



**Scott Russell and Karen Shearer -
Canadian Natural Resources**
BEHAVIOURAL SAFETY USER CONFERENCE 2003

I hope you can understand my Canadian accent! (in broad Scots!)

First of all I'm going to introduce myself then I am going to tell you where I am from and what we have been doing. I am also going to tell you about some of the pitfalls we have found doing this process, and finally I am going to tell you what we are doing now.

My name is Scott Russell, and I am an electrician working on the Murchison platform in the North Sea. Karen here is a stewardess offshore. Karen is quite a new member of the committee; before she came onboard she was getting a degree in social sciences and mathematics at university. But it is really good to have her onboard.

In terms of where we are situated about halfway between the Shetland isles and Norway, where we are pretty isolated.

So what is our Murchison behavioural safety process? We call it 'Work Safer' on our platform. We have been doing it about 3 years now, we think quite successfully. Our safety record has been improving every year since then. I'm not however going to make any great statements about that using stats, I do not really like using stats. Also as somebody said earlier you cannot take your finger off the pulse. The lads from Shell, when they were earlier on today talking about their colleagues they lost this year, I can assure you it was not just them that felt that, it was also us and everybody in the industry that felt that. That is an integral part of what behavioural safety is. We deeply felt for that incident and still do.

What it is

The behavioural safety process that we operate, if you can imagine it as a big outer circle, in this outer circle are lots of things. We are not all the same coming to work. We have nagging wives at home, different things like that. We can feel good one day, feel down another day. There are also other things thrown at us that we can't really help. Management throw things at us, like terms and conditions, changes, stuff like this. Its all got to be taken into consideration. Management have got to look at these things as well and realise its all part of behaviour. Little things management impose on the workforce can affect behaviour.

It's workforce driven. Not only workforce driven, it's totally workforce owned. Safety professionals, supervisors even offshore Management, are not allowed to mess this up, they are not allowed in the process. It's purely the workforce that runs it. The workforce make up the measures, they know the measures that work today. We are the experts in there. I been in there 20 years on that platform, and if I don't know by now I will never now it.

They say the offshore workforce is ageing, and that is quite true. But we know the job out there and it is only right that we get the chance to say what we think is wrong and implement changes and improvements, and this is what this process does.

It focuses on behaviours, not attitudes. In the 3 years we have been doing this, we have found out this does work. If you can change behaviour, an attitude does come along. It doesn't happen overnight. But we are seeing the benefit of that now after 3 years.

What it is not

It is not a safety rep system. I am a safety rep and have been for a long time, and it actually stands beside it. It compliments the safety rep system. The safety rep system is like your legal obligation, and that still carries on. But we have found this process actually helps. It helps me being a safety rep as well. You can actually tie the 2 of them together. But it is not a replacement for safety inspections. We think that this system should stand alone, and it should not be implicated. But there should be a link there. We have probably had 10 different safety systems over the years, and they are still looking for something.

So why not let the workforce have a go at this? This is what this process allows them to do. And believe me it is working. A lot of people are having a look at this. Tomorrow morning I am sitting on a step change board. Personal responsibility for safety they are calling it. They have dropped the accountability. And they are going to be asking me questions about the way we run this. It's radical. I know its radical and it's very difficult for management and supervision to grasp this. It's a total change for them. It's upside down if you like. But if it is stuck at and done the right way - and no demands are made, and it is done properly then it can work.

It's not a spying system. We don't hide behind girders and spy on them when they are on breaks. We talk to them and communicate with them. Its easier communicating with someone you work with than with someone coming out of the office, a professional. We are at the same level as them, and they will listen to us. That is part of it. We make a big effort with communication. It's definitely a 'no name no blame' system. If I doing an observation and I pick somebody up on something, I will never say his name and I never say his job, just keep it for trend data. So that's where 'no name no blame' comes in, and it is important to keep that.

What we do need

You need support from your colleagues. You need workforce buy in. It's us that are running it. It's us that are doing it. Every person on the platform is not in it, but we have total buy in, because these guys will help you if you ask them. If we give you reasons for it, we will give you recommendations. Let me point out a questions or a problem to you, and they will give you an answer as well. We have a process here where we can do something about it on our own.

Support from our supervisors. Although they are not in the process, it is vital we have supervisor support. For too long now we have been getting negative feedback. 'You're doing this wrong, your doing that wrong'. Its time things changed and you got positive feedback. Encourage people. Then try to do something. I can see that changing throughout industry. It is the tip of the iceberg right now, but that is going to change, and it is vital that it does to get that step forward.

Support from our managers. We have total support from our managers. And I am talking about director level. That is vital. If you do not have that initial support from the top managers then forget it. You have got to have that.

This is a mission statement. Other companies like mission statements. For us this is a mission statement for behavioural safety. It's simple, keep it dead simple. There is no need to complicate things. "Behavioural safety processes measure how often errors occur, aims to understand why (the root cause analysis) – then, seeks to make changes that will make error less likely in the future". That is all - simple. It is a proactive process. Before, if someone had an accident and it was serious enough they would chase it out and investigate it and eventually they would apportion blame. This is a process that gives you a chance to see where something is likely to happen, then gives you the chance to get in and do something about it before it does happen.

How does it work?

Very similar to what our colleagues said before us - monitoring safe and unsafe acts. We do both. It is simply safe or it is unsafe. We have a measure book with about 80 different measures in it and these are categories that we think it is right that we should measure.

We identify the causes of unsafe behaviour by speaking to people. Like I said before it's easy. Just speak and listen to them - anywhere. Keep a bit of fun and humour in it, because if you do that you will keep their interest up. You have got to try and keep positive every day. It's like the guys earlier today that showed the &Fish' video. We didn't realise it until today when watching that video but we have a bit of that programme on the platform. Be positive. Feel good. I know we can't every one of us be like it every day but the thing you realise after being on an oilrig after 3 weeks is that it can get to you. But it is important you try to feel good and positive.

Develop solutions for improvement, and we actually recommend these. At the end of the day we are not just going to go to the managers and say 'you have a problem there'. We are going to go to him with recommendations as to how to solve that problem. And we have had terrific success. Sometimes it even astonishes me to be honest with you.

Behavioural Safety Measure

These are the categories that we measure:

- Housekeeping
- PPE
- Movement, Handling, Lifting
- Access to heights
- Tools and Equipment

When we measure these things it is important they are Specific, they are Observable and they are Measurable. Now I am an electrician and I can go down to my area and measure everything using these 3 things. But it is also equally important that a stewardess can measure these same things as well for example.

Data to Information

So this is how the process works. We have our safes and our un-safes which we monitor, and they come back and are fed into the computer. The computer turns out a graph. It goes to the steering committee who discusses these graphs. Then they talk to the workforce about them. And all this is done at workforce level, all of it.

We use a rolling average graph to show the date, which originally had 5 categories on it, though we have now added a 6th, environmental. In the first year we had 7000 observations on it, and people do like to see that. The rolling average gives them an idea of which way we are heading. We also do a daily graph, which is very up and down. This is because of shutdowns or when you have a lot of personnel on board. Like housekeeping does get worse when you have a lot of people on board. An example of what a daily graph can show you is that in December 2001 we had 4 people off shore for 5 days right between Christmas and New Year. People were wanting to go home and some were due to be going home and we sure a dramatic decrease on things like housekeeping and PPE, because their behaviour was changing, and there was high tension on the platform. Unfortunately we could not really make any suggestions on that occasion but it does illustrate what other things a system like this can show you.

Barriers and Pitfalls to overcome

- Challenges.
- Supervisor level.
- Loss of committee members.
- Rota changes.
- Transient workforce. This was a problem, which we solved for ourselves, as you will see in a minute
- Company take-overs. We found out that the company had sold us. However it is very important that we keep these programmes going over these transitional periods

What we are doing now

Fortunately when the company that bought us (CNR) came in we asked 'what are we going to do to this programme, keep it going or not?' We told them what the programme was and they took it on board. Not only did they take it on board they said to us 'we like what your doing, you have good results, and it goes with our mission statement. We have bought another 3 platforms, how would you like to roll it out to them?' I was astonished - an electrician and a stewardess. How would we like to roll it out to them? They said 'you have been through it all, you have done it'. So we went and saw them and said 'why not?' We have done it and been through all the pitfalls so we will have a go. And that is what we are doing at the moment.

We have a hundred volunteers. That is a lot and we want to keep them. And the training programme is now up and running.

I'm going to show you a bit of an odd picture now of these hundred or so people. They are from the Fife coal pit in around 1935. This is when behavioural safety first raised its head, in 1935 in the Fife coal pits. It shows you how long it's taken, 60 odd years, to get to this stage. But hopefully now people can take it on, and they can see it.

With help from Ryder March we carried out some teambuilding exercises doing some things that some of us had never seen in our lives. That is an offshore medic (shows picture on a man sat in a go-kart caked in mud) and it is the first time he has ever been dirty in 25 years. But this is what we have got at the end of it. These 2 guys (shows photo of 2 men standing by their go-karts in a 'victory' pose) had been working on the same platform but had never met each other.

This teambuilding thing works. That is what teambuilding is about.

I have to cut things short now, but I don't think this thing (behavioural safety) should be commercialised. I'm sure Tim (Marsh) will disagree. I think if you have got a process, and you can give it to industry then leave it open to that industry, then don't commercialise it, because it is people's lives we are talking about here. Especially in our industry – offshore. Leave it open to them.

I think that's about all I have to say. But I would like to give thanks to Ryder Marsh. These guys started this off, and without these lads I would not have been able to stand up here and give this presentation. But its not about presentations at the end of the day, it's not about how good a presentation is, its about process and how well the processes are working. We have been doing this for 3 years now and it's working really well. If it can work for us, if we can do it, an electrician and a stewardess, then anybody can do it. So stick in there and it will work.

Thanks a lot.

NB Again as finalists there was no time for questions.