



1.0: Understanding your HSE culture

The Hearts & Minds approach

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About the tool



Theory



Facilitator notes



Personal actions



Group tasks



Other resources



1.1

Background

- Hearts and Minds is a safety culture improvement ‘toolkit’
- Developed by Shell in early 2000s based on university research funded during 1980s and 1990s, and since 2010 by the Energy Institute, at:
 - Manchester
 - Leiden
 - Aberdeen
 - Glasgow Caledonian
 - Open University
 - Cranfield
- The Hearts and Minds toolkit is managed by the Energy Institute
- Available to any organisation since 2004
- Used by many companies all over the world, in different industries.



1.2

The Hearts and Minds toolkit

Website: <https://heartsandminds.energyinst.org/>





1.3

What is in the toolkit?

The tools are aimed the following main challenges in improving safety culture:

- Understanding your culture and preparing for change
- Learning from incidents
- Improving practices and procedures
- Improving leadership
- Understanding and managing hazards and risks

For more details, please visit <https://heartsandminds.energyinst.org/>

- Contact: Stuart King email: sking@energyinst.org



1.4

Key features of the tools

Each tool based on academic research

Workshop with
interactive exercises

Can be delivered by
non-experts

Offers a range of tools and techniques to
improve safety culture

It's not a training
program, it is a toolkit.
Different tools do
different jobs

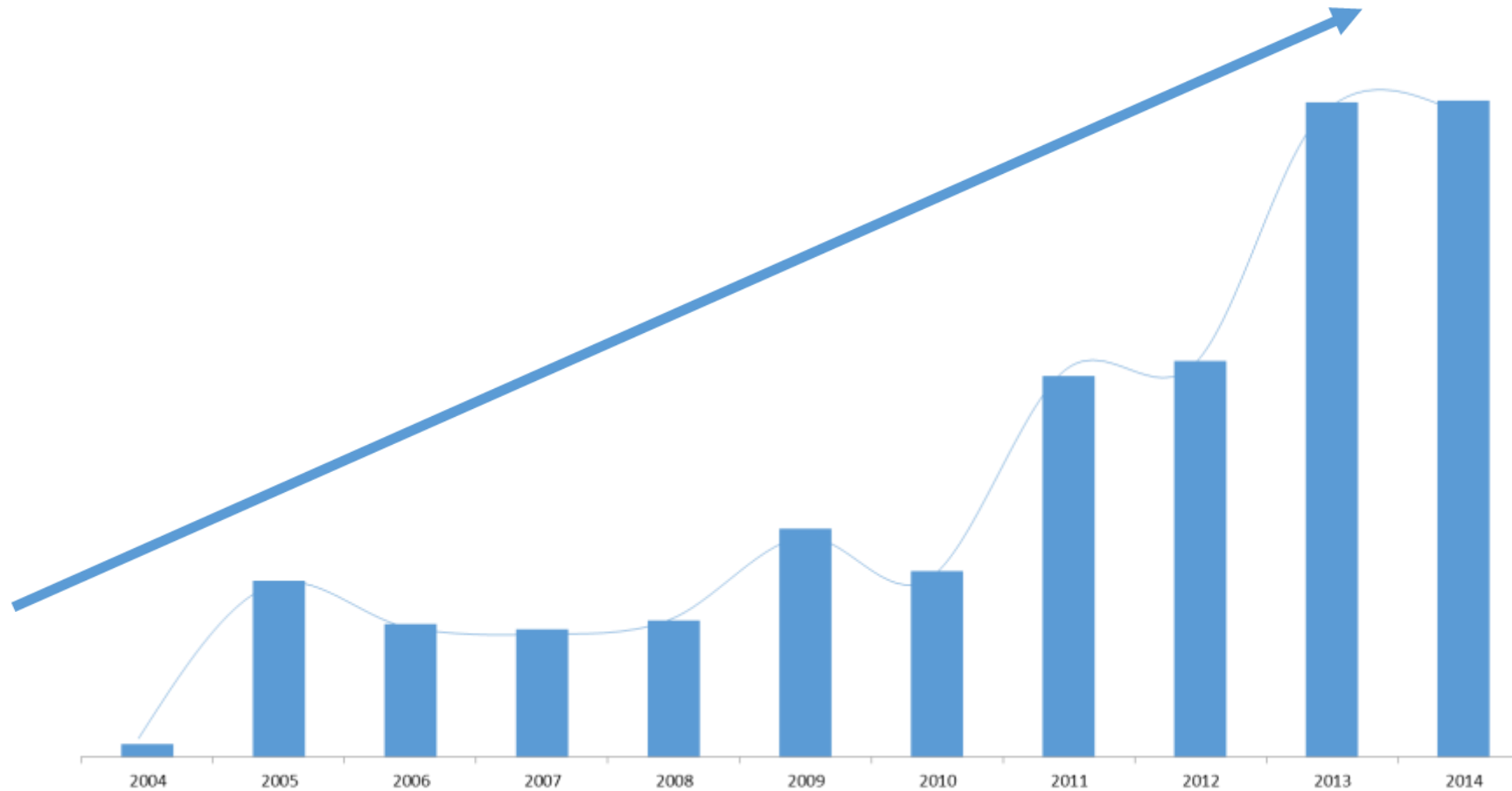


People identify their own
problems and create their
own solutions



1.5

Use of Hearts and Minds outside Shell





1.6

Who is using the Hearts and Minds toolkit?

- Used by several hundred companies worldwide.
- Current prominent users include:



centrica



Oiltanking





1.7 EI's role



Public face of Hearts and Minds



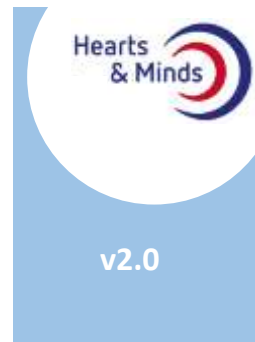
Hearts and Minds training, and network of trainers



Publishes the toolkit

Updating and adapting existing tools

Which leads to new tools



Funds university research



2.0: Understanding your HSE culture



The principal Hearts and Minds tool



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2.1

What is organisational culture?

Organisational culture may be defined as

- The shared beliefs and values of people working in an organisation, that determine the commitment to and quality of that organisation's overall performance.

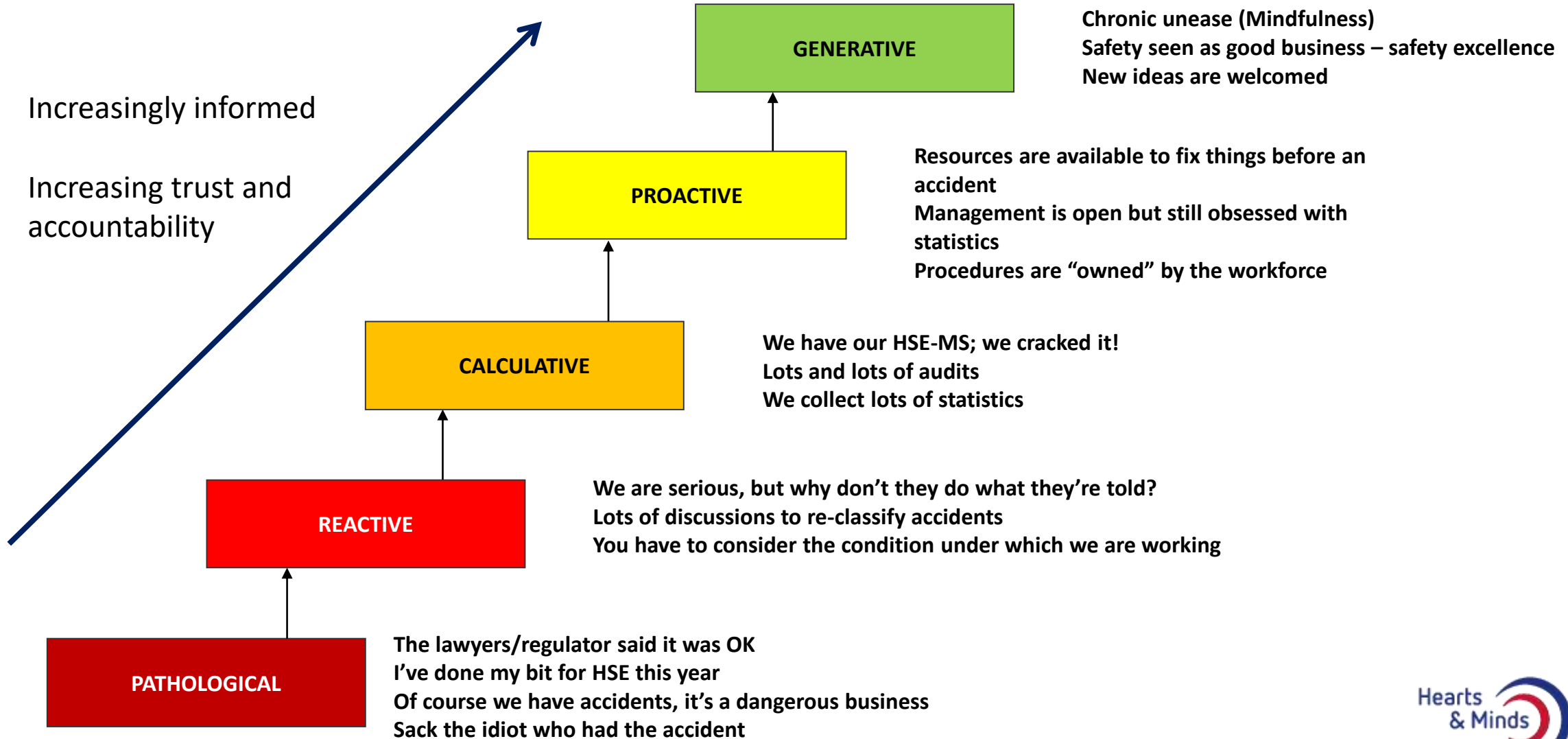
Alternatively...

- “the way we do things round here” (*and why we do them that way*)
- Involves individual and group behaviours which are accepted and reinforced in the organisation



2.2

The culture ladder





2.3

Understanding Your Culture: the core tool

Raising awareness of your organisation's culture around safety is crucial to making the case for change and improvement

- The Hearts & Minds tool that enables you to do this is Understanding Your HSE Culture.
- It will help you to identify perceived strengths and weaknesses in the way you manage safety in your organisation which contribute to the overall safety culture in your organisation

Ideally, the first group to take through the Understanding Your Culture workshop should be the top management team.

- They need to be bought in to, and engaged with, the use of the tool and how it can help improve the safety culture in their organisation.



2.4

How do we assess safety culture?

The level of HSE culture is indicated by many aspects of the way it is managed in the organisation.

The assessment framework in the tool covers 23 different aspects of HSE culture, which cover both personal and process safety, such as:

- What priority is given to operational safety?
- How are operating procedures used?
- How do we make sure people are competent?
- How does maintenance really get done?
- How are incidents investigated?
- How do we learn from incidents and near misses?
- How are contractors integrated into the client company?



2.5

The *Understanding your HSE culture* tool



2.0 Organisational characteristics

Dimension	Pathological	Reactive	Dismissive	Proactive	Generative
A How is HSE communicated?	Managers only communicate about HSE by talking workers not to cause problems. The workforce fears the consequences of talking about safety issues.	Each new (or repeated) incident results in a new safety message from management. Older messages are soon forgotten as things get back to normal. Reports to managers are 'altered' or self-censored, so managers don't know what really goes on.	Lots of HSE information is sent out to the workforce in a standard format. It is seldom read. Managers talk a lot about HSE performance, but the workforce's concerns are not being heard.	Workers pay attention to informal conversations about HSE, as well as what is reported in the system. Asking is well as telling goes on. Extra resources is available for communicating key learning opportunities in new and interesting ways.	There is rapid and open sharing of HSE information (both good and bad news) to support learning across the organisation. All communication is relevant and engaging. People trust each other so that information is shared freely with those who need it.
B How do leaders show care for the workforce?	Leaders just want the job done, and seem to show little care or concern for the wellbeing of the workforce. Concern is only shown if someone has been killed or seriously injured (e.g. by working towers or attending a funeral).	After an incident, leaders make public statements about caring for colleagues. Managers' focus is on how to prevent it happening again. Basic welfare needs are not met for some workers (e.g. toilet facilities, working environment, etc).	Leaders think they show care by asking people about their weekend and family. When HSE issues are raised, leaders encourage people to report their concerns into the HSE management system. They know what to say about safety, but do not always do the right thing.	Leaders visit the workforce, talk with the workforce, and actively try to fix HSE issues. People are confident discussing their HSE concerns. Leaders make sure all workers are happy and have a comfortable working environment.	Leaders at all levels are passionate about safety - it is their core value above all else. They demonstrate care for people through their actions. Managers look that when they raise an issue they will be listened to, and it will be acted upon.
C How is safe behaviour recognised or rewarded?	There is no recognition or reward for safe behaviour. Being involved in an incident, or even raising a HSE concern, leads to punishment.	Recognising or rewarding positive behaviour is not common. Financial rewards or similar incentives are reduced when there are incidents or poor HSE performance.	HSE performance is said to be very important. Performance is only (or mainly) measured using lagging indicators, such as incident rates. There are safety competitions, awards and prizes for meeting the HSE performance targets.	A fair process is used to give positive recognition of good HSE behaviour as well as negative consequences for unacceptable behaviour. Safe behaviour and good HSE performance are considered when promoting staff.	Good safety behaviour is seen as the norm. People are motivated without the need for rewards or recognition. Excellent safety behaviour is necessary for staff promotion.
D What is understood to be the cause of incidents?	Incidents are considered to be an unavoidable part of the job. They are said to be caused by workers or careless behaviour.	Incidents are said to be caused by 'bad luck'. Managers believe the workforce causes most of the problems.	Incidents are caused by faulty equipment, poor maintenance, and people not following the HSE management system. It is seen as an issue with behaviour, and not the system itself.	The organisation looks beyond individual behaviours, and considers the whole HSE system - including procedures, processes and working conditions that contributed to the incident. Managers admit that they had a role in creating the incident.	The organisation considers the whole system, and how people and processes interact within it. Managers strive to understand the part they play (e.g. their decisions and priorities) in creating the underlying causes of incidents, and what they can do personally to prevent them.



2.6

The UYC workshop process

- PowerPoint presentation
- Participants read the framework document and make selections individually
- Participants discuss their selections in pairs – and facilitator collates group results
- BREAK – facilitator prepares group results
- Facilitator leads whole group discussion of results
- Smaller sub-groups develop suggestions for improvement actions and feedback to the whole group at the end

The workshop usually takes about three hours.



2.8

Results for questions A - M

Results: A - M





2.10

What you get from running the UYC workshop

- Participants thinking more about HSE culture – what it comprises and how to improve
- A snapshot of the HSE culture in your organisation
- A profile of the perceived strengths and weaknesses across the dimensions of HSE culture
- Insight into the differences in perception across teams, areas, departments etc.
- The evidence base underpinning the perceptions – the examples from the group discussions
- Specific suggestions on how the HSE culture in your organisation might be improved generated by the workshop participants





3.0: Understanding your HSE culture



Case study example from E.ON Climate & Renewables

Marcus Peters



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The Take Care Journey To Get Home Safe Every Day



Our Mindset



Our Tools and Measures

 Go, See & Engage

 Hearts & Minds

 Safety Values & Rules

 HSE Monitoring

Our Objective



Hearts & Minds Tools

World-class HSE performance involves more than mechanically applying a management system – it requires the **involvement of all** in the organisation, from top to bottom.

Winning **Hearts and Minds** is intended to help the organisation to improve by:

1. **Leading the way – the “Route to the Top” of the HSE Culture ladder.**
2. **Providing process and tools to facilitate behavioural change – the necessary components of a solution to culture change**
3. **Hearts and Minds Tools allows a starting point**

Introduces the concepts:

- **Reflective thinking**
- **Power of a conversation**



#gethomesafe

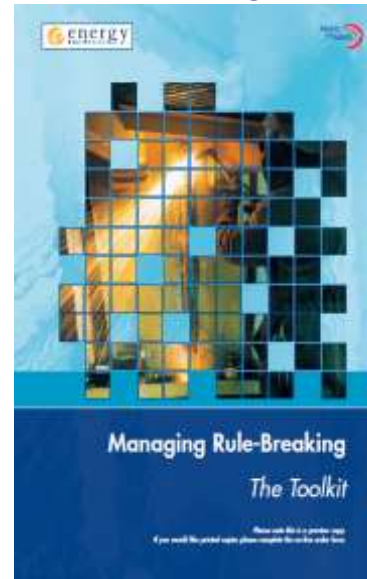
Hearts & Minds Tools Used

Understanding Your Culture



Workshops run with over 900 people across 7 countries from central support teams to operational sites and project teams

Managing Rule Breaking



Workshops run in the UK Offshore and Onshore USA 2019 will see workshop being run across Europe and additional workshops in the USA

Making Change Last



Workshops run in the UK Offshore and Onshore USA Tool supports the Operation Excellence approach – very adaptable and can be used to enable teams to problem solve and create solutions making change last