

## Best practices in Safe behaviour Programs

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Safe behaviour programs are currently a popular strategy for improving safety in large organizations.

Statoil with an important contribution starts to introduce the safe behaviour program for the personal of the Algerian Petroleum Institute (IAP) and Sonatrach which cooperate with.

This cooperation will help us to strengthen Algerian expertise at the national level, which also provides Statoil with an important national recruitment base for business activities in Algeria.

This paper provides a critical look at the assumptions that underlie such programs and identifies some of their limitations.

The implementation of an HSE management system can be assessed in many ways but 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 lets them flourish.

In such a culture people:

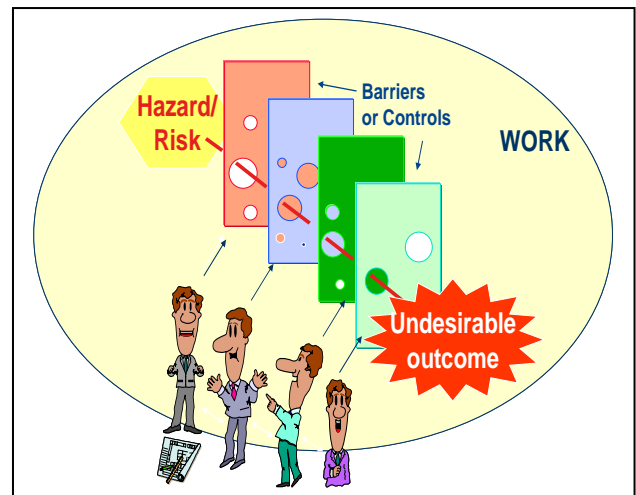
- are always alert to expect the unexpected
- fully understand what they should do
- are open for suggestions
- believe their actions make a difference to

themselves and to others

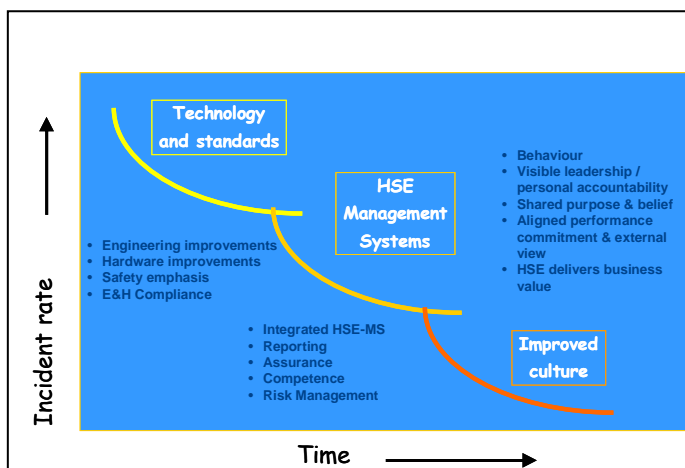
and,

Managers do not just manage, but show genuine leadership.

## HSE management



## HSE management over time

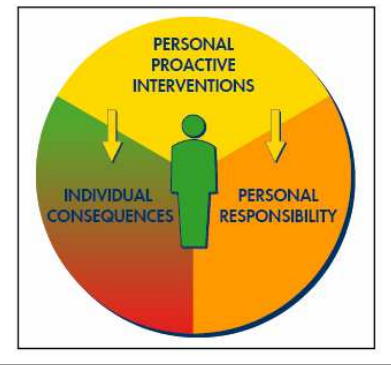
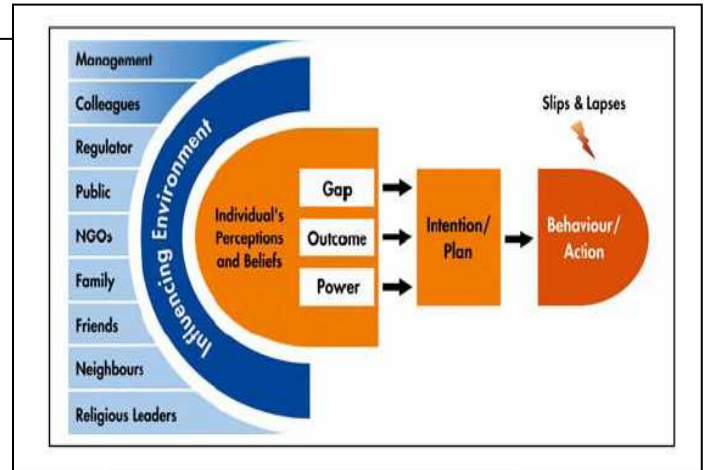


Later, introducing HSE Management Systems improved performance by providing assurance that the technology and standards were applied consistently.

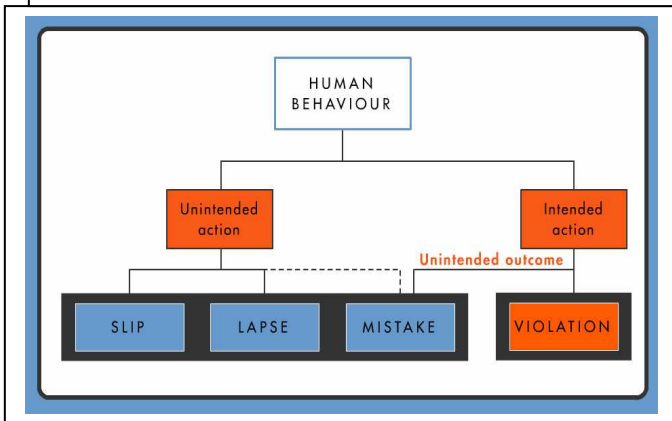
Nowadays we have HSE management systems but continuous improvement requires creating a culture in which people are intrinsically motivated to operate the elements of the Management System. Otherwise they are just paper, to bring it to life a key element in doing this is changing people's behaviours and attitudes to be more safety focused. This can only be done sustainably through building a stronger HSE culture. We are not there yet, which is why we need to understand our current HSE Culture.

# Model of human behaviour

The model used to understand human behaviour builds on the concepts that people's actions are based on (usually good) intentions. The plan that people make in their mind centres around questions related to the expected outcome of their actions (reward, recognition or punishment), the perceived gap between present and ideal status, and perceived ability, power, to bring the task to a good end. The individual's reactions to these questions depend on their beliefs and perceptions, which are the result of interaction with people around them, which create the "influencing environment". The essence of the model is that improvement actions should address the influencing environment rather than just the individual that created an accident. This model implies that management's words and actions (the questions you ask, the priorities you set, the time you make available) have a major impact on the behaviour of people in your organisation. Changing the culture starts with changing the "influencing environment".



## Human errors and violations



- \* Rules are incorrect, unclear, burdensome;
- \* Rules are OK but communication of them and training is at fault;
- \* It has become the normal way of doing things;
- \* Cannot do the job without breaking the rules;
- \* More convenient/pleasing, satisfy the boss, fun, kick;
- \* Novel situations for which there is no guidance.

## Violation: types, causes and solutions

### Why are Violations Dangerous?

- A helper walks behind a truck without informing the driver (violation). The driver selects reverse gear by mistake and runs over the helper
- A maintenance supervisor decides to keep production going by not performing a required electrical isolation (violation). An operator, knowing maintenance is taking place, decides to fix a different problem, while assuming that the process is isolated, and gets electrocuted.
- Passengers in a car, not wearing their seatbelts, are killed when the driver hits an obstacle and rolls over, when they are thrown out of the vehicle at high speed.

**Violation + Error = DISASTER**

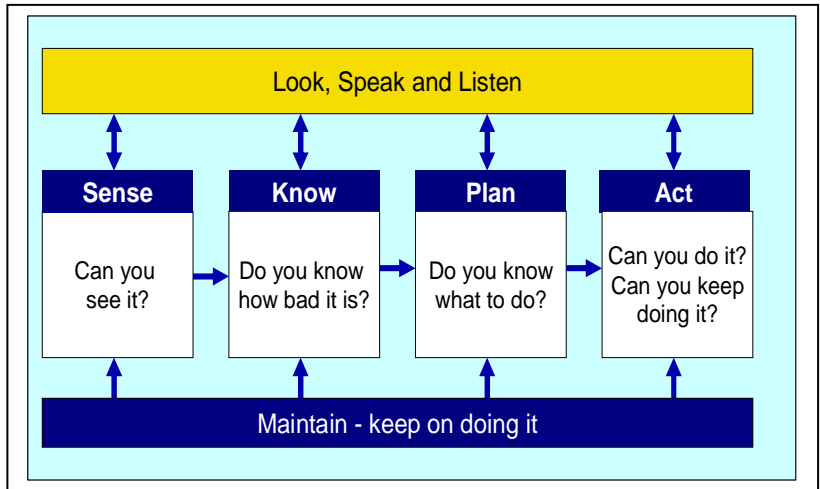
Type of Violation	Main causes	Main solutions
Unintentional <i>Understanding</i>	Poor writing Complexity Failure to understand users	Rewrite (use native languages and improve logic) Reduce cross-references Assess understanding in staff & designers
Unintentional <i>Awareness</i>	Poor training Lack of availability on site	Test active knowledge of rules and procedures Make easily accessible
Routine	Unnecessary rules Poor attitudes to compliance Weak supervision	Scrap rules Improve attitudes Force compliance
Situational	Lack of resources Failure to understand working conditions	Provide resources as required Apply Variance Procedures Make realistic procedures with those involved
Optimising	Personal convenience Opportunities	Make rules easier to follow Introduce rewritten rules Improve competencies
Exceptional	Unexpected situations – no obvious rules Pressure to solve problems	Train for the unexpected Develop situation awareness skills Acquire general problem-solving skills

## Working Safely: From Seeing to Doing

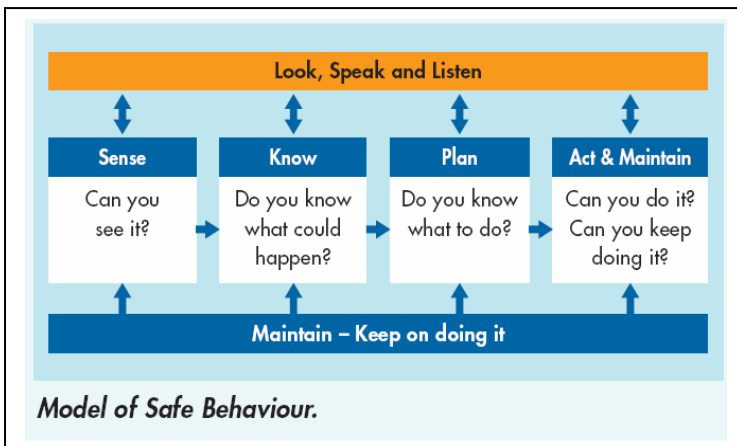
This is a continuum. Accidents can be caused by problems at each level, and so have different solutions.

Working safely identifies where your problem is for a team and provides help in solving it.

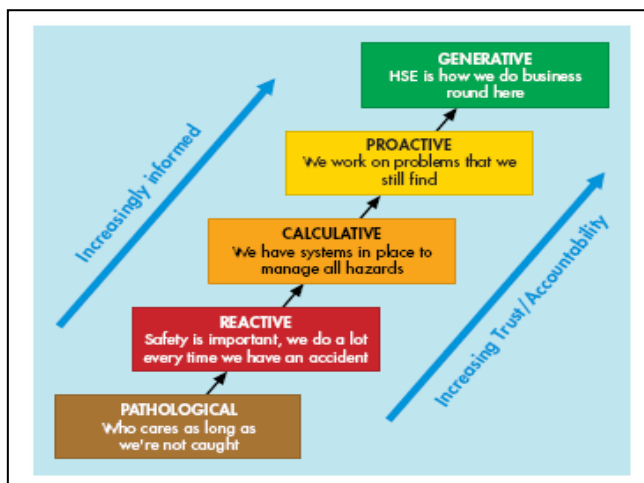
- **Can you spot the hazard?**
- **Is it dangerous?**
- **Do you know what to do?**
- **Do you do what you should do?**
- **Is doing it a habit?**



## Safe behaviour model



The model provides the structure for the process of improvement and attitude change. Different workshops or activities in the form of tools are aimed at different parts of the Sense- Know- Plan- Act/ Maintain elements of the model. Each tool is intended to create improvements by getting people to engage actively in the process of looking for hazards, thinking through problems and actively selecting the best solutions (passive participation never alters attitudes).



## HSE culture & assessment

