Think differently,
Act differently

Strengthening safety culture at Belgoprocess

Jan Van Looke
Head of IMS – Program leader SCSA / SCCIP
Think differently, Act differently

Jan Van Looke

preven:
Safety Culture Self Assessment

- IAEA methodology

- Result:
  - 5 cultural themes

- Improvement program
  - Focus: Performing better through change in behaviour
Getting started

- Short term actions:
  - Stream upwards, simple but radical
  - Fight the islands
  - Go “beyond” the system
    - Talking via the system -> dialogue with colleague
  - Create common understanding
  - Clear direction
- Changing culture or changing behaviour?
1. Clarifying and developing “Our” Belgoprocess

In 5 years ...

We have a plan
We have a foundation

VALUES

SAFETY
RESPONSIBILITY
RELIABILITY
COLLABORATION
Together we will reach our goal
2. Translating values into behavioural attributes

Desirable behaviour

Adjustable behaviour

Undesirable behaviour

IAEA SCCIP Nov 2015
Hyperculture?

- How to move from theory into practice:
  - How do you change behaviour?

- Help from external partner:
  prevent: Mr. Rik Op De Beeck
Planning and organisation

- Workshop Management Team:
  - Defining Mission – Goals
  - Determining actions: What – Why
  - Communication plan
  - Deciding on the Code (Think differently, act differently)
  - Setting up structures

- Steering committee:
  - 5 people nominated
Analysis – Setting the goal

Grow towards Proactive level.
Actions

- Knowledge and skills
- Coaching
- Self-assessment and action plans
- Feedback and sharing experiences

Leadership workshops

Changing the Safety Mindset

In practice

- Safety walks
- Toolbox talks
- Putting the code into practice

Support

- Toolbox material
- Campaign material
- Leaflets, film, magazine

IAEA SCCIP Nov 2015
Actions 2014-2015

1. Preparation programme with top management and steering group
   ▪ How to approach people if they behave unsafely? (role play)
3. Inter vision leaders - Train the trainer 1 (Febr 2015)
4. Toolbox 1 (talking with): Reporting risks and incidents (March-April 2015)
5. Inter vision leaders – Self Assessment Leaders - Train the trainer 2
6. Toolbox 2 (talking with): Applying and discussing safety rules
Actions 2015-2016

7. Workshop all employees: our safety culture, what, why, how?
8. Inter vision leaders - Train the trainer 3
9. Toolbox 3 (talking with): Help each other to work safe:
   ▪ If my colleagues do not work safely I will appeal to them, and I appreciate being appealed to myself
9. Inter vision leaders – Preparation Self Assessment Teams - Train the trainer 4
10. Inter vision leaders – Self Assessment Leaders - Train the trainer 2
11. Toolbox 4 (talking with): Self Assessment Teams – Team Action Plan: how can we improve our safety culture?
12. Inter vision leaders – Discussion Self Assessment Teams – Validation action plans
Action: PDCA

- Train
- Roll out
- Verify
- Adjust
Action
Action - communication

- Continuous communication/specific actions (high impact): exploring incidents on HF/ORG
- Monthly message (CEO -> management -> teamlead -> teams)
- REX 2/yr
- Safety magazine
- Ambassadors 4/yr
- Posters
Evaluation

- Monitoring perception:
  - Internally: quarterly ↔ yearly individually
  - External stakeholders
  
  = monitoring evolution of perception

- Steering group:
  - REX, Incident classification
Conclusion

- Negative:
  - No GPS available

- Positive:
  - Setting mindset combined with tools
  - Exchange of experience within hierarchy
  - Keep it simple
  - Do not be afraid to adjust

- Go for viral change:
  Engage the right people (for steering group) and organization will get infected bottom up
‘Think differently, act differently’
Performing better through behaviour change

SESSION 1: training + first tool

IAEA SCCIP Nov 2015
SESSION 1: Address

- General training
  - Opening by senior manager
  - Cause of incidents (MUOPO) (HEPOE)
  - Why avoid accidents “basis right to return healthy at home
- Safety Culture?
SESSION 1: Address

- Importance of safety at work?
- Do we know the risks?
- How do we react by noticing risks? Do we accept some risks?
- Do we know the safety instructions and always apply them?
- Do we address unsafe behaviour? Is it acceptable to address?
- Safety is important but ...

- First tool:
  “Address unsafe behaviour”
SESSION 1: Address

- Why do we not follow the instructions?
  - I find it easier ...
  - It does not work when performing safely ...
  - It is faster ...
  - I know what I do, I have control ...
  - It is normal not to obey the rules ...
  - My supervisor does not react upon ...

- First tool:
  “Address unsafe behaviour”
Iceberg theory

1. Death or permanent disability
2. Severe injury
3. Small injury
4. Incidents
5. Dangerous situations and unsafe behaviour

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240,000
20,000
400
1
Taking risks

... is like throwing a dice
Values – Code of good practice

Safety

React to unsafe behaviour
React to unsafe situations
Follow the rules

Give priority to safety:
1. Being alert
2. Questioning attitude
3. Think ahead
4. Stop when doubt
5. Safe decisions
Values – Code of good practice

Collaboration

Inform and engage each other

Support each other:
1. Help each other
2. Take joint responsibility
3. Accept support

Create understanding:
- ask questions
- verify being understood
Values – Code of good practice

Openness:
• having understanding for others
• address directly
• share information

Support each other:
1. Respect and support decisions
2. Stick to planning
3. Notify timely

Meet deadlines:
• honour existing commitments
• perform actions agreed

Reliability
Values – Code of good practice

Give priority to safety:
1. Address
2. Suggest solutions
3. Balance decisions
4. Reviewing decisions
5. Communicate misses

Committed to result:
Feeling responsible for the outcome

Volunteer for actions/take initiative/shared responsibility:
- spontaneously volunteering
- helping colleagues
- accept being addressed

Collaboration

Responsibility
SESSION 1: Address

“Be the change you wish to see”

- Give priority to safety
- Talk about safety with your colleagues
- Investigate incidents and follow up
- Be a role model following safety instructions
- Be a coach for safety (inspire and motivate)
- Make successes in safety visible
- Appreciate safe behaviour
- Address when necessary

- First tool:
  “Address unsafe behaviour”
SESSION 1: Address

GOAL

Building together a **strong safety culture**

Everyone contributes preventing injuries

Everyone **healthy and safe back home** ...
SESSION 1: Address

- Stop the unsafe behaviour
- Open, concerned body language and express your concern (I am concerned about you – specify what you see)
- Ask questions, listen and use silences:
  - Why are you doing this that way?
  - What can happen?
  - Do you know how it should be done?

Get a commitment for safe behaviour (how will you perform this task next time) + positive engagement (tell your colleagues...)

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‘Think differently, act differently’
Performing better through behaviour change

SESSION 2: Intervision 1 + second tool
SESSION 2: Interactive toolbox

- Intervision 1:
  - Addressing people: positive or negative experiences?
  - Opportunities for improvement to have additional impact on your team?

- Next step: “Talking with people about safety instead of talking to”
  - Create a context where people change themselves
  - Apply in a toolbox
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Performing better through behaviour change

Toolbox 1: roll out to organization
TOOLBOX 1: INCIDENTS

Safety incidents ....

Why notifying?

# incident notifications yearly basis

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Iceberg theory

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Taking risks
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TOOLBOX 1: INCIDENTS

- Are we notifying incidents enough/well? Yes? No? Why not?
- Do we learn enough from incidents? How can we avoid reoccurrence?

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<th>What will we improve/ do with our team?</th>
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‘Think differently, act differently’
Performing better through behaviour change

SESSION 3: Intervision 2 + third tool
SESSION 3: Self assessment “Leading in safety”

- Intervision 2:
  - Interactive toolbox succesfull?
  - What did work particularly well
  - What did not work?

- Next step: “At Belgoprocess, you can only be a leader when managing safety”
Toolbox 2: Self Assessment “Leading Safety”

Giving priority to Safety
- I find safety issues more important than work issues.
- Safety is always one of the first items on the agenda of meetings I attend.
- I am fully aware of the importance of safety for me and my colleagues.
- I am aware of the importance of safety for my colleagues and their work.
- I actively work to ensure safety for my colleagues and their work.

Communicating about Safety
- I communicate risks and safety issues to my colleagues.
- I inform my colleagues of any risks or incidents that I have observed.
- I provide feedback on safety improvements that I have made.
- I discuss safety issues with my colleagues.
- I share my experiences in safety with my colleagues.

Making successes visible
- I highlight successes in safety to my colleagues.
- I draw attention to safety successes in my team.
- I regularly highlight safety successes to my colleagues.
- I discuss safety successes with my colleagues.
- I encourage my colleagues to share their successes in safety.

Notifying and handling risks
- I notify and handle risks.
- I report risks and incidents to the right authorities.
- I follow up on risks and incidents.
- I take action to prevent risks from occurring.
- I ensure that risks are managed.

Supervising/Coaching of rules
- I supervise and coach the application of safety rules.
- I ensure that safety rules are followed.
- I provide feedback on the application of safety rules.
- I discuss safety rules with my colleagues.
- I encourage my colleagues to follow safety rules.

Addressing/coaching safe behaviour
- I address unsafe behaviour.
- I coach my colleagues to improve their safety behaviour.
- I provide feedback on unsafe behaviour.
- I discuss unsafe behaviour with my colleagues.
- I encourage my colleagues to improve their safety behaviour.

Test jezelf!

Giving priority to Safety

Communicating about Safety

Making successes visible

Notifying and handling risks

Supervising/Coaching of rules

Addressing/coaching safe behaviour

Score: ... / 6

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Toolbox 2: Self Assessment “Leading Safety”

ACTION PLAN

What will I change

Follow up: What went well, not well
‘Think differently, act differently’
Performing better through behaviour change

Toolbox 2: roll out to the organization

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Safety rules: knowing, applying and addressing
‘Think differently, act differently’

Toolbox 2
Values – Code of good practice

- Safety
- Collaboration
- Reliability
- Responsibility
Iceberg theory

1. Death or permanent disability
2. Severe injury
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Taking risks

... is like throwing a dice
Feedback TOOLBOX 1 notifying Incidents and risks

Important to timely react in order to prevent future injuries ...

Are we doing this?

Important to keep the focus!!!!
TOOLBOX 2

Safety rules: knowing them, applying them and addressing whenever necessary!
Ik pas veiligheidsinstructies en procedures strikt toe voor mijn eigen veiligheid en voor die van mijn collega’s.

Jan Mellebeekx

Onze waarden: veiligheid - verantwoordelijkheid - betrouwbaarheid - samenwerken
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## TOOLBOX Safety Rules

Which safety rules are important in our department? Which rules would you communicate to your own children when working here?

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Which safety rules do we follow well and which do we offend in our team?
## TOOLBOX Safety Rules

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!!Save the Date!!

Workshop Dates
12-15 December 2016
Host Venue
IAEA
Vienna, Austria
See venue location [here](#)
Workshop Website
[www.mstf2016.org](http://www.mstf2016.org)

14th Joint Workshop on Management Systems
"Leadership and Management – from standards to practices"

- Monday 12 Dec: IAEA session on standards “Way from GS-R part 2 to Applications”
- Tuesday 13 Dec: Day 1 Workshop
- Wednesday 14 Dec: Day 2 Workshop
- Thursday 15 June: Day 3 Workshop

A dedicated Workshop website will be available at [www.mstf2016.org](http://www.mstf2016.org) very soon!

The 14th Workshop will focus on Leadership (e.g. assessing leadership, risk based leadership), implementation of Risk based approach into IMS, and Practical examples (e.g. supply chain, …)

Should you have any questions:
- [contact IAEA](mailto:Pekka.Pyy@iaea.org) or Olga Gloeckler - [O.Gloeckler@iaea.org](mailto:O.Gloeckler@iaea.org)
- [FORATOM](mailto:Emilia.Janisz@foratom.org) and Andrei Goicea - [andrei.goicea@foratom.org](mailto:andrei.goicea@foratom.org).
Thank you for your attention!