

Transforming Safety Performance

Scott Carlon-Tozer, Partner, Sustainable Safety

AusIMM

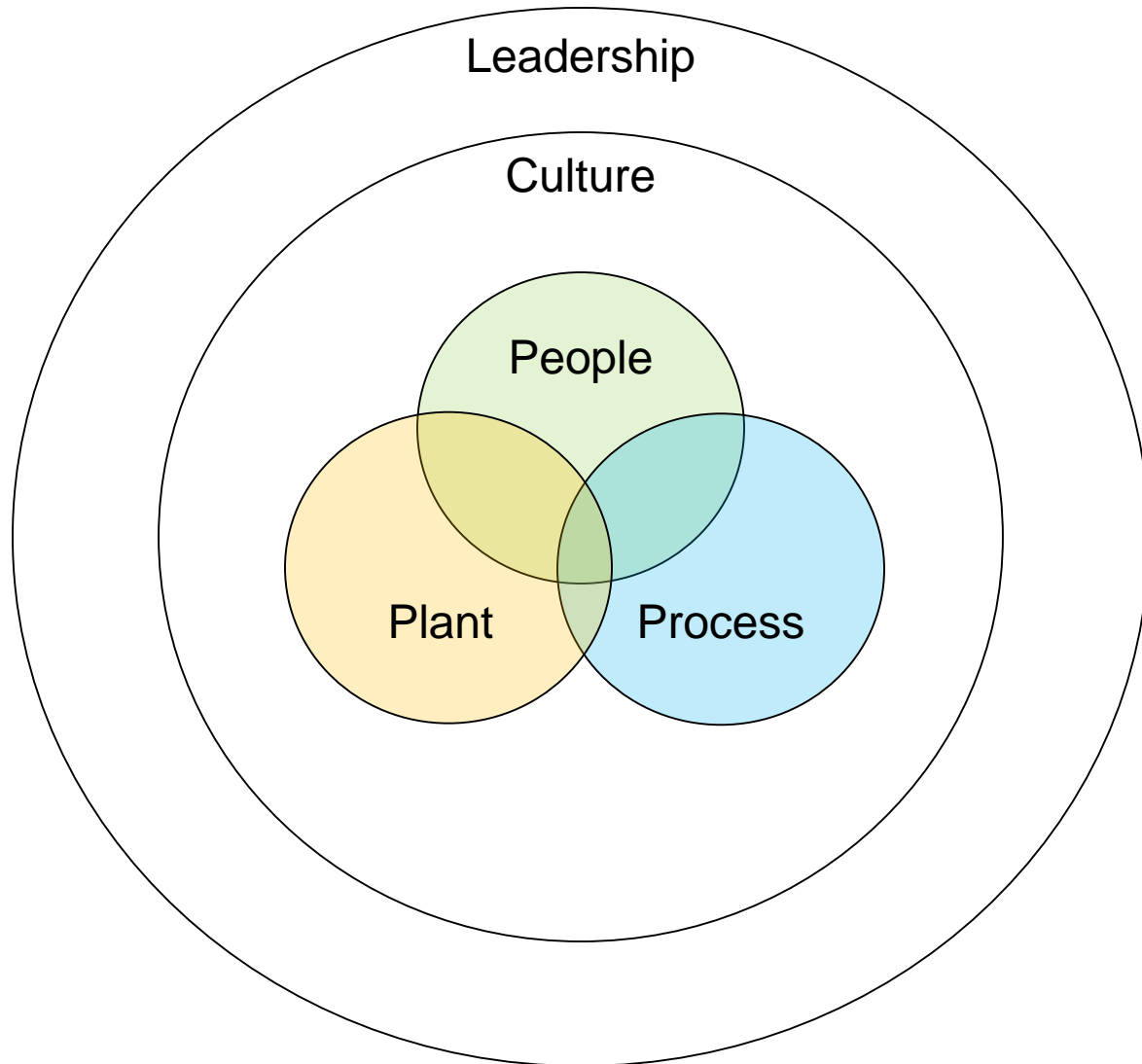
Dunedin, September 2015

© Copyright 2015 by ERM Worldwide Limited and/or its affiliates ('ERM'). All Rights Reserved. No part of this work may be reproduced or transmitted in any form or by any means, without prior written permission of ERM.

The world's leading sustainability consultancy



Sustainable Safety Performance

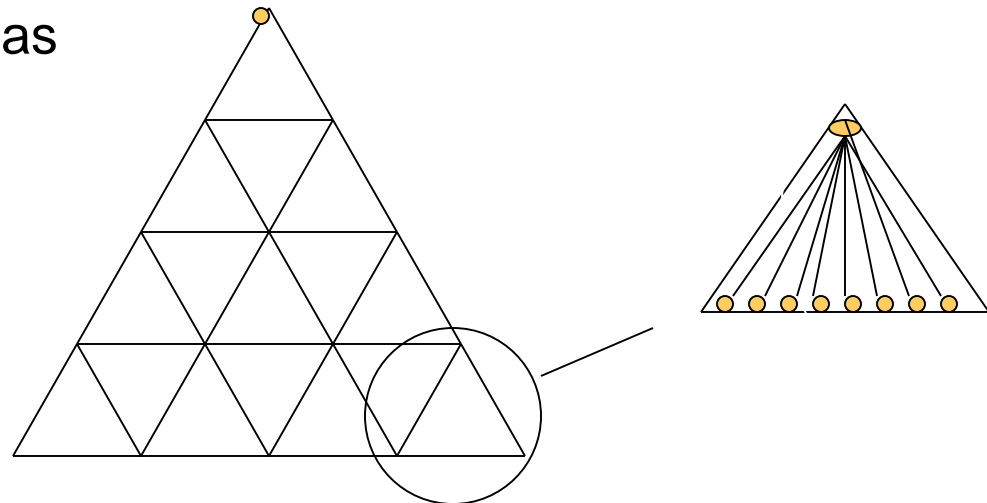


Performance all depends on leaders' actions

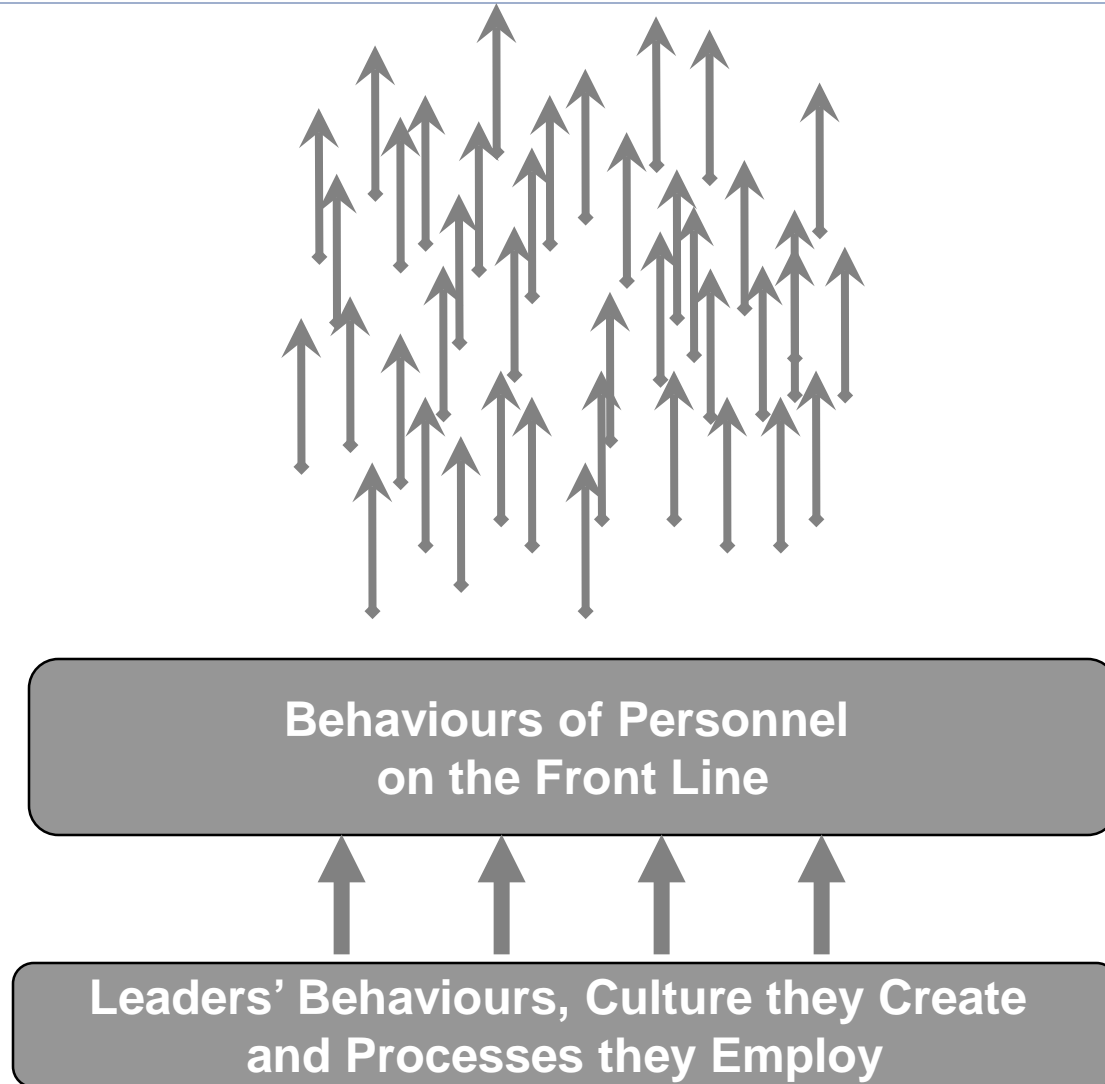


Great teams and not so good ones

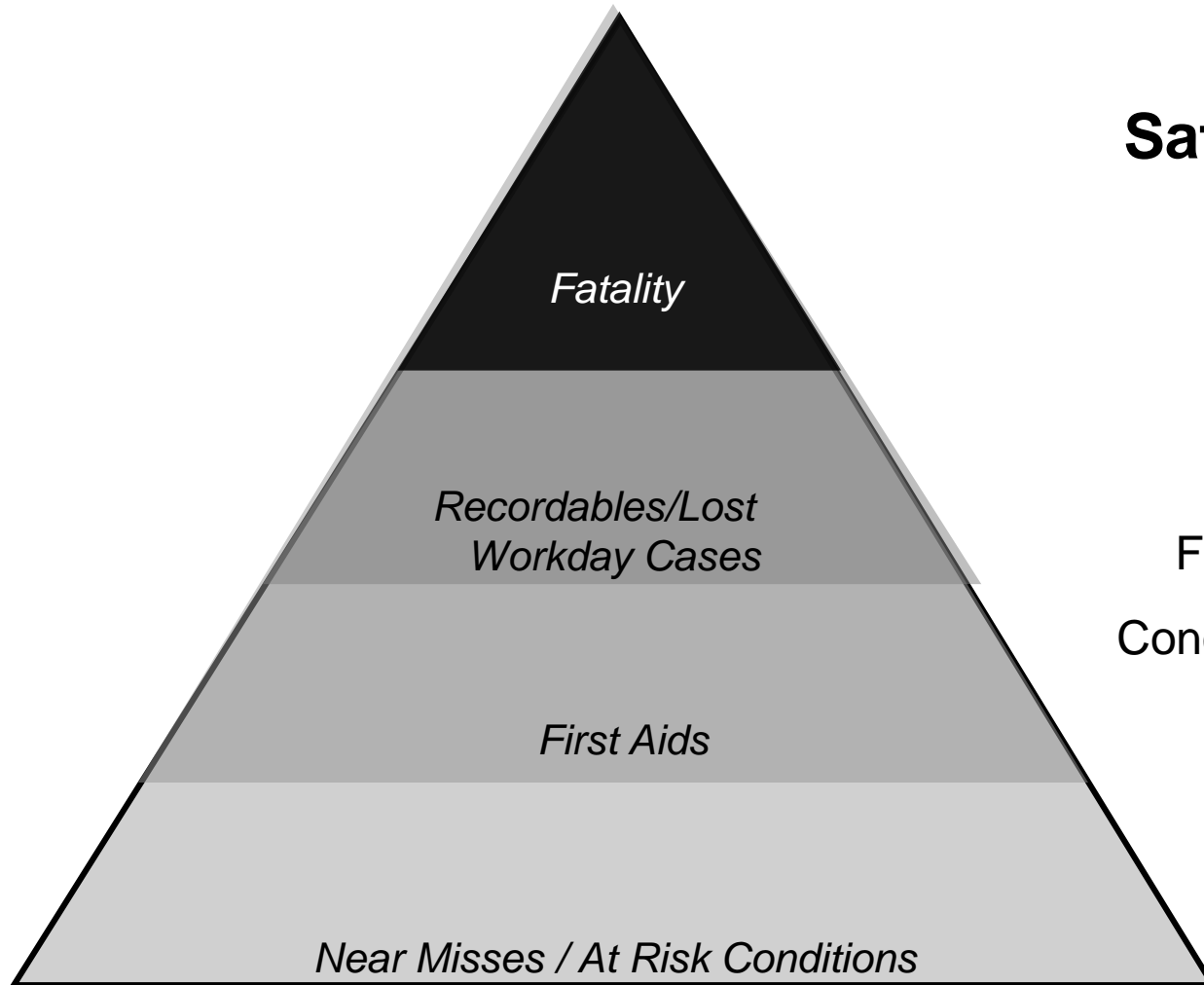
- **Each and every team has its own culture, performance standards**
- **Culture a product of leaders' actions and especially their reactions**
- **Quality of leadership in the team the most critical factor by far in determining**
 - ◆ Performance on safety and everything else
 - ◆ Whether the team has accidents



The result is predictable, the timing isn't



Accident Statistics



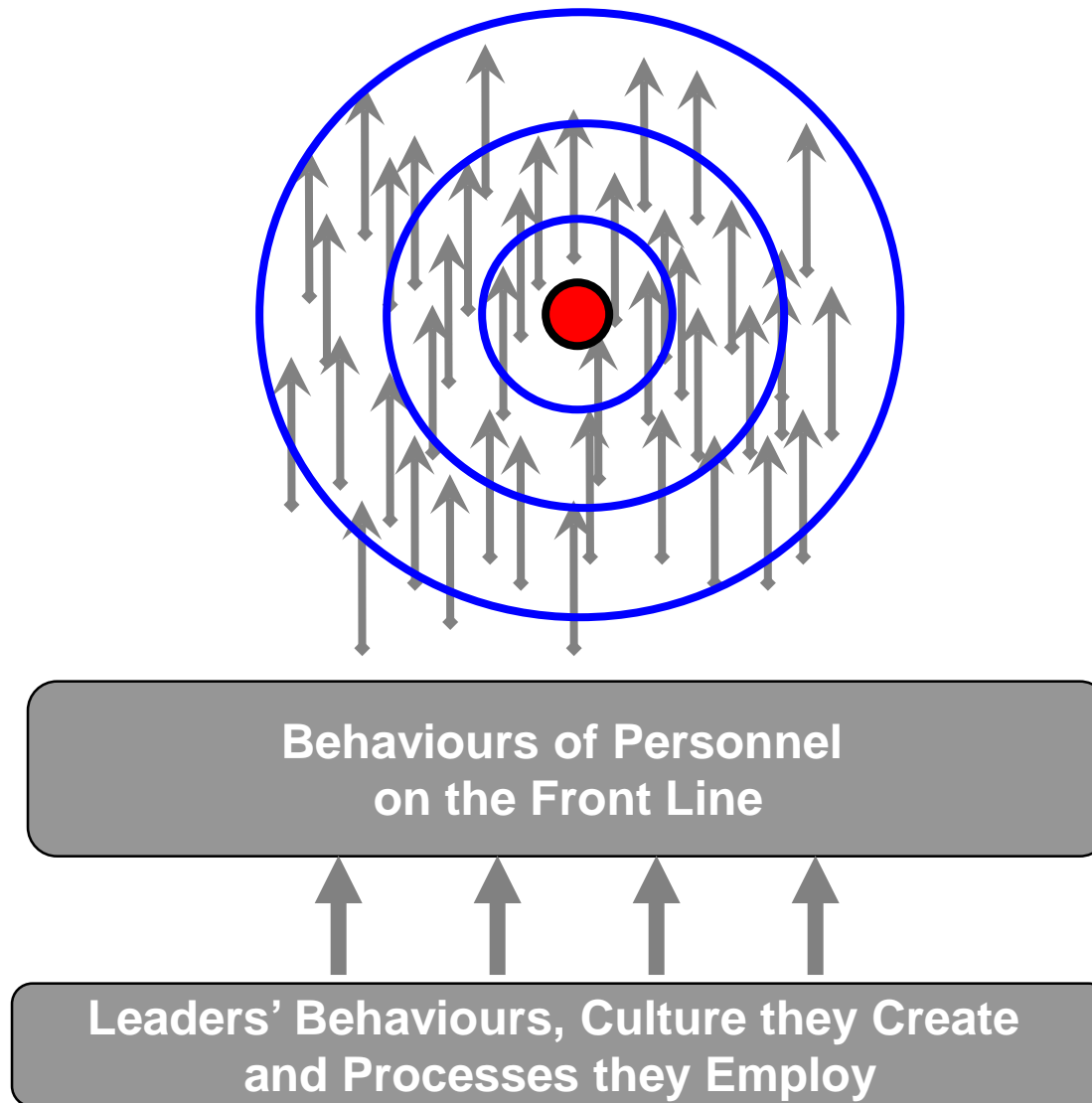
Safety Triangle

H.W. Heinrich (1931)

Frank E. Bird, Jr. (1969)

ConocoPhillips Marine (2003)

The result is predictable, the timing isn't



Behaviour

Behaviour =

Thought

+ Action

We can only change how people act if we get them to think differently

Improving performance outcomes

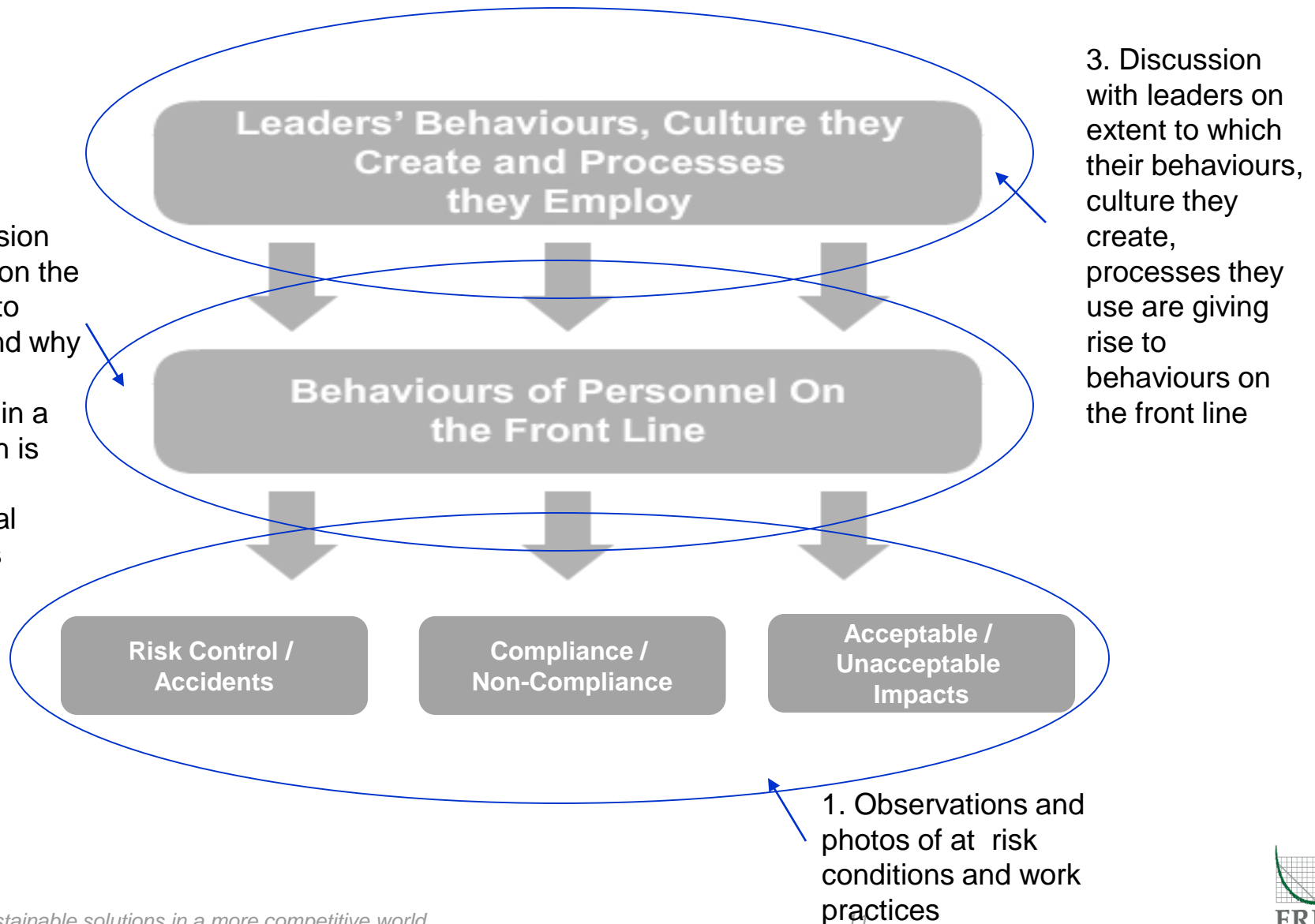
- Better outcomes only if front line personnel change their behaviours (i.e., if people think and act differently)
- **Behaviours on the front line will only change if their leaders up and down the line change their behaviours**

How do you quickly change the behaviours of leaders ... especially leaders of operations which present the greatest risks for the business – the ones that ‘don’t get it’?

Causing improvement - getting leaders to think and act differently

- **Telling leaders to change is a big ask. And it probably won't work!**
- **Simple steps to deliver and sustain improvement**
 - ◆ Get the leaders **WANTING** change – up and down the line
 - ◆ Equip them to deliver behavioural change down the line
 - ◆ Make it real in the field – robust hazard recognition for leaders at all levels and their interactions are absolutely critical

Assessment for leadership alignment on the need for change



Time to Act

Element	Actions	Outcomes	Building on...
<p>Leadership Alignment/ Diagnostic</p>	<ul style="list-style-type: none"> • Field observations and causal analysis with envoys • Working sessions with the leadership lead by the envoys • 1-on-1 sessions with leaders • High impact closing with photos 	<ul style="list-style-type: none"> • Case for change for the leadership <ul style="list-style-type: none"> ▪ Status in the field ▪ Breakdowns • Here and now • Personal 	<ul style="list-style-type: none"> • Data you have • Prior exercises • Established programs
<p>Safety Leadership Training: Providing leaders up and down the line with the means to change behaviours</p>			
<p>Coaching Leaders on Hazard Recognition and High Impact Interactions</p>			
<p>Mobilizing Champions to Sustain and Improve Performance</p>			

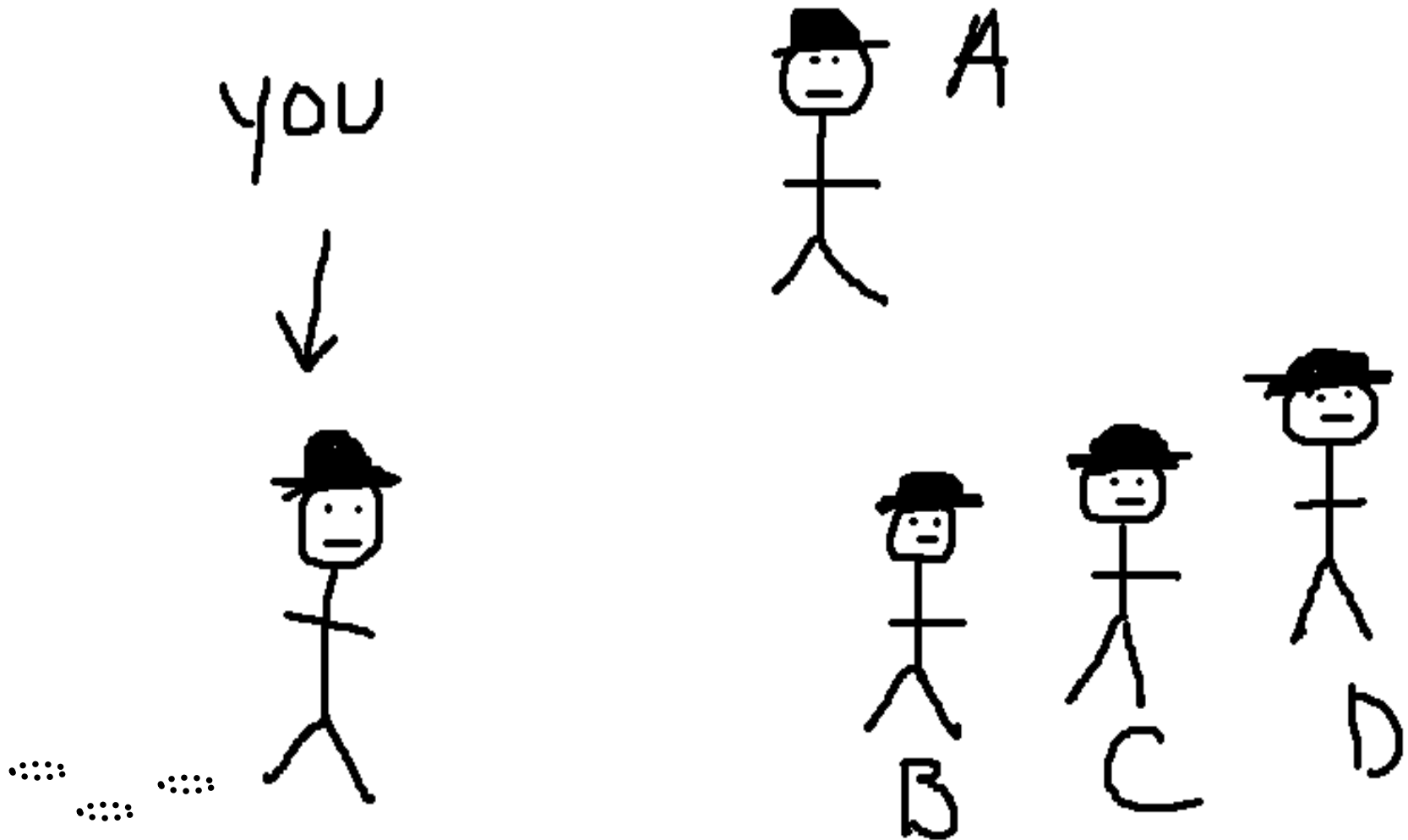
Time to Act

Element	Actions	Outcomes	Building on...
<p>Leadership Alignment/ Diagnostic</p>			
<p>Safety Leadership Training: Providing leaders up and down the line with the means to change behaviours</p>	<p>High intensity classroom sessions with leaders at all levels</p> <ul style="list-style-type: none"> • Leaders make choices • Impacts of accidents • How it is now and why – case for change • Define a new path 	<p>Choosing a different path</p> <ul style="list-style-type: none"> • Impacts of accidents • Safety: a matter of choice for leaders • Its not ok • Practical changes they can make 	<ul style="list-style-type: none"> • Data you have • Prior exercises • Established programs
<p>Coaching Leaders on Hazard Recognition and High Impact Interactions</p>			
<p>Mobilizing Champions to Sustain and Improve Performance</p>			

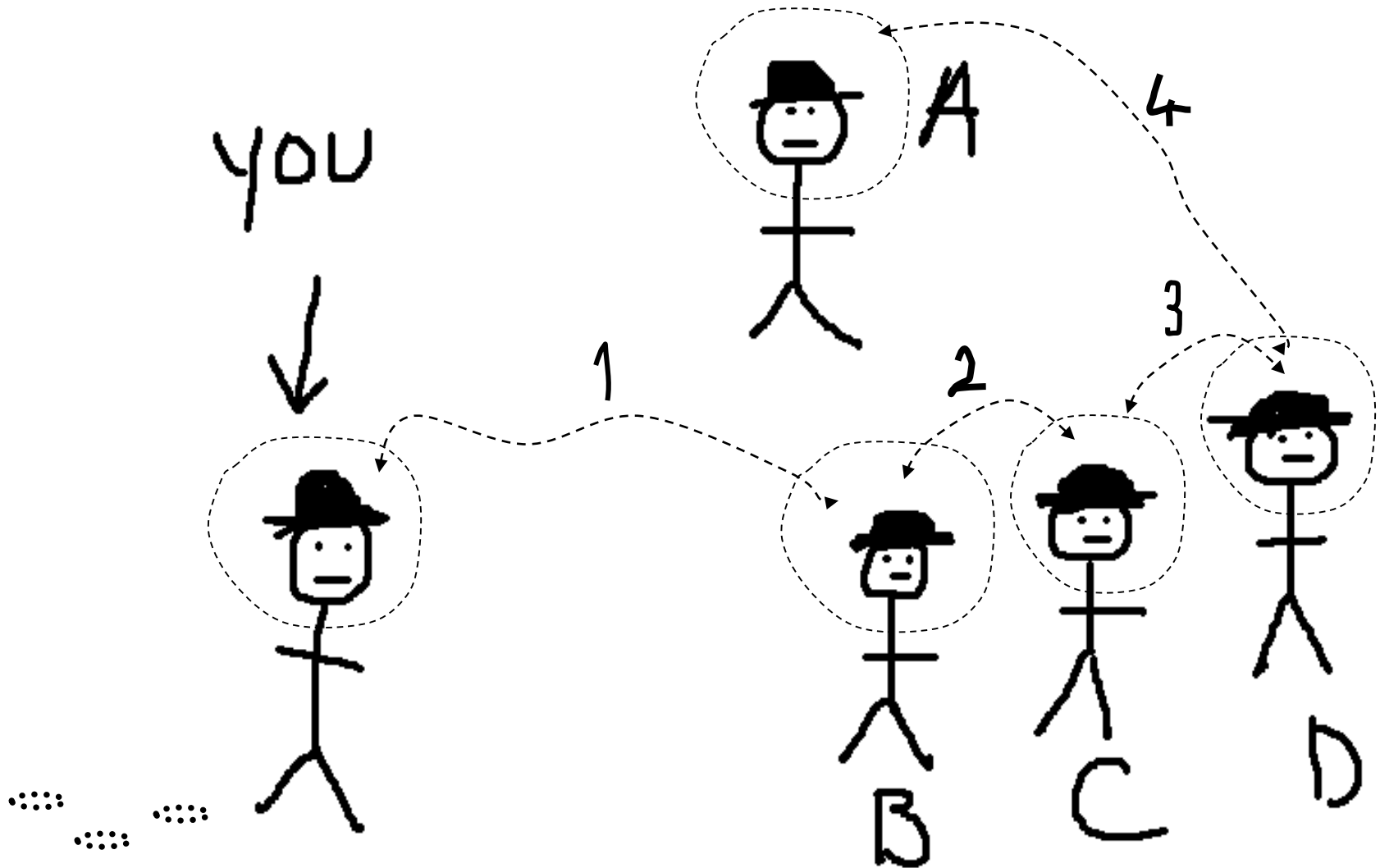
Time to Act

Element	Actions	Outcomes	Building on...
<p>Leadership Alignment/ Diagnostic</p>			
<p>Safety Leadership Training: Providing leaders up and down the line with the means to change behaviours</p>			
<p>Coaching Leaders on Hazard Recognition and High Impact Interactions</p>	<ul style="list-style-type: none"> • Morning session in the class room • Afternoon session in the field with coaches (1:2 or 1:3) 	<p>Peer sharing changes and focus on 2 fundamentals</p> <ul style="list-style-type: none"> • Hazard recognition • Creating a culture of oversight 	<ul style="list-style-type: none"> • Data you have • Prior exercises • Established programs
<p>Mobilizing Champions to Sustain and Improve Performance</p>	<p>Morning sessions in the classroom and afternoon session in the field</p>	<p>Building capacity to support leaders in the field</p>	

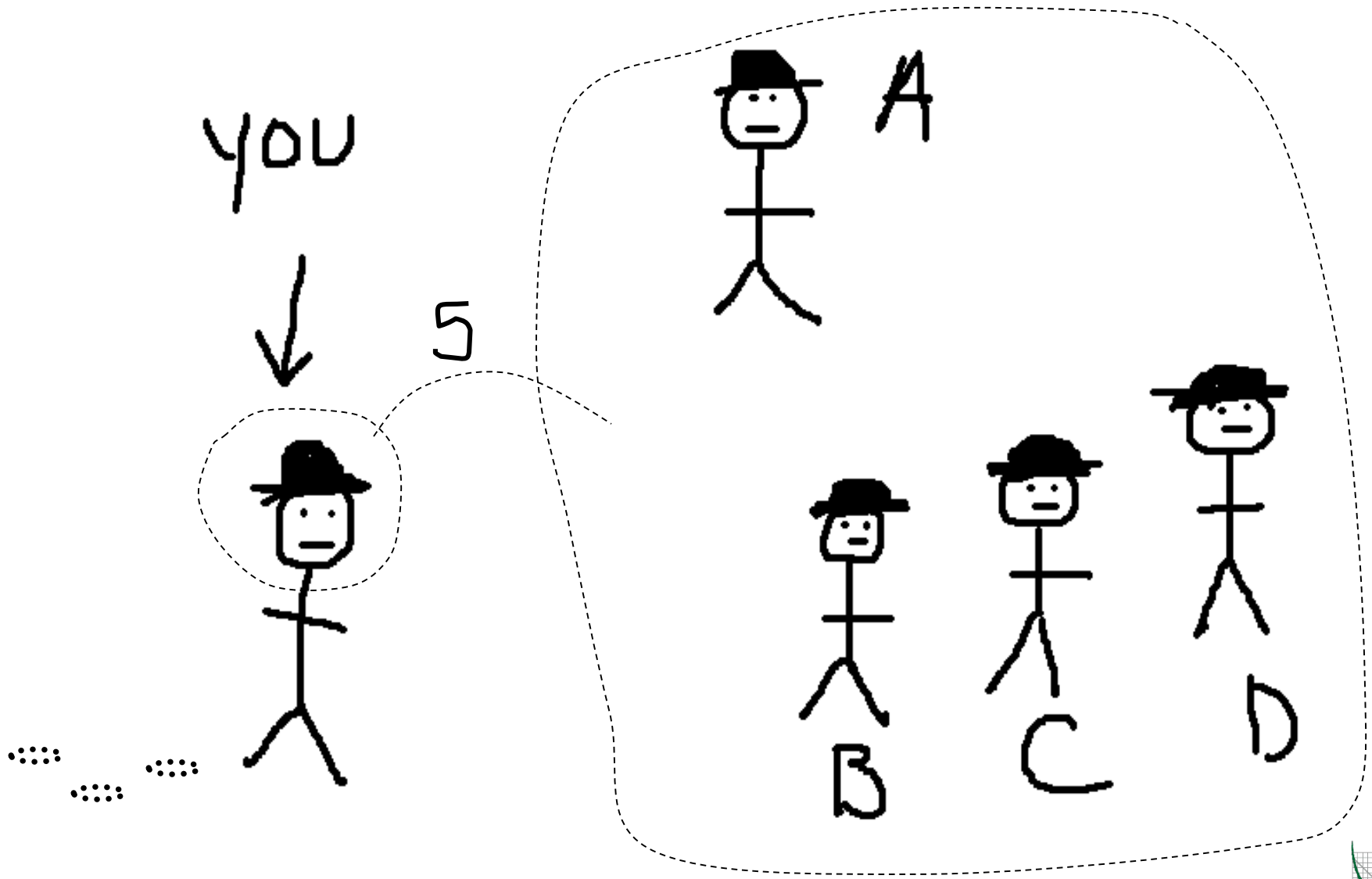
Leaders as coaches for their people in the field



Leaders as coaches for their people in the field



Leaders as coaches for their people in the field



We have helped our clients improve outcomes and transform safety performance

Operation	KPI
Southern US	44% reduction in Total Recordable Injury Frequency Rate (TRIFR) to date
Singapore Refinery	60% reduction in TRIFR <i>"Best year ever"</i>
Major US Construction Project	TRIFR reduced by 72%.
Mine site in Guatamala	86% reduction in TRIFR statistics

- **“This day-and-a-half has changed the way I think about my job and the way I interact with others. I can’t wait to get out there and try it.”**
- **“I left here yesterday and told my men that from now on they would be seeing my true colors. I’m going back now to show them that I can be better than I’ve been.”**
- **“If I leave this project tomorrow, this training will be something that I take with me for the rest of my life and career. It has made me a better leader and a better communicator.”**

Conclusion: Four Imperatives

- 1. Focus initially on senior most leaders, then leaders at all levels together**
 - FLLs, Senior Leadership, Middle Management
 - Employees and contractors
 - Safety functional staff have a critical role to play
- 2. Field and consequence focussed**
 - Use photos at first (bring the field conditions to them)
 - Then with leaders in the field
- 3. Use high impact presentation, training and interview techniques**
- 4. Externals provide activation energy, expertise and focus – but changes only driven from within**
 - Carefully selected champions of change engaged throughout to embed capabilities to sustain improvements

Final thoughts

- **Shifts, such as legislation change, can be an ideal trigger for culture change and performance increases**
- **The ‘people’ side of safety can have a big impact on safety performance, however, is only one element**
- **Take care in balancing the people/process mix**