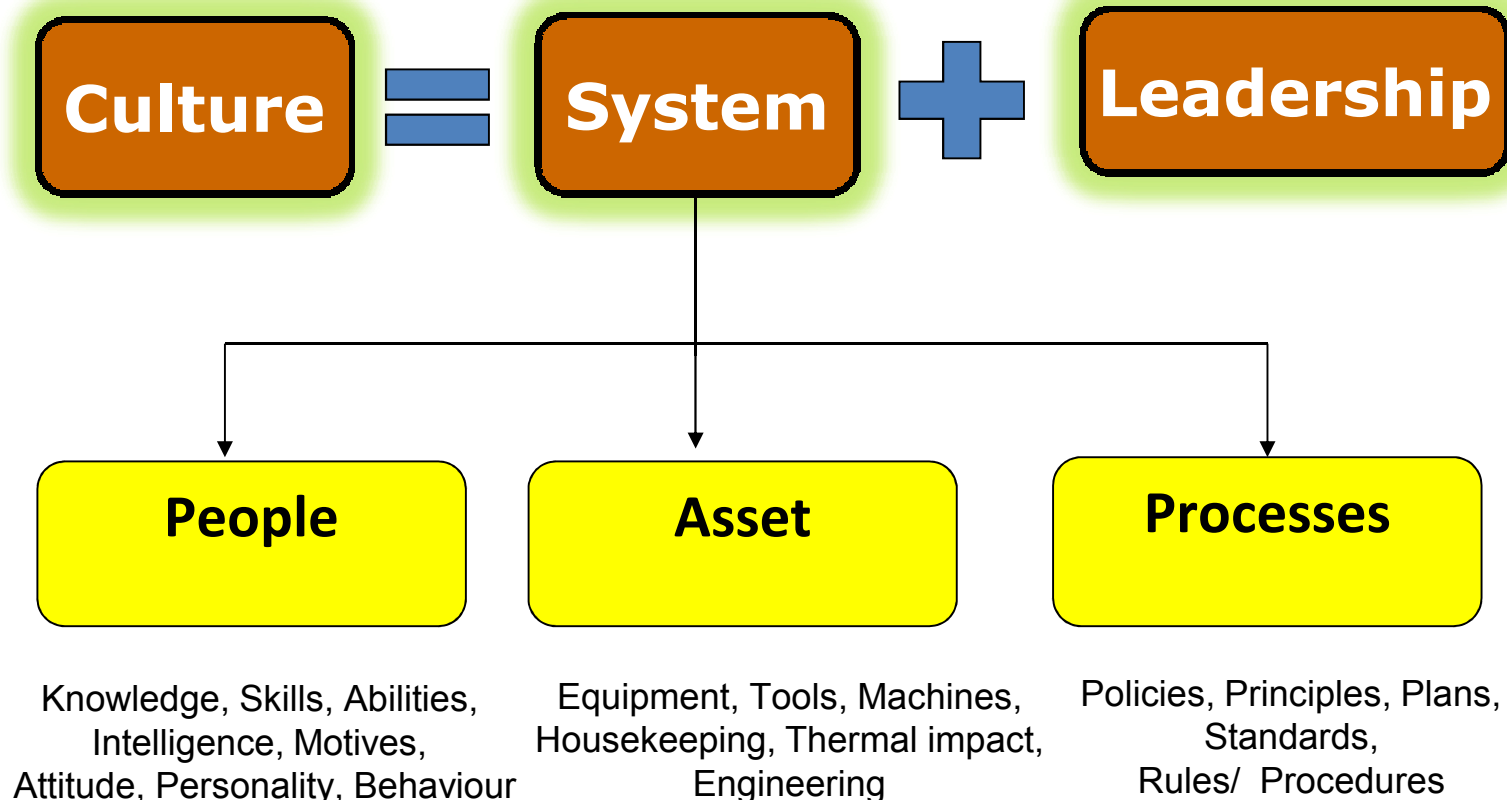


- How do we define culture ?
  - The way things are done here
  - The way decisions are taken
  - The way business strategies are finalized
  - The way strategies are deployed
- How do we assess the organizational culture?
- How does it reflects leadership commitment ?
- How do we response to the prevailing culture?

# Culture Equation



# Safety Culture Equation



# Leadership Behaviour



- 1 Leaders drive cultural change and set clear expectation.**
- 2 Leaders know their system.**
- 3 Leaders manage the risk.**
- 4 Leaders know their people and their behaviours.**
- 5 Leaders lead by example and actively care.**
- 6 Leaders communicate well.**
- 7 Leaders train and motivate staff.**
- 8 Leaders establish accountability.**

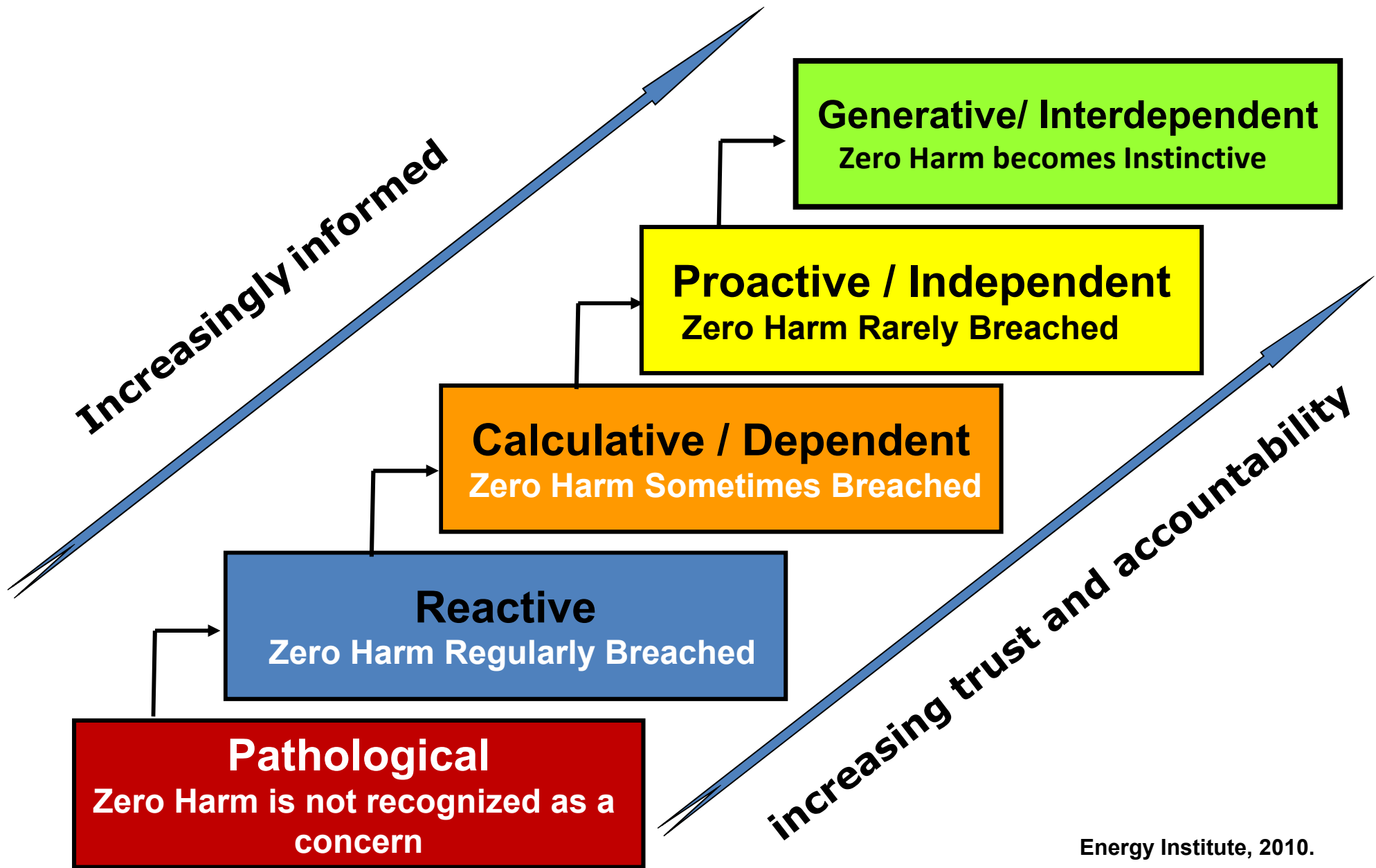
# 1. Leaders Drive Cultural Change and Set Clear Expectation



1. Leaders to promote a vision of safety excellence within the organization.
2. Individuals in the organization, from senior managers downwards, shall foster and sustain a strong safety culture.
3. Set the expectation and lead by example.



# Culture Ladder



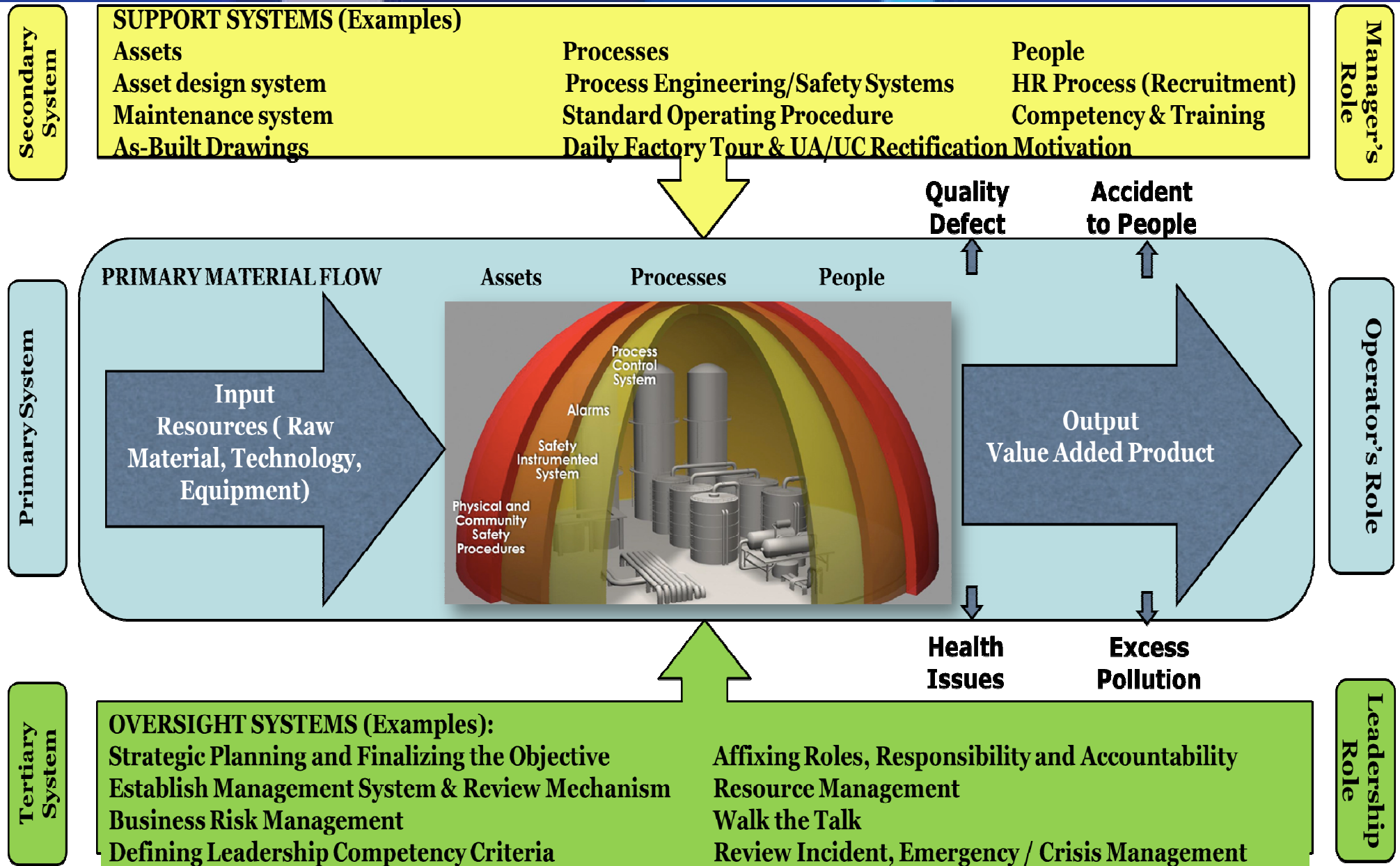
Energy Institute, 2010.

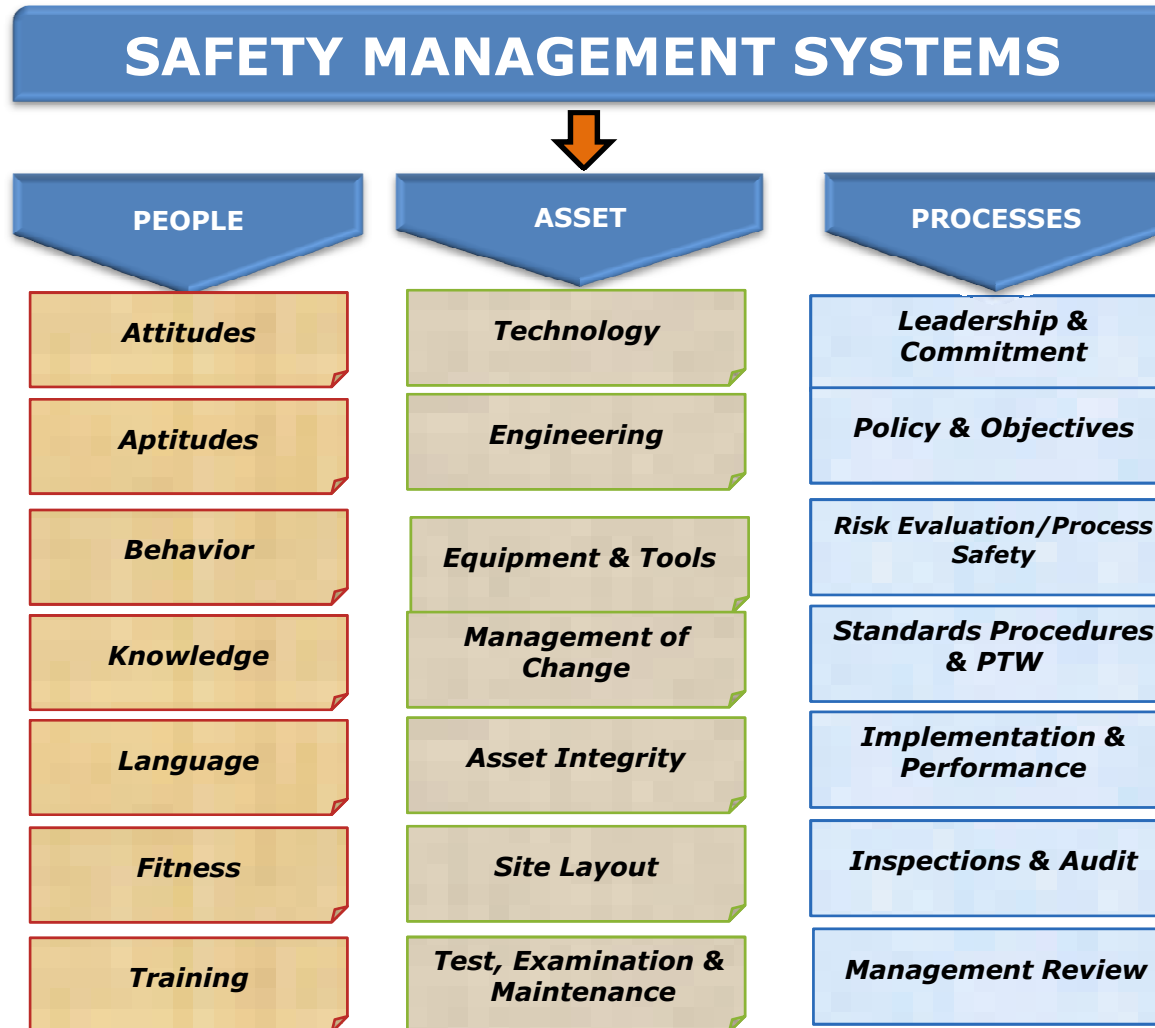
## 2. Leaders know their Process?



1. Leaders to know their process and systems.
2. Individuals shall take responsibility for establishing, applying, sustaining and continuously improving a management system to ensure safety.

# Know your Business Process

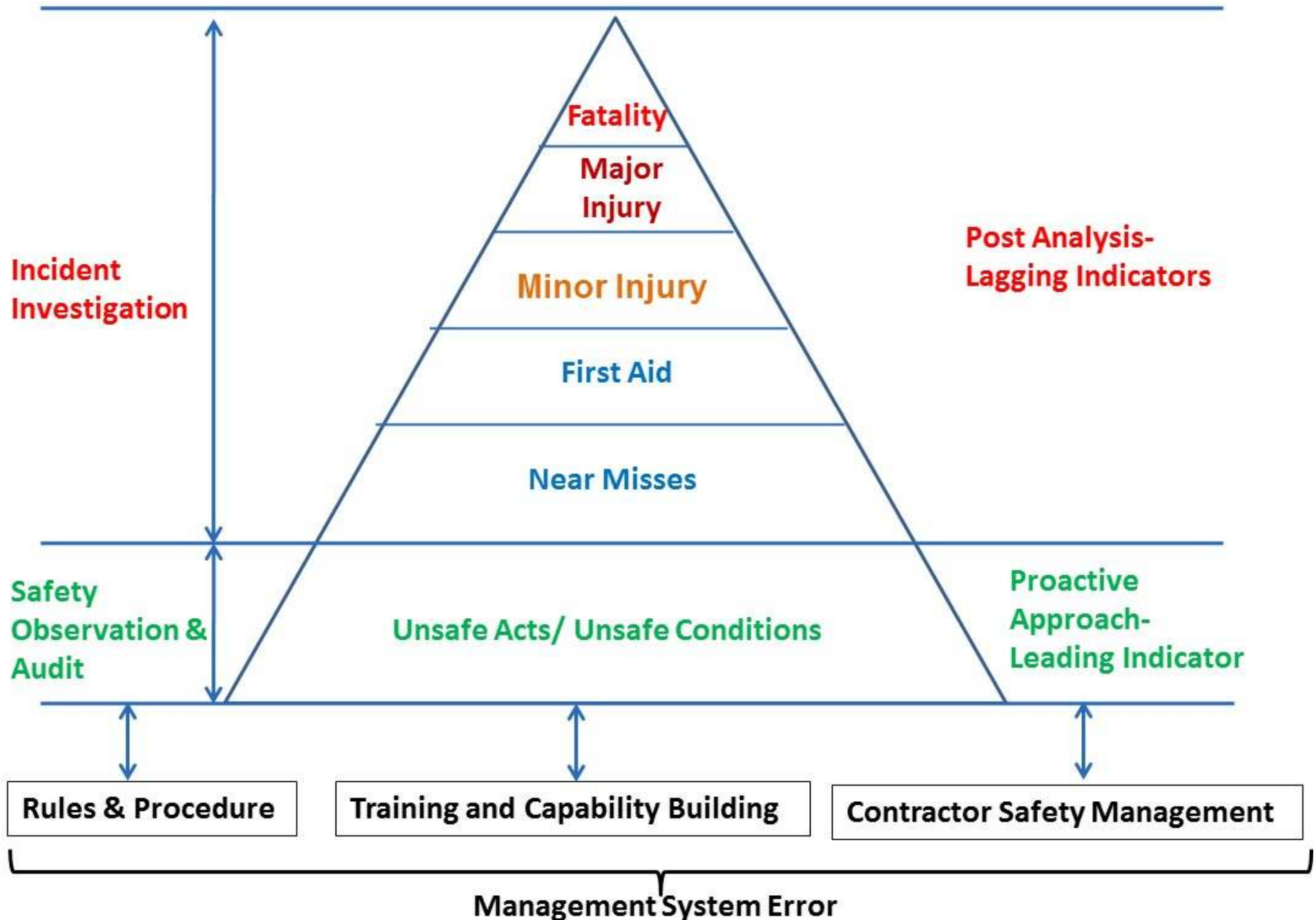




## 8 ELEMENTS

1. Leadership and Commitment
2. Policy and Strategic Objectives
3. Organisation, Resources & Competence
4. Risk Evaluation & Management
5. Planning, Standards & Procedures
6. Implementation, Monitoring & Reporting
7. Inspection and Assurance
8. Management Review

# Culture determines the Accident?



### 3. Leaders Manage Risk



1. Leaders are risk aware.
2. Develop and maintain an understanding of safety risks, potential consequences and managing those critical risks.
3. Promote risk based thinking in all operating personnel,
4. Ensure risk management becomes an integral part of management and embedded in the company culture and day-to-day practice;
5. Establish a structured hazard communication program to make relevant people aware with inherent and operational risk related to safety



# Risk Evaluation Matrix

Consequences (C)						Probability (P)				
C	People	Fire	Property Damage	Financial Loss (US\$)	Reputation	5	4	3	2	1
5	Fatality	Response required from outside agencies	Massive	500,000	National and/or international public	25	20	15	10	5
4	LTI/Serious Injury	Response required from local fire service	Major	> 50,000 and < 500,000	Regional and/or national public	20	16	12	8	4
3	Restricted Work Case	Activation of sprinklers	Significant damage	> 15,000 and < 50,000	Some local concern	15	12	9	6	3
2	Medical Treatment Case	Minor Fire/explosion Extinguished by onsite brigade	Minor	> 5,000 and < 15,000	No public concern	10	8	6	4	2
1	First Aid Case	Minor fire attended to by site fire brigade	Slight	< 5,000	No public concern	5	4	3	2	1

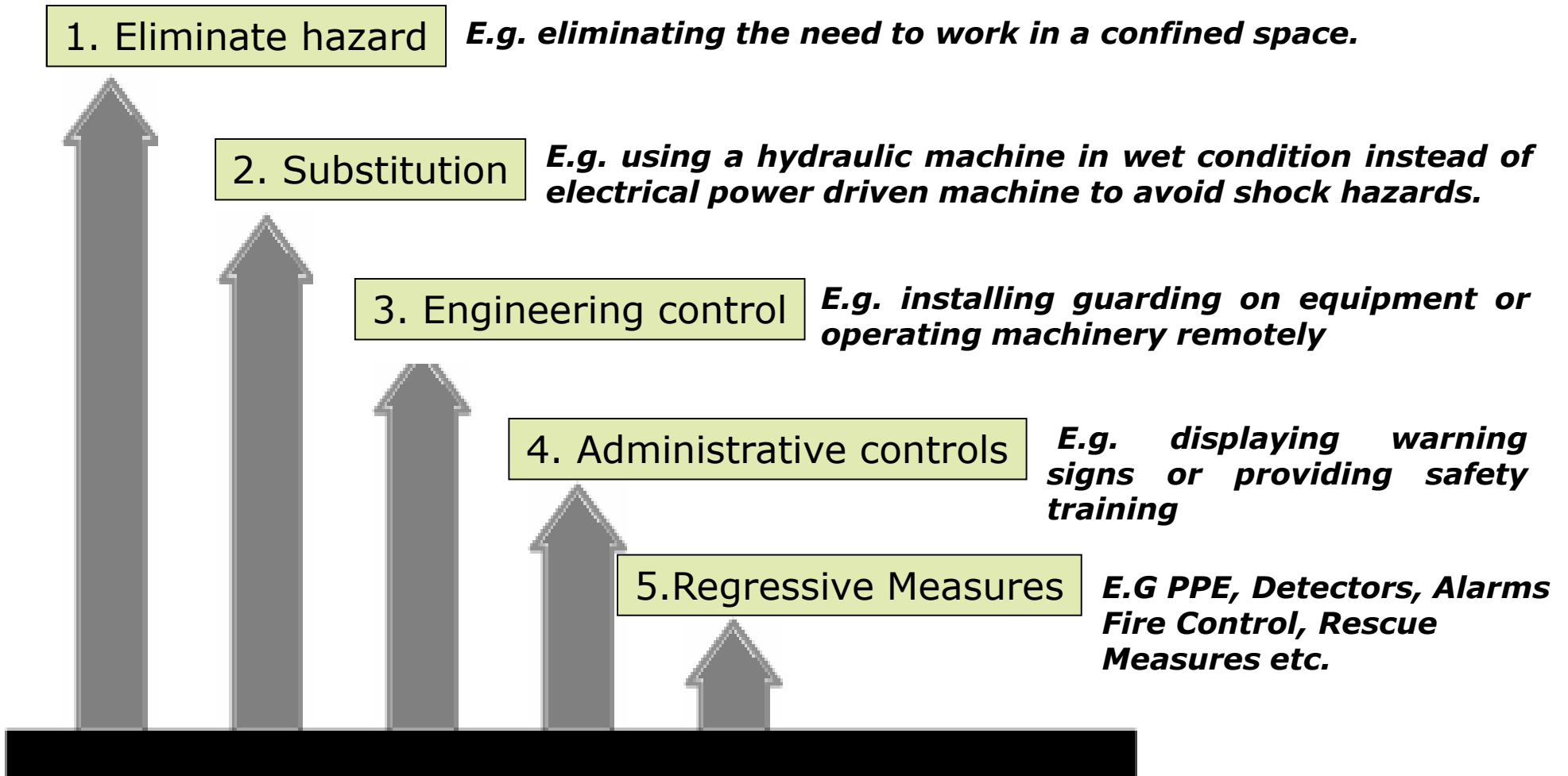
## Estimated known Probability of occurring

1. Improbable - Has occurred in world-wide industry but not in ABG Group Company/BU
2. Remote - Has occurred in another ABG Group Company/ BU
3. Occasional - Has occurred in ABG Business Unit
4. Probable - Happens several times each year in ABG Business Unit
5. Frequent - Happens several times per year in same location or operation

15-25	Extreme Risks	Activity should not proceed in current form. Immediate Risk Control Measures are required to reduce the risk to at least Medium Level. Management review is required before work commences.
8-12	High Risks	Activity should be modified or Control Measures are required to reduce the risk to at least Medium Level.
4-6	Medium Risks	Activity can operate subject to existing operational and management control.
1-3	Low Risks	No Action is required, unless escalation of risk is possible.

**Probability needs to be assessed based on existing control in order of Engineering Control, Isolation, Administrative Control and PPEs**

# Risk Management- Hierarchy of Controls





## 4. Leaders know their People and Drive Safe Behaviours



1. Demonstrate safe behaviour and encourage their consistent application.
2. Clarify specific behaviour expected from employee and encourage for meeting expectation.
3. It should be obligation for everyone to intervene when someone see any risky behaviour in proactive and constructive manner- differentiate system induced and system influenced behaviour.
4. Develop and deploy safety observation system, measure and analyze data and remove barrier.

## 5. Leadership Lead by Example and Actively Care



1. Leader actions shall be consistent with what they say-  
Consistently and Persistently
2. All line managers shall act to motive and inspire others to work towards achieving the goal.
3. Demonstrate that you care for people- people can't read your mind.
4. Recognize the value of personal safe behaviour.
5. Establish a process to recognize outstanding safety performance and provide appropriate response to unacceptable behaviours.

# Lead by Example

Inspire Others to Behave  
Safely

Leadership

Ongoing Journey

**Transformational**

(Consultation/Mutual Respect)

Personal  
Approach

share other  
ways of  
operating

Why we are here today  
Share stories – Learning and best practices

**Build Relationships**

Conversation

Raised  
Awareness

Procedures  
Policies  
Forms

Compliance  
Licence to Operate

**Transactional - Tasks**

(Talk at and Tell)

## 6. Leaders Effectively Communicate



1. Communicate safety through aligned body posture.
2. Communicate to connect.
3. Educate and reinforce vision, values and safe behaviour.
4. Choose communication media as per importance.
5. The hierarchy of safety organization and information flows within the site should be two way, specific, open and timely.
6. Assess your communication style and calibrate

## 7. Leaders Train & Motivate



1. Competency and motivation are critical : ABC Model
2. People involved safety critical activities shall be adequately experienced and trained to ensure competency.
3. Safety competency assurance process at fixed periodicity, shall be in place who perform safety critical activities.
4. Motivational programs shall be in place to recognize safe behaviour – Intrinsic and Extrinsic

## 8. Leaders Establish Accountability



1. Ensure employees take accountability for safety critical activities.
2. Provide clear and specific safety rules and guidelines.  
These should be effectively rolled out and the consequences of unacceptable safety behaviour should be clearly identified and communicated.
4. Apply fair and consistent response to unacceptable safety behaviour which is focused on behavioral improvement through training, coaching and as a final resort disciplinary action.

# Keys to Successful Disciplinary Actions

Ask before you apply consequence:

- Have I framed Safety Rules
- Have I provided adequate Training.
- Have I provided adequate Resources.
- Have I adequately Supervised the work
- Have I Enforced safety rules



# Safety vs. Production



Is this really a choice? Are these competing interests?





ADITYA BIRLA GROUP



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THANKS

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