

Crew Safety Culture

- Achieving High Performance Teams -

- Pipeline
- Mining
- Refinery
- Turnaround
- Maintenance

Coaching for Success
Driving Operational Excellence



Crew Safety Culture

Organizations grapple with establishing consistent and reliable production, quality and safety performance in operations and on projects. Our analysis indicates one driving factor for achieving high performance is crew safety culture. Regardless if it's a mining crew, pipeline construction, facility work-team or a department, their safety culture drives safety system implementation and the effectiveness of programs in the field and at the workplace. Weak behaviours typically result in: pencil-whipping forms, rushing through procedures, taking unnecessary risks, peer pressure, lack of involvement and ineffective communication about hazards.

*Behaviors drive the implementation effectiveness of your systems !
Focus on the Behaviors and NOT the errors ! Wrong behaviors leads to errors !*

Many organizations have found safety and operational cultural improvements are implemented, some benefits are gained but overtime momentum declines and the programs drop off. The interpersonal dynamic of teams or crews changes constantly and leading organizations are striving to establish and maintain a positive culture in a dynamic and changing environment - they just can't get a solid footing.

Through our dozens of Assurance, Assessments and Audits in mining, energy, construction, Safety Science has identified that programs are lacking:

- A comprehensive formal process to change behavior and sustainment,
- Specific behavioural focus at each level of the organization, and
- A crew cohesion focus.

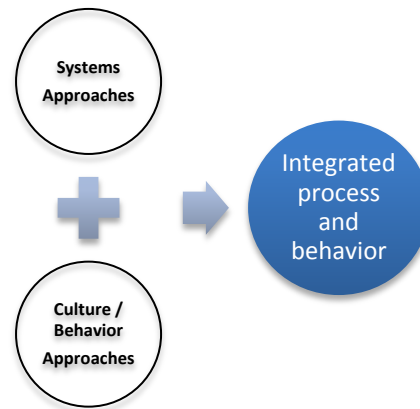
- ✓ Process
- ✓ Specific behaviors
- ✓ Crew cohesion

*We believe traditional BBS programs focus on jobs and tasks and miss the important behaviors
Lifting techniques and body positioning are NOT behavior observations – they are task observations.*

Safety Science has developed an overall integrated strategy for improving and sustaining crew culture through a focused strategy on specific behaviors and is called: **“Coaching for Success”**.

Our approach at the highest level takes system thinking and behavioral approaches and integrates them as depicted in the adjacent figure. Additional specific components of our strategy revolves around:

- ✓ Defining specific behavioural themes for each level of the organization,
- ✓ Establishing and sustaining crew cohesion, and
- ✓ Process of ongoing coaching and mentoring.



Coaching for Success

The following are the key steps in the Coaching for Success program. First, a set of specific behaviours needs to be defined through the crew organization. Second, to achieve the behavioural change and ensure its sustainability, an ongoing process of communicating expectations, monitoring behaviors and coaching is needed. Safety Science has numerous tools and approaches for your organization to use and some of these are outlined below.

Step 1: Setting Behaviors

- Define the specific behaviors
- At all levels of the organization

Step 2: Communicate

- Integrate into management system processes
- Provide communication, discussion, training

Step 3: Observe/Monitor

- Establish formal monitoring process

Step 4: Coaching

- Provide coaching at specific points

Step 5: Analysis/Trending

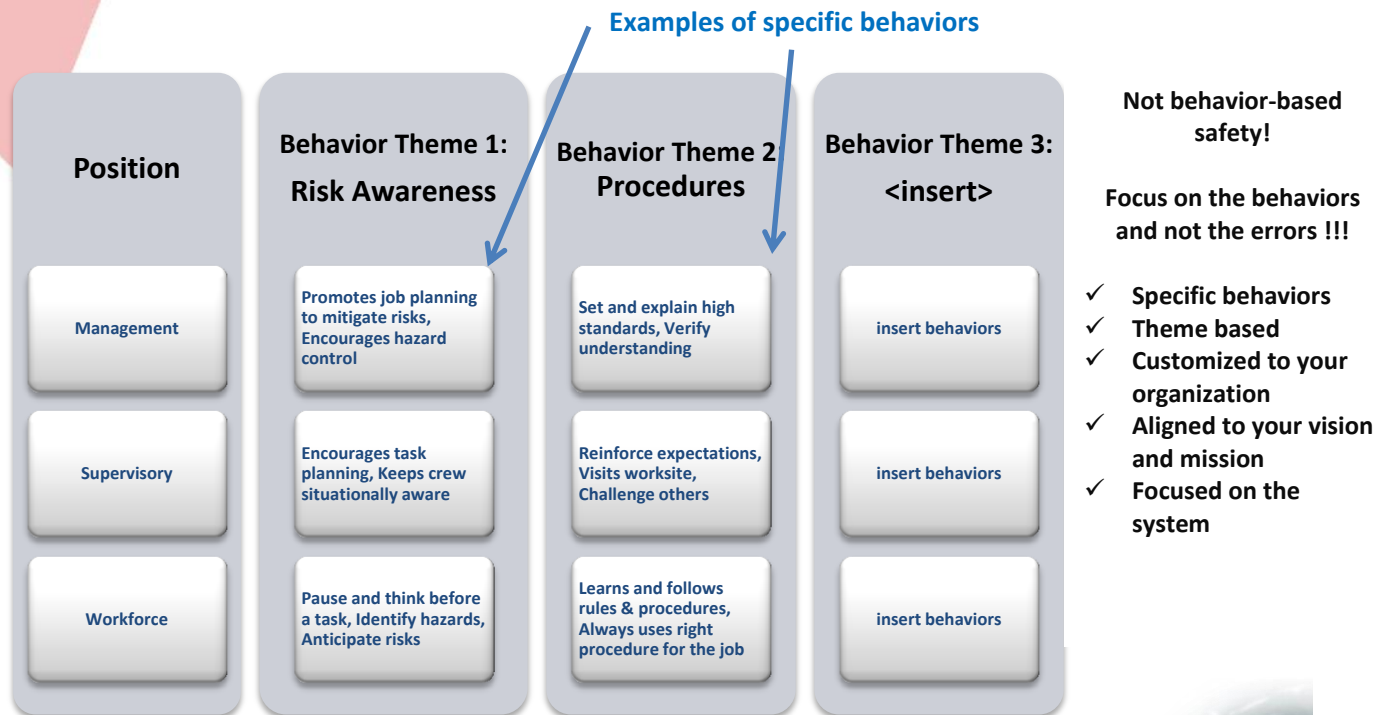
- Analyze data sets
- Update priorities

Two of the core processes of the **Coaching for Success** program are outlined below.

Defining Behaviors and Coaching

Our overall approach involves creating a set of client-specific crew behavioural and cohesion themes that are derived from the organization’s vision, values, policy and other guiding direction. Leaders can’t reasonably hold people to account, unless they have explained their expectations to them. Therefore, organizations need to set specific behaviours to drive an individual’s performance.

The following figure is a basic explanation of the mechanisms for defining behavior expectations. Feel free to contact us to gain insight into setting behaviours.



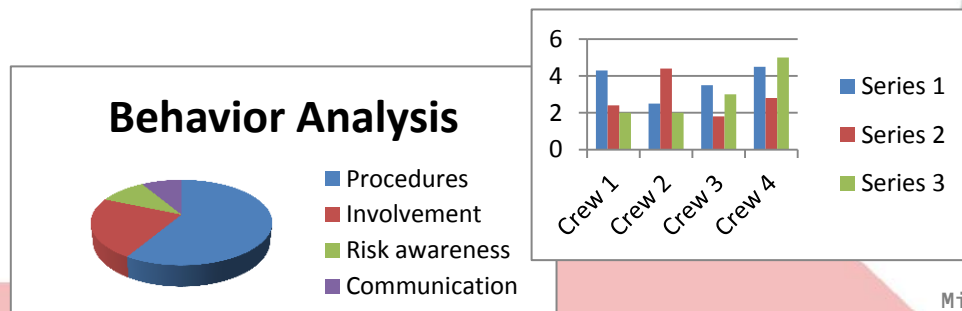
In the context of a crew culture, coaching is to address the behavioural themes as identified in Step 1. When a worker or a group of workers needs to improve a behavioural theme, a clear process of coaching is required. Coaching focuses on a “conversation” to acknowledge what is working right and what needs support and adjustment. This sometimes involves challenging and motivating individuals and a work team.



Analysis / Trending

One of the key processes of behavior management is in analysis and trending. A single observed behavior that is not acceptable is an opportunity for coaching and improvement. However, collecting data on behavior trends allows for analysis of groups, crews, departments and ultimately the organization. Aligning analysis and trending with the defined behavior themes and specific behaviors allows an organization to effectively manage.

Contact us for more information.



In pursuit of our clients achievement of Operational Excellence

Corporate and Board Consulting

- Organizational Strategy and Vision
- Governance Standards
- Corporate Reporting and Processes
- Organizational Structure and Accountability Frameworks
- Culture Strategy
- Enterprise level risk assessment
- Executive workshops
- Internal controls and self-assessments

Organizational Leadership

- Culture and climate strategies
- Leadership frameworks
- Behavior inventories
- Coaching for Success

Performance

- Performance Analysis
- Fatality Investigations and Organizational Assessments
- Forensic analysis
- EHS metrics tracking, design and reliability
- Incident Learning / Lessons Learned

Other Services

- Contractor management programs
- Field assessments
- Construction Project Safety Programs

Systems

- International EHS standards consulting (14001, 18001, ANSI, ILO, CSA)
- Integrated systems - QHSE
- Hazard, Risk and Control focused approaches
- Compliance assurance management systems
- EHS Integration with Enterprise Risk Management functions

Assurance, Audits & Assessments

- EHS Compliance Audits - federal and all Canadian provincial requirements
- Management System Assessments
- Assessment Program design and development
- Mining Association of Canada TSM performance indicators Verification

Programs

- Fatigue and Shift-work Programs
- Emergency, Crisis and Disaster Preparedness and Response Management Systems (Plans)
- Hazard Program Design and Critical
- Crisis / Disaster / Emergency preparedness assessment

Training and Workshops

- Advanced Safety System Assessor
- Governance and Assurance System Design
- Advanced Incident Causation Models - Incident Analysis
- Risk and Control Techniques
- EHS Performance Improvement
- Advanced Contractor Management

Other Safety Science Articles:

- Keeping the Workforce Focused
- Supervisory Leadership Behaviors
- Acting on Near Miss
- Managing Infractions
- Job Planning and Task Planning
- Effective Incident Causation & Trending - A better approach



Mining



Industrial



Construction



Pipeline



Refinery