**GROUP 1**

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

**Session 2.**  **Establishing the Relevance of Safety Culture to Effective Risk Management - *Please choose at least three questions from 1-4. If you finish early, please also discuss the last question.***

***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!***

**Draft – v1**

**Point of view:** *Culture aspects are not mentioned in the inspections.*

1. **Why do you think safety culture is relevant to Seveso implementation? Can you give some examples from inspections, accidents, near misses?**

Safetyculture about leadership point of view.

Leadership & safetyculture are important, but the inspector should not focus only. Look at the way riscs are controlled.

Safetyculture is not explicitely in the legal frame. (leadership not, but management yes)

Inspection tools (questionaires) related to leadership in related to the results. People are how they act.

Use alle the tools e.g. SMS to promote the safe habits.

Safety Culture and Leadership are an industrie tool a mean not a goal in itself.

It is out of the leader framework aristoteles **we are what we repeatly do. Excellence is not an act it is an habit.**

1. **What are barriers for inspectors in using the concept of safety culture in an inspection? What are issues that sometimes make inspectors uncomfortable with the concept? For each barrier/issue, what could be a strategy to remove it?**

|  |  |
| --- | --- |
| **Barrier Description** | **Strategy to remove barrier** |
| Difficult to measure Know in depth beforehand, observation more 2 days work | \* ‘official assesing’ e.g. ranking of hearts and minds  \* explanation for what not good is depends on the company culture level (calculative and higer) |
| Fague concept, stomach | Adres operators when find shortcomming |
| Not legal requirements | \* Can be powerful in supervisor promotion, in a wider framework it can be usefull not in inspection…  \* Use it yourself within the company.  \* as an inspector you can do an assesement and than define your inspection stategy.  \* help the company understand how to improve. |
| Culture tools | Are already integrated in inspection tools, without naming Safety Culture. |

1. ****To what extent do Seveso site operators that you know understand the importance of a good safety attitude (i.e., culture)? How can inspectors describe a safety culture problem to the operator?**

* How to adres? It is integrated therefor we see, write it down, discuss and follow-up.
* Every five years an inspector is changed to prevent being ‘blind’.

It takes years to understand the complex processes. Need to formward information to the collegues. Inspect in pairs and later on change one inspector at a time.

Small – big companies:

* Small Seveso companies are less aware. Bigger companies are more aware/not efficient.
* Other companies are awaken if Seveso requirements are applicable. Negative image. Need to focus more on SMS. More awareness.
* Safety Culture is not better e.g. 30 years the same culture.

1. **What are some barriers that inspectors face in working with site operators on safety culture?   
   Do operators have a reasonable idea of where they stand on the “safety culture ladder” (See Figure 1 at right)?   
   What are some strategies to overcome barriers and misperceptions?***Give some real-life examples where a strategy worked, if possible.*

|  |  |
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| **Barrier Description** | **Strategy to remove barrier** |

1. **Have you seen companies changing in safety culture performance and are there particular success factors? What did they do? How could an inspector learn and use this information to help sites make safety culture changes?**

\* Introduction of Seveso in Hungary big change, awareness was improved.

\* Give all operators a free opertunity 3 days seminars to learn. Operators were interested (50%).

\* Attached topic during a seminar.

\* New people in the company give new prespectives to bad ‘habits’ (company blindness).

\* Director sit uninterested in the chair, problems huge closing the site was in discussion. Director died and afterwards the new director was a person with new management that solved all items.

\* Applicable for multinations with the message that the Dutch government is not agreed. Therefor the companies reputation is going to be in danger. Collaboration between countries when problems occur on the site in e.g. Netherlands. Find the solution in the corporate level of the company in other country.

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1. **Why do you think safety culture is relevant to Seveso implementation? Can you give some examples from inspections, accidents, near misses?** *Participants should try to 1) list some reasons that it is relevant and 2) give some examples from their experience.*

**Safety culture has to come from the heart, not from the brain. You don’t do it for the inspectors etc., but for the sake of safety, workers’ safety, your own safety etc.**

Example: **LPG company where employees all work slowly, haste will kill you. Employees ‘live’ the safety culture.**

**Seveso pushes operators to improve he safety culture**

**The goal should be to aim for a good system, not for a good safety culture (safety culture is a tool).**

1. **What are barriers for inspectors in using the concept of safety culture in an inspection? What are issues that sometimes make inspectors uncomfortable with the concept? For each barrier/issue, what could be a strategy to remove it?** *You can use the table below to organize the discussion if you wish.*

|  |  |
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| **Barrier Description** | **Strategy to remove barrier** |
| *Example: Technical background (e.g., engineering)* | *Frame the safety culture problem as an engineering problem. For example, use scenario development, hazard identification methods (e.g., “what if”) engineering terminology, e.g., “control measures”, to help diagnose it and suggest solutions* |
| The concept of safety culture is too theoretical, too academic for some companies. Company’s focus is more on money, on ISO compliance. | Company should become aware that safety is about saving money (‘one day it will pay off’). This is hard to achieve though.  Someone in mid-management should be qualified on Seveso Directive. |
|  |  |

*Give some real-life examples where a strategy worked, if possible.*

1. ****To what extent do Seveso site operators that you know understand the importance of a good safety attitude (i.e., culture)? How can inspectors describe a safety culture problem to the operator?** *List some techniques and explain them, using real-life examples as possible.*

* *Technique 1: Approach the company as a whole when deailing with Seveso, not separate departments; treat contractors as your own workers*
* *Technique 2:*
* *Etc.*

1. **What are some barriers that inspectors face in working with site operators on safety culture?   
   Do operators have a reasonable idea of where they stand on the “safety culture ladder” (See Figure 1 at right)?   
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| **Barrier Description** | **Strategy to remove barrier** |
| *Example: The operator is solely profit driven (only cares about minimum compliance)* | *Give evidence that a poor safety culture costs money* |
|  |  |
|  |  |

1. **Have you seen companies changing in safety culture performance and are there particular success factors? What did they do? How could an inspector learn and use this information to help sites make safety culture changes?**

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| not measurable – difficult to tackle – problem of being an engineer – we’d like to measure |  |
| not being exposed to it therefor I cannot apply it. not part of the experience of the inspector | time to make checklists, time to train, time to learn. |
| exists as theorethical concept , no part of world of experience. | raise awareness. |
| difficult for the organization to put a system for safety culture in place. |  |
| level of improvement , monitoring possibities, is not in place. |  |
| it is the vision and are the values of a company. that is not part of the world of an operator. and even if it is part of the world of an operator and he gives an answer, the inspector cannot process it |  |
| sms part of technical hardware. but not traditionally convenient for an inspector. you cannot hide from reality. for a lot of inspectors it is exteremely difficult |  |
| compliance control is the work of an inspector. SC does not fit into the normal inspector work and planning. | leadership is key to …….. |
| SC exisists as a concept. it is only squizzy and nebulous and fuzzy. |  |
| not a checklist available for inspections on SC. cannot inspect on SC when not connected to the SMS | SC is combination on hardware, mindware and software. Checklists of hard and software are present. not for mindware. ask the company “do you know where they are”. |
| term SC could be the barrier. | combine it in existing checklistst and processes |
| can you measure | Succesfull Seveso inspector to detailed walk through an inspection in safety culture. |
| we should be inspecting on compliance and observe on SC, ask how they assess it, and encourage to improve. | toolkit to understand and to map . describe SC, quality. |
| doesn’t fit in the job. been a wrong perception where it is part of the inspection. you cannot tear it loose from al ‘ normal’ inspection points | pioneering inspector or authority what can we useful inspect for, what is it really, what does it actually mean. how and what can I see – observe to recognize SC . the less obvious ways of sensing what the SC is. |
| fear . throw all away the good inspection on hard and software, and only inspect on mindware – throw away the baby with the bathwater. | still inspect SMS and hardware and SC as part |
| TIME |  |
| if safetyculture is the answer – what is the question. what is the problem. what is driving the success of the SMS. What makes a sustainable safe operation. | safety culture is what we do when we are looking. the bit that guarantees that tomorrow looks like today. that it is continuous there when we as inspectors are there as well as we are not there. consistency of behaviour.  Enduring – something that lasts when you have left the plant. Ask the senior manager. All personnel must truthfully trust that this is the fact. |
|  | compare sites in the same business. when finding the same problem then you can ask why the other site, knowing about the problem, didn’t do anything to solve the problem. |
| pulling all inspection information together before inspection is more than very difficult |  |
| both corporates have no memory, neither do authorities |  |
| multi nationals having similar problems but weren’t shared between different inspectors | sharing information is a way to bring down the barrier |
|  |  |

*Give some real-life examples where a strategy worked, if possible.*

1. ****To what extent do Seveso site operators that you know understand the importance of a good safety attitude (i.e., culture)? How can inspectors describe a safety culture problem to the operator?** *List some techniques and explain them, using real-life examples as possible.*

* *Technique 1:*
* *Technique 2:*
* *Etc.*  
    
  german joint venture BP,Shell, etc. refineries. there is no longer a discussion ; how bad was it, but more learning and understanding causes of incidents. Changed managing directors….. not triggered on the
* *DOW clear safety statement.* important and visible to anyone on site (Germany)
* *inspector remarked on other issues than what he came for.* Address behavior what is not good and what you not accept.
* tolerance of particular behavior
* notice substandard behavior
* what you should be seeing is how the company behaves normally.

1. **What are some barriers that inspectors face in working with site operators on safety culture?   
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# Session 2

## The Relevance of Safety Culture

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

* **<please insert number here>**
* ***Please save your template with the number of the Break-out Session and the Group number in the Title,***

***e.g., “Break-out Session 2-Group 1”***

# 2. Barriers for inspecting on Safety Culture

* + If Safetyculture is the answer – what is the Question
  + If I have to inspect on SC – am I not loosing my inspection on Hard- and Software?
  + TIME
  + Not being exposed to as an inspector – not part of the experience of the inspector
  + Theoretical concept
  + Compliance control is work for an inspector, SC does not fit
  + SC exisists as a concept. it is only squizzy and nebulous and fuzzy.

# Q 2. sht 2

* + Not checklist available for inspections on SC.
  + Only inspections on SC when it is connected with SMS
  + Term SC could be the barrier
  + ´both corporates have no memory, neither do authorities

**Solutions**

Experienced or successful SC inspector to train others Toolkit

Time

**Q3. understand importance of SC**

* + *DOW clear safety statement.* important and visible to anyone on site (Germany)
  + *inspector remarked on other issues than what he came for.* Address behavior what is not good and what you not accept.
  + tolerance of particular behavior
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GROUP 4

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| **Barrier Description** | **Strategy to remove barrier** |
| The operator is solely profit driven |  |
| No accidents (according to them) – often no incident monitoring system |  |
| Safety manager underfunded and overloaded | Examples:  -Inspector states in the report that the safety manager does not have enough time for prevention*. This may not be enforceable, but it can trigger a reflection in the company or a more thoughtful discussion with inspectors about the resources.* |

**‘Kick down the door’**

* Enforcement
* Major accident

**Find convincing arguments -** Generally, a strategy to remove barriers is to come up with a “package of arguments” that can convince the site management to change:

**-** less damages, less maintenance

-easier to demonstrate compliance with law

-reduce risk of bad press

-in line with trade association

-examples illustrating the problem (problems with permit-to-work, inconsistent procedures)

**Emphasize the personal responsibility of the CEO**

-explain the risks for him/her personally if there is an accident (criminal liability)

-explain how the court would give more responsibility to the CEO than the safety manager or the workers involved

-explain what you (the inspector) might have to say in court about the site

1. **Have you seen companies changing in safety culture performance and are there particular success factors? What did they do? How could an inspector learn and use this information to help sites make safety culture changes?**

*Enforcement action triggers change*

* *Example: Katwijk Chemie*

*Company realizes that the systems have fallen behind*

* *Example from power industry in Ireland/UK*
* *No change of management*
* *Systems are 30 years behind*
* *Systems not achieving performance it should; generates need to change*
* *Industry as a whole begins to upgrade systems*
* *Positive impacts safety culture*

*Change in management leads to change in safety culture*

* *More communication between employees & management*
* *More communication between company & inspectors*
* *Did not wait for next inspection to communicate*
* *Several experiences reported in the break-out group where change of personnel changed safety culture, especially the CEO*
* *One example of a company that made strategic decision to form a site process safety team and hired process safety experts*

*Company starts using KPIs or using more effective KPIs*

* *KPIs generate a need to change the safety culture*

*Experience in training activities –*

* *Well-structured, targeted to employee-specific need or to specific function (for example, specific process operations)*
* *Enhanced employee involvement because training was relevant to the job*

*Permit-to-work activities*

* *Specific employees assigned to oversee work based on their role & expertise*