**GROUP 1 – SESSION 1**

**MJV Workshop on Safety Culture, Leadership and Enforcement
16-18 September 2015, The Hague, The Netherlands**

**Session 1. Understanding Safety Culture – *Please choose at least two questions from 1-4. . Each group must answer Question 5 (but you do not have to cover all topics in Table 1). If you finish early, select an additional question, or questions for discussion! In other words, answer as many questions as possible in the time allowed.***

**Draft – v1**

***Instructions: Please look at all the questions together and decide the group’s strategy for the session. You will not be able to answer all the questions so you must decide which questions the group will answer and in what order. Also, there are some questions that each group must answer. Please make sure you include time for these. Please stay on topic!***

1. **Think about sites that you have inspected or have otherwise been involved (e.g., investigation, safety report, etc.)** **Which ones made you feel good about their safety attitude*? Which ones made you feel disturbed? Why? What did you observe that caused you concern? Are there types of sites that, in your view, seem to have more safety culture difficulties than others? (e.g., sites with lots of contractors, multi-cultural sites, specific industries, multinationals, SMEs, etc.)?***

*The group should keep a list of the examples cited, e.g., “The process operator said the process engineer worked mainly on another site and was always very busy so they didn’t talk very often.”*

* *Documents are up to date, contain no big mistakes/discrepancies (e.g. between description & reality)*
* *Mgmt is on time for inspections, prepared*
* *Mgmt is able to reply to questions*
* *No major accidents since last inspection, or reported*
* *Positive attitude twd safety*
* *Mgmt takes time for inspection, show they are dedicated, interested*
* *Visible signs: signs/safety measures, explain dos & don’ts, make sure you wear PPEs, keep track of every little thing re: safety, put into action. Examine every little incident and inform employees about it. Gives good feeling of confidence, ‘they don’t wait for the audit’.*
* *Site closed because of bad management becomes ‘everyone’s problem’ (Croatia)*
* *Self-criticism: criticise himself on top of report*
* *Good housekeeping, good impression*

*Maureen: is it easy to identify a safety culture problem?*

* *It is not easy.*
* *Key indicators can be used as quick & dirty approach, e.g. by brief interviews with staff*
* *Employees on the floor should provide similiar answers as mgmt*
* *Look at site, look at documentation, will provide indication of safety culture.*
* *Difficult to quantify, mainly based on experience*
1. **What aspects of a site help you to “know” that the site has a good attitude (or conversely, a bad attitude) to safety?** ***In other words, if you were to write a recipe for a good (or bad) safety culture, what would be the ingredients?***
2. **Safety culture is inherently a systemic issue and implies a “pattern of behavior”. What patterns of behavior help you to recognise when there is a good safety attitude or a bad safety attitude on the site? Among workers? Among managers?**
3. **Give some concrete examples of evidence (indicators), qualitative or quantitative, that a site has (or conversely, is missing) some of the “ingredients” (from Question 2 above) of a good safety culture.** *Evidence can consist of observations, documentation, data, etc.*
4. **(Mandatory.) What do you think about the “evidence” of safety culture that some other studies on the topic have suggested? Can you give examples of good practice?**

***See the table on the next page. The group can use this table as it wishes. You do not have to talk about all the topics. The group should agree on which are most interesting to discuss and start with those and then move on to more if you have time.***

***Table 1: Safety Culture Diagnosis
Issues raised by past studies of safety culture (various authors, inspectorates)***

***You can use this table as a way to present your results if you wish, but it is not required. You can also decide to talk about other “evidence” that the group mentioned that are not in this table.***

|  |  |  |
| --- | --- | --- |
| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Type and/or frequency of procedural violations** | High | Enschede: many violations, not communicated to and between authorities |
| **Differences in the SMS paper and the SMS in practice** | High | Bad: workers’ answers differ from mgmt’sBad: company follows their own rules |
| **How the operator deals with worker fatigue** | ?Hard to diagnose |  |
| **Use of overtime and working hours restrictions** |  |  |
| **Occupational injury rate as an indicator of a good or bad safety culture** | Mixed | Bad: high number (not always a good indicator) |

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|  |  |  |
| --- | --- | --- |
| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Leadership behaviour** | High | Good: pro-active leadership. Self-criticism |
| **Employee involvement in site or process management**  | High | Bad: only mgmt and external consultant is involved, or only safety department (‘not for us’)Each function should have accurate description |
| **Emphasis on profit performance over safety performance** | High | (The two can go together!)Bad: no safety managementCars are fancy, equipment is not.Short-term thinking |
| **Type and frequency of interaction on safety issues between management and workers** |  | Good: evaluation of every little incident |
| **Visibility and relevance of safety management within the site’s overall management system** |  | Bad: mgmt never visible on the working floor |
| **Contractors prepare the safety report/ SMS rather than safety managers on site** | High | Bad: ‘just a document’, for the buhne |
| **The degree to which process-related problems are documented and followed up on site** | High | Bad: no follow-up at all 1 year after report. Only the ‘easy’ things are done. Accident investigation is hardly reported. |
| **Awareness of and attention given to lessons learned from accidents and near misses** | High |  |
| **Number of accidents/near misses/unsafe acts** |  |  |
| **Degree of follow-up for actions from internal audits** | High |  |
| **Non-compliance with Seveso/technical standards (e.g., ATEX)** | High |  |
| **Other:** *(Add more “Other” rows as necessary)* |  |  |

**GROUP 2**

**MJV Workshop on Safety Culture, Leadership and Enforcement
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**Draft – v1**

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1. **Think about sites that you have inspected or have otherwise been involved (e.g., investigation, safety report, etc.)** **Which ones made you feel good about their safety attitude*? Which ones made you feel disturbed? Why? What did you observe that caused you concern? Are there types of sites that, in your view, seem to have more safety culture difficulties than others? (e.g., sites with lots of contractors, multi-cultural sites, specific industries, multinationals, SMEs, etc.)?***

*It does matter : says something about their attitude (supposted to be natural)*

*Gut feeling first impression 5 min (indicator for afterwards):*

* *Entrance hall (look for fire exchinger – escape plan)*
* *Wait for welcome*
* *Entreprise information*
* *Too clean, a lot of work that should be done earlier (false face)*

*Open another door other impression*

*Reaction govermenent don’t need….*

* *Barrier Safety information, pas exam before entering premises*

*🡺 towards authorities not majored (also no major culture)*

*🡪 smoke screens – show off*

*🡪 enterance pas : inspectors can not be refused to enter*

*🡪 Italie safety information at the enterance on the site = legal requirements*

* *Barrier companies trie to take over inspections (agenda points)*

*🡪 make it more shining*

*🡪 challenge every item “what do you mean”?*

*🡪 mostely in multinationals (they think very well of themselves) US*

*🡪 US inspection accompanied by solliciters?*

*Mostely more technical experts, many people versus inspectors*

*🡪 disconnection managers & safety engineers*

*What signs do we like to see?*

* *Competence available*
* *Presence of senior manager (not a battery of 10) beginning and/or walk along*
* *Walk around the premises: management being questioned by employees (high profile presence)*
* *Openess (right people right time right place), not intimidating (see signs back*
* *Ask for documents soon available? Readyness*
1. **What aspects of a site help you to “know” that the site has a good attitude (or conversely, a bad attitude) to safety?** ***In other words, if you were to write a recipe for a good (or bad) safety culture, what would be the ingredients?***
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|  |  |  |
| --- | --- | --- |
| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Type and/or frequency of procedural violations** | high | Different safety on papier en practiseDoing what you write and write what you are doingCertification (ISO) no guaranteeRelation with the floor is too weak Solution: work both ways (up<->down)e.g. \* permit to work book:safety manager signs – employees ingnore (lock off pipework) logg out tack out |
| **Differences in the SMS paper and the SMS in practice** | high | \* copy paste same system but different site = consultant written the procedures and staff never read it\* they don’t know the elements\* just obligation (not because it is usefull)\* what happens is good just look at the difference on paper. “you tell me what you do – see extra steps that on paper”  |
| **How the operator deals with worker fatigue** | ? perhaps we should | Personal safety?? how to inspect: ask if they considered itEasyJet (hole program in place): KPI’s & pilots report themselvesStrong system |
| **Use of overtime and working hours restrictions** | ? perhaps we shoud |  |
| **Occupational injury rate as an indicator of a good or bad safety culture** | medium | Need to look at all the indicatorsFocus on safety at work, injury is lower indicatorslip trips and fallsLoss of containment Near loss of containmente.g. Bunsfield , BP Taxes |

Conclusion: welcom inspectors: engineers want to use the inspectors for internal purposes

TRUST is needed (advices to teach)

Relationship is two way thing… with positive relationship !!

|  |  |  |
| --- | --- | --- |
| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Leadership behaviour** |  |  |
| **Employee involvement in site or process management**  |  |  |
| **Emphasis on profit performance over safety performance** |  |  |
| **Type and frequency of interaction on safety issues between management and workers** |  |  |
| **Visibility and relevance of safety management within the site’s overall management system** |  |  |
| **Contractors prepare the safety report/ SMS rather than safety managers on site** |  |  |
| **The degree to which process-related problems are documented and followed up on site** |  |  |
| **Awareness of and attention given to lessons learned from accidents and near misses** |  |  |
| **Number of accidents/near misses/unsafe acts** |  |  |
| **Degree of follow-up for actions from internal audits** |  |  |
| **Non-compliance with Seveso/technical standards (e.g., ATEX)** |  |  |
| **Other:** *(Add more “Other” rows as necessary)* |  |  |

**GROUP 3**

**MJV Workshop on Safety Culture, Leadership and Enforcement
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*The group should keep a list of the examples cited, e.g., “The process operator said the process engineer worked mainly on another site and was always very busy so they didn’t talk very often.”*

1. **What aspects of a site help you to “know” that the site has a good attitude (or conversely, a bad attitude) to safety?** ***In other words, if you were to write a recipe for a good (or bad) safety culture, what would be the ingredients?***
2. **Safety culture is inherently a systemic issue and implies a “pattern of behavior”. What patterns of behavior help you to recognise when there is a good safety attitude or a bad safety attitude on the site? Among workers? Among managers?**
3. **Give some concrete examples of evidence (indicators), qualitative or quantitative, that a site has (or conversely, is missing) some of the “ingredients” (from Question 2 above) of a good safety culture.** *Evidence can consist of observations, documentation, data, etc.*
4. **(Mandatory.) What do you think about the “evidence” of safety culture that some other studies on the topic have suggested? Can you give examples of good practice?**

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| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Type and/or frequency of procedural violations** | High |  |
| **Differences in the SMS paper and the SMS in practice** |  |  |
| **How the operator deals with worker fatigue** |  |  |
| **Use of overtime and working hours restrictions** |  |  |
| **Occupational injury rate as an indicator of a good or bad safety culture** |  |  |

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| **Contractors prepare the safety report/ SMS rather than safety managers on site** |  |  |
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**Discussion results Group 3: question 1, 2 and 3**

**Question-1**: **What do you see with respect to safety culture? What gives you a good feeling about their attitude towards safety culture?**
Examples:

1. 2011, Norwegian company, storage facilty for petroleum products. Seveso company. No good diligence research when they bought the company In the beginning no good leadership, no good safety culture. They pretended good safety managemt system. Then there were several accidents/incidents. Authorities were not strongly enforcing violations. By the end of 2011 prohibition of operation/exploitation of installations. No bad record in personnel safety. In Sweden it is called Texas culture. Very calculative company with respect to safety culture. Blame was also to inspection authorities.
2. Companies with signs at the entry gate: so many days without LTI. This is an indication for poor safety culture.

Key for safety culture companies as well as authorities: leadership and internal support. Some say internal support is part of leadership

**Conclusion**: is there a proof of any safety awareness in the company and not only window-dressing on good process safety performance. What is the amount of cosmetics in this respect.

**Question-2**: **What aspects of a site helps in recognizing a good attitude towards safety culture. Do you believe what you see?**
What is a bad or good attitude. Some inspectors have experience with a defensive behavior from staff interviewed by inspectors, feels unwelcome To set up good climate by putting the right question and giving helpful information an inspector may get good information. Managemnt times management pretends everything is okay.

Should inspectors be the good or bad guys. Who is the good, who is the bad guy. There is a need otrain inspectors well, they need examples of good and bade safety cultures. They need reference material.

**Conclusion**: there is a need for thorough investigation, putting the right questions, being an experienced inspector.

**Question-5**: **Examples of evidence for good safety culture using Table 1: Safety Culture Diagnosis**

1. Type and frequency of procedural violations: key evidence element of good practice. Management should have eye for violations and react. So, spot violations. Look also for good behavior
2. Financial resources for safety critical matters: e.g. maintenance budget for safety critical equipment
3. Contractors prepare safety report and SMS: bad practice, copy and paste. Consultants do this even for bigger companies. It is also a matter of money. The cheapest bidder gets the contract for SR / SMS. Sometimescopying is done badly
4. Follow-up of internal audits: important, bad examples were given of accidents that was a clear example of not following-up internal audits.
5. Lessons learned from accidents: follow-up actions and implementation of corrective actiosn.
6. Frequency of interaction between management and workers on process safety: an example of a positive attitude towards good attitude on safety culture. If workers say we can only work at night is an example of bad safety culture. Nig time inspection would be an inspection. Examples of Christmas eve inspections in a Seveso site.
7. Emphasis on profit performance is evidence of an example of low safety culture.

1

**Session 1**

## Understanding Safety Culture

**Group Number (1,2, 3 OR 4?): 3**

### *Please save your template with the number of the Break-out Session and the Group number in the Title,*

***e.g., “Break-out Session 1-Group 1”***

2


# Question-1: what gives good feeling about good safety culture

#### Conclusion: is there a proof of any safety awareness in the company and not only window-dressing on good process safety performance. What is the amount of cosmetics in this respect.

3

**Question-2: What aspects of a site helps in recognizing a good attitude towards safety culture. Do you believe what you see?**

**Conclusion**:

#### There is a need for thorough investigation, putting the right questions, being an experienced inspector

4


# Question-5: examples of good practice for evidence of safety culture

**Type and frequency of procedural violations**: key evidence element of good practice.

Management should have eye for violations and react.

 So, spot violations.

 Look also for good behavior

**Financial resources for safety critical matters**: e.g. maintenance budget for safety critical equipment

**Contractors prepare safety report and SMS**: bad practice, copy and paste.

Consultants do this even for bigger companies. It is also a matter of money.

The cheapest bidder gets the contract for SR / SMS.

Sometimes copying and pasting is done very badly

**Follow-up of internal audits**: important, bad examples were given of accidents that was a clear example of not following-up internal audits.

Lessons learned from accidents: follow-up actions and implementation of corrective actions

**Frequency of interaction between management and workers on process safety**: an example of a positive attitude towards good attitude on safety culture.

If workers say we can only work at night is an example of bad safety culture.

Nightime inspection would be an inspection. Examples of Christmas eve inspections in a Seveso site.

**Emphasis on profit performance** is evidence of an example of low safety culture.

**GROUP 4**

**MJV Workshop on Safety Culture, Leadership and Enforcement- Group 4
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*The group should keep a list of the examples cited, e.g., “The process operator said the process engineer worked mainly on another site and was always very busy so they didn’t talk very often.”*

* *Experience: Management view of safety culture is crucial. Slogans like ‘stop if is it is not save’ is a sign that they are busy with it. No window-dressing but for the own workers.*
* *Just talk to people: check permits to work for contractors.*
* *It is important that management should give the good example.*
* *Good companies react fast on the comments of the inspectors.*
* *Managers (SEVESO operator) can be motivated by money, they can get a fine if they do not fix a safety issue.*
* *Being transparent and willing to answer all the questions is a first positive indicator.*
* *Does a company makes his own safety report of do they rent a third party to make it?*
* *Good housekeeping…leads to the topic announced of unannounced (unexpected) inspections. Did they clean the place just before the inspection or is part of the normal procedures.*
1. **What aspects of a site help you to “know” that the site has a good attitude (or conversely, a bad attitude) to safety?** ***In other words, if you were to write a recipe for a good (or bad) safety culture, what would be the ingredients?***
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| **Type and/or frequency of procedural violations** |  |  |
| **Differences in the SMS paper and the SMS in practice** |  |  |
| **How the operator deals with worker fatigue** | high | See below |
| **Use of overtime and working hours restrictions** | high | Overtime working should not be a normal procedure. Ask for working pressure as indicator. |
| **Occupational injury rate as an indicator of a good or bad safety culture** |  |  |

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|  |  |  |
| --- | --- | --- |
| **Topic** | **Importance****Low – Medium - High** | **Examples of good or bad practice****Other comments?** |
| **Leadership behaviour** | High | Question to a worker: What is the first name of your CEO? |
| **Employee involvement in site or process management**  |  |  |
| **Emphasis on profit performance over safety performance** |  |  |
| **Type and frequency of interaction on safety issues between management and workers** |  |  |
| **Visibility and relevance of safety management within the site’s overall management system** |  |  |
| **Contractors prepare the safety report/ SMS rather than safety managers on site** | High | *Does a company makes his own safety report of do they rent a third party to make it?* |
| **The degree to which process-related problems are documented and followed up on site** |  |  |
| **Awareness of and attention given to lessons learned from accidents and near misses** |  |  |
| **Number of accidents/near misses/unsafe acts** |  |  |
| **Degree of follow-up for actions from internal audits** |  |  |
| **Non-compliance with Seveso/technical standards (e.g., ATEX)** | high |  |
| **Other:** *(Add more “Other” rows as necessary)* |  |  |