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Practical Approach to Safety Cultures

The Indicators



Weatherford Australia Management felt that despite constant favorable:

- Internal / External Audits,
- Statistics, and
- Client feedback.

There was far more to be gained from our QHSE Systems in terms of overall performance and consistency.

How did we start ?



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We commissioned an external party to conduct a climate survey with the brief to:

- Establish the “real” issues affecting performance
 - Create a consensus on priorities so we could deal with high impact areas first
 - Provide an indication of management & leadership capability and competency
 - Assess opportunities for staff involvement, training and teambuilding
 - Highlight systems issues and opportunities to create a learning organisation
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The Survey



The Climate survey comprised two key Elements.

- Corporate Culture Questionnaire
- Qualitative comments. (Staff Interviews)

The Survey Results



The survey results were grouped into 14 areas which were then amalgamated into 6 key areas.

- Communication
 - Performance and Development Review
 - Training
 - Remuneration and Transparency
 - Recognition and Team Building
 - Internal and External Customer Service
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The Survey



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We had now gathered a large amount of data about our company and needed to devise a plan

“How do we go about it”.

The CAG



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The Cultural Action Group (CAG) was formed.

This group comprised a broad cross section of personnel who were tasked with addressing the issues raised in the survey throughout the organization

The Plan



Creating a Safety Culture was addressed as a specific issue.

After much discussion and debate it was decided that there are five components that are required to move towards creating a safety culture.

The Plan



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1. Obtain and show appropriate and visible management support and commitment.
2. Obtain participation from all personnel in QHSE programs and systems
3. Develop valid procedures and evaluation mechanisms by rewriting, fine tuning or updating existing ones.
4. Establish a local education and training process that would supplement corporate initiatives.
5. Nurture a positive cultural change with activators, consequences, evaluation techniques and follow up training.

Element 1.



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Obtain and show appropriate and visible management support / commitment.

- Management attendance to toolbox & safety committee meetings on a weekly basis
 - Management verbal commitment to Safety programs wherever possible.
 - Management of Safety must be illustrated as internally driven not externally.
 - Management verbal commitment that safety is a value with no compromise
 - Management to lead by example for all aspects of systems.
 - Management to illustrate provision of resources for safety.
 - Management should aim to catch personnel doing things right and provide positive feedback on such behaviour.
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Element 2.



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Obtain participation from all personnel in QHSE systems

- Provide opportunities for staff involvement in all aspects of the system.
- Provide safety incentive programs which focus on the process rather than the outcome.
- Ensure that staff do not go along for the ride with others who contribute.
- Staff must have an understanding of what we are trying to achieve and how to be able to participate.

Element 2.



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- Staff will stop participation if the mechanisms to encourage participation are not used correctly.
- Negative processes such as humiliation of staff or such similar tactics must never be used as the consequences can be escape, aggression and apathy.
- Be aware that cultural, social and personal implications can drastically effect participation of different staff.
- Focus time, energy and resources on those prepared to participate first. These staff will become the salesperson for systems. As time progresses staff with initial scepticism will join in.

Program Example



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An example of one strategy used for obtaining participation in our QHSE systems was the WARP (Weatherford Accident Reduction Prevention) card.

Our previous incident reporting mechanism was simply not used appropriately or often enough. At first glance the WARP card appears similar to many other programs (STOP, Step back 5 x 5 etc) it is, but it has achieved much more for us than would have been possible using an existing proprietary brand system.

Program Example



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The program we implemented over a 5 month time frame was

- Reinforced empowerment of personnel to stop any work at any Weatherford workplace
- Have personnel design and name the card. This included the staff suggestion to note Safe Behaviour occurring and the Motto, *The Weatherford Way – The Safe Way*.
- Drafted with personnel and put in place a procedure for use of the card incorporating the mechanisms for resolving issues.
- Preparation of 23 training modules all geared towards the identification, assessment, review and control of hazards for the use of the card.
- Creation of a trend analysis tool for card
- Raised issues from the WARP card at our weekly toolbox meeting, discussed trends and most importantly resolved issues.

What we achieved



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- Personal ownership of an incident reporting mechanism,
- Skills in the identification, assessment control and review of hazards,
- An appropriately used reporting system,
- A sense of teamwork and accomplishment, and
- Empowerment of personnel to contribute to QHSE systems.

Element 3.



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Develop valid procedures and evaluation mechanisms by rewriting, fine tuning or updating existing ones.

- The system must be developed via participation of all staff in their relative work areas.
- Procedures as a minimum comply with Statute Law requirements.
- Procedures / processes must be practical and easily used.
- Procedures and process are to be written in non – jargon format
- Ensure that all documentation is available to all staff where practical. Staff will not feel isolated from processes

Element 4.



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Establish a local education and training process that would supplement corporate initiatives.

- Establish local training modules which can be used at all bases.
 - Determine skills and experience of staff to assist in training, develop appropriate mechanisms for identifying training needs and follow-up training to ensure that desired results are achieved.
 - Use training as a method of selling the companies commitment to both staff and the safety program.
 - Identify and teach a basic set of skills which will support involvement in the systems – identify – assess – control – review the basic skills of hazard identification & control.
 - Once a basic set of skills has been taught staff can be empowered to take on new responsibility.
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Element 5.



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Nurture a positive cultural change with activators, consequences, evaluation techniques and follow up training.

- Focus on the positives occurring within the organisation.
- Observation and personal feedback must be utilised
- Provide feedback one on one privately to support safe behaviour
- Provide feedback *one on one / privately for unsafe behavior*

Element 5.



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- Statistics and data used must have credibility and purpose.
- It is essential recognition be provided where actions that involve the “looking after” co-workers occur.
- It is essential that all staff understand what the
 - Goals and objectives of the QHSE systems are
 - How they influence and impact the system
 - The importance of their participation for the ongoing well being of the QHSE systems

The Sixth Element ????



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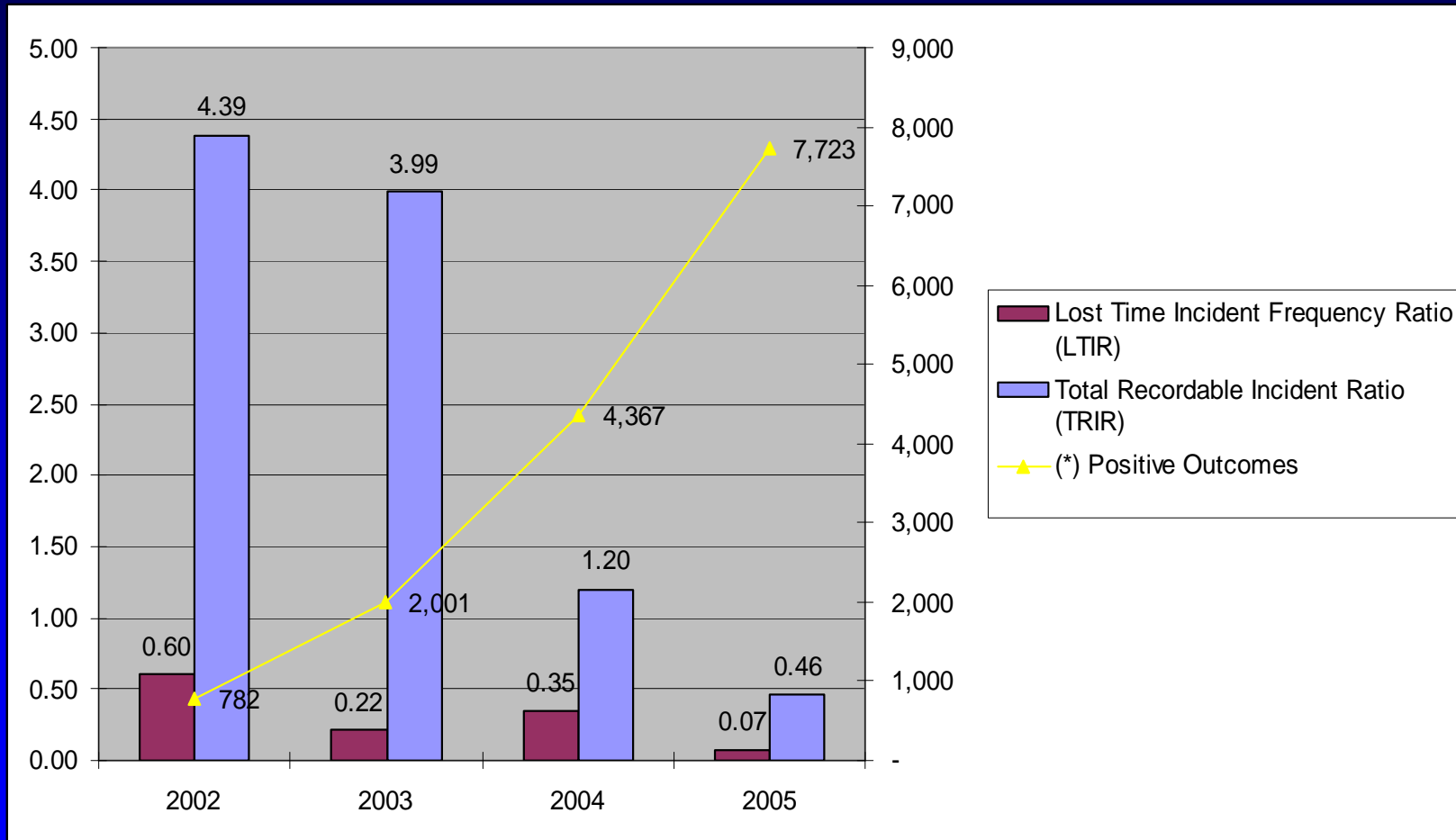
It is critical that the systems are driven by more than one person. The litmus test for this is that the QHSE system will function irrelevant of any persons absence.

For a system to have any lasting effects it must be accepted and driven by all personnel.

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Final thought



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A system, no matter how good is of no practical use without people who understand the benefits of working with it and are involved in its design and implementation.