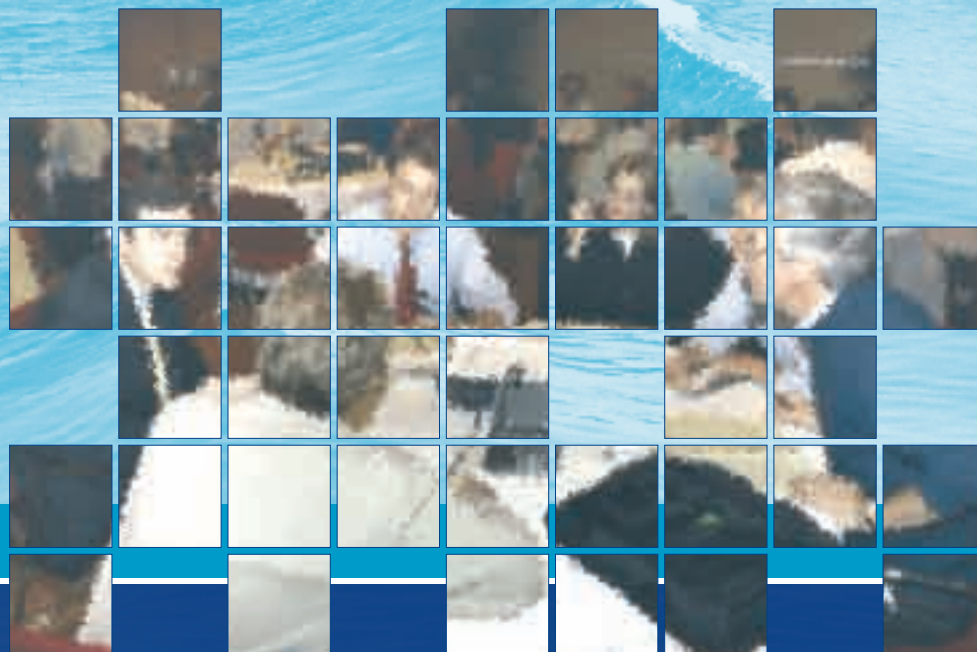


HSE

Understanding your Culture



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Step by step use of this brochure

An exercise to be performed by 5 – 20 people (group size 4 – 5) of roughly similar level of seniority and involved in the same operation

	Dimension																	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Management	●		●	●	●	●		●				●					●	●
Supervision		●					●		●	●	●		●	●	●	●		

INSTRUCTIONS

- 1 Introduce the concept of different levels of HSE cultural maturity and explain why we want to understand our culture and make it stronger.
- 2 Not all the eighteen culture descriptions are applicable for all organisational levels. Managers and supervisors should be guided by the green dots above, although assessing other elements is optional.
- 3 Carefully read your chosen **organisational characteristics** from inside the brochure. Think about your part of the organisation (e.g. Asset function etc.) when you do this. Read from Pathological to Generative for each applicable dimension, then put a tick in the appropriate column of your scoring sheet. Tick adjacent columns if you really cannot decide.
- 4 Use the scoring sheet to calculate the overall score (see example).
- 5 Consider the weaker areas, what level of maturity are you feasibly aiming for?
- 6 Share your scores with others who were rating the same part of the organisation as you and discuss why any differences exist.
- 7 Changing the organisational culture starts with changing your behaviour. Look at the **examples of how the culture feels personally**, now decide what you will do? How can your behaviour change the gaps identified in the centrefold between your present level and aspired level of maturity? Write down your own personal behaviours expressed in the form “I ...”. These new behaviours should characterise your aspired culture level and be something you can visibly start doing tomorrow.
- 8 Discuss and challenge each other’s “I ...” statements:
 - Are they as advanced as you want the organisation to be - your aspired level of maturity?
 - Are they personal, practical and visible?
- 9 Make a personal record of your intentions. Share personal plans on a voluntary basis. Formulate as concrete personal action plans, even as tasks and targets, if you and the others feel this will help you improve.
- 10 This is the start of your journey of building a stronger HSE culture. Regularly review how you are making progress with your “I ...” statements. As your behaviour change becomes a habit, go back to Step 2 and use the brochure again for continuous improvement.



SCORING SHEET

Date: 08-04-02 Company: X-products

Description of Dimension	Pathological	Reactive	Calculative	Proactive	Generative		
X A Communicating HSE issues with the workforce							
B Commitment level of workforce		✓					
C What are the rewards of good HSE performance?							
D Who causes accidents in the eyes of management?							
E Balance between profit & HSE							
F Contractor management							
X G Are workers interested in competency?							
H What is the size/status of the HSE department?			✓				
X I Work planning including PTW							
X J Work-site safety management techniques			✓				
X K What is the purpose of procedures?			✓	✓			
L Incident/accident reporting/analysis							
X M Hazard and unsafe act reports			✓				
X N What happens after an accident?			✓				
X O Who checks HSE on a day to day basis?			✓				
X P How do HSE meetings feel?		✓					
Q Audits				✓			
X R Benchmarking, trends and statistics			✓				
Total ticks per column Sum total no. of ticks: $N = \sum a$	a	3	6	2		$\Sigma = 11$	
Weighting factor	b	1	2	3	4	5	
No. of ticks per column (a) x Weighting factor (b) Sum total weighted scores: Total = $\sum (a \times b)$		6	18	8			$\Sigma = 32$
Calculate average HSE Culture Score: Total/N = $32/11 = 2.9$							

WARNING

Scores are subjective;
Do not use for measurement or benchmarking!

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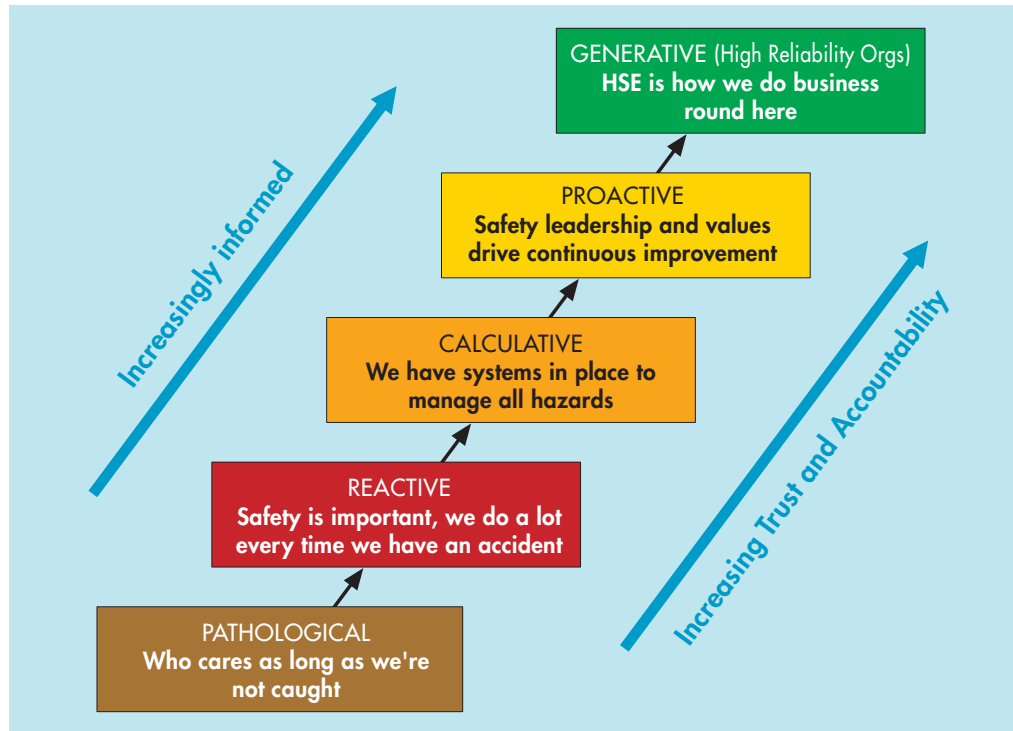
A culture in which HSE-MS can flourish

A solidly implemented HSE management system (HSE-MS) is an essential basis for good HSE performance. Outstanding performance and continuous improvement will only be achieved when there is a culture in which the elements of the management system can flourish.

This brochure helps you to develop an understanding of the culture in your organisation. Using it in meetings and workshops will give you a clear view of both the present and desired cultures, and what personal behaviours individuals can adopt to reduce the gap.

HSE Management Systems

The implementation of an HSE management system can be assessed in various ways including audit and self assessment questionnaires. However, while hard work and a systematic approach will result in full implementation of the HSE-MS, on their own they are not enough. They form the necessary basis, but have to be complemented with a good company culture that helps them flourish.



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In a strong culture everyone:

- demonstrates safety as a value
- is always alert to expect the unexpected
- fully understands what they should do
- is open to new ideas
- wants to make a difference and believe their behaviours make a difference for others

In particular Managers:

- do not just manage, but show genuine leadership.
- and see others' perceptions and behaviour as a reflection of their leadership

Culture Assessment

Culture can be divided into five levels of development, from the 'Pathological' to the 'Generative', as shown in the picture. The characteristics of organisations are described at each level and typical descriptions are given for 18 'dimensions' that can be used to identify the current level of your organisation.

Thinking about personal behaviours related to each cultural level helps you to identify how you can contribute to improved HSE performance.

An animation explaining the Culture ladder can be found at: <http://www.energyinst.org.uk/heartsandminds/docs/cul.exe>

An animation explaining A Generative culture can be found at: <http://www.energyinst.org.uk/heartsandminds/docs/gen.exe>



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