

# HSE Culture Transformation Strategy Towards Operational Safety

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# What is HSE culture transformation?

- \* System that can make working safely is a habit at workplace.
- \* It is a way of work life.
- \* Interaction between behavior and equipment.



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# Why is needed in any industry?

- \* Ensure implementation of HSE plans.
- \* Remove barriers between all levels of employees.



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# Elements of culture transformation

- \* Visible leadership commitment.
  - \* Safety Leadership Academy.
  - \* Leadership Visibility.
  - \* HSE Recognition and Accountability Framework.



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# Elements of culture transformation

- \* Effective Management System.
  - \* Work Management System (permit to work).
  - \* Risk Assessment & Management System.
  - \* Critical Position Competency.
  - \* HSE Contractor Management.
  - \* Incident Management.



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# Elements of culture transformation

- \* Behavioral Based Safety.
  - \* Human Performance.
  - \* Hazard Reporting.
  - \* Approaching Others.



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# Elements of culture transformation

- \* HSE Communication & Engagement.
  - \* HSE Communication Plan.
  - \* HSE Communication Infrastructure.
- \* HSE Functional Support.
  - \* HSE Digitalization Strategy.
  - \* HSE standards.



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# Implementation strategy

- \* Recognize positive behaviors of the company and business partners.
- \* Review periodic violations reports and take actions.
- \* Develop, train, and implement WMS.
- \* Conduct combined visits/meetings with company and contractors.
- \* Develop HSE assurance program for contractors and conduct periodic evaluation.



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# Implementation strategy

- \* Senior management participation in leadership academy.
- \* Attendance of middle management at the HSE leadership academy.
- \* Monitor the outcome progress.
- \* Site HSE high profile tours.
- \* Address the human factor subject in the site visits in all levels (fixed agenda).



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# Implementation strategy

- \* Review the HSE & Process Safety threats/risk register on quarterly basis, update the progress of mitigation plan and verified by Process Safety Committee.
- \* Review the existing competency requirements for critical positions.
- \* Identify the gaps and develop implementation action plans based on HSE critical roles and competencies.



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# Implementation strategy

- \* Identify top focused areas of the cultural findings (LFI), communicate it and close out these actions.
- \* Develop behavior-based safety training material.
- \* Train the trainer & establish committee.
- \* Conduct the HSE engagement awareness sessions.
- \* Conduct cultural HSE awareness sessions with contractors.
- \* Ensure efficient analysis of incident and near miss root causes.



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# Implementation strategy

- \* Share the outcome from the plan in terms of culture transformation through human performance.
- \* Enhance digital communications in all levels.
- \* Utilize Closed-circuit television (CCTV) technology for monitoring human behavior.
- \* Ensure closure of competency gaps identified for critical positions and conduct a baseline assessment as per agreed plan and timeline.



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# Positive & sustainable results

- \* More efficient communication between leadership and all the employees levels.
- \* Quality and quantity reporting of noncompliance (unsafe act/unsafe condition).
- \* Senior management engagement in cultural safety.
- \* Enforcement of using high technology in business.
- \* Enhancement of incident investigations and recommendations.
- \* Reduction of legal complaints against the company due to increased awareness and fewer legal gaps.
- \* Increase professional's competency.
- \* Positive behavior results in better decision making.



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# Summary

Companies have recently realized that safety and risk management at work is not only about procedures and laws, but also about employees' belief in the importance of safety and how to think. Changing employees' habits was one of the most important and effective positive policies to enhance occupational safety along with safety operations. This was done through a systematic study and practical applications at all functional levels and covering all psychological and behavioral aspects of employees. The results were reducing of accidents and increasing the awareness of individuals in the field of safety.



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Thank you  
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