Graded Approach to an Integrated Management System and Safety Culture: The Balance between Structure and Culture

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Staircase to ... the ceiling

Door to ... a wall

Door that opens into mid air
Winchester Mystery House

- The house is built without a drawing
- In California, USA
- 38 years to build, start of 1884
- 160 rooms, 40 bedrooms,
- 6 kitchens, 2 floors below ground, 950 doors
- 65 doors lead to a wall
- 13 stairs lead nowhere
- 24 skylights in the floor
- 147 construction workers, no architect

It is not an architect with hybrids who created this anarchistic masterpiece, its the thousands of ghosts that still walks the halls.
Vision, mission and goals

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Structure – the documentation

The documentation of the management system should be appropriate to the organisation and to the work that it performs, should be readily understandable to users and user friendly.
Safety culture – how we do in practise

- Provides guidance to people in assessing what behavior needs to be applied
Leadership for safety - establishing and integrating the organization’s vision, goals, strategies, plans and objectives
Management for safety - establishing and applying an effective management system
**Fostering of a strong safety culture**

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An example – Licensing process

Where we started

Additional information

Result

STYR

7 org. units
17 procedures

20 process maps

80 %

Transportation abroad

Common process for licensing

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Conclusions

- Not possible to have rules and regulations for everything
- There is a risk that we create systems that are too complex for people to overlook and manage, which is a risk
- Instead, we need a culture that support human judgment and decision making

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Thank you for your attention

Questions?