
Safety Leadership : 2014

Document to support Safety Leadership Development Programme

Development Log

Name: _____

Purpose of the Development Log

Think environment. Think health. Think safety. **Think forward.**

Part of our thinking forward has to involve looking to improve. Where we are now as far as EHS is concerned is not where we want to be. There is room to improve and the programme of Safety Leadership workshops is an important driver of this. Furthermore, it seems illogical to assume that we can get better but just doing the same. We have to think and behave differently if we want to achieve a different outcome – and we do! Doing nothing is therefore not an option for us.

The Safety Leadership workshops are designed to challenge your thinking and to introduce you to skills and tools that you can apply in your role. What is evident however, is that the workshops themselves will change nothing – it is what you do when you return to your workplace that makes the difference. The workshops will set you up for success, but it will be your behaviour post workshop that counts.

Typically, the level of energy and commitment to EHS is at its highest soon after an event or incident. Human beings tend to deal with the here and now – and when each of us return to our day jobs following the workshop, the likelihood is that confronted with the challenges we left behind a couple of days ago. Making the difference all of a sudden becomes a different proposition to the one discussed during the workshop – and soon the process of forgetting takes over. Clearly, we cannot afford to let this happen – the stakes are too important. We need to manage the effective transfer of our new thinking, the skills we have learnt and the tools we have been introduced to into the workplace. We need to make it happen!

This Development Log provides the basis for this – it is an important document and is intended to provide a focus and evidence of activity in the context of safety leadership development. The document will form part of our approach to driving accountability in XXXXXX for how each of us choose to use our time.

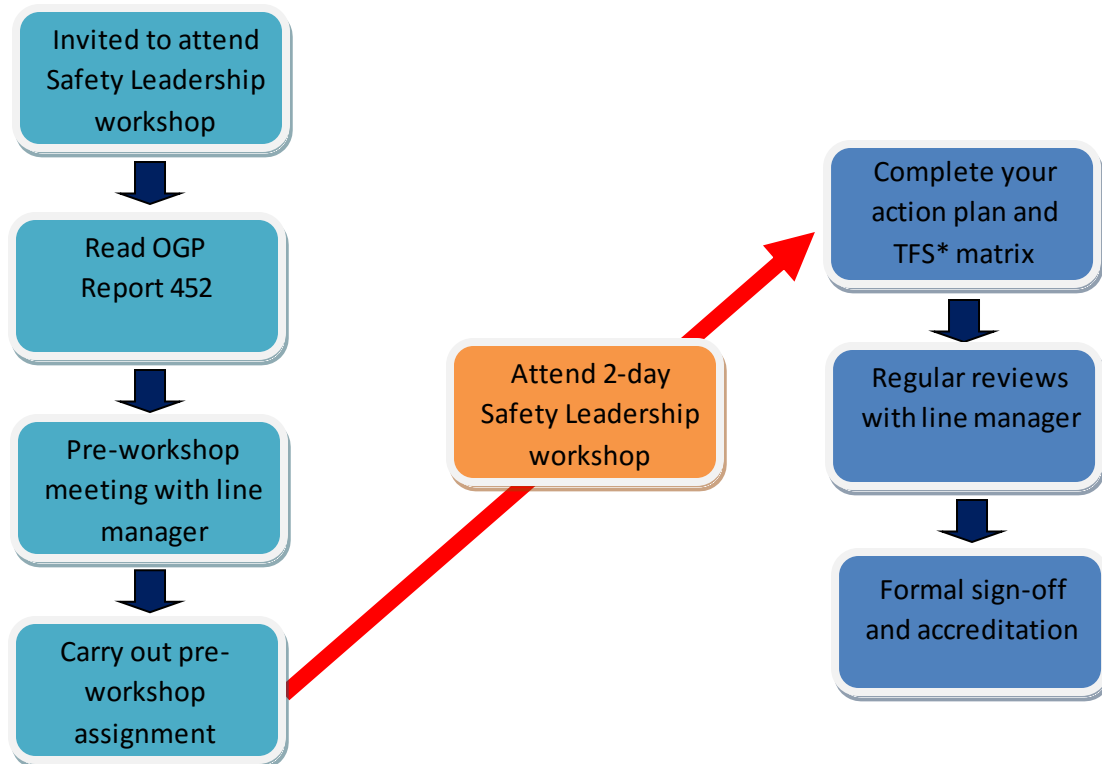
Each person who attends the Safety Leadership workshop programme is required to complete and maintain one of these logs.

Each person can expect that their line manager and others will take an active interest in what is contained within the log and the activities it represents.

This is not necessarily about doing more – but it is certainly about being more effective.

The Development Programme

The programme consists of a number of steps – these are set out below. All are necessary – they together form part of the developmental process. Each step of the process is described briefly below.



***Time For Safety**

Invited to attend workshop

You will have received a formal invite providing information / dates etc and a copy of this document which you should acquaint yourself with.

Pre-workshop reading

You should read the International Association of Oil and Gas Producers Report 452 "Shaping safety culture through safety leadership". This will have been emailed to you along with this Development Log.

Pre-workshop meeting with line manager

Your line manager should be aware of your involvement in the programme. Before attending the workshop you should arrange a meeting with your line manager. One of the objectives of this meeting will be to establish a series of post-workshop meetings – the aim of these meetings will be

to discuss and review the actions you are taking. Your line manager's role will be to provide support and encouragement as well as exerting a sense of accountability. Further guidance is given below.

Conduct pre-workshop preparation

Before attending the workshop, you are required to carry out a brief task. Details of this are provided in this document.

Attend workshop

The workshop is a 2-day event. The aim is to provide an engaging but challenging forum to discuss and consider a range of issues relating to Safety Leadership. The workshop content is outlined in the next section and is based on OGP Report 452. During the workshop you will be introduced to a range of pragmatic ideas and practical skills / tools.

Complete post-workshop action plan and Time For Safety matrix

Each delegate is required to produce a personal action plan and a Time For Safety matrix. A template for these is included in this document.

Regular reviews with line manager

These should be formal events and should be recorded in this document. The aim should be to have a review at least *monthly* – the meeting may not necessarily be a separate event but could form part of an existing review process. What is important however is the need for a quality review of actions being taken and implications for further activity / development. You should expect your line manager to challenge your action plan and Time For Safety matrix – the need is to exploit the best use of scarce time.

Formal sign-off and accreditation

There will be a conclusion to the development programme and the associated requirements. It is to be expected that the formal focus will continue for at least 6 months following the workshop. This may lead to your line manager formally "signing you off" if it is judged you have earned this. Good practice suggests that you would continue to have regular reviews with your line manager but these may be less often.

A Requirement For Action – Clarifying The Expectations

Doing nothing is not an option. Doing what you are doing now probably will produce the same results as now but not necessarily drive us forward. Everyone needs to play their part – everyone has a role to play. This is non-negotiable.

For each of you what is required is a clear account of your intentions and the process for making these intentions happen.

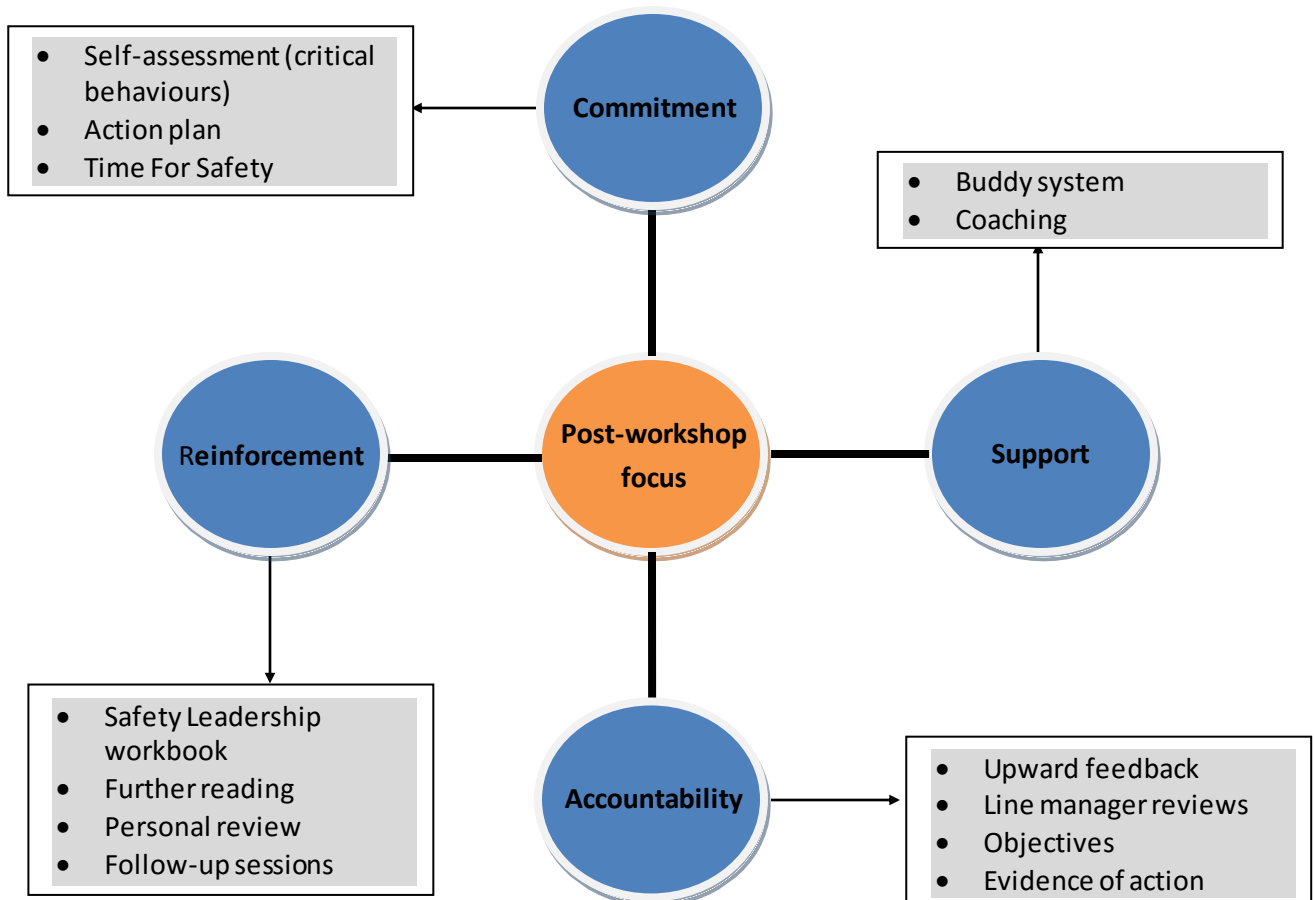
The extent to which this programme will add value in terms of driving our performance upwards will depend on what you do. Much of this relates to the post-workshop period.

Before attending the workshop, each delegate is asked to discuss and agree with their line manager the following:

- Some means to achieve feedback from those they are responsible for about the role they play in safety leadership
- The means to find the time to practice the skills and behaviours covered in the workshop
- The development of a written post-workshop action plan signed off by the line manager
- To keep a development log relating to their action plan implementation
- Documented formal regular reviews with their line manager

For their part, each line manager should practice an on-going and active interest in each delegate's involvement in the Safety Leadership development programme.

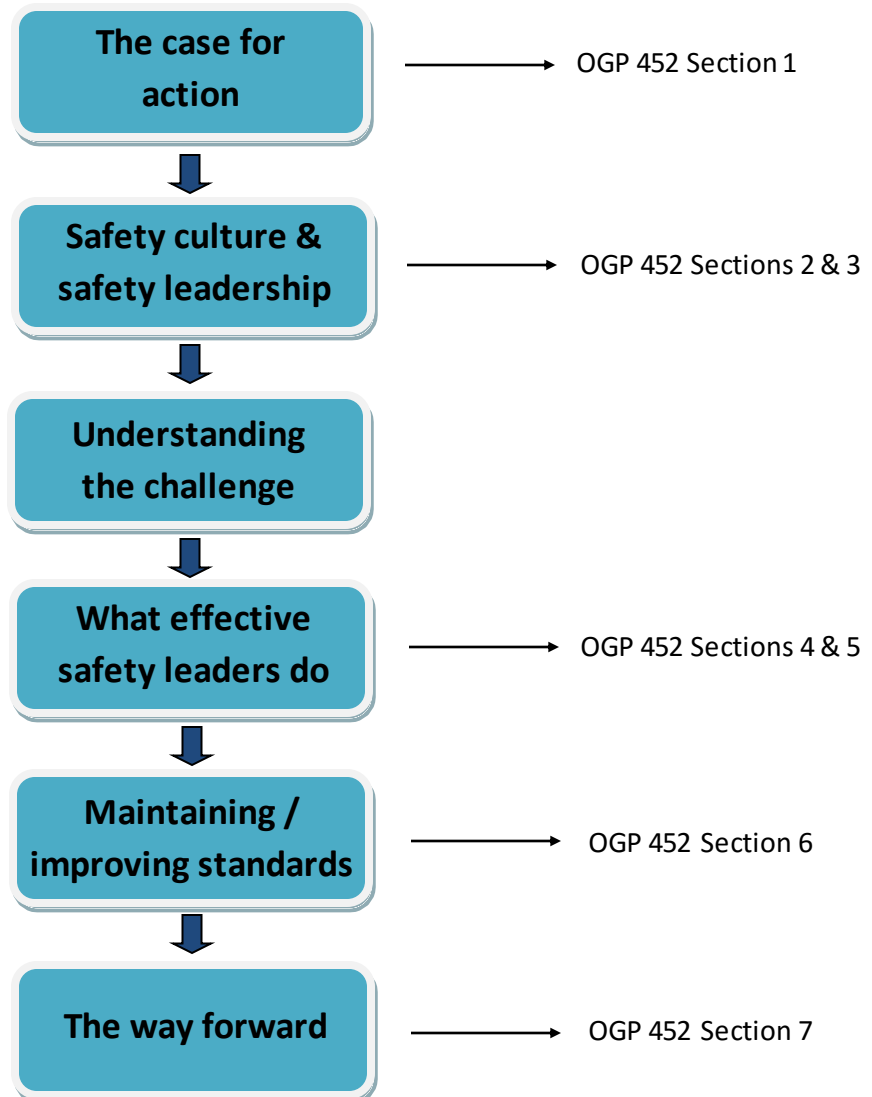
The following model should help identify activities to focus on post-workshop and serve to inform what goes into the action plan.



Workshop Content and Aims

The workshop outline is presented below.

For some of you, the material will represent an opportunity to review and reinforce ideas you have already established as well as introducing some new perspectives.



Aims of the Safety Leadership workshop

- **Apply the principles outlined in OGP 452 to XXXXXX practice**
- To understand why this workshop is necessary – the case for action in the local context
- To reduce the EHS risk associated with how people behave in operations through more effective practical safety leadership
- To review how the your actions can influence the XXXXXX safety culture

-
-
- To better understand the challenge – what is it about people and their behaviour that creates the safety problem?
 - To better understand how can make a significant contribution in your role as a leader of safety
 - To review why things go wrong and achieve a deeper understanding of incident causation in the context of being able to detect and deal with the “weak” as well as the obvious signals that safety is at risk
 - To make a personal and practical commitment that will make a difference to XXXXXX and all that work within it or come into contact with it
 - To create the impetus that will lead to a significant and sustained difference in the culture, behaviour and performance

Pre-Workshop Preparation

Before you attend the Workshop you should:

1. familiarise yourself with this document and what is required of you
2. read OGP Report 452
3. meet up with your line manager and put in place a process for keeping under review your post-workshop activity
4. complete the following activity and bring the information with you to the workshop

Pre-Workshop Activity

The task: carry out a personal review of your effectiveness as a leader of safety and the culture in XXXXXX

- What are you good at / not so good at?
- What difficulties do you encounter in fulfilling your role as a safety leader?
- How strong is the focus in XXXXXX on EHS?
- What keeps you awake at night? What is your personal nightmare?

Post-Workshop – Key Thoughts

At some point soon after attending the workshop, we suggest you make a list of your key learnings and thoughts. In particular, focus on those issues that have most significance for you in delivering effectively the safety leader aspect of your role. Looking back through the workbook and slidepack should help you with this.

Post-Workshop – Assessment

Again soon after the workshop you should carry out some assessment of your current approach to safety leadership. This should go beyond the activity you conducted pre-workshop. This could involve a review of your activity against the list of critical safety list behaviors covered in the workshop (see below) and / or the leader characteristics covered in OGP 452.

- **Your visibility**
- **The extent to which you convey a sense of personal passion about EHS through your words and actions**
- **The time you devote to EHS**
- **How well you actively seek out, listen and respond to people’s EHS concerns**
- **The extent and manner in which you follow all the EHS rules and expectations**
- **The extent to which you notice and reinforce safe behaviour**
- **The manner in which you challenge all unsafe acts and conditions**
- **The way in which you handle critical times and events**
- **Your ability to detect and deal with “weak signals”**

This assessment could include

- A self-assessment
- A line manager review
- Feedback from the team you lead / your reports
- A peer review

Your aim should be to achieve a balanced perspective between how you see yourself and how others see you. A minimum of one other source to that of yourself is required but ideally you will seek feedback from all the above.

Assessment of Safety Leadership (summary points)

Self-assessment

Line manager

Reports

Peers

Once you have completed your assessment, you should set a date to be repeat the exercise

Date for reassessment: _____

Key implications flowing from the assessment

Focus on what seem to be emerging as the key issues – what might you concentrate on which will deliver the most impact? Be reasonable – don't over-commit.

Post-Workshop – Action Plan

Finally, from your assessment construct an action plan and the support / resources you will need.

Key action	Support / resources required
1	
2	
3	
4	
5	

Your line manager should review your plan with you and if satisfied that it represents a balance between the challenging and doable sign it off

Line manager _____

Date _____

Time For Safety

Each delegate should also construct a *Time For Safety* matrix and present this to their line manager for sign-off. The rationale for this will be covered in the workshop. It is likely that the Action Plan and Time For Safety matrix will be linked.

Daily	Weekly
Monthly	Quarterly

Your line manager should review your matrix with you and if satisfied that it is challenging but doable sign it off

Line manager _____

Date _____

Post-Workshop – Line Manager Reviews

Your progress should be subject to regular review with your line manager – this may form part of your normal review process – but it should be given adequate time. You should keep a note of such meetings and the decisions that flow from them.

Date of review	Key points / actions agreed

Accreditation and Sign-Off

The Safety Leadership development programme focuses on the development of skills and the delivery of them. This includes an emphasis on personal accountability. The requirement is that each person in the programme is required to produce evidence of their post-workshop activity. This document provides the basis for this.

At some point, each person will be expected to complete the programme –the point when they are judged to have achieved what is required. This will result in sign-off and accreditation.

It is expected that the programme post-workshop will take at least 6 months depending on circumstances. All those involved should expect to receive recognition for what they achieve but also to be held accountable at the same time. The period should lead to the embedding of new practices and new habits.

A final word on commitment

Commitment is not what you say but what you are seen to do. People will determine whether you are truly committed by their experience of what you attend to, how you spend your time etc. Your actions are likely to have functional significance –but they are also likely to be symbolic. As a leader you need to try to be always aware that someone will be reading meaning into how you are behaving – even in situations when you might least expect it.

Finally, in the context of how you respond to this programme there are three key issues to consider:

1. Your organisation has decided that EHS is important to the running of the business. How you behave and use your time should reflect the extent of this importance.
2. Challenge the decisions you make about how you use your time – use the scarce time you have available to best effect. A little every day is much more effective than escalating the EHS agenda only periodically.
3. Only commit to what you consider you are capable of delivering. Be realistic – don't set yourself up to fail as this does no one any good.