

# INTRODUCTION OF *HEARTS AND MINDS TOOLS.*

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# HSE CULTURES

Increasingly informed

**GENERATIVE**  
HSE is how we do business round here

**PROACTIVE**  
We work on problems that we still find



**CALCULATIVE**  
We have systems in place to manage all hazards

**REACTIVE**  
Safety is important, we do a lot every time we have an accident

**PATHOLOGICAL**  
Who cares as long as we're not caught

Increasing trust

We believe we are here.



# The Tools

- ◆ **Understanding your HSE culture**
- ◆ **Managing Rule Breaking**



# Objective of H&M tools

People to become self motivated to do what is necessary to avoid incidents

**NOT**

Command and Control



# Management System vs Hearts & Minds language

## Management System language

- ◆ Push
- ◆ Train the trainers
- ◆ Instructor/trainer
- ◆ Seek assurance/compliance
- ◆ Request budget
- ◆ Roll out
- ◆ Systematic, tedious
- ◆ Planning, Project Mngt.

## Hearts and Minds language

- ◆ Pull
- ◆ Breed Believers
- ◆ Privileged provider of info
- ◆ Create passion/tension
- ◆ Create critical mass
- ◆ Fishing
- ◆ Fun, pleasant
- ◆ Seek pockets with a leader that believes

### Metaphor:

- ◆ In Hearts and Mind we go fishing with a net or with a hook and a bait.



# Safe Systems Of Work

- ◆ A safe system of work is a formal procedure which results from a systematic examination of a task in order to identify all the hazards. It defines safe methods to ensure that hazards are eliminated or risks minimized.



## TOOL: Understanding your Culture

- ◆ Develop an understanding of the HSE culture
- ◆ Present and desired HSE cultures
- ◆ Personal behaviors to adopt
- ◆ Reduce the Gap



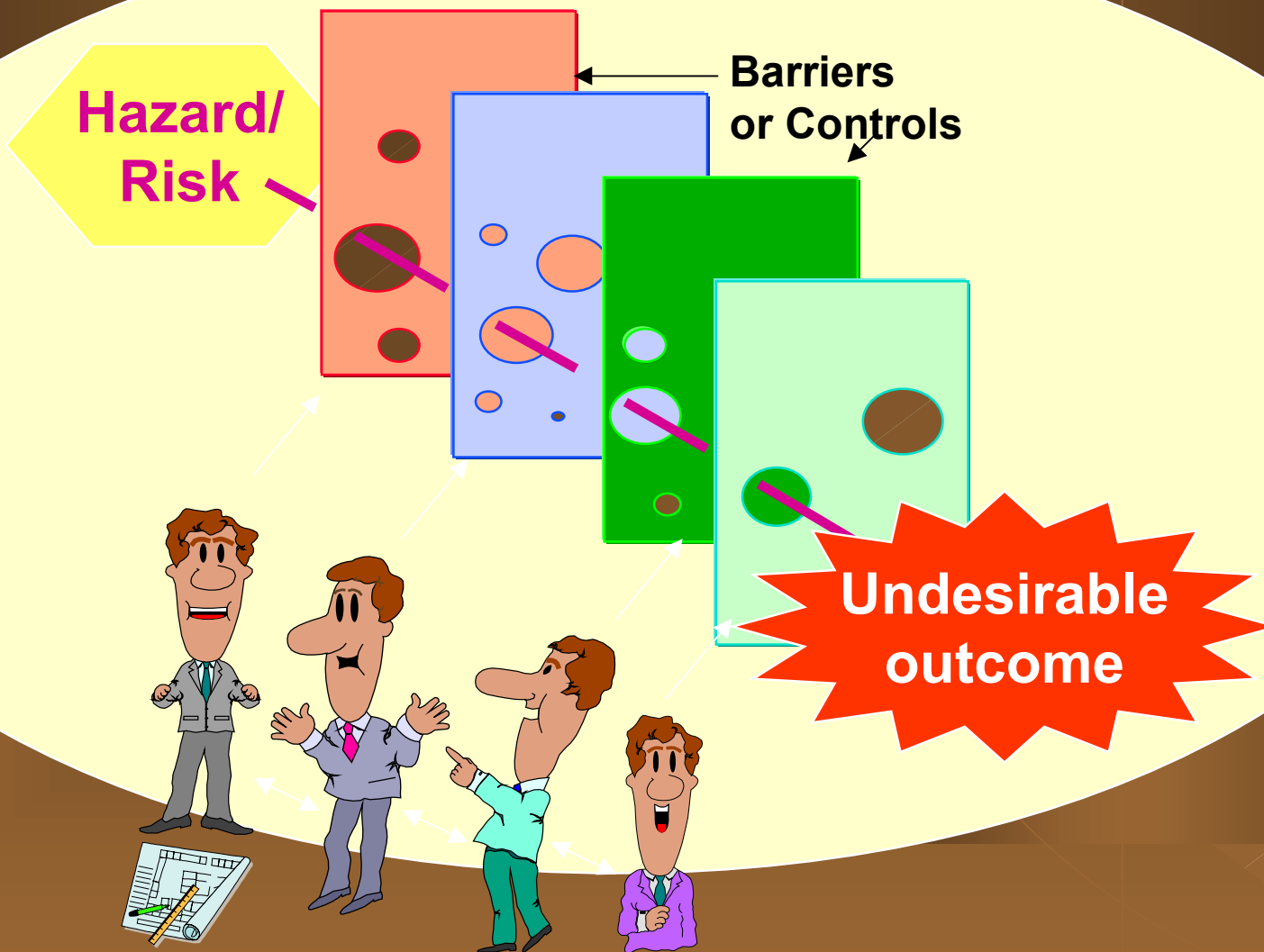
# Scoring Sheet

## SCORING SHEET

Date:	Company :	<b>Pathological</b>	<b>Reactive</b>	<b>Calculative</b>	<b>Proactive</b>	<b>Generative</b>
<b>Description of Dimension</b>						
<b>Communicating HSE issues with the workforce</b>		X				
<b>Commitment level of workforce</b>				X		
<b>What are the rewards of good safety</b>						
<b>Who causes accidents?</b>					X	



# Accident Process





## TOOL: Management of Rule-Breaking

- ◆ This tool defines a process for diagnosing the existence of problems with rule breaking and finding ways to improve compliance

*Rule breaking is the most common cause of accidents*

Type of Violation	Main causes	Main solutions
Unintentional <i>Understanding</i>	Poor writing Complexity Failure to understand users	Rewrite (use native languages) 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



# Questionnaires: Procedures and Practices

## Procedures and Practices Questionnaire

Please scratch the circle that best reflects your level of agreement with the statement

- 1 The rules are written in language that is easy to understand
- 2 Most procedures are very easy to understand
- 3 Some procedures are very complicated, so I do not understand what I am required to do
- 4 Procedures are usually written without cross-references to other procedures
- 5 Some procedures are factually incorrect

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

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Critical Value  
15

- 6 There is no system to check that people understand procedures before they are used
- 7 It is easy to get a printed copy of rules and procedures
- 8 I sometimes come across a procedure I did not know existed
- 9 I usually know which rules or procedures to apply
- 10 I only have to know about procedures for tasks I have to do

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Critical Value  
15



# Questionnaires: Worksite Conditions

## Worksite Conditions Questionnaire

Please scratch the circle that best reflects your level of agreement with the statement



- 1 I may not always follow the rules in future
- 2 In the near future, I do not expect that I will always find myself working according to the rules
- 3 I am sure things will still go wrong in the future
- 4 While I intend to follow the procedures in future, I expect that there will be times when I will not do so

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- 5 Before we start a job, the job is always thought through in detail
- 6 Before we start a job, we are always aware of all the problems which might arise
- 7 Before we start, jobs are planned together with supervisors
- 8 In the course of work, plans are often changed before the work is started
- 9 In the course of work, schedules are often changed at short notice
- 10 Planning and scheduling are often given too little time in the course of work

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●	●	●	●	●	

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## Other Hearts and Mind Tools

- **Risk Assessment Matrix**
- **Readiness to Change**
- **Supervision-Supervision the way ahead**
- **Upward Appraisal**
- **Assessing your safety climate**



# Introduction to Hearts and Minds Tools

- ◆ **THE TOOLS ARE THERE TO HELP YOU IMPROVE YOUR HSE CULTURE. YOU ARE WELCOME TO USE THEM. CSM/16 WILL BE THERE TO GIVE YOU SUPPORT. THE TOOLS ARE DESIGNED ON “DIY” BASES**
- ◆ **CONTRACTORS WHO WANT TO USE THESE TOOLS MUST MAKE SURE THEY HAVE A WORKING HSE MANAGEMENT SYSTEM IN PLACE**

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