DuPont

KalDer
Bursa Şubesi

ESTABLISHING A SAFETY CULTURE

June 02, 2016

Bursa, Türkiye

http://www.dupont.com.tr/urunler-ve-hizmetler/consulting-services-process-technologies/brands/sustainable-solutions.html

Introduction

Consultant – Turkey

Asli.Kose@dupont.com

Professional Background

Aslı is a consultant with 10 years diverse experience in industry & services transformation and implementation projects, focused on every part of engagement from sales to delivery including; project management &coordination and business development

Credentials

- BA in Business Administration, Başkent University, Ankara, 1998 – 2002, Granted Scholarship from Başkent University

Areas of Specialization

- Safety Behavioral/Culture Change, Change leadership
- Behavioral Observations
- Project Management and Coordination
- Learning & Development services
- Business Development

Senior PSM Consultant and Accounts Director for Middle East and Turkey

Nathan.A.Turner@dupont.com

Professional Background

Nathan Turner is a Process Safety Consultant having worked for DuPont for 14 years. Experiences in High Hazard Process Engineering, Operations Management and Internal and External Operations Consulting to draw upon

Credentials

- Master of Business Administration, The College of William and Mary, 2010
- B.S., Chemical Engineering, Purdue University, 2002
- Certified Six Sigma Black Belt

Areas of Specialization

- Process Safety Management (PSM)
- Process Safety Capability Development
- Executive Leadership Coaching
- Progressive Discipline and Performance Management
- Risk Analysis
- Behavioral Observations

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Defining Culture, Corporate Culture and Safety Culture – What is the difference?

Defining Culture

Culture

- Is the **"ideas, customs and social behavior"** of a particular people or society *(Oxford Dictionary)*

Corporate / Organization Culture

- Refers to the **shared values, attitudes, standards, and beliefs** that characterize members of an organization and define its nature. Corporate culture is **rooted in an organization's goals, strategies, structure, and approaches to labor** *(O'Malley, John, 2000)*

Safety Culture

- Is a term often used to describe the way in which safety is managed in the workplace, and often reflects *"the attitudes, beliefs, perceptions and values that employees share in relation to safety"* *(Cox and Cox, 1991)*

DuPont's 22 Safety Element to Safety Excellence

LEADERSHIP
- Management Commitment
- Policies and Principles
- Goals, Objectives, and Plans
- Procedures and Performance Standards

ORGANIZATION
- Line Management Accountability and Responsibility
- Safety Personnel
- Integrated Org. Structure
- Motivation and Awareness

OPERATION
- Observations and Audits
- Incident Investigation
- Training and Development
- Effective Communication

PERSONNEL
- Emergency Preparedness and Contingency planning
- Management of Change – Personnel
- Contractor Safety Management

FACILITIES
- Quality Assurance
- Pre-startup Safety Reviews
- Mechanical Integrity
- Management of Change – Facilities

TECHNOLOGY
- Process Safety Information
- Management of Change – Technology
- Risk Assessment and Process Hazard Analysis

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What made a difference between these two companies in establishing a safety culture?
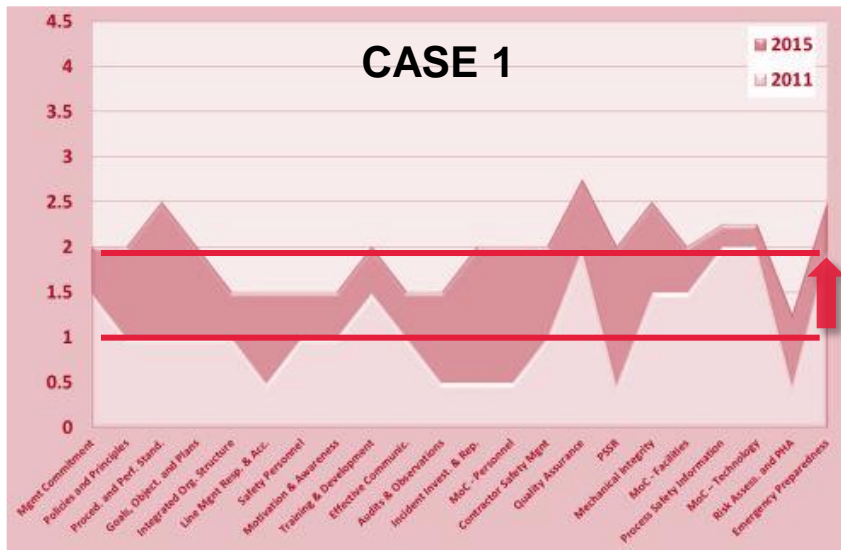
CASE 1

Disconnected Management Commitment

Average rate of increase in PSM Performance **~ 70% in 3 years**

3 Years average move

CASE 2

3 Years average move

High Management Commitment

Average rate of increase in PSM Performance **~ 300% in 3 years**

Source: DuPont Benchmark Analysis

The secret ingredients for establishing and maintaining a safety culture… the four main pillars

A PSM and Behavioral Safety management system that governs and counters associated risks

Leadership that sets the PSM and Behavioral Safety improvement vision and drive the efforts forward

An environment that encourages employees' engagement in the improvement process

A performance management process that monitors performance proactively and suggest actions to ensure continuous improvement and benefits realization

A SUCCESSFUL SAFETY CULTURE ESTABLISHED

COMPREHENSIVE SYSTEM + **LEADERSHIP COMMITMENT** + **EMPLOYEES ENGAGEMENT** + **PERFORMANCE MANAGEMENT** =

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DuPont's 22 Safety Element to Safety Excellence – The system component of Safety Culture

LEADERSHIP
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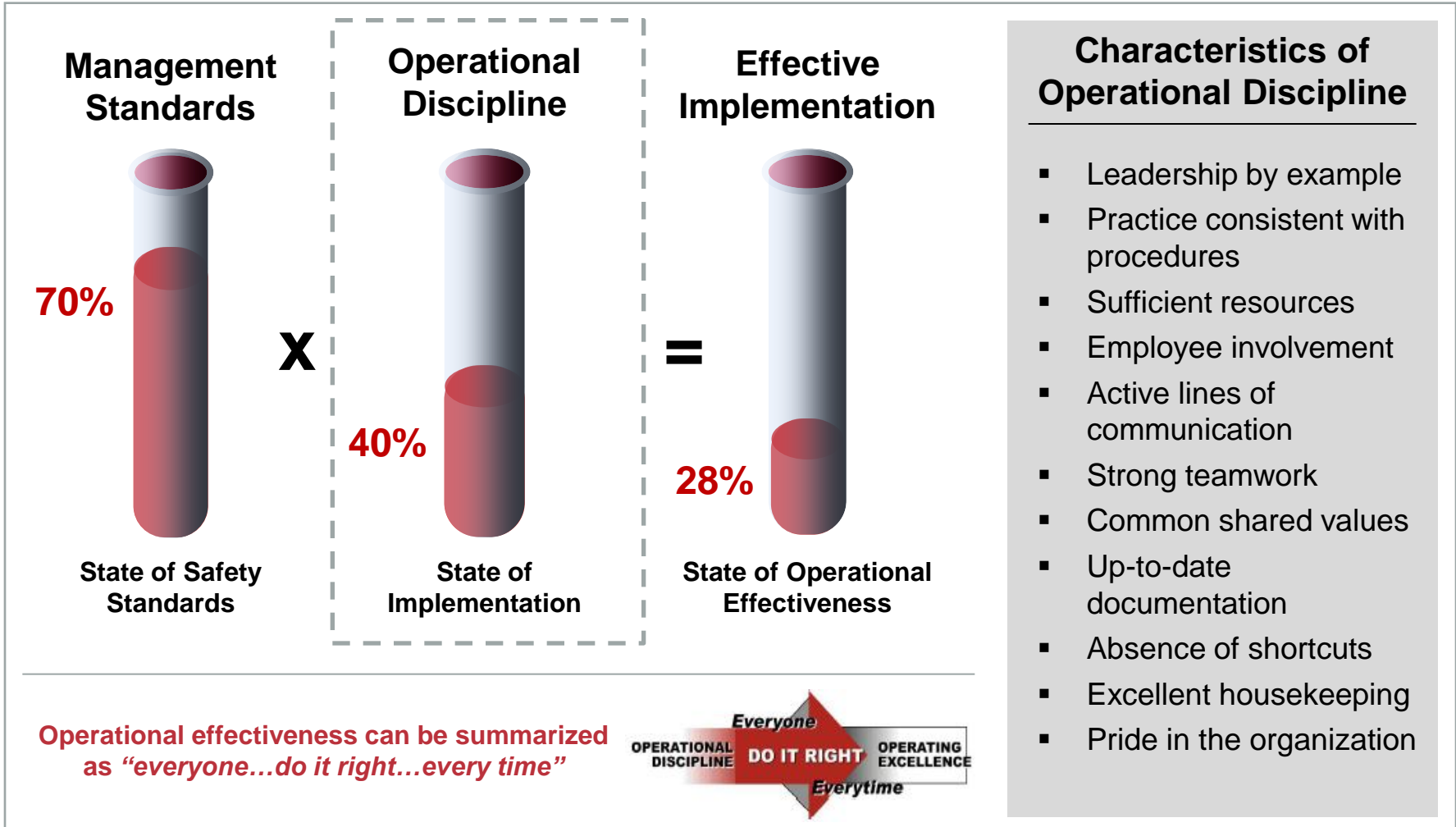- Contractor Safety Management

FACILITIES
- Quality Assurance
- Pre-startup Safety Reviews
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- Management of Change – Facilities

TECHNOLOGY
- Process Safety Information
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- Risk Assessment and Process Hazard Analysis

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Operational discipline – the soft side of 'safety culture' – is essential for operational effectiveness

DUPONT

Management Standards
70%

State of Safety Standards

X

Operational Discipline
40%

State of Implementation

=

Effective Implementation
28%

State of Operational Effectiveness

Characteristics of Operational Discipline

- Leadership by example
- Practice consistent with procedures
- Sufficient resources
- Employee involvement
- Active lines of communication
- Strong teamwork
- Common shared values
- Up-to-date documentation
- Absence of shortcuts
- Excellent housekeeping
- Pride in the organization

Operational effectiveness can be summarized as *"everyone…do it right…every time"*

Everyone
OPERATIONAL DISCIPLINE **DO IT RIGHT** OPERATING EXCELLENCE
Everytime
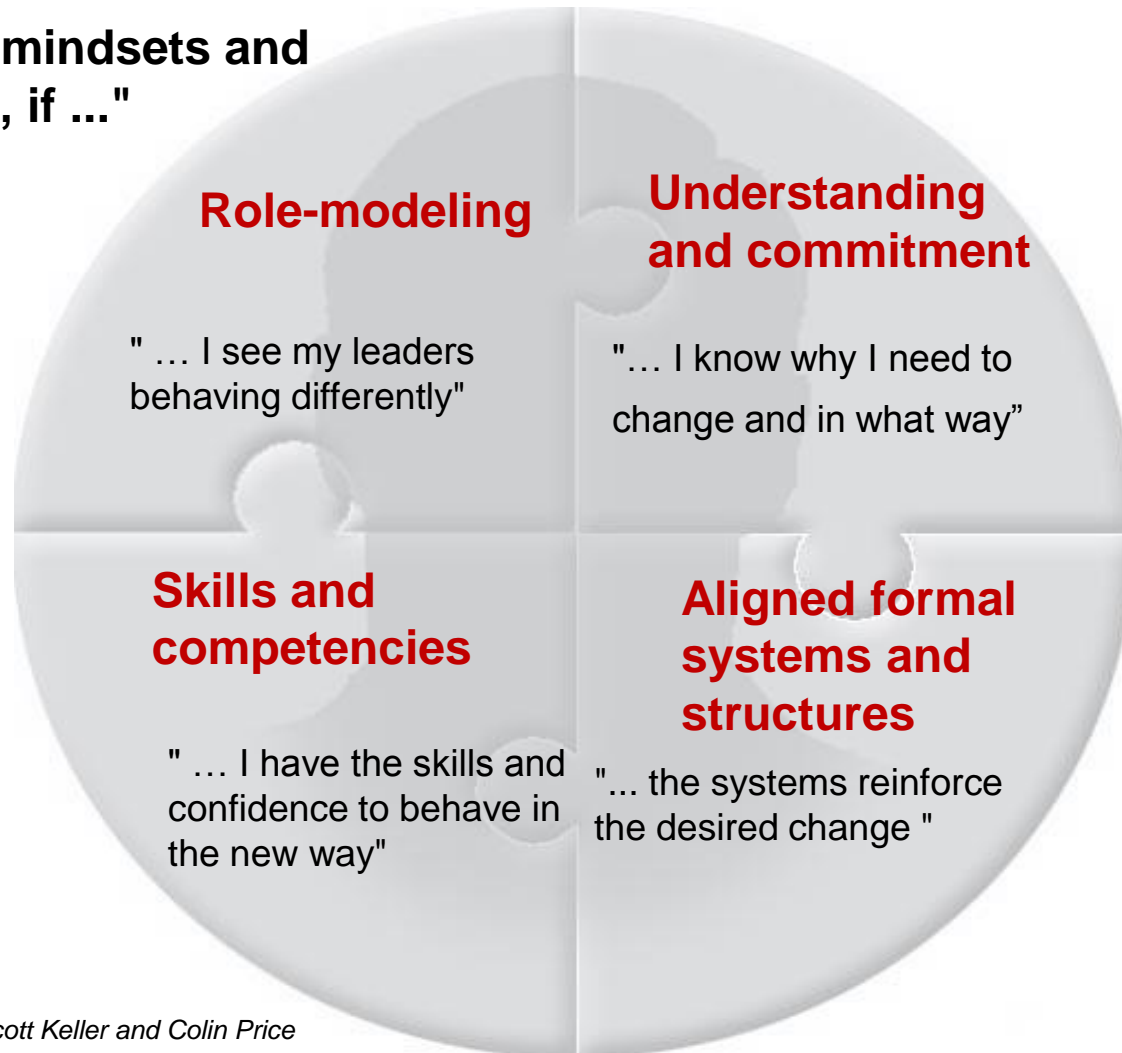
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Leadership Commitment – Establish a safety culture by building capability, influencing, role-modeling, and aligning systems

"I will change my mindsets and behaviors, if ..."

Role-modeling

" … I see my leaders behaving differently"

Understanding and commitment

"… I know why I need to change and in what way"

Skills and competencies

" … I have the skills and confidence to behave in the new way"

Aligned formal systems and structures

"... the systems reinforce the desired change "

Source: Beyond Performance - Scott Keller and Colin Price (The Influence Model)

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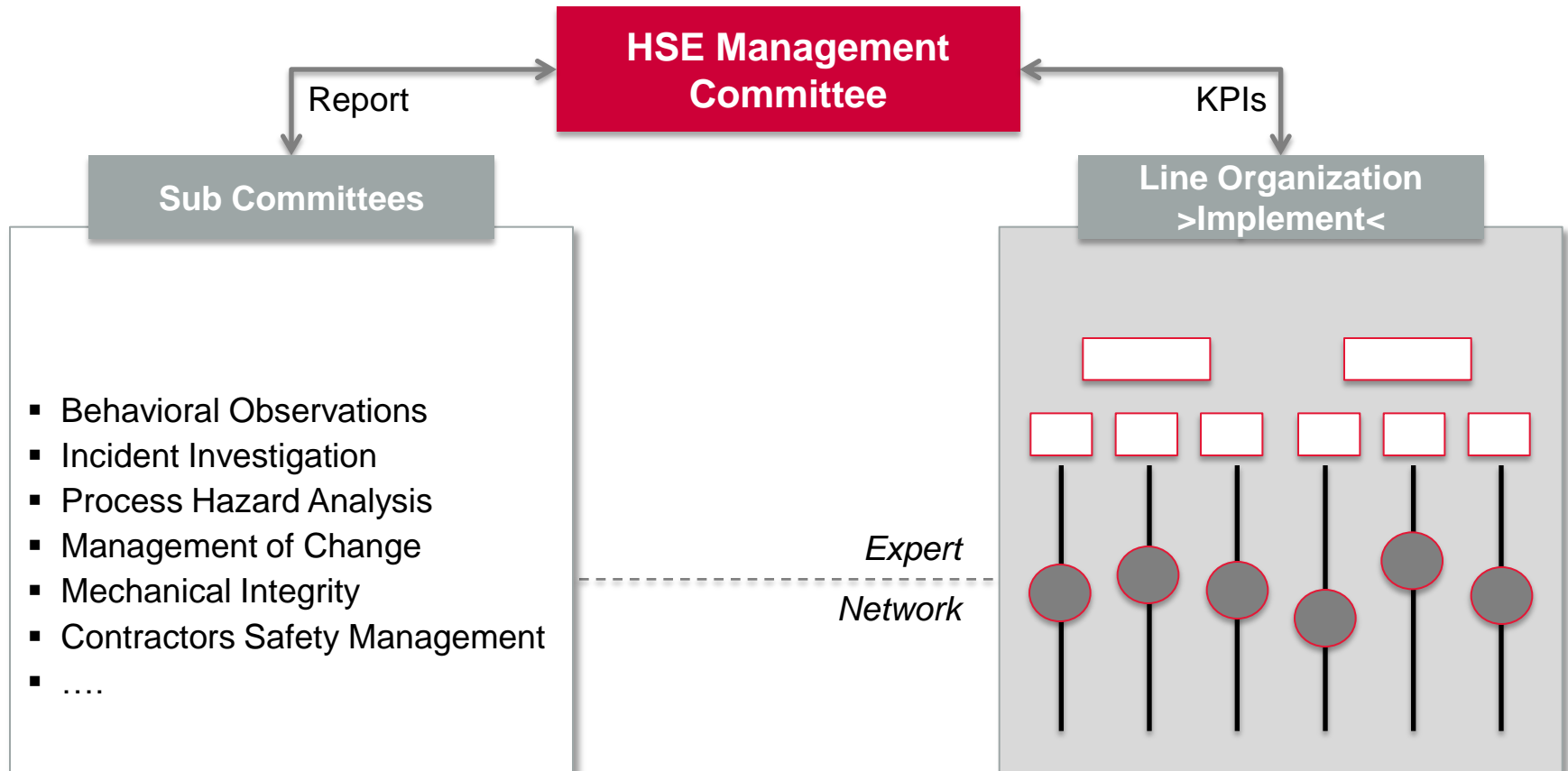# Leaders show their Commitment in the following ways:

1 Be visible to the organization.

2 Provide appropriate resources for safety improvements.

3 Recognize your role as a teacher/trainer.

4 Develop your own safety functioning skills and pass them along to the organization

5 Behave and lead as you desire others to do

6 Maintain a self-safety focus

7 Confirm and reconfirm safety as the Number 1 value

8 Put continuous emphasis and clarity around HSE expectations

9 Show a passion for ZERO injuries, illnesses, incidents

10 Celebrate and recognize "ZERO" successes

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Employee Engagement – Employees at all levels need to help establish the safety culture

Employee Engagement through the Integrated Safety Organization

- Behavioral Observations
- Incident Investigation
- Process Hazard Analysis
- Management of Change
- Mechanical Integrity
- Contractors Safety Management
- ….

HSE Management Committee

Report

KPIs

Sub Committees

Line Organization >Implement<

Expert

Network

Performance Management – Align Strategy to Objectives and Area/Individual KPI's

Corporate Strategy

⬇

Safety Performance Objectives & Measures
Corporate Level – Department Level – Individual Level

⬇

Rewarding Performance

Measuring Performance

Safety Performance Management Cycle

Target Setting

Improvement Initiatives
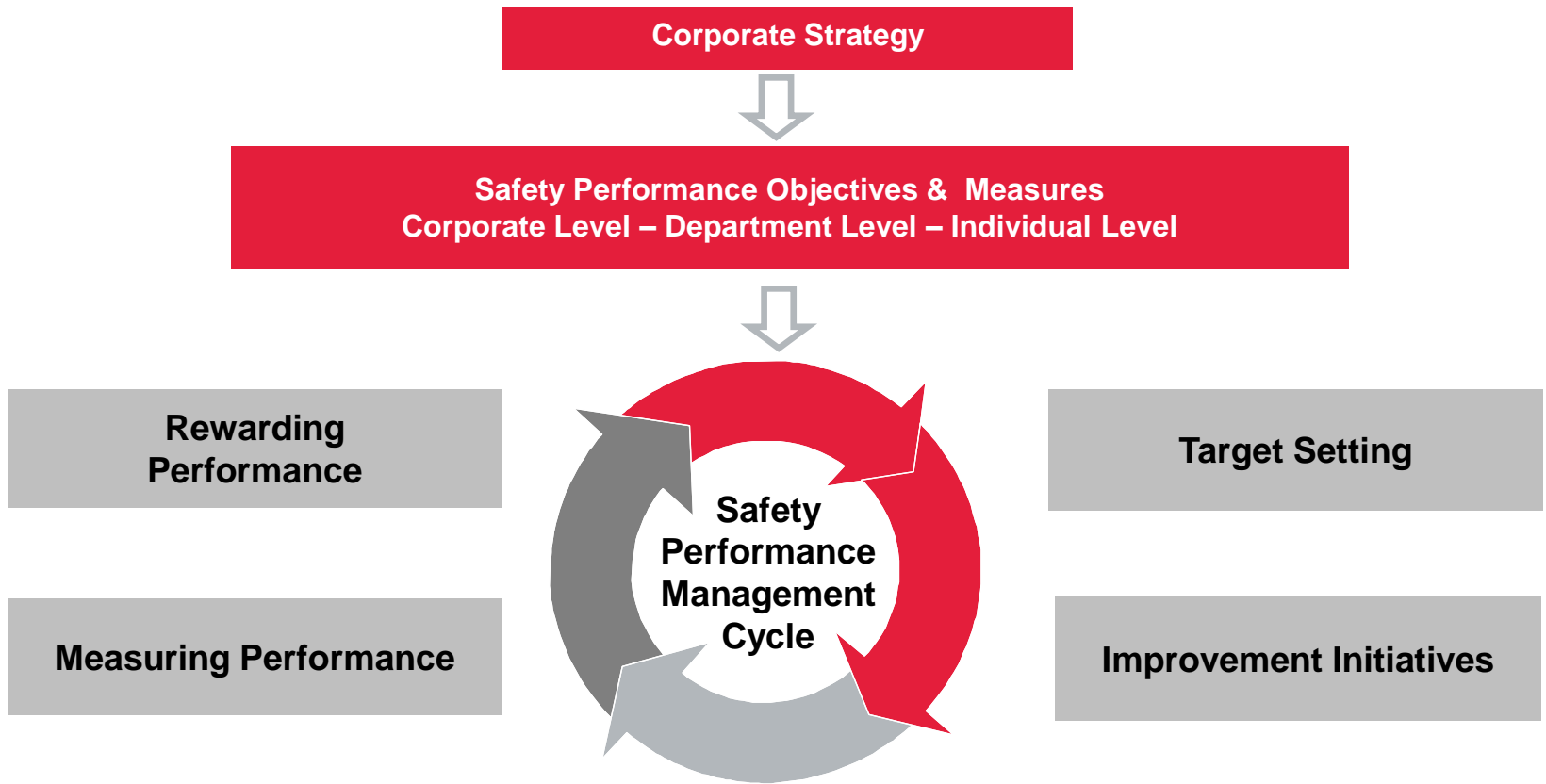
Use KPIs – Monitor Leading and Lagging indicators of safety culture

ILLUSTRATIVE

Vision and Goals
Strategy
Objectives

Company

KPI1 KPI3 KPI5
KPI2 KPI4 KPI6

Use of data to support risk-based strategic decision (e.g. allocation of resources on high risk areas)

Site

KPI1 KPI3 KPI5 KPI7 KPI9
KPI2 KPI4 KPI6 KPI8

Use of data to address day-to-day risks / criticalities within operations

Department/ Unit

KPI1 KPI3 KPI5
KPI2 KPI4 KPI7

KPI1 KPI3 KPI6
KPI2 KPI4 KPI7

KPI1 KPI3 KPI8
KPI2 KPI4 KPI9

Shift

KPI1 KPI3 KPI6
KPI2 KPI4 KPI7

KPI1 KPI3 KPI6
KPI2 KPI4 KPI7

Aggregation (Σ)

Breakdown and cascade

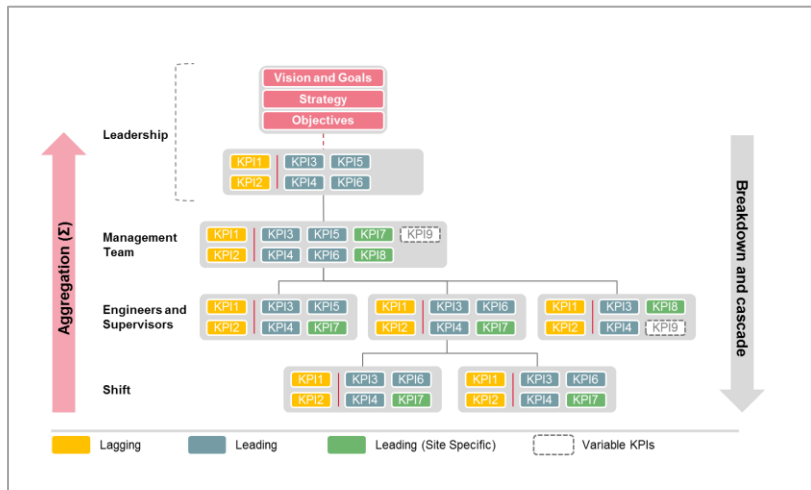| Lagging | Leading | Leading (Site Specific) | Variable KPIs |

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Monitor Performance frequently and Manage deviations pro-actively to establish and maintain the right safety culture

Corporate Strategy

Safety Performance Objectives & Measures
Corporate Level – Department Level – Individual Level

Rewarding Performance

Target Setting

Safety Performance Management Cycle

Measuring Performance

Improvement Initiatives

Leadership

Vision and Goals
Strategy
Objectives

KPI1 KPI3 KPI5
KPI2 KPI4 KPI6

Management Team

KPI1 KPI3 KPI5 KPI7 KPI9
KPI2 KPI4 KPI6 KPI8

Engineers and Supervisors

KPI1 KPI3 KPI5   KPI1 KPI3 KPI6   KPI1 KPI3 KPI8
KPI2 KPI4 KPI7   KPI2 KPI4 KPI5   KPI2 KPI4 KPI9

Shift

KPI1 KPI3 KPI6   KPI1 KPI3 KPI6
KPI2 KPI4 KPI7   KPI2 KPI4 KPI7

Aggregation (Σ)

Breakdown and cascade

Lagging   Leading   Leading (Site Specific)   Variable KPIs

Meet or Exceed expectations

Reward and Recognition (e.g. Bonus, merit increase, career advancement)

Does not meet expectations

Training & Development Needs (e.g. Training program, coaching program, target review, counseling)

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Driving all 4 pillars can lead to significant lagging indicator and safety culture improvements!
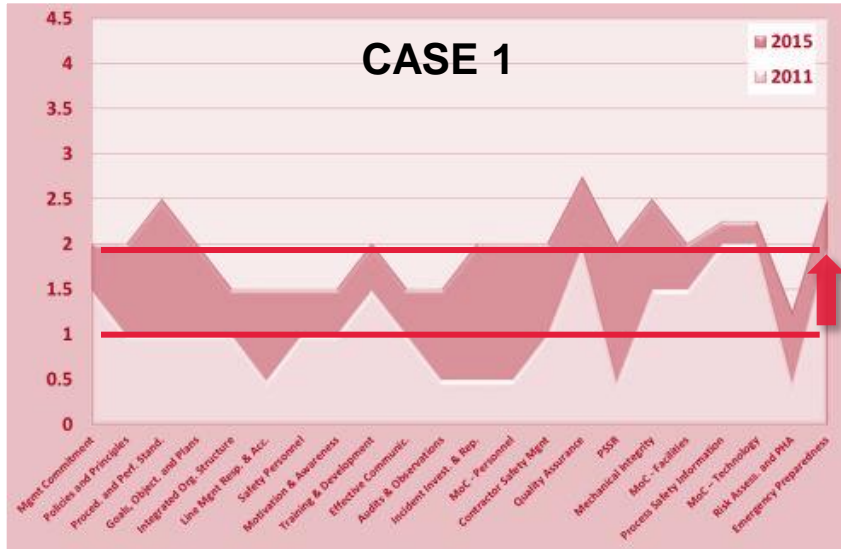
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■ 2015
■ 2011

3 Years average move

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