

Compliance through Commitment

HESS Leadership Workshop

Objectives

On completion of this workshop, you will be able to:

- Understand the influence of culture on Health, Environment, Safety and Security
- Describe the HESS leadership role
- Commit to changes in leadership behaviour that will improve HESS
- Understand our Vision and have committed to the HESS culture goals, commitments and behaviours
- Understand our Golden Rules
- Understand the concept of Just & Fair Culture
- Understand how Heroes of Safe and Well aligns with our Culture Essentials.



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The journey

Where we are now...



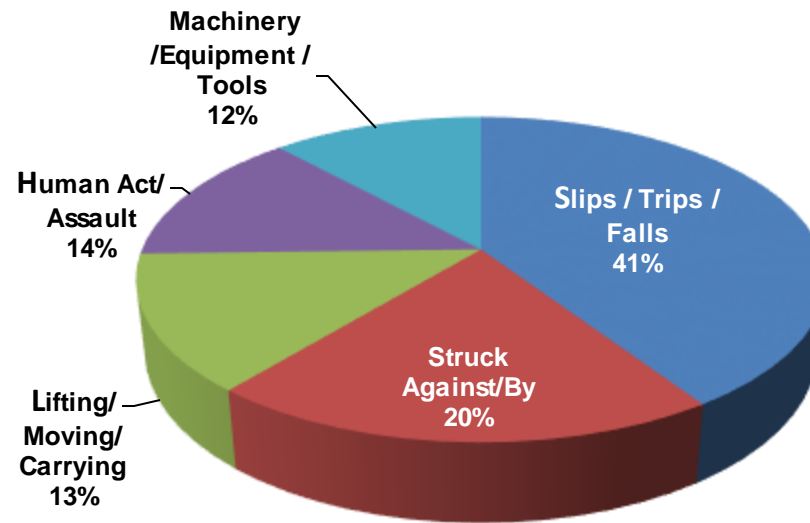
Health Environment Safety Security


CARNIVAL UK

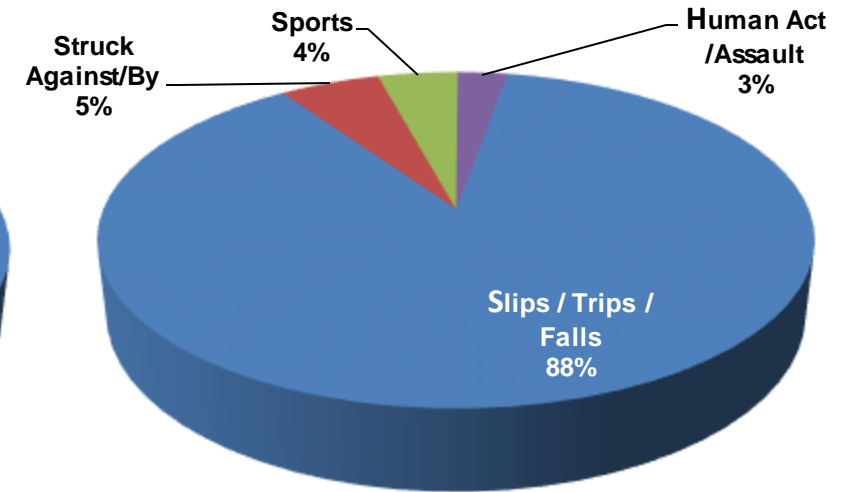
How good is our HESS?

Typical annual figures at CUK:

- Crew - around 230 LTI injuries
- Passengers – around 170 major / serious injuries
- Approx 80 environmental incidents per year
- Around 400 crimes and 360 security incidents per year.



Carnival UK crew - causes of injury



Carnival UK passengers - causes of injury

What these figures really mean...

Typically, it means that we have:

- An environmental incident every 4 days
- Two security incidents and crimes per day

And...

- Every other day someone like you has to manage a member of their team getting hurt.

What are the chances of people getting hurt?

Why do people get hurt?



Discussion

- **Is our current HESS performance good enough?**



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Viktor



Health Environment Safety Security


CARNIVAL UK



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Joe





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How does our culture affect HESS?



What is culture?

“The mix of shared values, attitudes and patterns of behaviour that give the organisation its particular character”

or

“The way we do things around here”



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**Where do
we want to
get to?**



CUK The HESS Journey



LEVEL 1 Pathological	LEVEL 2 Reactive	LEVEL 3 Compliant	LEVEL 4 Proactive / Learning	LEVEL 5 World Class
<p>Delivery is the priority, safety is a secondary consideration unless we get caught</p> <p><i>Parker Hudson Safety Maturity Model</i></p>	<p>Wait for the incident and react</p> <p>Blame</p> <p>Under reporting</p> <p>Employees not involved in safety</p>	<p>Procedures and controls in place</p> <p>Safety management based on risk</p> <p>Root causes established</p> <p>Employee listened to</p> <p>Safety performance judged by several metrics</p>	<p>Leading and lagging metrics</p> <p>SMS is strong</p> <p>Improvement sought</p> <p>Employees involved</p> <p>Management seen as genuinely committed</p>	<p>Constant desire to improve (part of DNA)</p> <p>Full range of safety metrics but improvement is driven by core values integral to the operation</p> <p>Core value - all staff involved and safety is how the organisation runs the business</p> <p>Safety seen as investment rather than a cost</p> <p>A 'just' culture</p> <p>Failure = learning opportunity</p>

Culture survey indicated CUK to be between reactive and compliant.

Scored well on Leadership desire to improve safety, marine safety; drills and emergency response.

Leaning towards reactive on employee involvement, lessons learned / root cause, challenging safety standards, near miss reporting and crew ownership of safety.

The survey was repeated at the end 2016 and CUK was assessed as Compliant – areas of improvement still required to reach Proactive.



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CUK Vision

Health Environment Safety Security



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Case study

Top Deck Cruises

TOP DECK CRUISES



Incident Investigation Exercise

- Three groups
- Your job is to be the Top Deck investigation team
- Specific characters per group to focus on
- What is the sequence of events?
- Your characters:
 - *What part did they play in the incident?*
 - *What Golden Rules did they or didn't they follow?*
 - *What might they have done differently if there was a Just and Fair Ethos?*
- What can you do to promote HESS excellence?

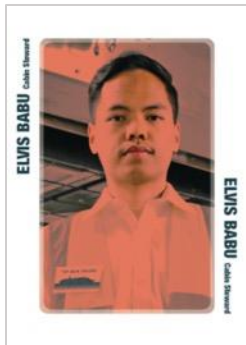


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Characters

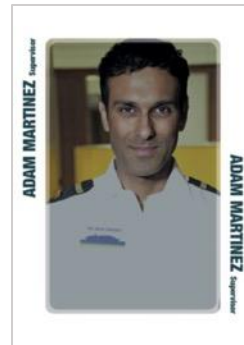
Group 1

Elvis (Crew)
Alex (Crew)
Raz (Crew)



Group 2

Adam (Supervisor)
Sonia (Hotel Manager)



Group 3

Captain Bradshaw
Sam Durrall (Chief Engineer, Shoreside)
Elise Matthews (HR Director, Shoreside)



Virtual Reality

- They will fit over your glasses
- To view stand up and hold the chair back, ensure there are no trip hazards at your feet
- Look around you to fully appreciate the scene - look behind you!
- You will see story through different people's points of view (Raz then Elvis to start with)
- The volume button is top left of the headset
- Any problems, raise your hand
- After each sequence remove headset and sit down put the headset on the table.



Trigger button

**Oculus button -
hold then release to start**

Operating the controller



CONNECTED

Enter license key

Success!



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Arriving on board



- Unless we change things, this could happen here
- How could this possibly be allowed to happen?



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Events leading to the incident





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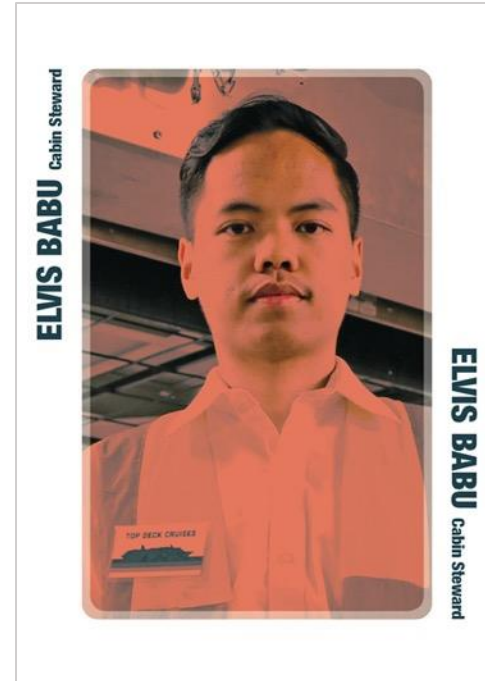
Character cards

Group 1

Elvis (Crew)

Alex (Crew)

Raz (Crew)

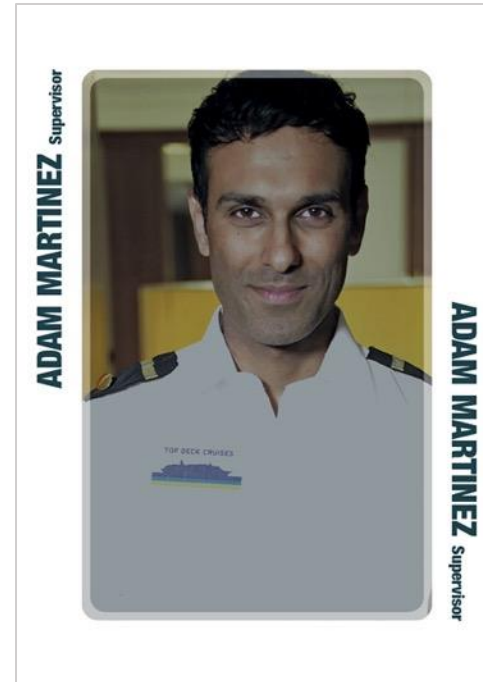


Character cards

Group 2

Adam (Supervisor)

Sonia (HGM)





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The Golden Rules

- To help us live our Culture Essentials in a HESS context, we have developed a set of Golden Rules
- If we all follow these rules, we will reduce injuries and environmental incidents, protect our business and our reputation
- The Golden Rules are clear and easy to remember. They apply to all areas of health, the environment, safety and security and are relevant to all colleagues and contractors across all our nationalities, ship and shore
- We know that different national cultures see risk differently, so by clearly identifying a set of rules and actions, all groups will be trained and supported to work together to the same goal
- The Golden Rules align with our six Culture Essentials - each one giving us a simple way to check we are working safely at all times.





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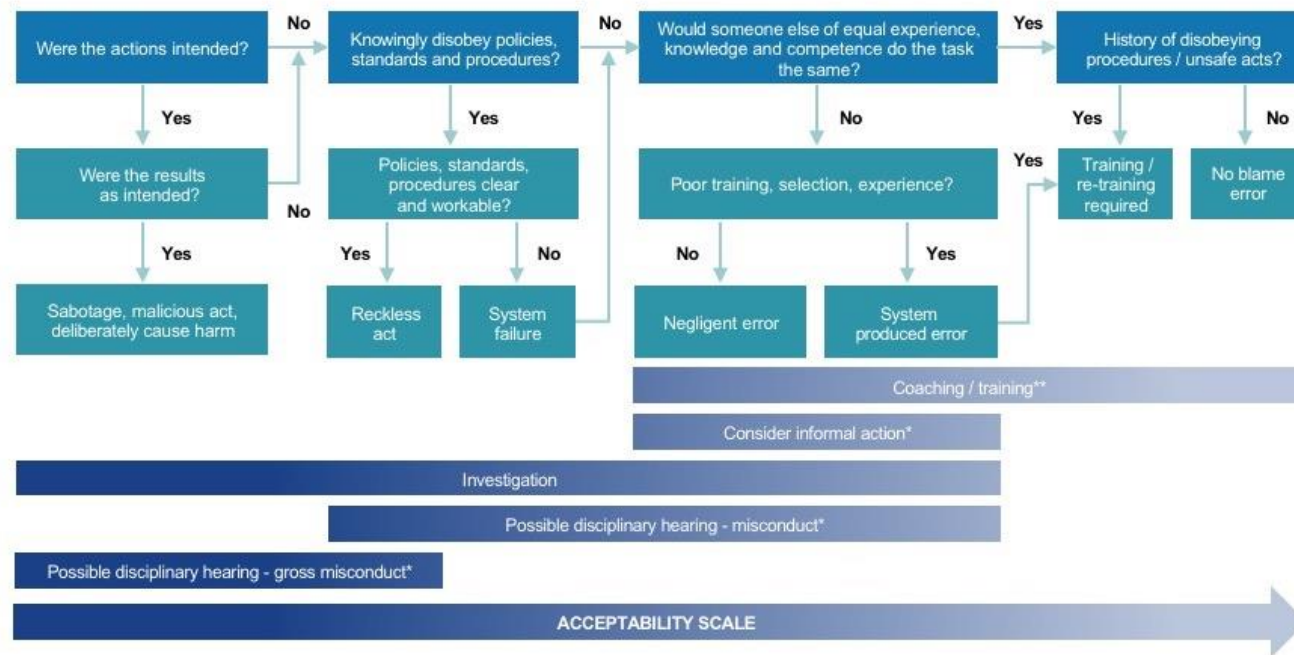
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Within a Just and Fair Culture individuals are not blamed for 'honest errors', but are held accountable for wilful violations and gross negligence.



Just & Fair decision tree

Behaviour that falls below expectations



*Please refer to the Fleet Code of Conduct Policy and the Shore Disciplinary Policy.

**Refer to the Fleet Performance Improvement Policy and the Shore Improvement Policy.

Discussion

- Opinions on Adam - what are his priorities?
- Opinions on Sonia - what are her real priorities?
- What is the pattern of leadership behaviour at Top Deck?

TOP DECK CRUISES



The role of leaders in incident rate

- Incident rates depend on the strength of the HESS Culture
- Leaders decide the HESS culture they want either consciously or by default



Leaders (You) decide the incident rate



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Scene 3

FLT Meeting



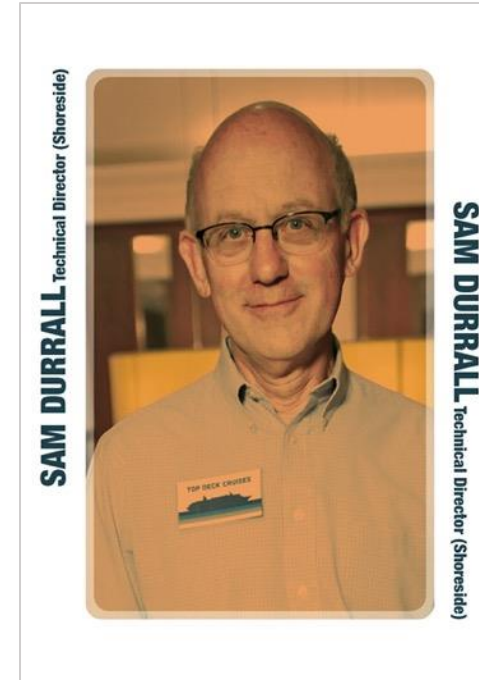
Character cards

Group 3

Captain Philip Bradshaw

Sam Durrall
(Chief Engineer,
Shoreside)

Elise Matthews
(HR Director,
Shoreside)





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Discussion

What are the real priorities of the senior management team?





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Discussion

- What might the environmental impact be?
- How could leaders have prevented this situation?
- Were there any security implications in the narrative?
- How should this situation have been prevented?



Incident investigation exercise

Questions:

Consider your characters:

- What part did they play in the incident?
- What Golden Rules did they or didn't they follow?
- What might they have done differently if there was a Just and Fair ethos?
- **What can we do to promote HESS excellence?**

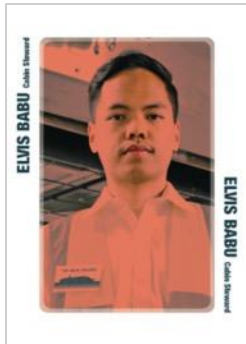


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Characters

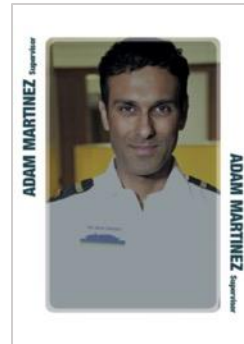
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How can you support the Golden Rules?



Leadership commitments

How can you help support your teams with the Golden Rules in a Just and Fair environment?

- Put HESS at the heart of your planning and decisions
- Make sure everyone feels they can raise issues openly
- Make sure your team know their HESS responsibilities
- Inspire and recognise good HESS behaviour in others
- Be approachable, open and honest
- Lead by example.





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The witness



Thank you for your time

Any questions?