



#### Responsible Safety Leadership: Safety Culture

#### WELCOME

CII SYMPOSIUM & EXPOSITION ITC SONAR, KOLKATA, 08<sup>TH</sup> -09<sup>TH</sup> AUGUST 2017

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# **Conventional Approach towards Safety**





Is it enough?

## **Modern Approach towards Safety**



Cultural Approach **Technical Programs** Achieving our health We must have and safety vision effective technical Management Standards and requires Commitment Safety Programs Commitment **Auditing** and Leadership from to support the overall every employee safety system **Risk Assessment** Visible Felt Leadership Courageous & Training and Knowledgeable Safety **Procedures** Pro. Who and Why What and How

#### **Safety Culture**



- 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?

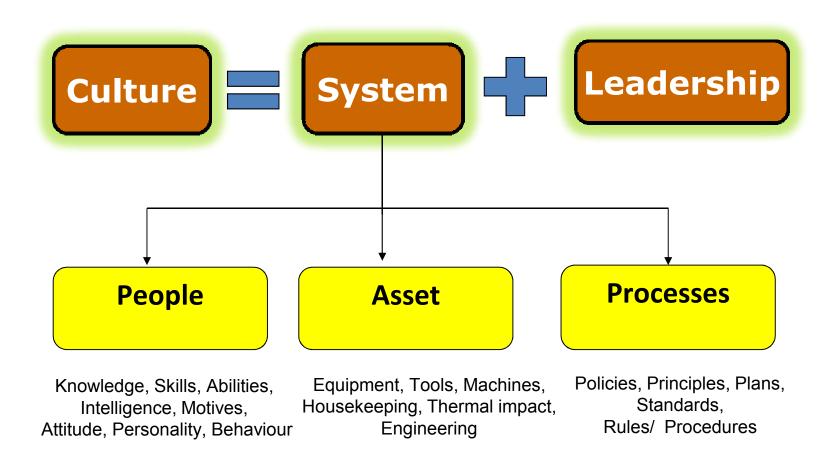
# **Culture Equation**





### **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.

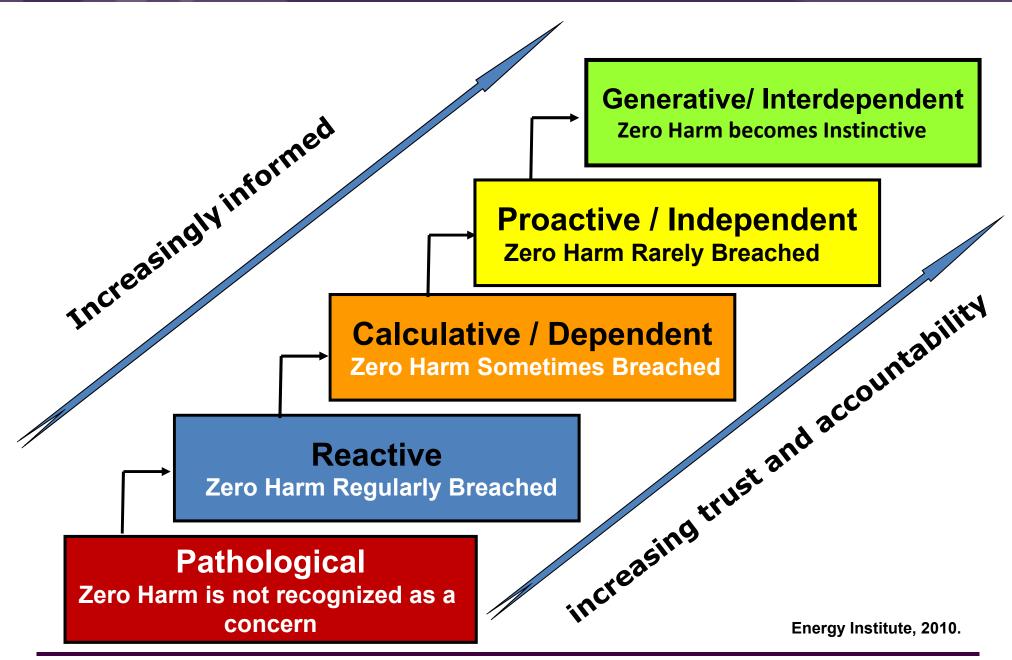
# 1. Leaders Drive Cultural Change and Set Clear Expectation



- 1. Leaders to promote a vision of safety excellence within the organization.
- 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**





# 2. Leaders know their Process?



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

### **Know your Business Process**



Secondary

Primary System

**Assets** 

Asset design system Maintenance system **As-Built Drawings** 

**SUPPORT SYSTEMS (Examples)** 

**Processes** 

**Process Engineering/Safety Systems Standard Operating Procedure** 

**HR Process (Recruitment) Competency & Training** 

Quality **Defect** 

People

Daily Factory Tour & UA/UC Rectification Motivation

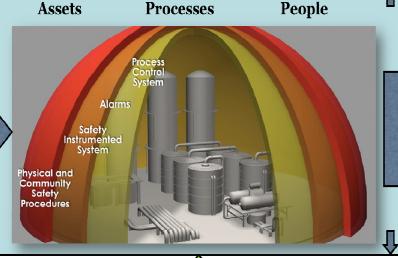
Role

Manager's

**Operator's Role** 

**PRIMARY MATERIAL FLOW** 

Input Resources (Raw Material, Technology, Equipment)



Output Value Added Product

**Accident** 

to People

**Excess Pollution** 

Health **Issues** 

Tertiary System **OVERSIGHT SYSTEMS (Examples):** 

Strategic Planning and Finalizing the Objective **Establish Management System & Review Mechanism Business Risk Management Defining Leadership Competency Criteria** 

Affixing Roles, Responsibility and Accountability **Resource Management** Walk the Talk Review Incident, Emergency / Crisis Management eadership

#### **Know Safety Management System**



#### **SAFETY MANAGEMENT SYSTEMS ASSET PROCESSES PEOPLE** Leadership & Technology **Attitudes** Commitment **Policy & Objectives Engineering Aptitudes** Risk Evaluation/Process Behavior **Equipment & Tools** Safety Standards Procedures Management of Knowledge & PTW Change Implementation & **Asset Integrity** Language Performance Inspections & Audit Site Layout **Fitness**

Test, Examination &

Maintenance

**Training** 

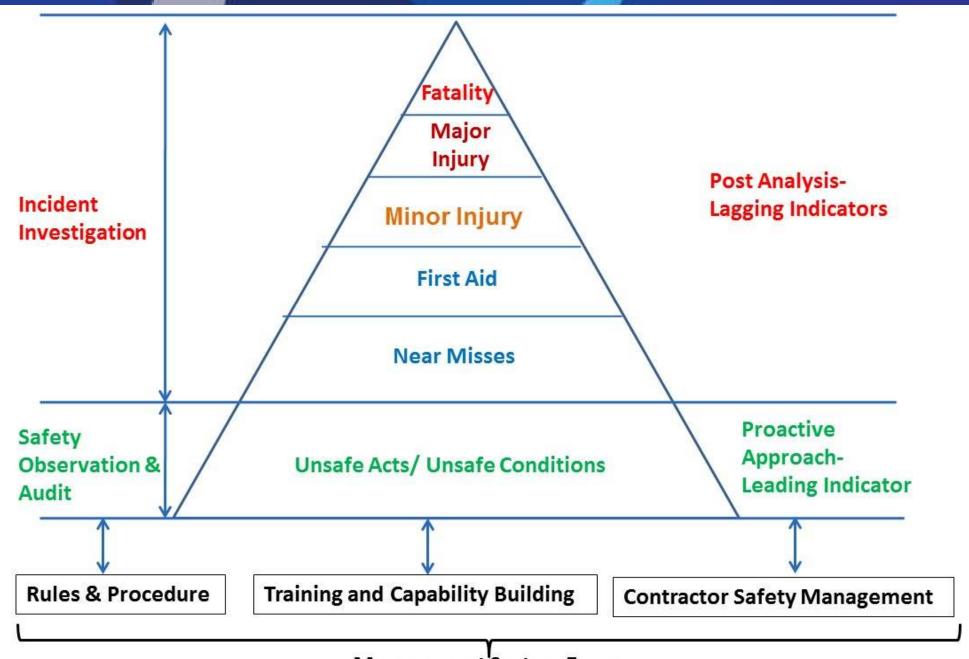
Management Review

#### **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?**





Management'System Error

#### 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,
- Ensure risk management becomes an integral part of management and embedded in the company culture and day-today practice;
- 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 internationa I public	25	20	1.5	10	5
4	LTI/Serious Injury	Response required from local fire service	Major	>50,000 and <500,000	Regional and/or national public		16	12	8	4
3	Restricted Work Case	Activation of sprinklers	Significan t 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 <15000	No public concern	10	8	6	4	2
1	First Aid Case	Minor fire attended to by site fire brigade	Slight	<5000	No public concern	5	4	3	2	1

Estimated	known	Probability	of
occurring			

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

		Activity should not proceed in current form.				
15-25	Extreme Risks	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**



1. Eliminate hazard E.g. eliminating the need to work in a confined space. E.g. using a hydraulic machine in wet condition instead of 2. Substitution electrical power driven machine to avoid shock hazards. E.g. installing guarding on equipment or 3. Engineering control operating machinery remotely E.g. displaying warning 4. Administrative controls signs or providing safety training 5.Regressive Measures E.G PPE, Detectors, Alarms Fire Control, Rescue Measures etc.

# 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- <u>differentiate system induced and system influenced behaviour</u>.
- 4. Develop and deploy safety observation system, measure and analyze data and remove barrier.

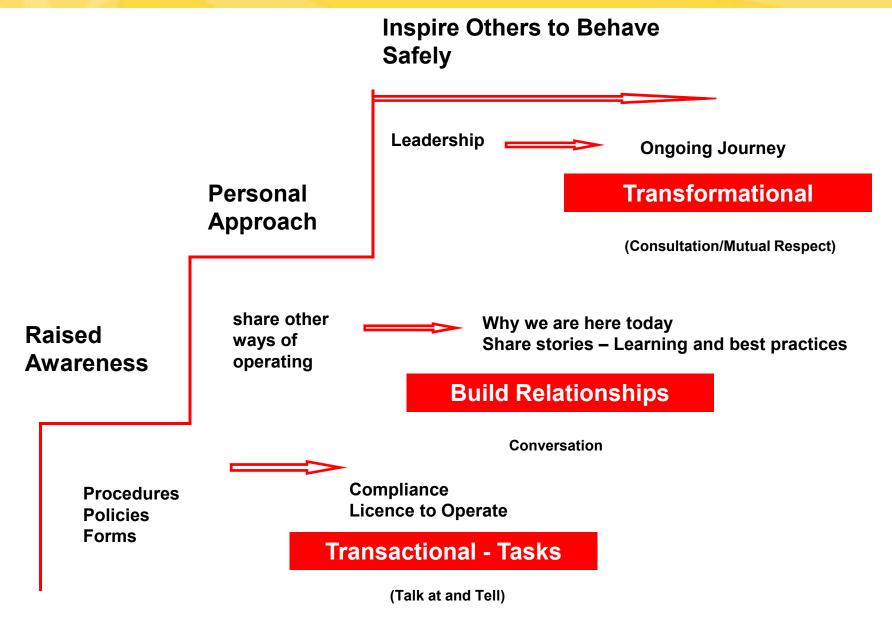
# 5.Leadership Lead by Example and Actively Care



- 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**





#### **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**



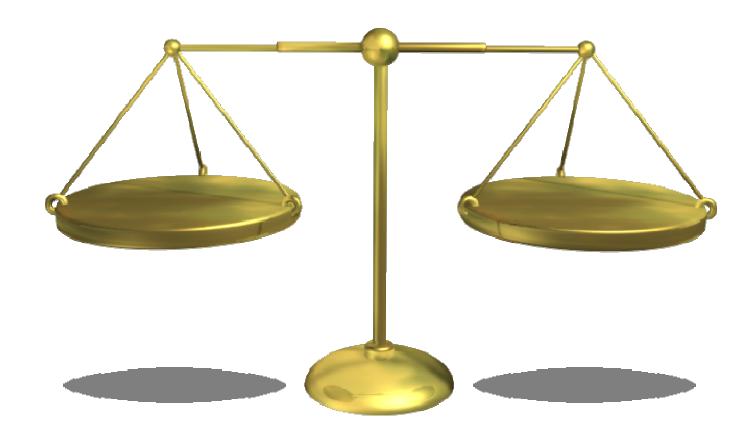
#### Ask before you apply consequence:

- Have I framed <u>Safety Rules</u>
- Have I provided adequate <u>Training</u>.
- Have I provided adequate *Resources*.
- Have I adequately <u>Supervised</u> the work
- Have I *Enforced* safety rules



## Safety vs. Production





Is this really a choice? Are these competing interests?





#### **Responsible Safety Leadership: Safety Culture**

### THANKS