

National Program: Safety Culture Improvement Initiatives in the Offshore Petroleum Industry

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- Background to national program
- National program overview
- Key findings
- Recommendations

Background



- “It is essential to create a corporate atmosphere or culture in which safety is understood to be, and is accepted as, the number one priority
- **Management** have to communicate the safety philosophy at all times and at all levels within the organisation but **most particularly by their everyday decisions and actions**
- Those provide the opportunity for subordinates to see real, practical substance put to the safety philosophy”



😊 Technology

😊 Systems

😊 People

😊 Injury rates



- Major incident investigations continue to identify cultural failures
 - Challenger space shuttle
 - Columbia space shuttle
 - Texas City refinery
 - Macondo / Deepwater Horizon
- How can we change this?

- Safety culture research:
 - Fragmented
 - Confused
 - Contradictory
- No academic consensus on:
 - Definition
 - How it is built
 - How it works
 - How to measure it
 - Predictive capability of measures
- Where to from here?

The National Program

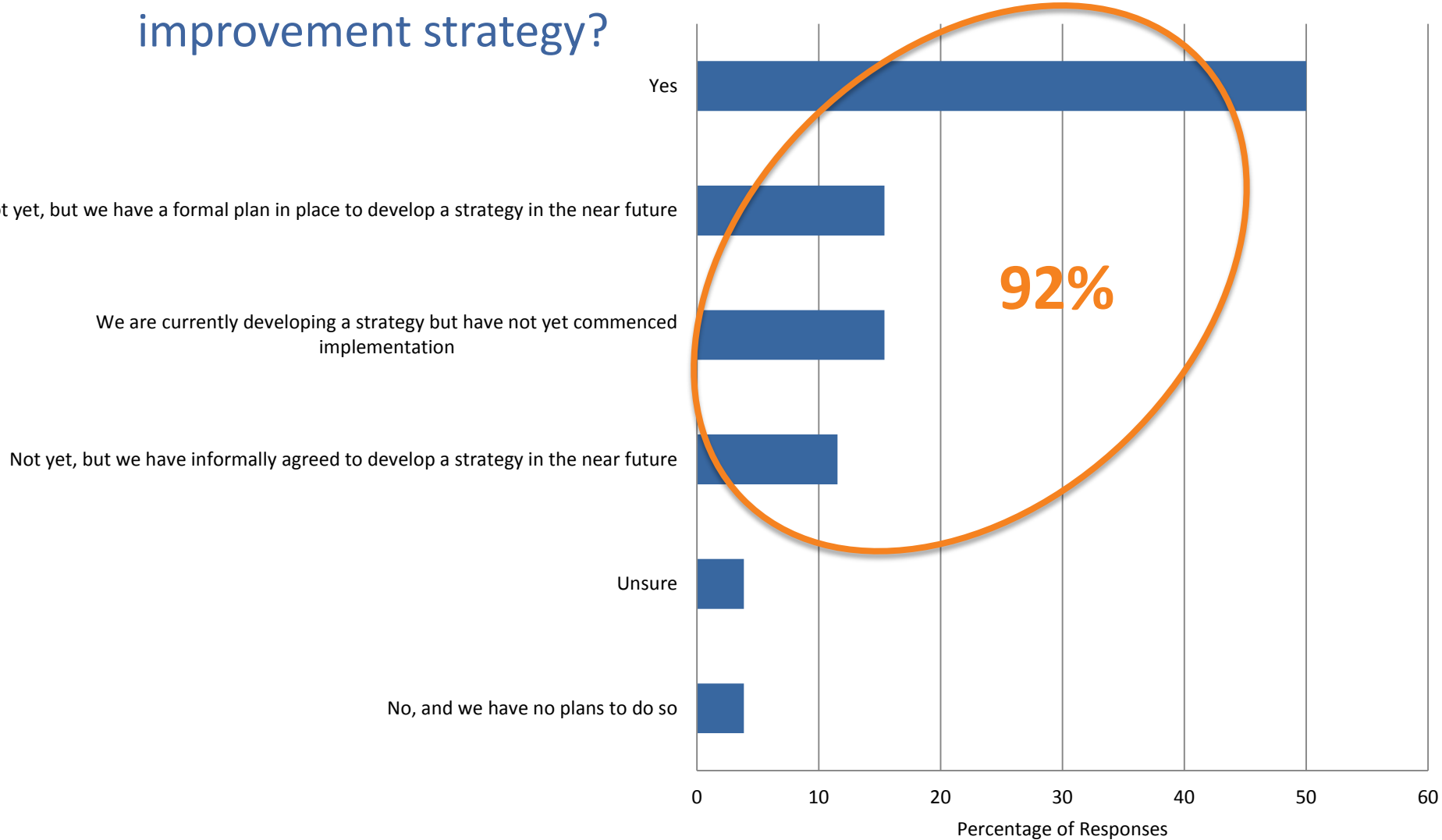
1. How **prevalent** are safety culture improvement initiatives across the industry?
2. How does the industry **conceptualise** safety culture?
3. How does the industry **operationalize** safety culture?

- Online survey
- 39 questions
- 28 participating organisations
- 78% of facilities
- **People-focused safety improvement initiatives**
 - Training and coaching
 - Reward and recognition
 - Perception surveys
 - Safety culture

- Semi-structured interviews
- Organisations with safety culture improvement strategies in place
- 17 participating organisations
 - **Their understanding of safety culture**
 - **Their improvement strategies**

Key Findings

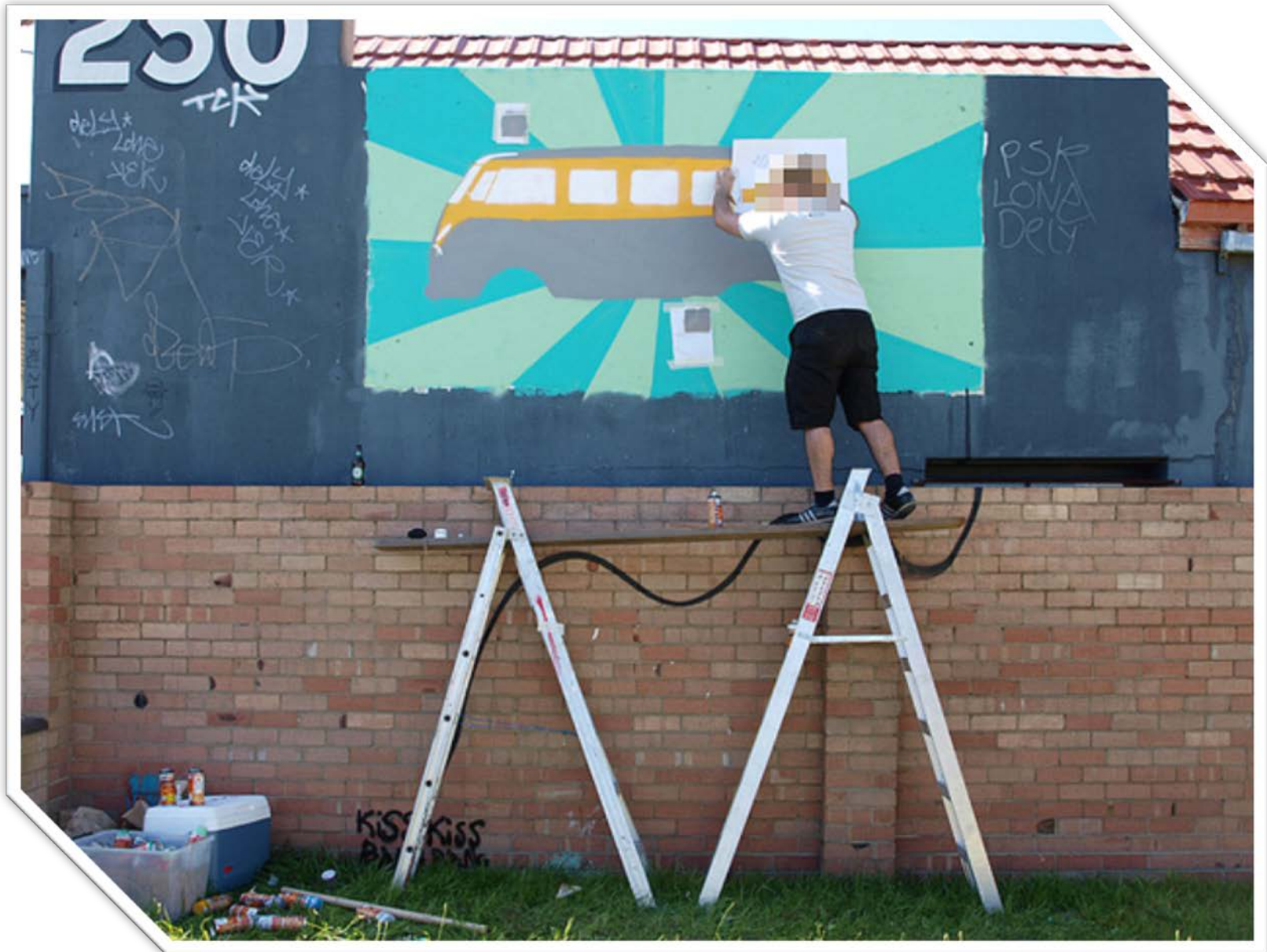
- Has your organisation implemented a safety culture improvement strategy?



- Inconsistent definitions of safety culture
- Varied understanding of:
 - How culture **works**
 - How to **build** culture
 - How to **change** culture
- Consistent with academic and practice-based publications

- Varied approaches between companies
- Strategies reflect conceptual understanding
- Some holistic approaches
- “Safety Culture” label applied to strategies that do not target culture:
 - Traditional safety improvement initiatives
 - Initiatives targeting only one element of culture

Why is this a problem?

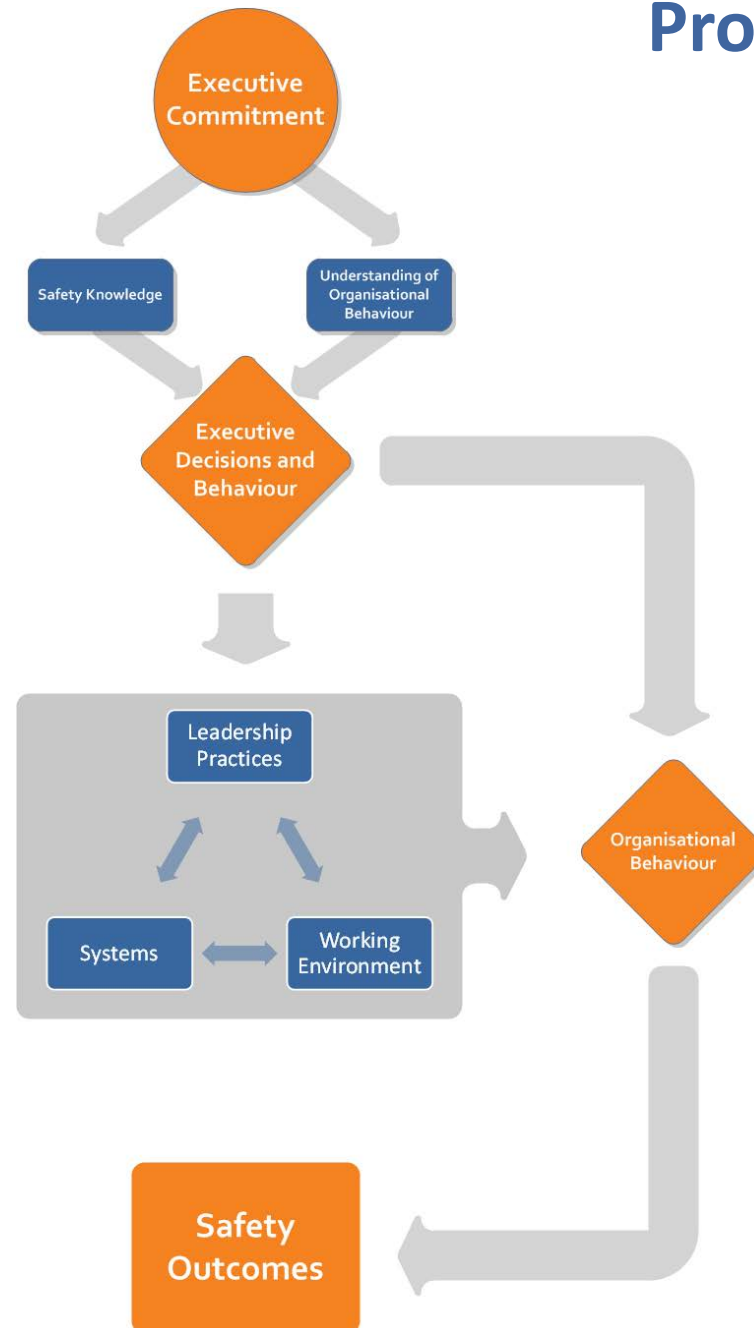


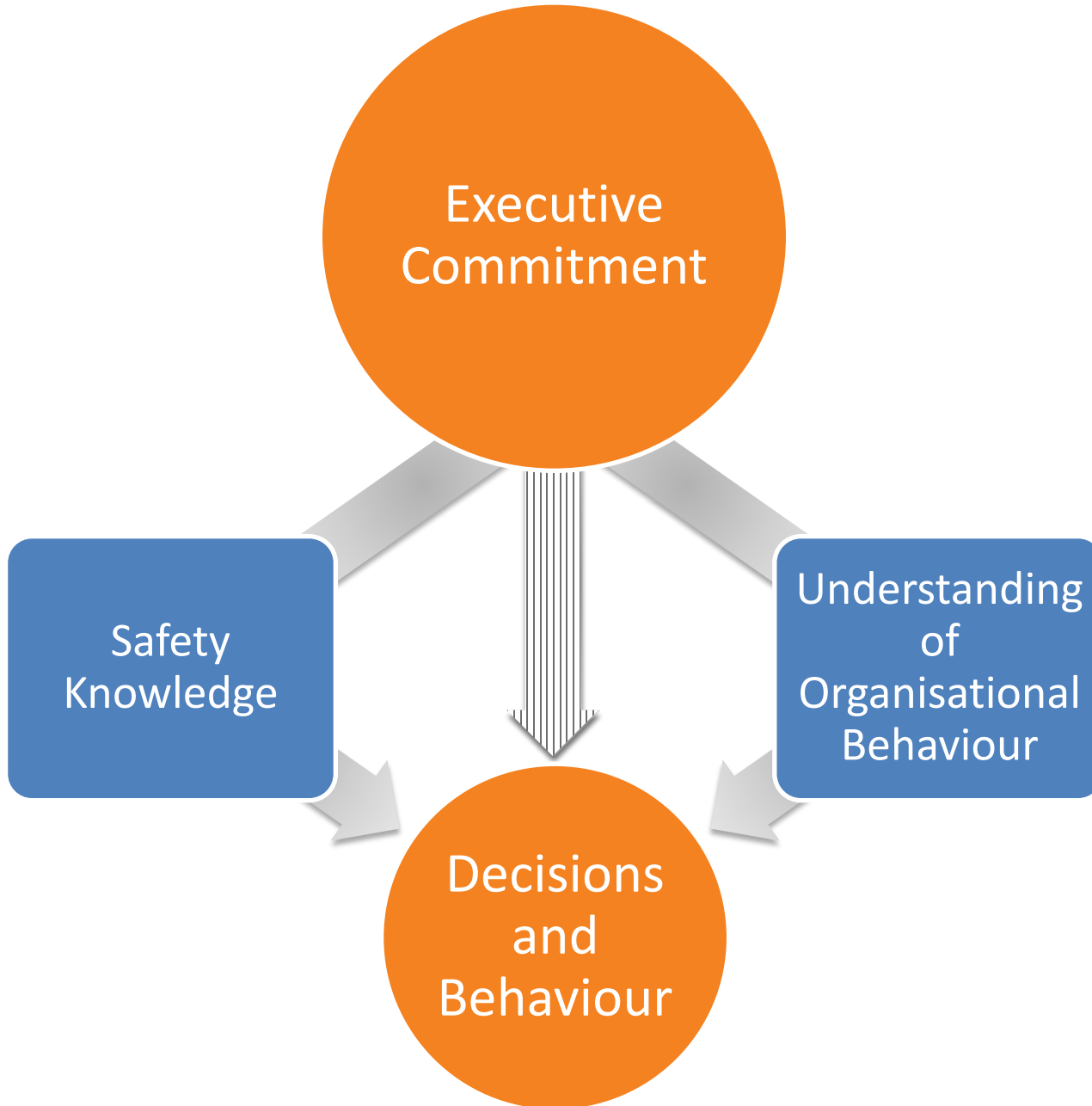
- Conflict between contractor and client organisations
- Confusion within a mobile workforce
- Poorly designed initiatives
- Failure of initiatives
- Poor outcomes blamed on safety culture concept
- Perception that safety culture is a weak concept
- Loss of a powerful safety improvement framework

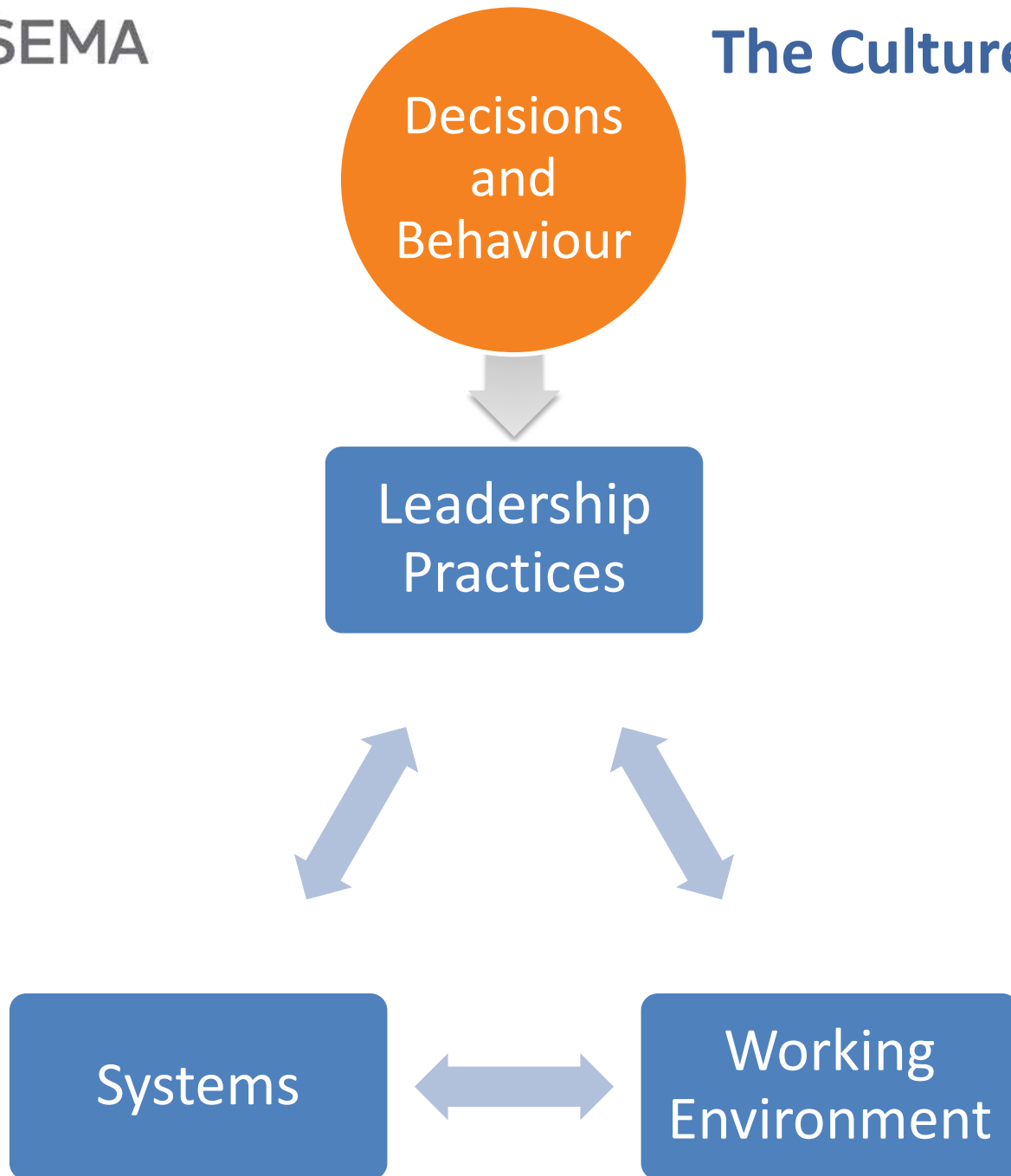
Recommendations

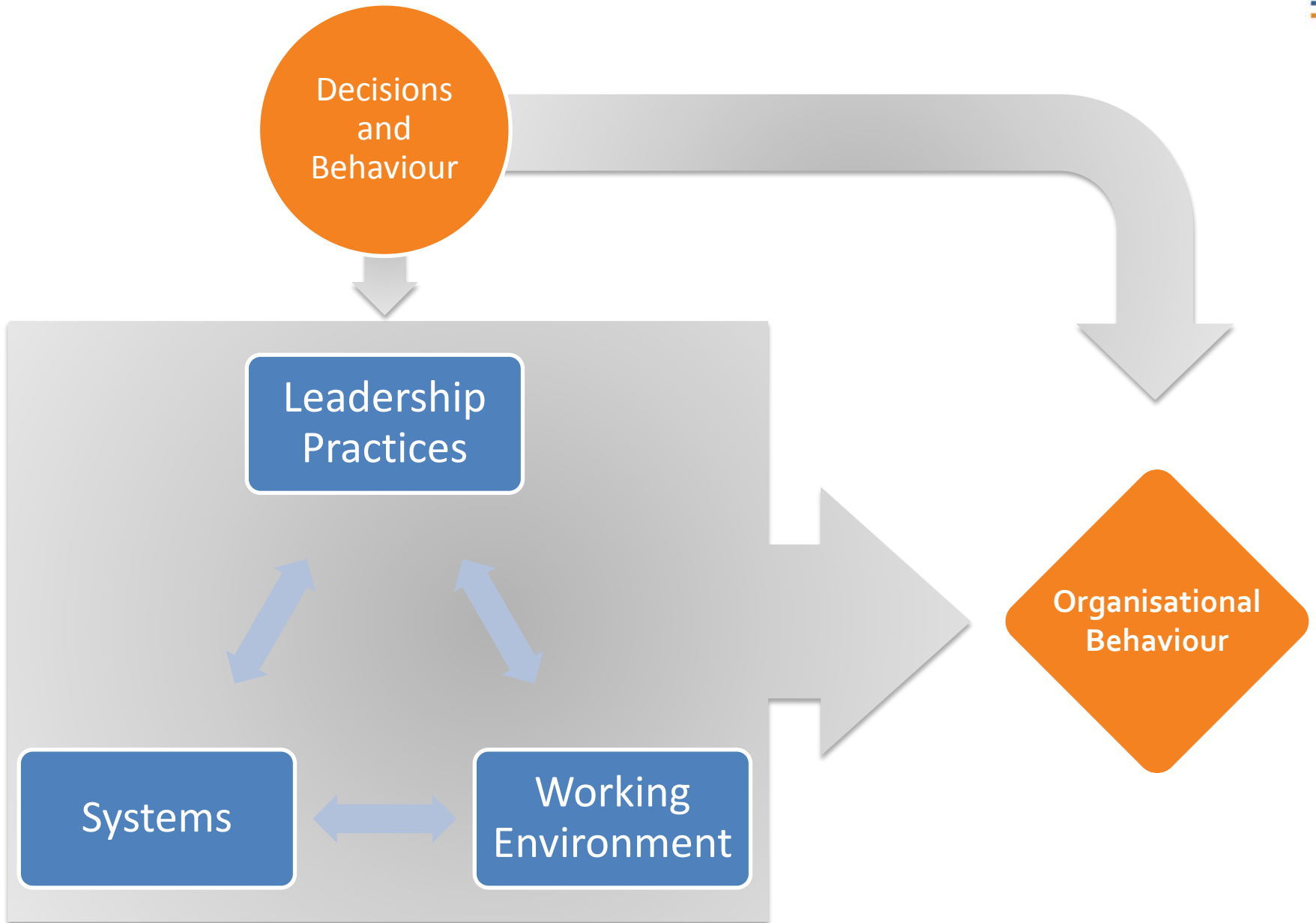
- A **common definition and model** of safety culture is required...
- To **frame** the design and implementation of safety culture initiatives
- To ensure that initiatives **target culture change** rather than other things
- **NOT** to dictate content, process, or structure

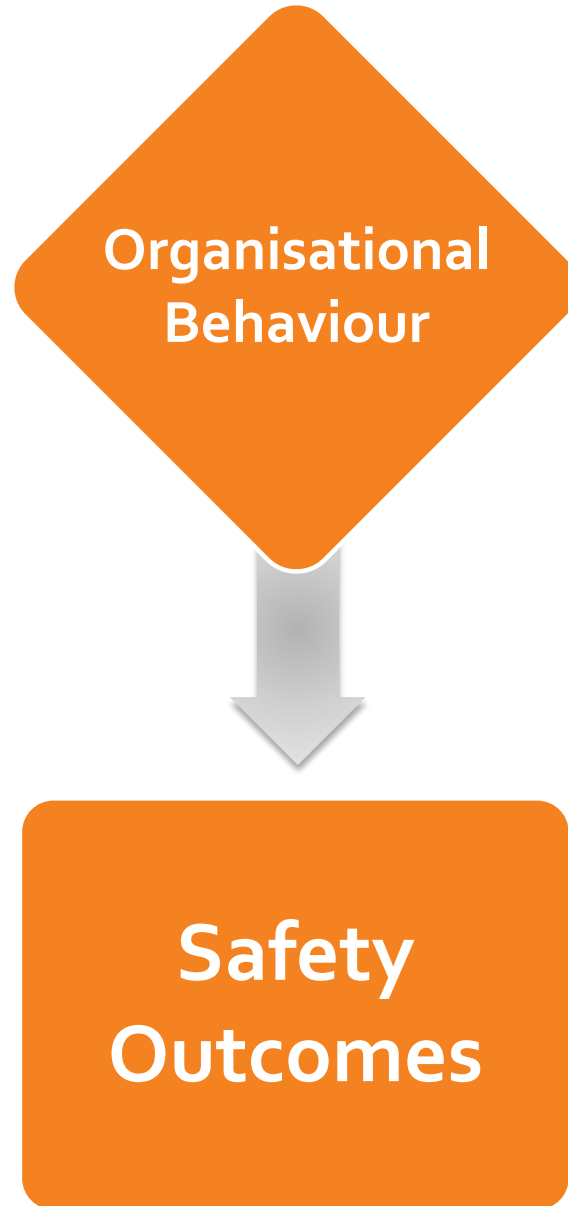
*Safety culture refers to the **shared basic assumptions** held by most members of an organisation, which create and reinforce **group norms** of thinking, language and behaviour in relation to **major accident event prevention**.*

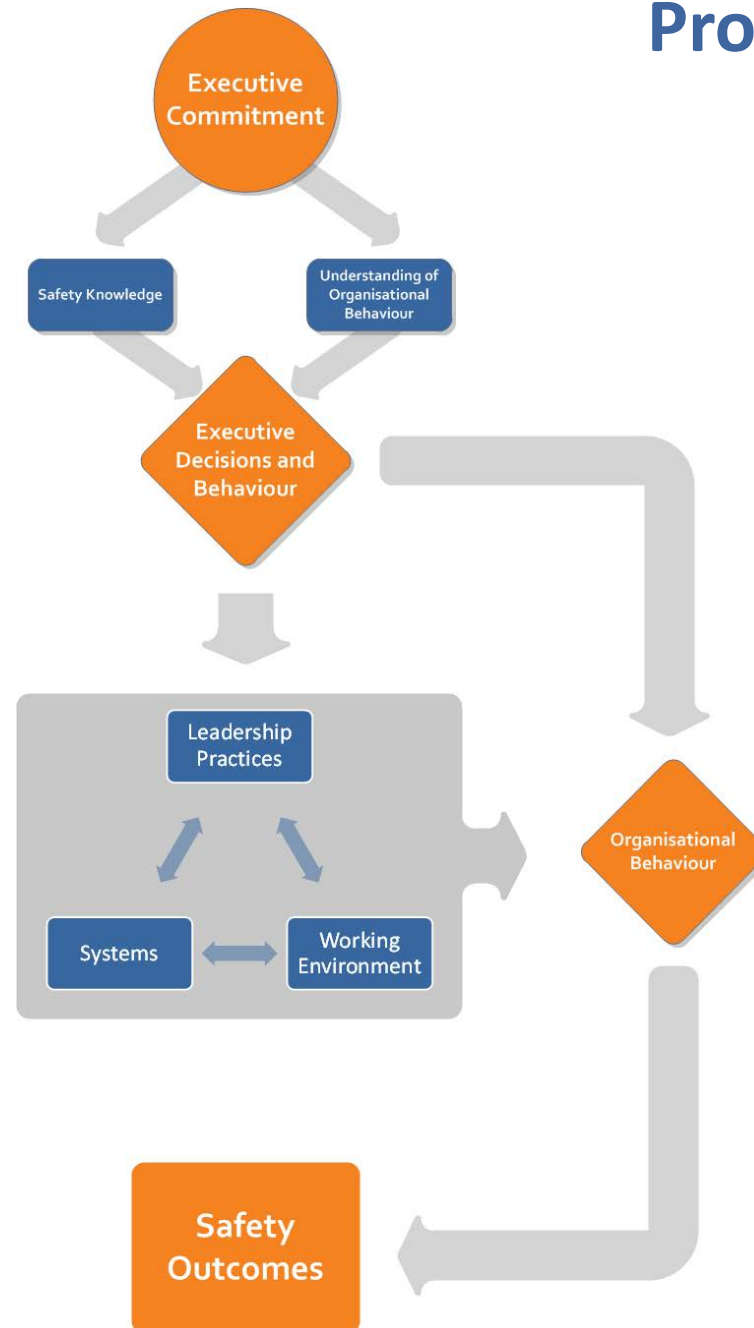












- Guide design of safety culture initiatives
- Target each element of the model
- Initiatives should be fit-for-purpose
- NOT a regulatory requirement

- Report – Safety culture improvement initiatives in the Australian offshore petroleum industry



LATEST NEWS	NEWSLETTER	CAREERS
<p>Review of Cost Recovery Arrangements - 30 June 2013</p> <p>NOPSEMA seeks your input into the 2013 Review of Cost Recovery Arrangements. You are invited to provide a written submission by 30 June 2013, addressing the Terms of Reference and estimates of firm activity levels (P90) for 2013-14 and 2014-15. Click here for the Terms of Reference and activity estimates form.</p> <p>NOPSEMA publishes revised guidance on noise management in the offshore</p>	<p>the REGULATOR</p> <p>Latest Issue</p> <p><i>the Regulator</i> - Issue #2 2013 (994.70K)</p> <p>In this issue:</p> <ul style="list-style-type: none">• From the CEO• Guidance on enforcement• HSR Forum 2013• Effective personnel resourcing	<p>A priority for NOPSEMA is to recruit widely to attract quality employees from domestic and international markets.</p> <p>We aim to foster a professional, innovative and influential workplace that makes a positive difference to safety and environmental outcomes.</p> <p>The Australian offshore industry's success is inherently aligned to its duty of care to its workforce, the environment and the community, and it is NOPSEMA's responsibility to ensure that industry takes the necessary precautions and measures</p>

Questions?

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