

Winning Hearts and Minds: The Road Map

World-class HSE performance

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

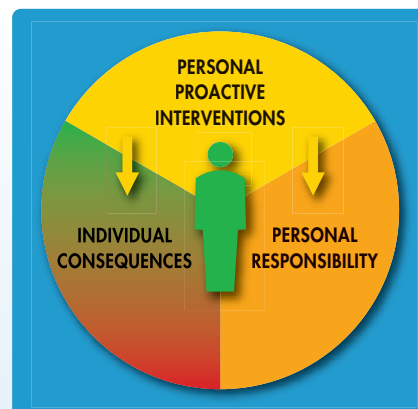
The Route to the Top

The overall “Route to the Top” (world-class HSE performance) means progressing up the HSE Culture ladder, developing an HSE maturity

to become truly pro-active and generative. There are many advantages to be had from such improvement and these will have impact well beyond our HSE performance. The workload actually decreases as an organisation becomes pro-active. Increasing trust and informedness allow us to get on with our work without requiring extra supervision and control; audits become more efficient and directed, taking less time; managers can be left to manage, workers get on to do the work. Being better informed and aligned around the business goals and trusted to deliver, we can be held accountable for our performance in a just and fair way.

The Process

For HSE, the process to achieve world-class performance is moving

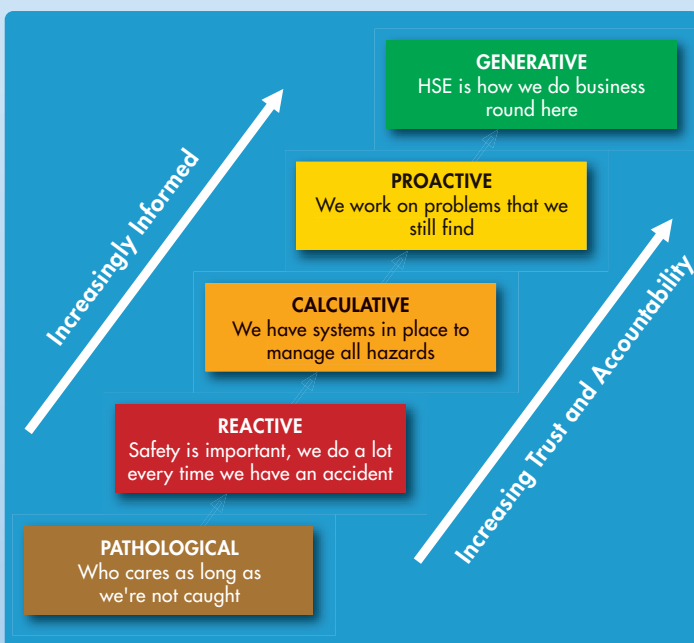


Bringing the HSE-MS to Life and Beyond

from having an HSE-MS “in place” through to actually “bringing it to life”. This requires us to focus on Three Key Elements:

1. Personal Responsibility
We understand and accept what should be done and know what is expected of us.
2. Individual Consequences.
We understand and accept that there is a fair system for reward and discipline.
3. Proactive Interventions.
We work safely because we are motivated to do the right things naturally, not just because we are told to. We want to make interventions and actively participate in improvement activities.

Weaknesses in any of these Three Key Elements inhibit behavioural and cultural change. We must balance our resources and efforts such that each element receives the necessary focus.



The HSE Culture Ladder



What will be the right action at the right time to achieve this balance will vary across the business as a function of differing levels of HSE cultural maturity and local issues and priorities.

However, Hearts and Minds methodology across EP is common and will focus on these Three Key Elements and the supporting processes. The tools and techniques should be chosen from the Hearts and Minds Toolkit.



1. Personal Responsibility

We understand and accept what should be done and know what is expected of us.

This is about being “crystal clear” in our HSE expectations. Know exactly what you expect of others and what others expect of you. Agreeing how you are going to deliver on those commitments, and whether you have the skills and competence to do it.

To support this and remove ambiguous messages, these expectations and intentions must be part of a clear line of accountability that is regularly discussed so that people only accept for what they can deliver. The foundation for this is part of the existing management system. To support our behaviours towards Personal Responsibility, specific tools and techniques are integrated into the Global Hearts and Minds toolbox.

Specific sub-elements are :

- CMS identifies risks and controls
- Roles and Responsibilities from the CMS are made crystal clear for all
- Create clarity and passion through 1-to-1 discussions of Roles and Responsibilities

- Individual “Top Seven HSE priorities” identified aligned with job tasks
- People accept roles and are held accountable through meaningful personal performance contracts that drive new pro-active behaviours.



2. Individual Consequences

We understand and accept that there is a fair system for reward and discipline.

The journey to bring HSE-MS to life is about changing habits, adopting new pro-active behaviours and instilling a new level of compliance. Showing appreciation and providing encouragement should continue. There also needs to be a clear formal link between actions and consequences to reinforce and reward the required behaviours and actions, and to discourage incorrect ones. Appraisal systems also need to reflect the aspired goals, rewarding those who deliver but with the appropriate mechanisms in place when coaching is needed. Unsafe acts at all levels must be dealt with immediately in a just, fair and transparent way. Several of our operations already have tools to make individuals clear what the personal consequences will be for their HSE behaviours and actions and should be applied uniformly. They provide a framework for holding all people accountable for their actions. Typical characteristics are:

Positive Consequences

- Coaching
- Recognition, praise, trust
- Just and Fair Reward
- Career enhancing
- Feel better, be healthy, be safe

Negative Consequences

- Coaching
- Criticism, Distrust
- Just and Fair Discipline
- Dismissal
- Injury and illness



3. Pro-active Interventions

We work safely because we are intrinsically motivated to do the right things naturally, not just because we are told to, and make interventions and actively participate in improvement activities

This element is the very essence of bringing HSE MS to life, but also the hardest to achieve. This requires personal interventions to influence the behaviour of others and accept interventions by others. Intervention tools are accepted as part of a broader change process towards improvement.

There is a practical Hearts and Minds toolkit that provides a process and a set of tools to support most general HSE improvement programs as well as helping to solve specific problems commonly observed in our operations. The tools are designed to allow those who wish to improve to find their own best way forward, based on research and operational experience inside and outside Shell EP. They are designed on a “by you, for you” basis, without the need for consultants. Leaders at all levels can use these tools, and can act as facilitators for those they manage. They comprise:

- Understanding your culture
- Managing Rule Breaking
- Risk Assessment Matrix
- Making Change Last
- Improving Supervision
- Seeing yourself as others see you

- Driving Safely
- Working Safely
- Achieving situation awareness - The Rule of Three

They are available in the form of controlled packages of brochures, slide presentations, instructions etc.

What do you do in practice?

Before setting of on this Roadmap to Winning Hearts and Minds, we need to ascertain “Why Bother?” Only if leaders are personally motivated to make a difference to our HSE performance, is this approach going to deliver results. Only then will people in our organisations truly change their perceptions of what is expected from them. Using the Hearts and Minds process will identify significant opportunities for improvement, so everyone involved, especially senior managers, must see the advantages and be prepared to commit to follow through. The first steps are:

1. What is the HSE culture?

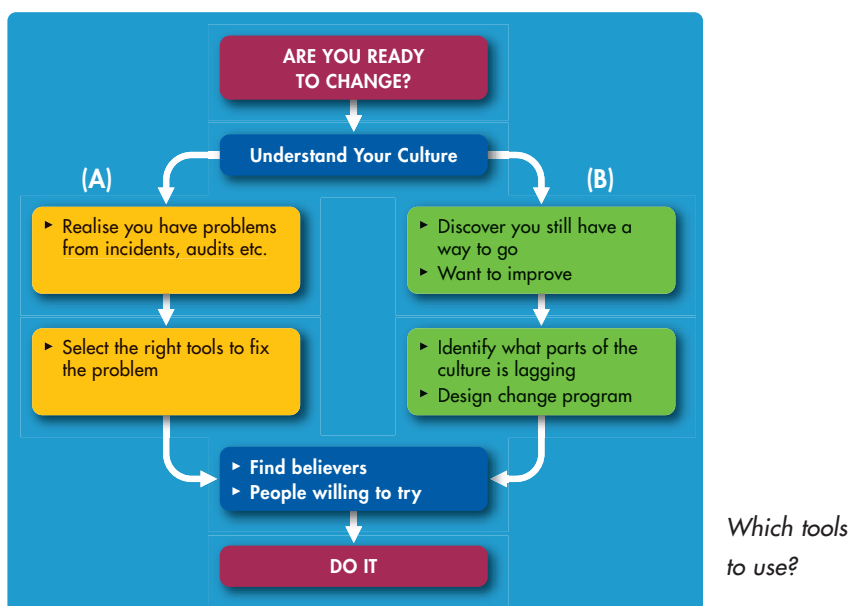
The *HSE - Understanding your Culture* brochure will help identify the local level of HSE cultural maturity and help you formulate your way forward. Once you know where you are, you will challenge your aspirations and what you personally and as team will need to do to achieve them.

2. Who should lead the process and how?

Leaders committed to improvement should be champions and facilitators. They must understand that behavioural change cannot be *pushed* onto people. A lesson from experience is that there must be

direction and coordination; but the people who drive and facilitate any program have to *believe* in the processes. Through their commitment to improve, a *pull* is generated whereby others want to participate, see the benefits, and themselves become champions. In more advanced HSE cultures the workforce will take the initiative, but whatever the cultural maturity, the

are then you can use the specific tools (Route A in diagram). Otherwise you can use descriptions of the culture dimensions to identify specific improvement areas (Route B in diagram). Use the general tools and plan how to make the change using the Making Change Last framework and Hearts and Minds methodology to get everyone onboard from the start.



journey is not easy. From the initial motivation, a balance needs to be maintained between the 3 *Key Elements* so that the necessary support conditions exist to drive an overall cultural change.

3. Are there specific problems?

A lot of information is out there in incident investigation reports, audits, reviews and field inspections and observations of what is happening. Typical issues are rule breaking, incorrect risk assessments, supervisors who are technically competent but short on personal management skills, ineffective contract HSE management. If you know what your issues

4. Specific focus on leadership.

Organisations look to their leadership for direction, priorities and coaching. Perceptions of the commitment of leadership towards HSE rather than just their intentions have a strong bearing on the actual behaviours and performance of that people in the organisation. The initiation of the ‘Hearts and Minds’ Roadmap lies with leadership teams. The commitment of management to HSE can be tested periodically by the ‘Seeing yourself as others see you’ appraisal technique which also helps management to improve their personal effectiveness.

