Managing Performance, Not Paperwork
The Route to A Sustainable Offshore Wind Safety Culture
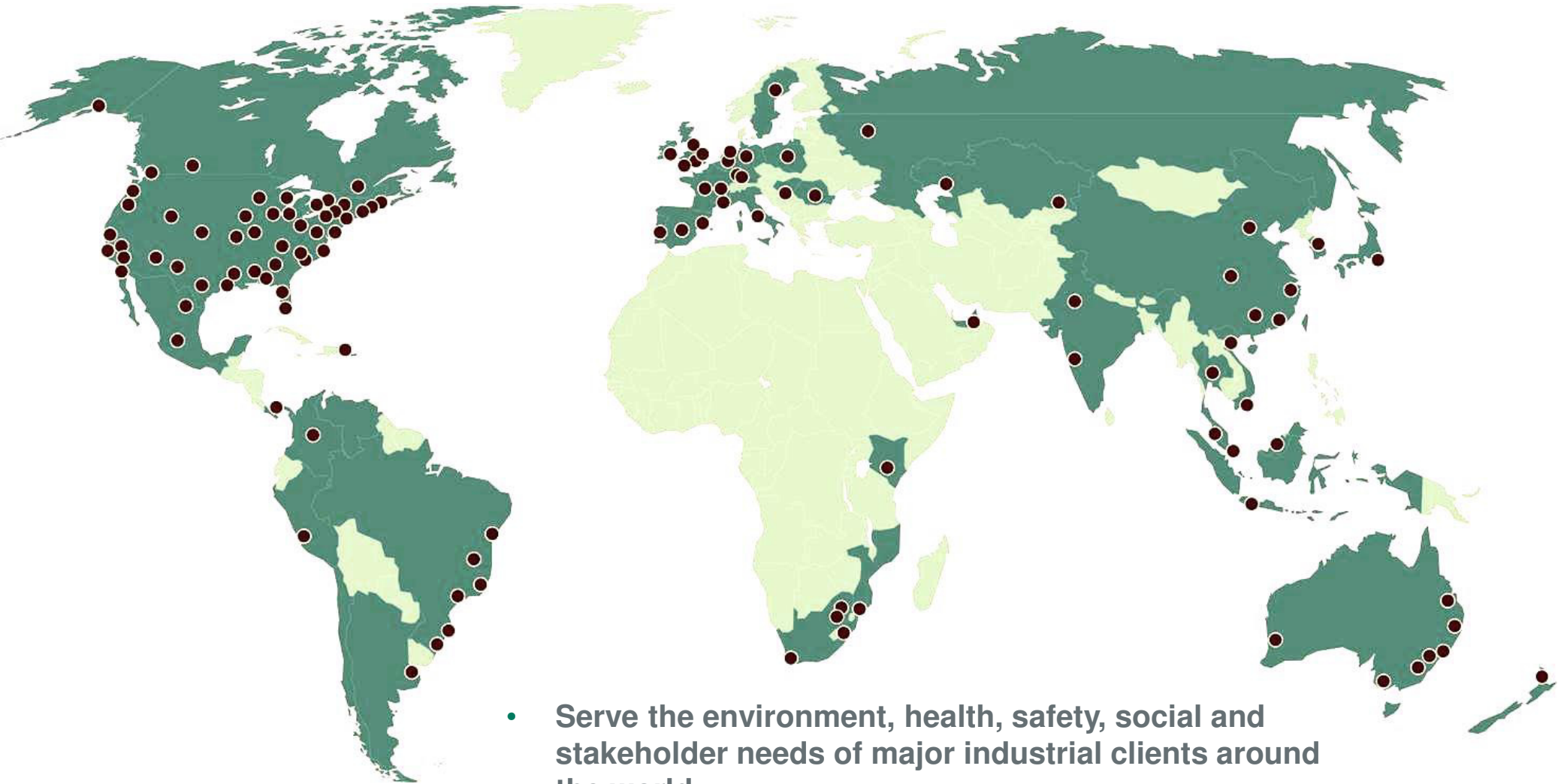
28 September 2016
Annette Nienhaus,
ERM

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ERM at a Glance

- **Serve the environment, health, safety, social and stakeholder needs of major industrial clients around the world**

- **Enhance business performance through sustainability related services**

  - 160 ERM offices in 40 countries

  - Projects in > 160 countries

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The Challenge

Everyday, frontline people in your organisation make thousands of situational decisions that affect safety

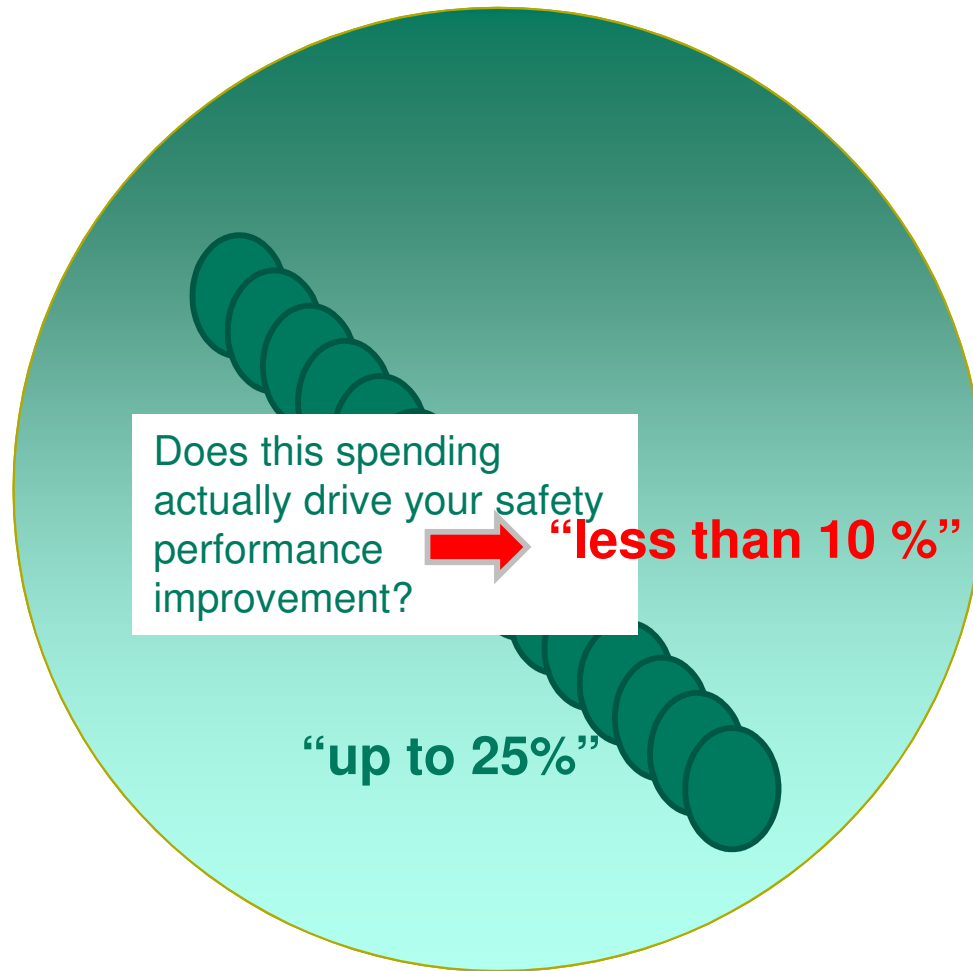## How Can You Empower Your People To Make the Right Decisions?

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The Challenge

Are we
LUCKY?

or

Are we
GOOD?

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How much are you spending on safety?

Does this spending actually drive your safety performance improvement? ➡ **"less than 10 %"**

"up to 25%"

Townhall meetings

Work Procedures

Last minute risk assessment

Permit to work

Incident Investigation

Induction Meetings

Refresher Training

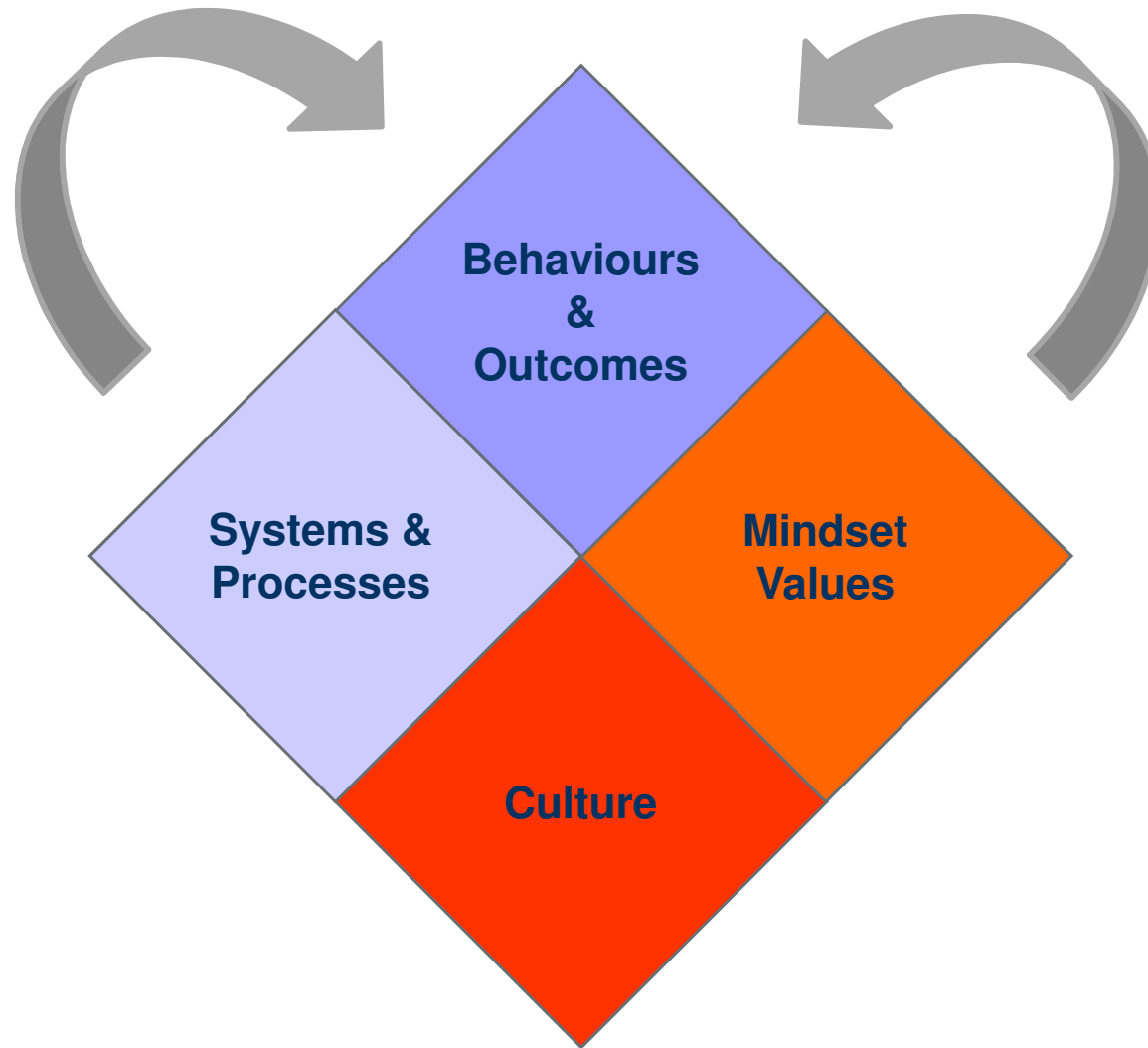Safety Metrics and Reporting

Method Statements

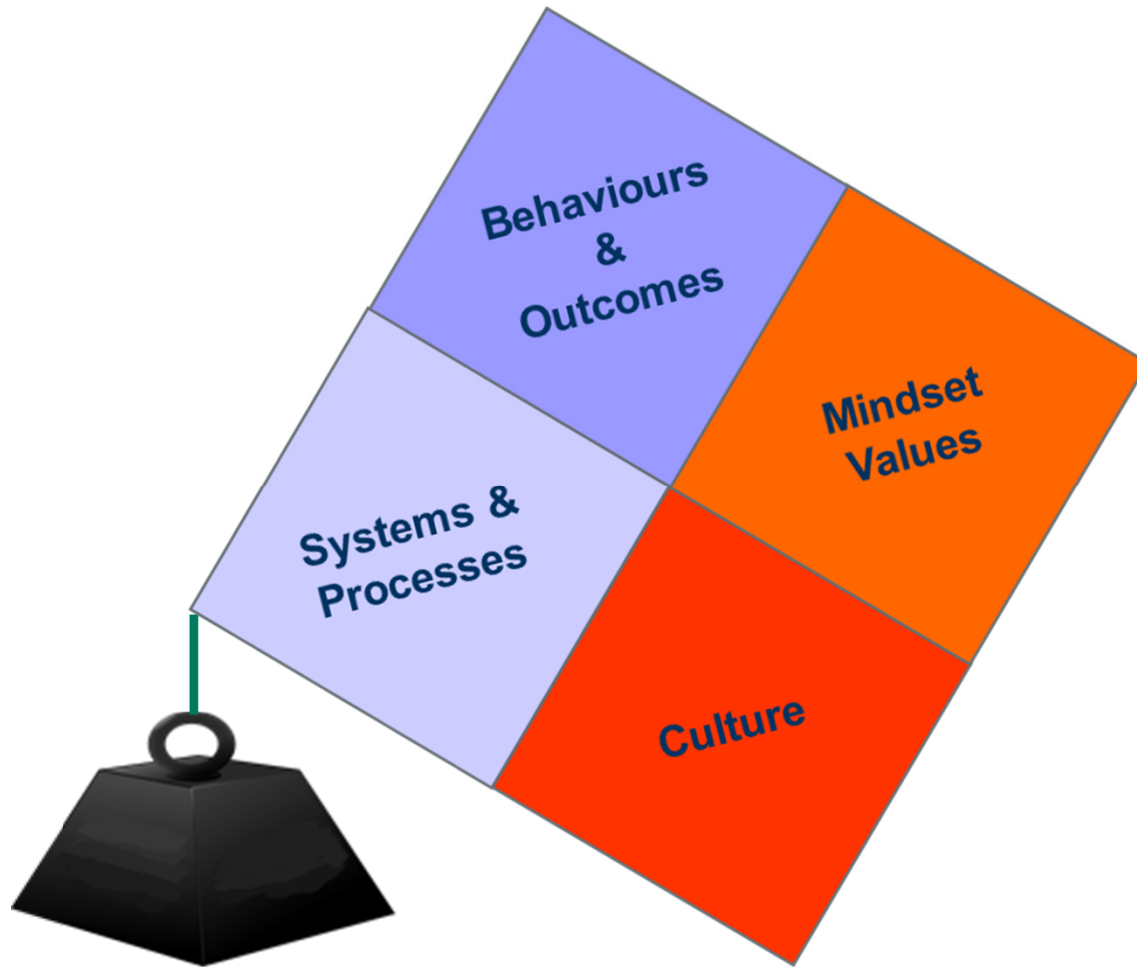**Toolbox Talks** Alerts Audit program corrective action

OPEX $ Safety $

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The Balance of "Red" and "Blue"

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When Systems Fail the Test of Time…

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When Systems Fail the Test of Time…

Too much data,
too little information

Disconnect between
blunt end and sharp end

Sharp End
Workers
Front-line
Supervisors
Managers
Leaders
Company
Customers
Regulators
Blunt End

Source: Todd Conklin

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Case Study: Safety Culture and Management System Review

Reviewed existing procedures and safety culture for offshore construction activities

- Complex set of procedures to manage expectations

- Challenge of adapting onshore standards to offshore environments as well as integrating external requirements into the organisation's performance

- Lack of balance of "red" and "blue" leads to administrative burden with limited practical benefit

- Supported re-focusing on balancing "red" and "blue" to drive performance

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Empower not Encumber Users – Examples

Know Values & Mindsets

Example:
- Focus group discussions targeted around key headlines
- Implement expert crews for critical task reviews
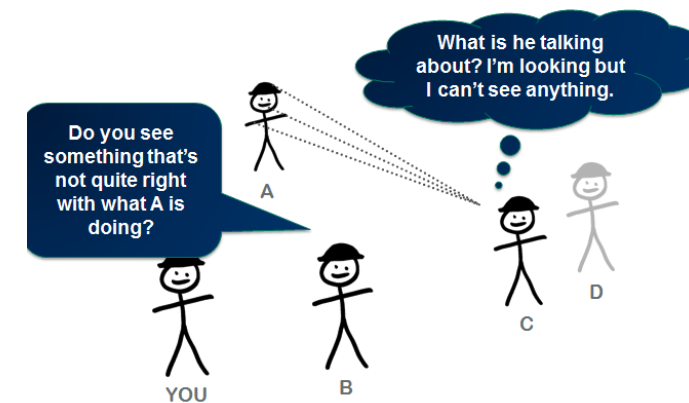

Streamline Procedures

Example:
- Review entire set of documents/protocols for relevance and overlaps
- Create one-page flow charts to replace procedures

Coach Leaders and Supervisors

Example:
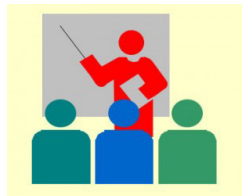- Field Coaching of Leaders (managers and multipliers)

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Empower not Encumber Users – Examples

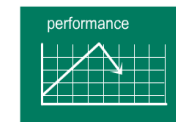## Improve Training Quality

Example:
- Build capacity – "Train-the-Trainer"
- Tailored and blended learning designs (incl. technology based)

Leverage New Technology

Example:
- Mobile app for surveys or immediate feedback by employees

- Mobile applications to record on-site safety observations

APP

performance

Results:
- Understandable, shorter instructions
- Clarity of roles and responsibilities
- Engaged leaders and workforce
- "Good" not lucky

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Thank you for your attention!

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