The Shell Hearts and Minds approach to safety improvement

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HSE Performance over time

Technology and standards

HSE Management Systems

Improved culture

Incident rate

Time
1999: Recognising the problem

<table>
<thead>
<tr>
<th>Root causes identified</th>
<th>Actions generated</th>
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<tbody>
<tr>
<td>Structures</td>
<td>2</td>
</tr>
<tr>
<td>Processes</td>
<td>6</td>
</tr>
<tr>
<td>Attitudes/behaviour</td>
<td>16</td>
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Lessons

• A formal Safety Management System (SMS) provides the essential basis for safety improvements

• However, even a well implemented SMS does not guarantee outstanding safety performance

• A mature safety culture involving personal responsibility is required for the formal elements of SMS to flourish
Objectives of H&M tools

A workforce that is intrinsically motivated for HSE

People doing the right things naturally rather than forcing them

Lasting Change
The H&M tools
Safety Culture Ladder

- **GENERATIVE**
  - HSE is how we do business round here

- **PROACTIVE**
  - We work on problems that we still find

- **CALCULATIVE**
  - We have systems in place to manage all hazards

- **REACTIVE**
  - Safety is important, we do a lot every time we have an accident

- **PATHOLOGICAL**
  - Who cares as long as we’re not caught
Making change last: the process

Precontemplative Ignorance

Contemplative Awareness

Preparation Making plans

Action Do it

Maintenance Keep it alive Improve on it!
Hearts and Minds tools

- Are grounded in academic theories: accessible science
- Are tailored to local and national work culture
- Are NOT just another major management initiative
- Build on methods that people know and that work
- Do not need outside facilitation, are for use in-house
- Help small groups to find ways to solve their problems
- Are about creating change, not just diagnosis
Thank you

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