

HESS Conversations workshop

HESS Culture

Objectives

At the end of this workshop you will:

- Know what a HESS Conversation is and how it can change behaviour
- Understand the flexible, structured process
- Understand how this applies to a successful HESS Conversation
- Be confident to have a good quality HESS Conversation
- Understand how HESS Conversations contribute to a Just and Fair ethos.



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HESS excellence through Culture Essentials

What do we want to achieve through HESS Conversations?

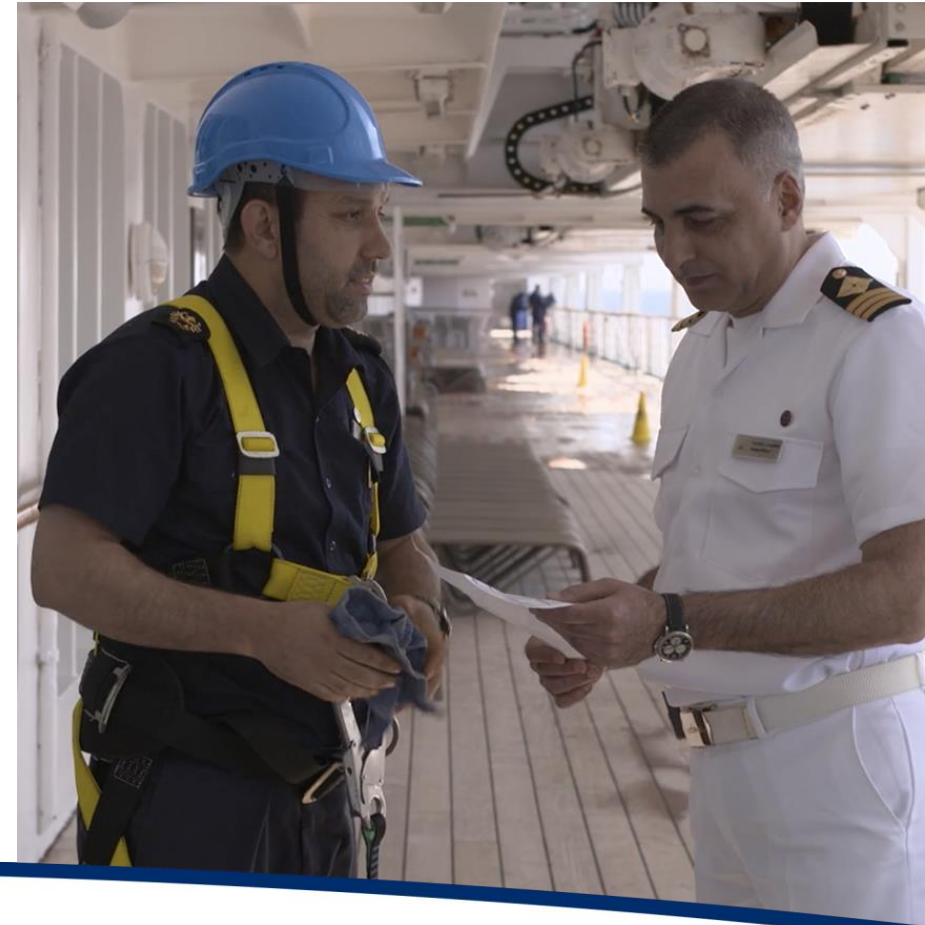




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What are HESS Conversations?

- A process of structured 1:1 workplace discussions designed to:
 - Reinforce risk free behaviour
 - Discourage at risk behaviour
- The discussion promotes safe behaviour by enabling people to consider all of the consequences of at risk behaviour
- The process changes culture '*one conversation at a time*'
- **The aim of the discussion is to prevent tomorrow's injuries, occupational illnesses and environmental and security incidents.**





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Security and Reception: A





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Adam and Alex: A

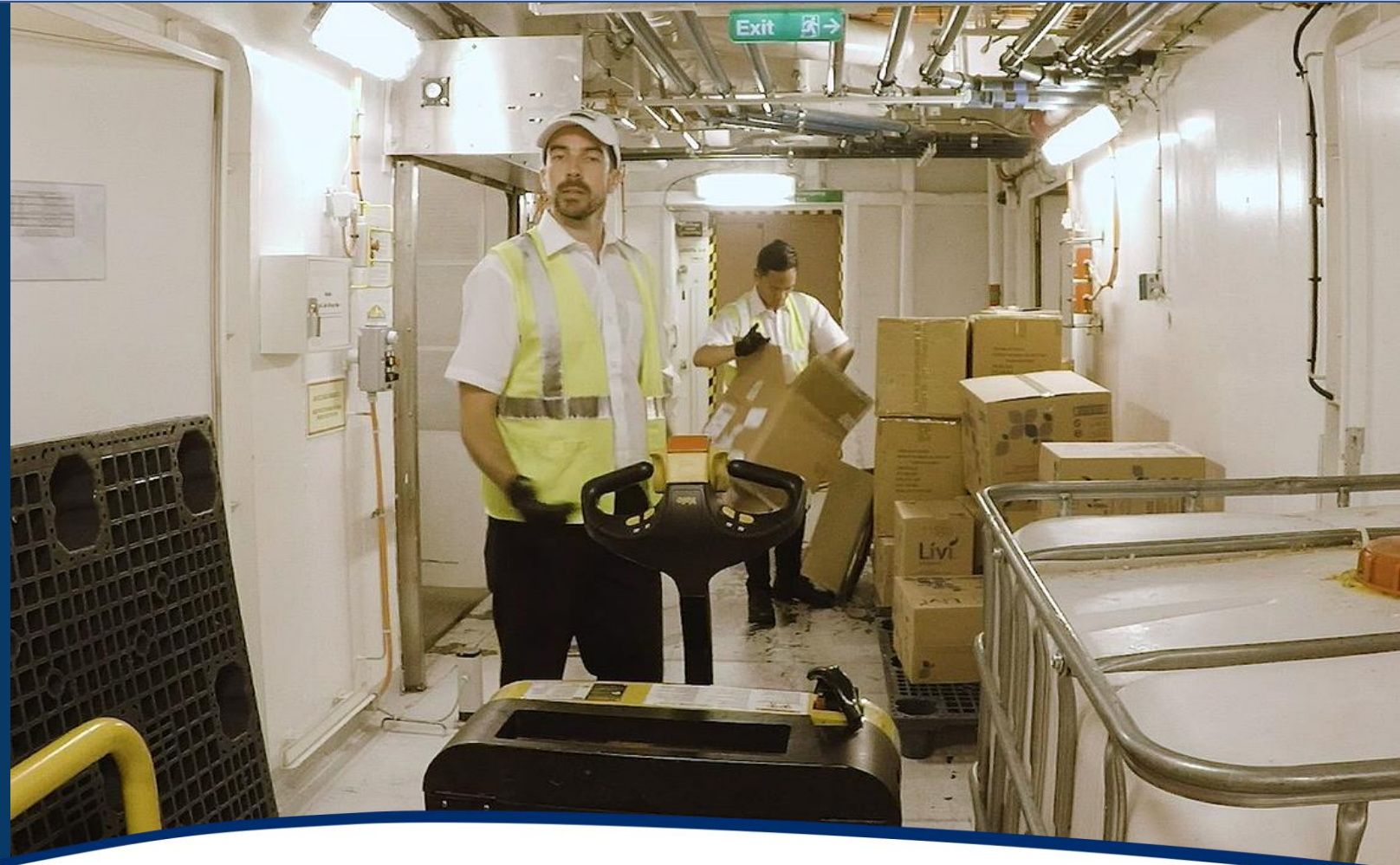




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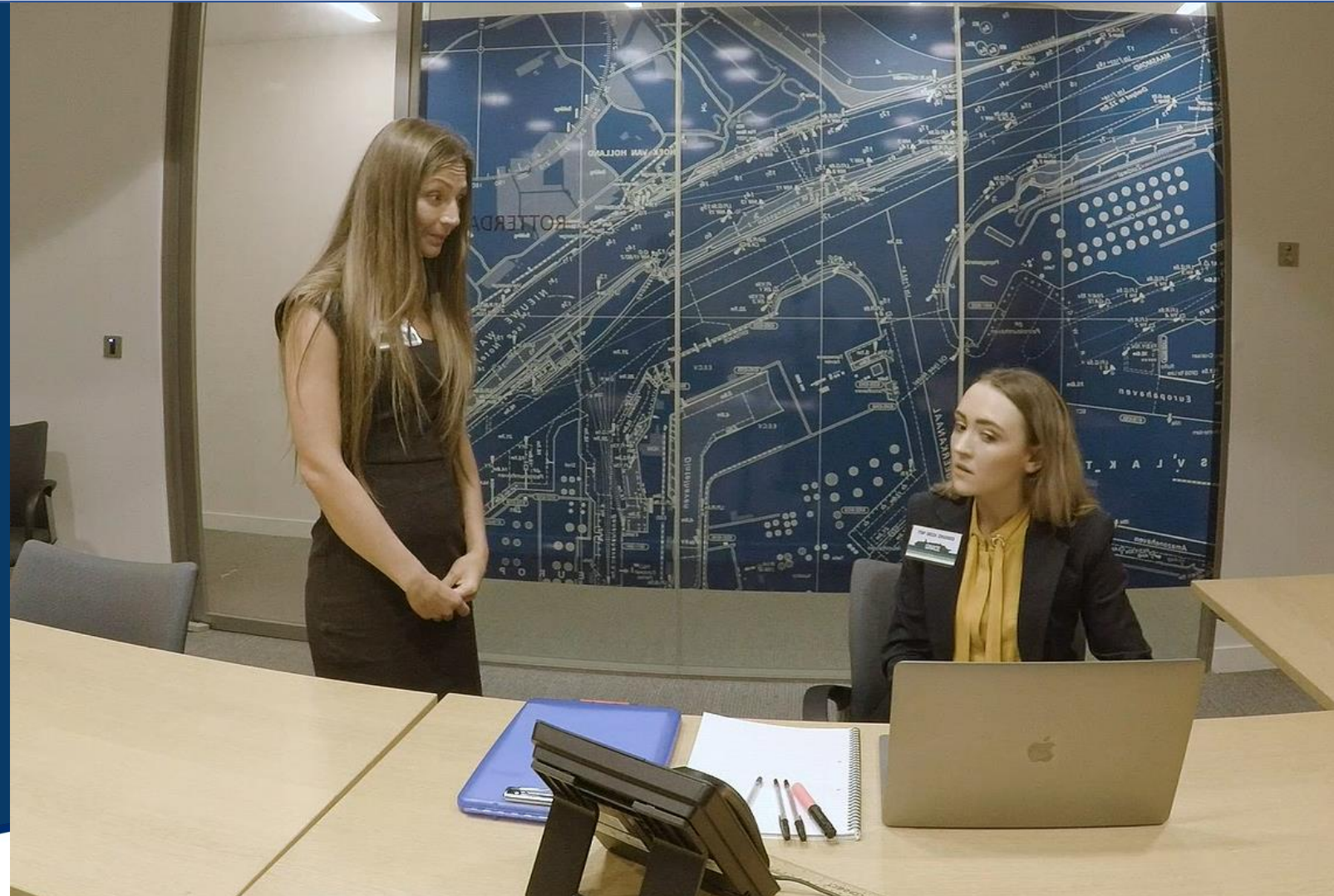
Environmental Adam and Alex: A





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HR Manager and Admin: A



Discussion

- What was good about the conversation?
- Will it make a change in the individual?
- What might be improved and how?
- Will these conversations reinforce a Just and Fair ethos?

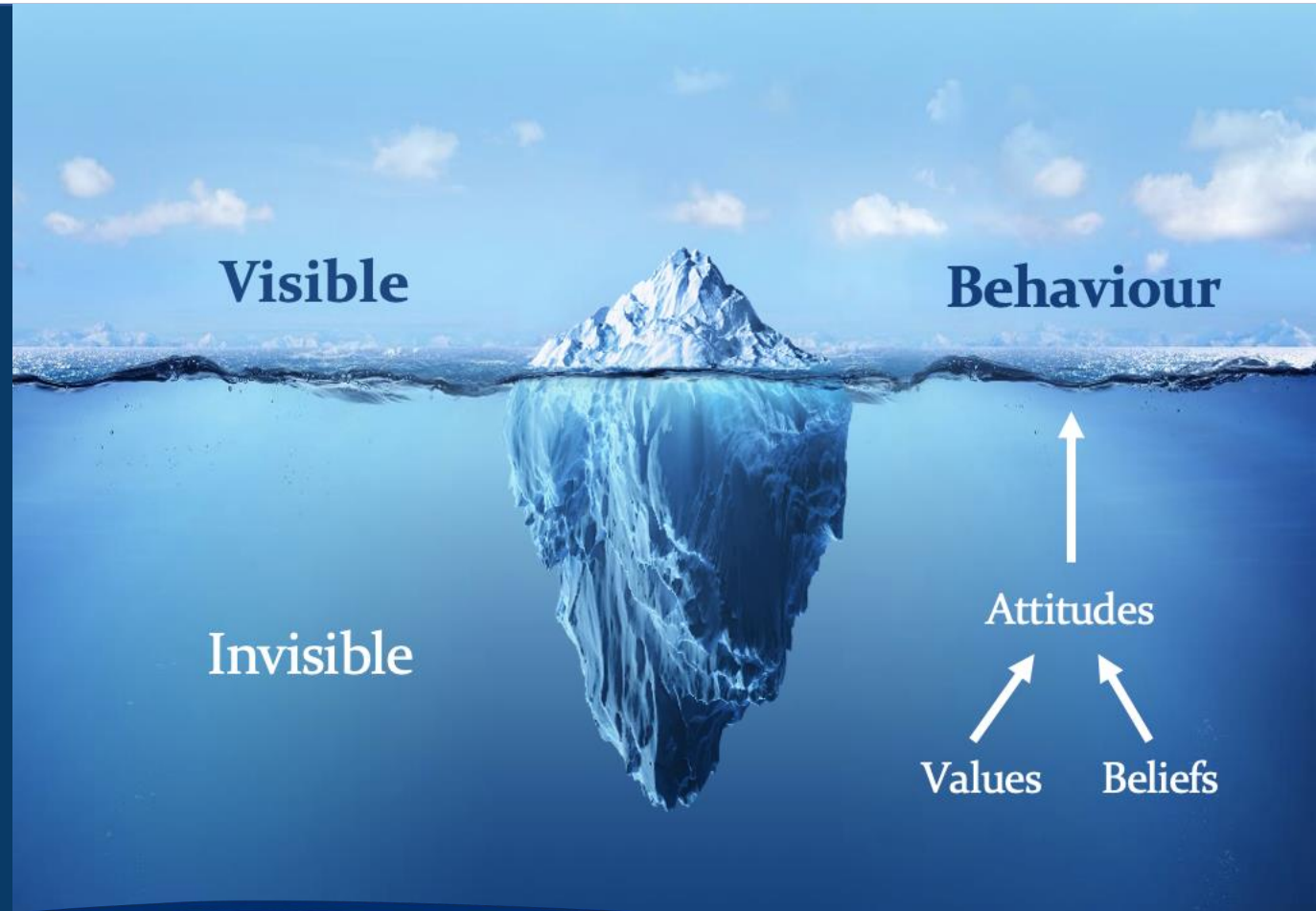




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A model for culture





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Changing Culture



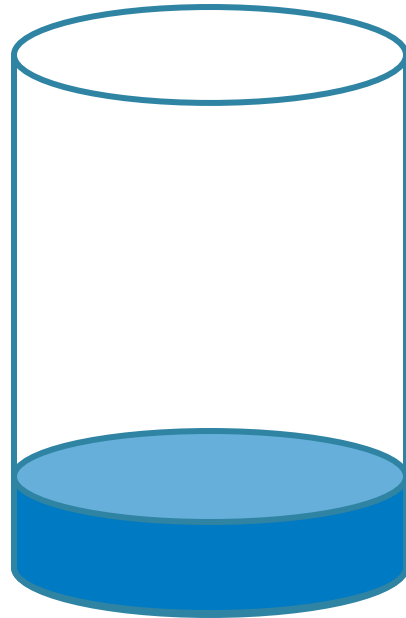
Changing the Culture

How easy is it to change attitudes, values, beliefs and behaviours?

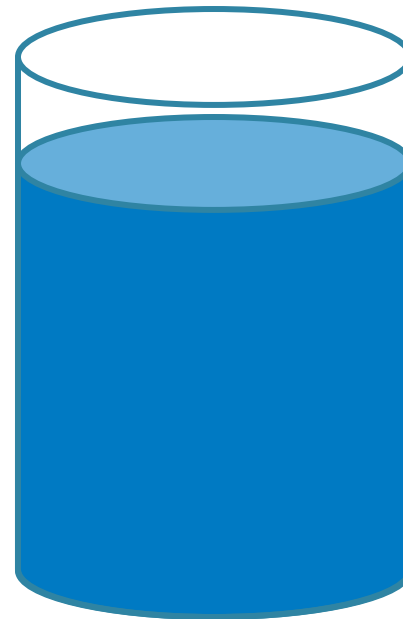


The wrong assumptions we can make

'Empty Barrel'
Little knowledge /
experience



Tell



Ask Questions

'Full Barrel'
Much knowledge /
experience

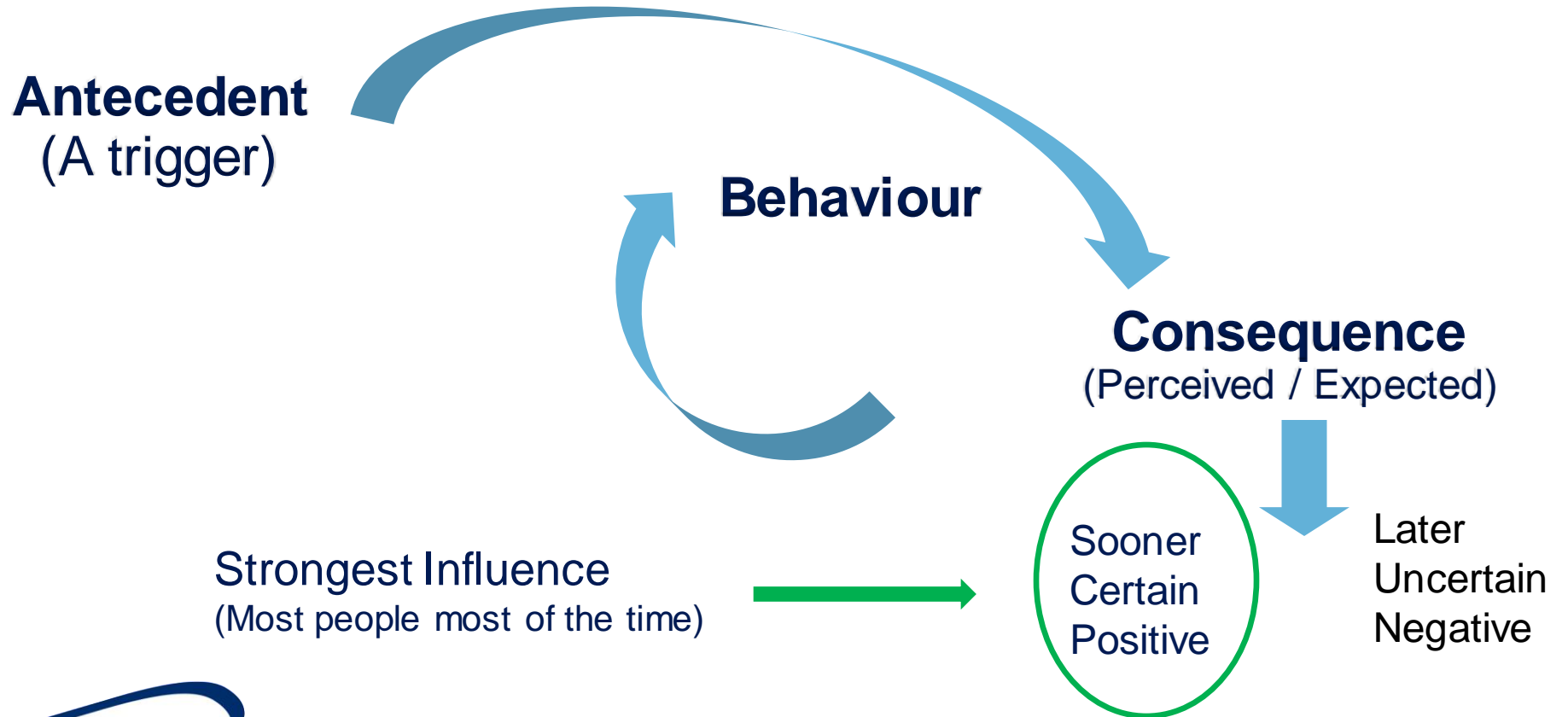
Engagement styles

What's the effect of questioning?

- Gets people involved
- Makes people think
- Maintains their self esteem
- They 'own' the solution
- When we 'tell' we get the opposite of this.



Why do people behave the way they do?



Triggers and consequences: Health and Safety

Triggers	Behaviour	Consequence
<ul style="list-style-type: none">• Didn't know I had to• Too big and clumsy• None available• Nobody else does• Uncomfortable• Left them somewhere	<p>Not wearing gloves</p>	<ul style="list-style-type: none">• Hand injury• Dermatitis• Reprimand• Do job better• More comfort• Fit in with others• Save time

Triggers and consequences: Environment

Triggers	Behaviour	Consequence
<ul style="list-style-type: none">• Didn't know I had to• Not immediately available• No one else does• A bucket and mop is faster	<p>Not using the spill kit for diesel</p>	<ul style="list-style-type: none">• Reprimand - lose job• 'Minor' environmental damage• Fit in with others• More convenient• Save time

Triggers and consequences: Security

Triggers	Behaviour	Consequence
<ul style="list-style-type: none">• Didn't know I had to• Don't want to offend the guest• It was a minor issue• I might not be believed• Don't want to risk criticism from the supervisor• No one else does	<p>Not reporting an abusive guest</p>	<ul style="list-style-type: none">• Guest may do it again to me or others• Avoid a possible reprimand if I'm not believed• Avoid an embarrassing investigation• Keep the guest happy - my main task• Fit in with others

The Challenge

What can we do to demonstrate the benefits of positive behaviour?



Learning from ABC

- Recognise the *triggers* and manage these
- Encourage people to visualise their own consequences
- Provide an immediate benefit for positive behaviour
- Nominate people as HESS Heroes



Effective praise

- **Soon:** Praise is best given immediately
- **Specific:** Be clear about the behaviours you are talking about
- **Significant:** Do not give praise for the trivial
- **Sincere:** If you don't mean it then don't say it!



Discipline (negative reinforcement)

- **When should we consider disciplining people?**
 - Consider the event against the 'Decision Tree Matrix (see the leadership guide)
 - Wrongly applied will result in unsafe acts being concealed
- **Keep HESS conversations as a separate process from your disciplinary procedures**
- What if someone 'confesses' to a gross at risk act that no one else saw where no one was harmed?



Steps for effective conversations





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Security and Reception: B





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Adam and Alex: B

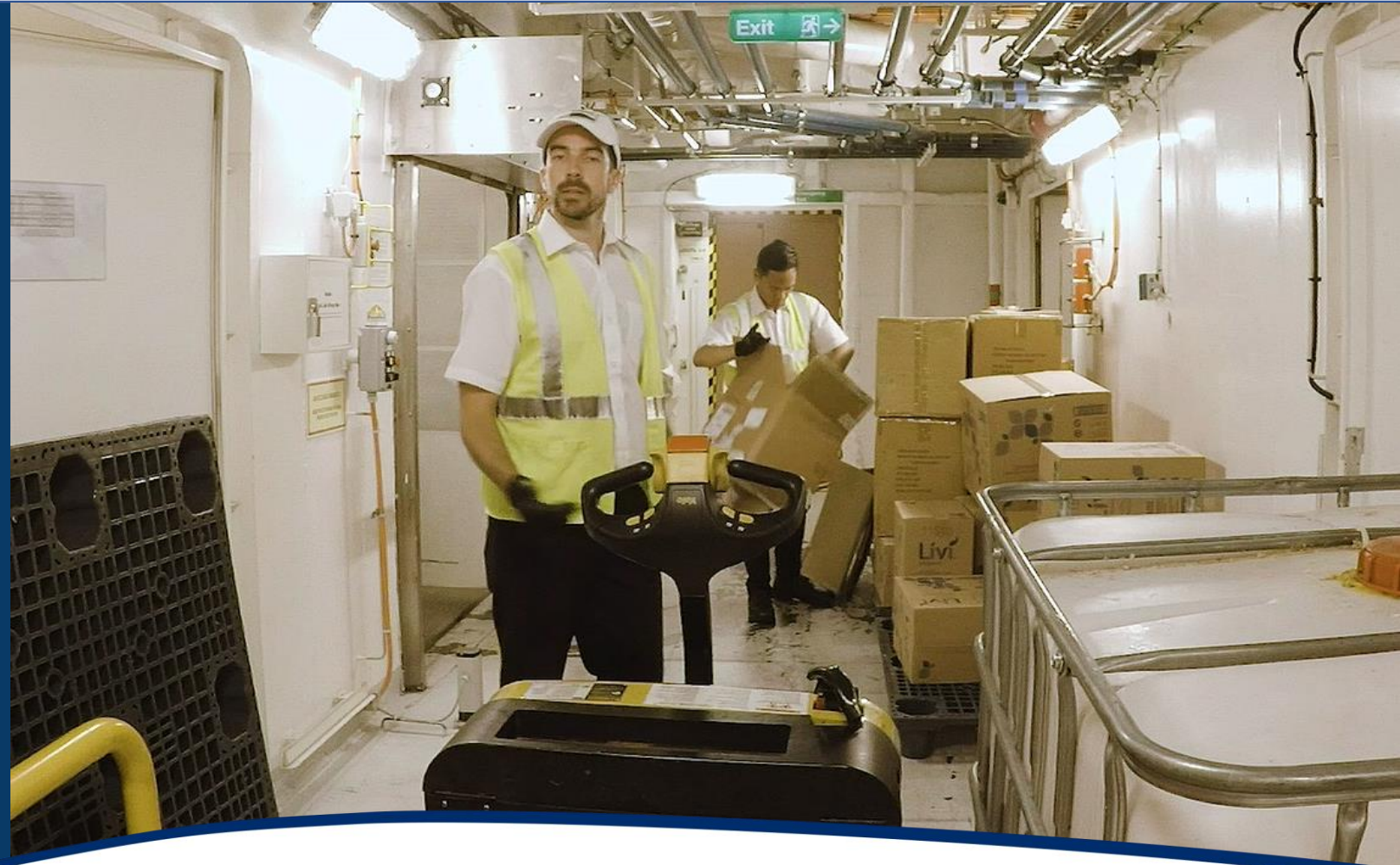




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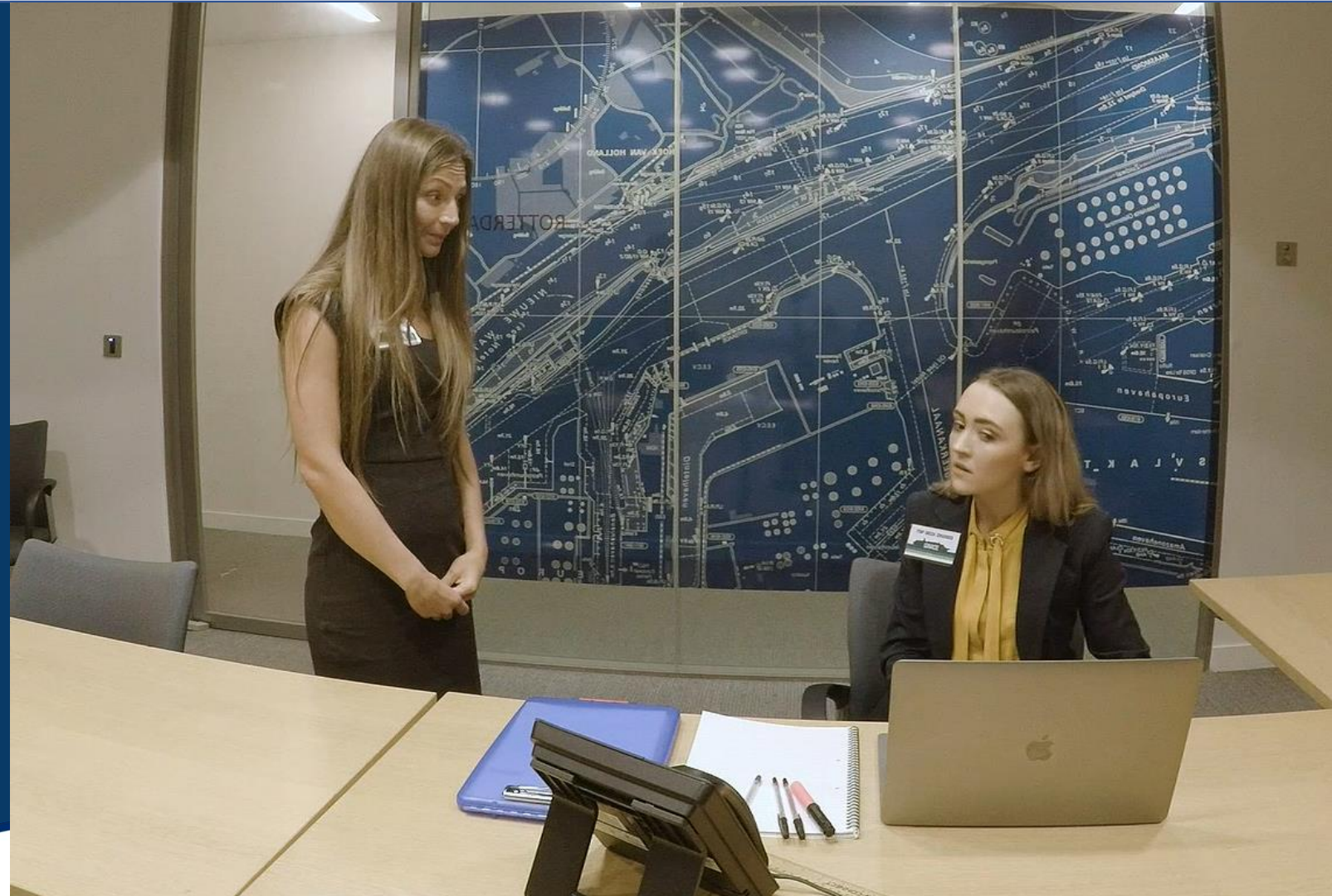
Environmental Adam and Alex: B



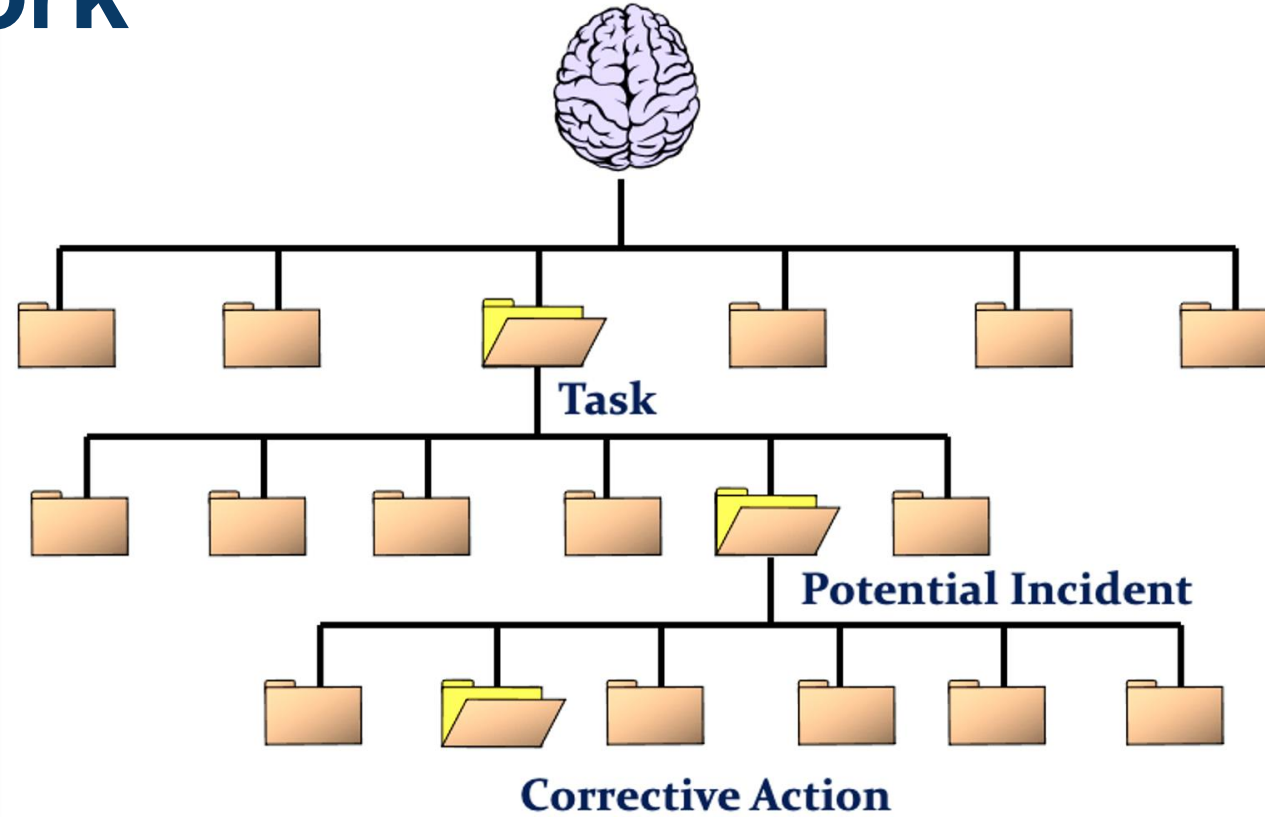


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HR Manager and Admin: B



How HESS conversations really work



Talking about personal safety

We can use this technique to talk about personal safety.

Questions to ask:

- How could you be hurt doing this job?
- What could the injury be?
- If the injury was serious, what impact might it have?
- Why do you feel you have to do the job this way?
- What could you do differently to prevent injury?



Talking about the safety of others

We can use this technique to talk about how we can affect the safety of others.

- What could we ask someone working in the galley, for example?
 - How could food become contaminated?
 - How do you ensure the fridges are working?
 - How do you keep work surfaces and floors clean?
 - How do you ensure food is in date?
- What about Engineering?
- Restaurant staff?



Talking about the Environment

What environmental issues could we cover?

- How do you deal with waste in this area?
- What toxic chemicals do you handle here?
What is the environmental impact?
- How do you deal with spillages?
- Is there anyway that pollutants could be accidentally discharged to sea from here?



Talking about security issues

What security issues could we cover?

- How are we going to manage the port call tomorrow - what do we need to think about regarding securing the area around the ship?
- Tender operations - security / arrangements quayside?
- How would you report crime or abusive behaviour?



Possible challenges

What can you do if:

- The person is not doing a task you approach?
- The person “*can't think of a possible incident*”?
- While asking about the job, the person doesn't mention a HESS unsafe behaviour you have seen?





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Remember...

- People may feel they are being inspected or criticised. Calm them down - this isn't an audit!
- Language may be a barrier - keep it simple
- There is a strong 'customer service ethos' in many of the crew. If we look after ourselves, our colleagues, our guests and the environment we will deliver excellent service
- Through HESS conversations we can demonstrate to people that there is much we can do to protect themselves and the environment and not rely on luck
- Some individuals might be motivated to change by the thought of losing their job through injury.



How do HESS conversations improve HESS?

HESS conversations:

- Demonstrate good leadership behaviours, e.g. *“my leader cares about me and the environment and demonstrates it”*
- Engage crew in HESS
- Help crew visualise consequences and change behaviour
- Help identify where practices can be improved
- Help identify at risk behaviours
- Help to reinforce HESS safe behaviours and change the HESS culture
- Act as a management tool in directing HESS conversations to those areas where we're seeing incidents or near misses / at risk behaviours
- Provide a predictive tool for starting to 'campaign' behaviours.



The workplace visit

Any questions?



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Recording HESS Conversations



Recording HESS conversations

HESS Conversation card HEROES of 'safe and well'

<p>Notes: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Further Actions: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
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HESS Conversation card HEROES of 'safe and well'

Name			Date	
Location			Time	
Role				
Is the behaviour HESS safe or unsafe?				
Detail behaviour*				
Root cause*				
Action taken*				

*using the numbering system

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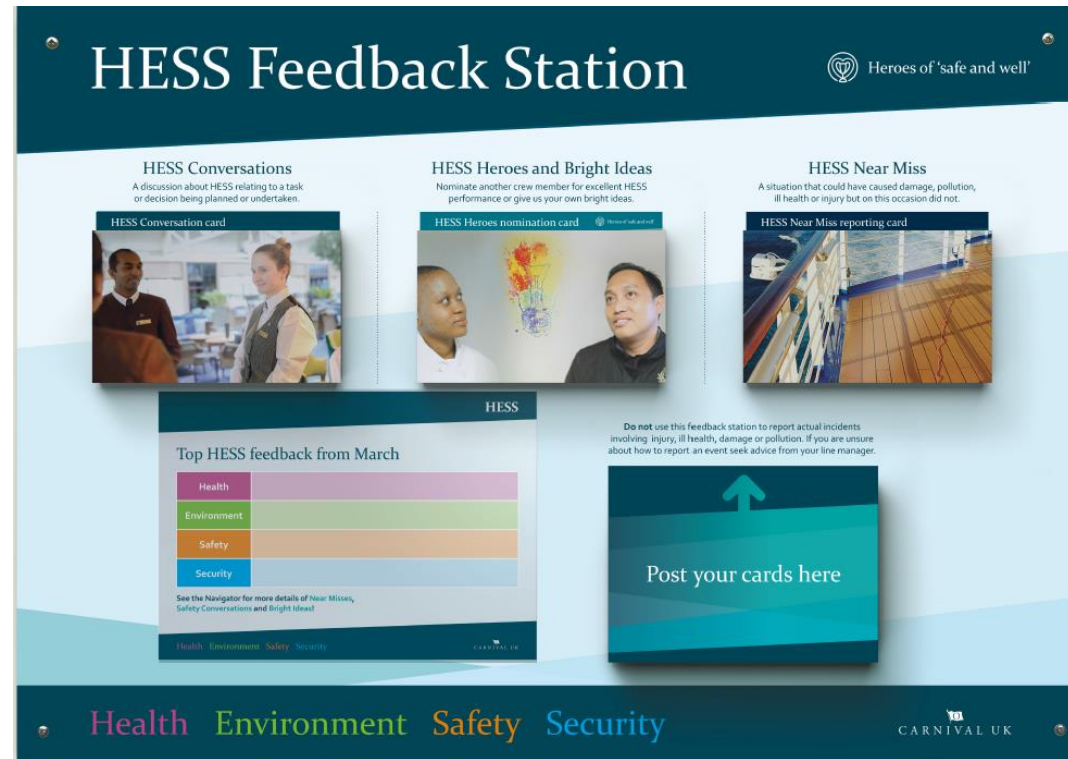
Recording HESS conversations

HESS Conversation Numbering System

1	Moving around	5	Vehicle movement	9	Hot works
1.1	With good observation	5.1	Wearing seat belt	9.1	Permit to work in place
1.2	Adequate barriers / signage	5.2	Applying correct speed limit	9.2	Correct PPE being worn
1.3	Complying with signage	5.3	Truck forks in correct position	9.3	Dedicated extinguisher available
1.4	Holding onto handrails	5.4	Removed keys after use	9.4	Combustibles controlled
		5.5	Pre use check carried out	9.5	Fire watch procedures in place
		5.6	Pallet trucks used in accordance with procedure		
		5.7	Parking in correct location		
2	Working at height	6	Hand / power tools	10	Contractor management
2.1	Correct fixed fall protection	6.1	Using correct tool for job	10.1	Correct permit to work certificate in place
2.2	Correct means of access	6.2	Tools in good condition	10.2	Risk Assessment and Method Statement document correct
2.3	Harness worn and correctly attached	6.3	Safe working position/technique	10.3	Adequate communication between working parties
2.4	Working correctly from ladder	6.4	Power tool guards being used	10.4	Authorised / inducted / competent
2.5	Scaffold / ladder tagged / inspected	6.5	PEASI test correct	10.5	Carrying correct pass
2.6	Working correctly from MEWP				
2.7	Permit to work in place				
3	Plant and machinery inc lifting equipment	7	Confined spaces	11	Knowledge
3.1	Correct guards in place and used	7.1	Rescue plan and equipment available	11.1	Demonstrates how to report accidents, incident and near misses
3.2	Interlocks working	7.2	Oxygen level checks completed	11.2	Demonstrates good understanding of their emergency duties
3.3	Faults and defects reported	7.3	Services isolated correctly	11.3	Demonstrates good understanding of HESS aspects of their job
3.4	Dangerous parts inaccessible	7.4	Hazardous gas checks completed		
3.5	Lifting equipment colour tag correct and in date	7.5	Permit to Work in place		
3.6	Lifting procedure correctly followed	7.6	Confined space buddy in place		
3.7	Adequate extraction in place				
4	Manual handling	8	PPE	12	Housekeeping
4.1	Lifting within capability	8.1	Correct eye protection worn	12.1	Walkways kept unobstructed
4.2	Using correct equipment	8.2	Correct gloves being used	12.2	Work area kept tidy
4.3	Lifting with correct posture	8.3	Correct head protection worn	12.3	Fire exits are maintained clear
4.4	Correctly assessed load and route	8.4	Using correct foot protection	12.4	No trip / slip hazards in area
4.5	Load intrinsically safe	8.5	Using correct hearing protection	12.5	Area kept clear of rubbish / litter
		8.6	Using correct respiratory protection	12.6	Lighting levels adequate
		8.7	High visibility clothing being worn	12.7	Clear access to emergency equipment
		8.8	Correct PPE being worn	12.8	Objects protected from falling
		8.9	PPE in good condition	12.9	Heavy objects adequately secured

13	Hazardous chemicals	16	Environment	2	Locations	3	Root cause
13.1	COSHH Risk Assessment followed	16.1	Spillages controlled	1	Bridge / Office / ECR	1	Deliberate act
13.2	Mixing chemicals safely	16.2	Waste correctly stored and segregated	2	Passenger accommodation	2	Insufficient knowledge / training
13.3	Using for intended purpose	16.3	Discharges controlled and procedures followed	3	Atrium, bars / back of house	3	Fatigue
13.4	Stored and ventilated correctly			4	Galley / food prep / pantry	4	Physical capabilities
13.5	Following procedure			5	Restaurant / public room / bar	5	Equipment unsuitable / unavailable
13.6	Handling / transporting correctly			6	Laundry	6	Lack of / poor procedures
13.7	Substances correctly identified			7	M1 / BR / crew areas and medical centre	7	Instructed by a superior
14	Food hygiene and Public health	17	Passenger safety	8	Open deck, upper deck and rec pools	8	Procedure / permit deviation
14.1	Correct procedures followed	17.1	Floors and decking free from slip and trip hazards	9	Concession outlet (shops, galley, spa, etc)	9	Poor maintenance
14.2	Surfaces and area kept clean of contamination	17.2	Appropriate assistance or guidance provided	10	Childrens facilities	10	Conflicting goals from management
14.3	Hand washing and PPE requirements followed	17.3	Correct knowledge of passenger muster stations	11	Theatre / show lounge	4	Actions taken
		17.4	Passenger accidents or incidents correctly reported	12	Workshop	1	Challenge accepted / behaviour corrected
		17.5	Passenger safety procedures correctly followed	13	Garbage room	2	Correct equipment to be obtained / used
15	Security	1	Role	14	Engine room and machinery spaces	3	Task stopped / individual to raise with manager
15.1	Correct procedures followed during embark / disembark	1	Department Head	15	Gangway / dockside	4	Task stopped / observer to raise with manager
15.2	Signage correct	2	Officer	16	Stores area	5	Praised individual
15.3	Correct procedures followed during bunking operations	3	Supervisor	17	Crew accommodation		
		4	Crew	18	Alleyway / stairwell		
		5	Concession Staff	19	Other areas		
		6	Contractor				
		7	Other				

HESS Feedback Stations



HESS Feedback Station Heroes of 'safe and well'

HESS Conversations
 A discussion about HESS relating to a task or decision being planned or undertaken.
 HESS Conversation card

HESS Heroes and Bright Ideas
 Nominate another crew member for excellent HESS performance or give us your own bright ideas.
 HESS Heroes nomination card

HESS Near Miss
 A situation that could have caused damage, pollution, ill health or injury but on this occasion did not.
 HESS Near Miss reporting card

HESS
 Top HESS feedback from March

Health	
Environment	
Safety	
Security	

See the Navigator for more details of Near Misses, Safety Conversations and Bright Ideas!

Do not use this feedback station to report actual incidents involving injury, ill health, damage or pollution. If you are unsure about how to report an event seek advice from your line manager.

Post your cards here

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Thank you for your time

Any questions?