Always Safe

Q3 Observation of hazards

In-depth report

In this section of the report you will find an overview of the main categories based on comments given by operative personnel on the case “Observation in the field”, along with descriptions and illustrating quotes.

Operative Personnel

Observation in the field

Observation in the field: Main categories

	What are the biggest challenges/obstacles we experience in terms of observing and reporting dangerous conditions?	*How can we best solve these challenges/obstacles?*	*What expectations do you have for your leader when you write an observation?*
1	Normalisation of risk	Open and safe culture	Give feedback
2	Lack of competence/experience	Increase focus and attention	Take action
3	Lack of feedback and follow-up	Training and practice	Take the observation seriously

Observation in the field

This part describes the 6 largest categories which together make up 74% of the team responses on the question:

«What are the biggest challenges / obstacles we experience in terms of observing and reporting dangerous conditions?»

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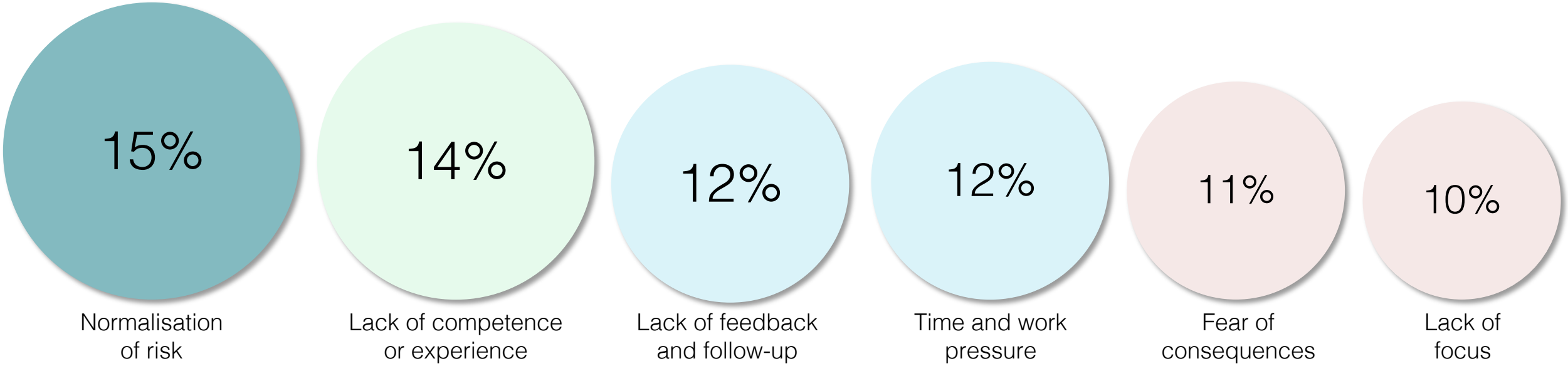

The 6 main categories make up 74% of the team responses.

Challenges / obstacles for observation and reporting:

Normalisation of risk

This category is about how you can become blind to your surroundings in routine jobs and familiar work areas; dangerous conditions can be perceived as normal over time; and accepted practice and silent deviations may arise.

Quotes

«Many repeated work tasks, routine jobs that make you blind.»

«One doesn't perceive small changes over time (routine). Becomes blind when walking around in the same every day.»

«The challenge is that we are used to the dangers and don't reflect upon them and don't perceive them as a risk anymore.»

«We walk in the same area all the time, difficult to observe. You don't see the forest for the trees».

«"It will be OK". "That's how it's always been".»

«Silent deviations. Breaches of procedures that are done over time.»

«I think, for us the challenge is what is how you get used to the dangers around you.»

«You become blind in your own areas/your own platform.»

Challenges / obstacles for observation and reporting:

Lack of competence or experience

This category is about competence in observation technique; knowing what to look for and how to report it; knowing requirements and procedures; and tools/equipment that are used. It is also about being new in the job or working in new areas.

Quotes

«Having knowledge to observe dangers. Being able to see the whole picture.»

«The knowledge and experience can be lacking to discover dangerous conditions.»

«If you are new on an installation it is difficult to listen for noices/vibration, if they are abnormal».

«Experience and taking the time to observe. Have worked a great deal with personell having 20 or more years of experience than me, and clearly see that experience have great importance for being able to observe PDO or other potential dangers.»

«If you don't understand how a tool works it is difficult to observe something. If you are working out of procedures, you can easily se if something looks different than it should.»

«The suppliers travel around on different platforms whith little sense of belonging, and therefore it is more difficult to observe abnormal conditions onboard.»

«People being unfamiliar with some of the areas and worksites on a platform.»

«Uncertain about how it should be, so difficult to discover if anything is wrong.»

Challenges / obstacles for observation and reporting:

Lack of feedback and follow-up

This category is about lack of feedback and follow-up of reported observations reducing motivation to observe and report.

Quotes

«We feel the biggest challenges/obstacles is following up, reported circumstances aren't taken care of.»

«Have given notice before but no action/response. Experience that reporting is useless.»

«Too few reports because motivation goes down very fast without feedback on reports».

«Little/bad feedback, takes to long time to do something about what is reported.»

«In many places there is poor feedback on what is written and you loose motivation. Many have experienced that things that have been reported and not done anything about.»

«We feel that nothing happens when you report unwanted conditions. Little feedback on RUHs and what measures are being taken.»

Challenges / obstacles for observation and reporting:

Time and work pressure

This category is about the challenge of taking the time to observe / report in a busy workday; some also experience 'operations before safety'-thinking.

Quotes

«Too much work to take the time to evaluate risk. Maybe feel too much time pressure compared to what is required in the operation.»

«Time for good routines on the installation. (…) high work pressure / low manning results in 'sacrificing' the good time consuming rounds on the installation.»

«You can be very focused on the task to be done, and it can be a busy day that results in not percieving dangerous conditions, or forgetting to register it later on.»

«Time is often scarce. We always say that wi will take the time for safety, but we most likely miss many good observations when walking around on the platform bevause you don't take the time to look for dangers.»

«Time pressurse (experienced or real). Different signals between what is being said (we have the time to work safely) and what is being experienced ('We are extremly busy now').»

«Thinking operations before safety. Time pressure, earnings, lack of resources.»

«Don't take the time, to 'observe', but are focused on next AT.»

Challenges / obstacles for observation and reporting:

Fear of consequences

This category is about the fear that reporting can be met with negative reactions or lead to negative consequences for the person(s) concerned; it can give one self or others extra work; and the process can be experienced as comprehensive.

Quotes

«Everyone knows everyone, can be difficult to report each other. In big projects it can be a threshold for reporting something on the 'owner' of the equipment.»

«Resist writing synergies, can put in a pillory even though it is said that you won't, (…) others may feel that you are 'out to get them' if they get a synergy on the work they are conducting.»

«Sometimes a report can lead to many investigations, interviews and focus for a long time, so that it becomes a personal strain. It can lead to increasing the threshold for reporting a lot.»

«Some safe cards/RUH can be perceived negatively for the rig's reputation.»

«Afraid of consequences/bad PR, things get blown out of proportions.»

«Can strike back on the reporting party. Don't want to tell on a good colleague.»

«You are often afraid that other co-workers will get angry if you report to the management and the person in question gets bigger consequenses.»

«Afraid of personal payback when reporting an other department.»

Challenges / obstacles for observation and reporting:

Lack of focus

This category is about not being adequately focused on dangerous conditions in the job situation, because the focus most often will be on the work task.

Quotes

«Mostly you go from A to B and think about the job to be done, and maybe not always catching everything that goes on when walking past.»

«Blinders on, focusing on your own work.»

«Focused on starting up and executing work takes the focus on observation technique away.»

«"Autopilot" – You are often focused on the task you are executing, and forget to observe deviations etc.»

«Personnell aren't focused enough/haven't established the right perspective – aren't aware enought to catch dangerous conditions.»

«It can be difficult to observe dangerous conditions if you are not completely aware. You are usually counting on those you having full control».

«Focus on the job can take away the focus on observation in the area.»

«Very busy with the task at hand and finishing. Are already thinking about the next task. Not completely present.»

Observation in the field

This part describes the 6 biggest categories which together make up 66% of the team responses on the question:

«How can we best solve these challenges/obstacles?»

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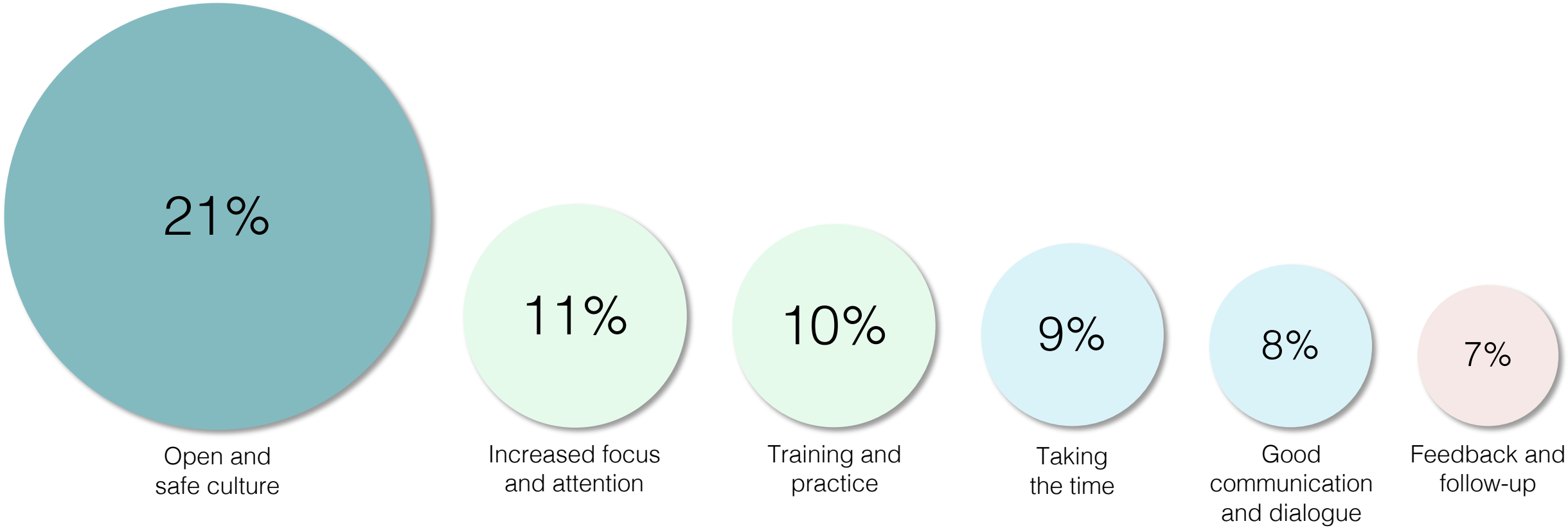

The 6 main categories make up 66% of the team responses.

Solutions for challenges / obstacles:

Open and safe culture

This category is about the importance of having an open and trusting safety culture where there is room for discussions and questions; it is perceived as safe to report observations; and there is a positive attitude towards safety.

Quotes

«Good tolerance. A culture for caring. Allowed to come up with 'dumb' suggestions.»

«We have to create a culture with tolerance for expressing one's self. By having an environment where we focus on reporting not being a personal criticism but a way to promote learning.»

«That the departments together work towards creating an environment where there is a low treshold for reporting.»

«No Blame Policy»

«Create trust accross teams. Avoid witch hunts.»

«Management should engourage reporting. They have to create a culture where it is good to report. It should be possible to report anonymously.»

«It is important that both responsible leaders and the more experienced worker act as good examples and stand for the culture they want to have in the company.»

«Communicate trust/openness, less publicity about local reporting, collective punishment must not happen, all 'idiocy' does not demand actions.»

«Talk together and be willing to learn. (…) Dare to speak up.

Solutions for challenges / obstacles:

Increased focus

This category is about increased attention / focus on observation; being aware and looking for possible dangers in your surroundings.

Quotes

«By every day having your eyes open and the right mindset and attitude to discover dangerous situations.»

«Communication in the groups, consecutive motivation from leaders, high focus.»

«Being observant for dangers/risk every day, before every job etc. discuss with colleagues and plan.»

«Being aware of observation technique with regards to starting a job and during execution. Can for instance choose a theme that should be focused upon during work and to and from.»

«Change focus, talk about this, encourage/remind each other about this, talk with others in the same areas, operator operations for instance.»

«Use all senses, more goal-oriented inspections (focus areas).»

«Take the time to heighten awareness and use your own senses to discover abnormalities.»

«Try to move focus from just job related to a bit more observation en route.»

Solutions for challenges / obstacles:

Training and practice

This category is about experience transfer, training and practice in what to look for and how; and in the use of reporting tools. It is also about good knowledge of tools/ equipment, demands and procedures.

Quotes

«Experienced and unexperienced personnell should work together so that competence is transfered and new eyes can discover hazardous conditions.»

«Easier ways of reporting / regular training, experience transfer, inform about relevant observations.»

«Raising awareness about hazardous conditions. Repetition/reminders. Know well how to report hazardous conditions, registration of these.»

«Getting a good overview of hazards regarding the job to be done, experience transfer.»

«Aquaint one self with procedures. Aquire knowledge about processes and the function of how things should be. If you dont know how something is supposed to work, you won't always see what is wrong.»

«Receive new people in a good way and give proper training.»

«Practice observation technique.»

«Training on safety reporting and evaluating worksites/equipment.»

Solutions for challenges / obstacles:

Taking the time

This category is about taking the time to observe and report; to actively set aside time through planning and prioritizing.

Quotes

«Taking time during the day for observation».

«Prioritize and taking the time for observation rounds.»

«Taking the time and report there and then.»

«Taking the necessary time, go in systematically, plan for observation rounds.»

«Time pressure can be solved with good planning, being ahead all the way. Always taking the time to secure loose objects when observed.»

«Taking the time to and conducting good inspections in familiar and less familiar areas. Continue with weekly PDO-checks in other areas.»

«Regarding time pressure: plan better to avoid shortcuts.»

«Take our time to observe the area and focuse on it»

«Observe 20 second time out or 360 evaluation prior to task.»

Solutions for challenges / obstacles:

Good communication and dialogue

This category is about communicating relevant information; talking about the challenges together; and arranging for dialogue and discussion in the team.

Quotes

«Good communication between disciplines, if you are uncertain of something you observe you can check with other disciplines.»

«By talking more with each other and by leaders talking back.»

«By asking and talking nicely with colleagues we will be able to avoid hazards living on.»

«By having regular conversations and for instance use SAZ (…), in this way you are extra attentive out in the field. Then you have to talk before the job starts.»

«Communication in the groups.»

«Talk about this, arrange for/remind each other about this, talk with others in the same area/for instance operations operator.»

«Have a good dialogue withing the work teams.»

«Discuss with others on the shift if there is something special one should look at.»

«Reflections every day in the team on the observations from the last 24 hours, where we see good pictures, actual conditions and learn from this.»

Solutions for challenges / obstacles:

Feedback and follow-up

This category is about enhancing motivation for observing and reporting by giving feedback and displaying follow-up and actions on reported observations.

Quotes

«That action is taken and feedback is given that they have done something with what you have reported.»

«Feedback. Making sure those responsible actually do something about it.»

«Specific feedback and showing what the reporting have helped with.»

«Getting feedback on observations. Faster feecback/clarification on obervation. Positive with lottery ticket (flaxlodd) as an award.»

«Acknowledgement of making a difference (feedback).»

«One has to get acknowledgement for reporting, and something has to be done with what has been reported.»

«Give feedback to reporter about what has been done, or what is going to be done.»

«Give an overview of what has been done, give feedback and something happens.»

Observation in the field

This part describes the 4 biggest categories which together make up 87% of the team responses on the question:

«What expectations do you have for your leader when you write an observation?»

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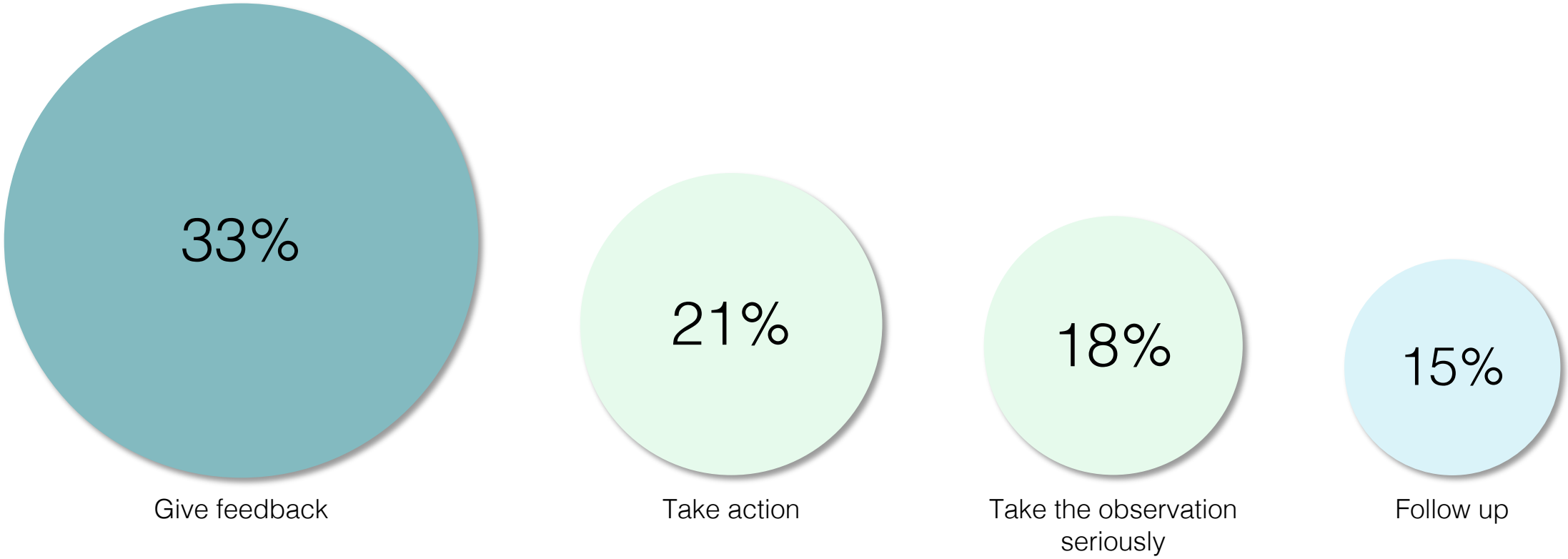


The 4 main categories make up 87% of the team responses.

Expectations to leader:

Give feedback

This category is about the expectation that leaders have to give feedback on the reported observations.

Quotes

«I expect feedback sometimes when the work I do is noticed and observations being improved.»

«That feedback is given on what is happening further with the observation.»

«Feedback on what is being done and why some things are not taken action on. In other words, an open dialogue.»

«Expect that it is taken care of, that we get feecback on what was done with the problem/ observation.»

«That we get feedback on what we have written and that we get information about whether measures have been implemented and in that case which. When we don't get feedback on what we write we feel that we write just to help someone get a high observation statistic, not to contribute to the improvement work. Then the willingness and inspiration to report falls.»

«Feedback on the observation, and a short summary of what measures have been done/are to be done.»

«To provide feedback on the observation, (...) you know your observations are being looked into and discussed which in turn makes it worth while»

Expectations to leader:

Take action

This category is about the expectation that leaders take action and set measures on reported observations; and that this is made visible.

Quotes

«Implement measures on reported conditions.»

«That the leader takes care of the situation and starts an action.»

«Expect that deviations are followed up with appropriate measures, experience transfer, important that improvement measures are shared with others.»

«We expect that the leader takes action and improves what has been reported. We expect a feedback that the action(s) are started and that feedback on this is given.»

«That the right people are sent out to check whether everything is as it should be, and that after the measures you get a feedback if there was anything wrong or if everything is as it should be.»

«I expect that it is followed up and that the hazardous conditions are actually fixed. I would also expect to get a short feedback when it has been fixed and how it was done.»

«Excpect concrete measures as a result of the reported observations.»

«Expect that action is taken and communicated to the right person(s).»

«Where action is demanded beyond what what the indivudual could have done alone, that it is taken care of.»

Expectations to leader:

Take the observation seriously

This category is about the expectation that leaders take reported observations seriously, read and assess every observation; listen to the person reporting; and that the observation is not dismissed or trivialized.

Quotes

«That what is reported is read and taken seriously.»

«That action is taken. It is taken seriously – no matter the content.»

«That the report/observation is taken seriously.»

«That it is received, read, understood and that it is being followed up if necessary. If there is something unclear the leader has to make contact to clarify before potensially closing it.»

«That it is taken seriously and that further action is taken. Bringing it up in a meeting so that others receive it, and that the incident doesn't happen again.»

«That it is taken seriously and not trivialized based on for instance unwanted costs associated with improvement.»

Expectations to leader:

Follow up

This category is about the expectation of leaders to take the observation further in the system and following up the process.

Quotes

«Follow-up. Following up that you get a response on cards sent to the land organisation.»

«The observations are registered in the system.»

«That RUH is being taken care of and registered in Synergi so that actions are taken.»

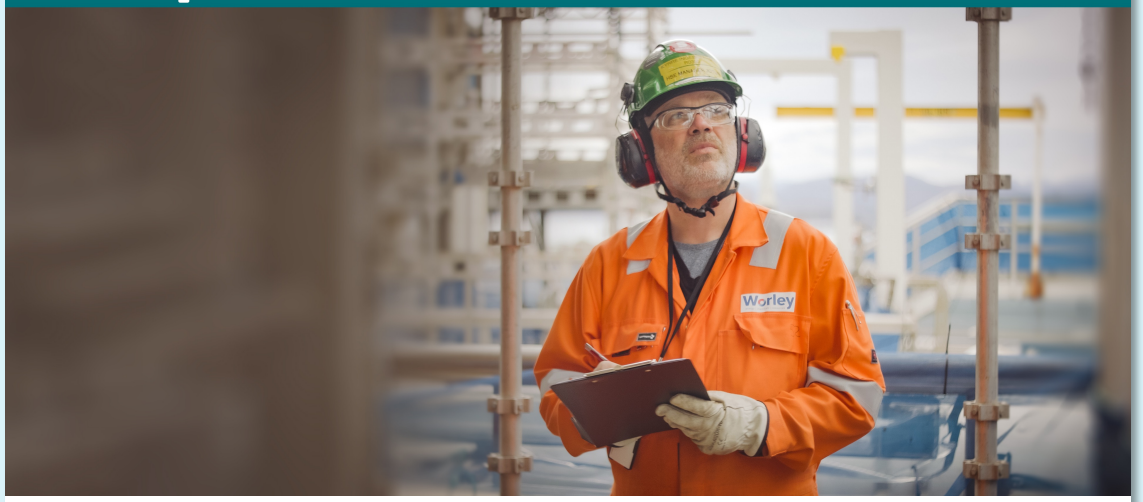
«Leader asks the person8S9 handling the case for feedback if it takes too long… Often it takes a long time from reporting to feedback, flow time must be reduced.»

«That he follows up and takes necessary measures further in the organisation. That he supports improvements/observations that are being reported.»

«A report is not only seen by your leader, but is being presented to management on the rig.»

In this section of the report you will find an overview of the main categories based on comments given by operative leaders on the case “Stronger observation culture”, along with descriptions and illustrating quotes.

Operative Leaders



Stronger observation culture

Stronger observation culture: Main categories

	What is the most important thing we as leaders can do to maintain the motivation to observe and report dangerous conditions?	*How do we ensure that good observations are shared with the team?*
1	Give feedback	Use meetings
2	Act as a role model	Joint review and discussion
3	Focus on the topic	Make information accessible

Stronger observation culture

This part describes the 6 biggest categories which together make up 72% of the team responses on the question:

«What is the most important thing we as leaders can do to maintain the motivation to observe and report dangerous conditions?»

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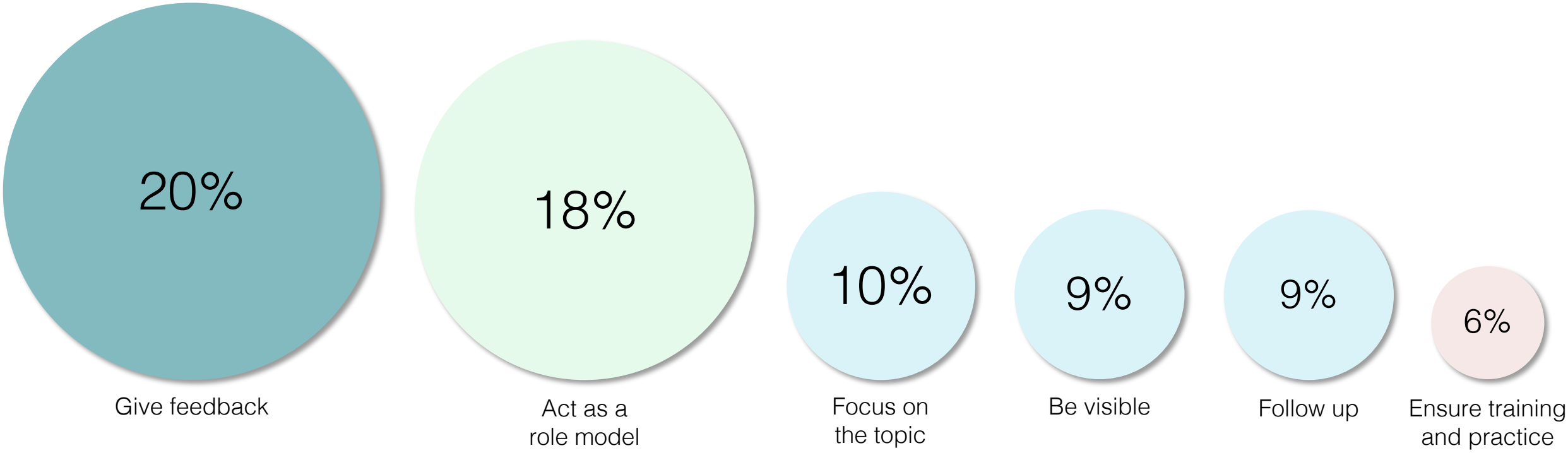

The 6 main categories make up 72% of the team responses.

The most important thing leaders can do to motivate observation and reporting:

Give feedback

This category is about motivating through giving feedback on reported observations, both directly to the reporter and/or in plenary.

Quotes

«Give good feedback on observations. Show that something is happening, then you feel that you are contributing to safety.»

«Having good feedback on observations keep motivation up and make troops feel that observations are important and never left unheard.»

«Receive observations in a postive manner and give positive feedback.»

«(...) at least that there is given feedback on the observations to those who have reported it and to others so that everyone sees that this works.»

«Give feedback on observations – both on tings thats needs correction and praise for good, postive cards.»

«Leader has to grasp the content of what is reported in the cards. Minimum is to give the operative personell written feedback in the cards. It is also important to give praise for reporting.»

«Follow up OBS-cards and make sure feedback is given. (…) Give feedback as fast as possible.»

The most important thing leaders can do to motivate observation and reporting:

Act as a role model

This category is about motivating through acting as a role model and being active in observing and reporting dangerous conditions.

Quotes

«we have to be good role models. Write good observation cards ourselves.»

«Leaders have to be out in the field and make good observations and register them in the same way.»

«Be role models, participate actively in the work with observations.»

«Show that we also report. (…) Have to display a positive engagement. Leaders have to be good role models.»

«Contribute to build a safety culture by showing an engagement ourselves, participating in observation rounds, involving safety representatives and others in the work with safety.»

«Active participation in the field and observing and being a role model, showing that we also take safety 100% seriously and not just sit in an office chair and talk about it.»

«Be a role model in the field – use the existing tools (for instance obs.-cards)

The most important thing leaders can do to motivate observation and reporting:

Focus on the topic

This category is about motivating through putting a bigger focus on the topic and encouraging / requesting observations.

Quotes

«Give good feedback and regularly have this as a theme.»

«Have to engourage foremen and operators over time to report.»

«Talk about it often and always bring it up in the 2 minute talk.»

«Regular reminders of the importance and purpose of reporting and observation.»

«Be positive and encourage everyone to write, it is for the good of all.»

«Bringing it up and talking about it regularly in morning meetings and in team conversations. Have fokus on why this is important (to observe and report dangerous conditions), why is this important to the individual and why is this important to my colleague? Bringing foreward and exemplify showing that it is important for us to take HSE work seriously.»

«Commend reporting. (…) Focus on purpose of reporting, which is learning and preventing someone from hurting themselves.»

«Seek observations – have it as a part of the daily agenda with the department.»

The most important thing leaders can do to motivate observation and reporting:

Be visible

This category is about motivating through being present in the field; showing engagement; speaking with operative personnel; and being available to answer questions.

Quotes

«Be involving even as a leader (…) by spending time out in the 'sharp' end.»

«As leaders we have to be visible, we spend too much time in our own office.»

«Get out in the workplace and participate with the workers, have a good dialogue.»

«Motivate by being present yourself – participate in observation rounds.»

«Leader shall be a role model & he shall have regular visits to workplace & communicate to people, showing consideration and caring about what is going on.»

«Get out and meet your co-workers, participate and show interest in the work.»

«Continue our regular offshore visits, showing interest, asking questions, walk the talk and be out in the field and talk with the workers»

«Be in the field and show engagement, care!»

The most important thing leaders can do to motivate observation and reporting:

Follow up

This category is about motivating through following up reported observations, taking action on them, and making it visible.

Quotes

«Follow up those observations that come in with good measures.»

«I mean that the most important thing for motivation has to be to display to personnel that observations actually are being followed up and done something with.»

«Follow up those reports being done, so that each and every one feels heard.»

«Do something about what is reported, so that we show that we take it seriously.»

«Important observations should be noticed and the necessary actions should be taken.»

«Follow up – good measures. PDCA show that it happens.»

«Identify measures and inform about status.»

«Consider obs-cards before evening meedings and ensure each one is taken action upon.»

«Seek /ask about action reports, follow up closely that measures are being executed – show that we take execution of the measures seriously.»

The most important thing leaders can do to motivate observation and reporting:

Ensure training and practice

This category is about motivating by ensuring good experience transfer, training and practice in observation and reporting.

Quotes

«Provide information and knowledge about how you can identify deviations.»

«Practice observation rounds.»

«Explain the importance of the connection between observations and actual events.»

«Courses and examples of how wrong it can go, so that it isn't something that is just talked about, like a myth, but that there are figurative examples.»

«Practice obervation technique. Not just sticking your nose in the sky – also seeing what is lying right in front of us on the ground.»

«Ensure training and competence in the use of tools/Synergi.»

«Observation technique: Focusing on what you want to look for. (i.e. falling objects, or barriers). Practicing this is important.»

Stronger observation culture

This part describes the 4 biggest categories which together make up 84% of the team responses on the question:

«How do we ensure that good observations are shared with the team?»

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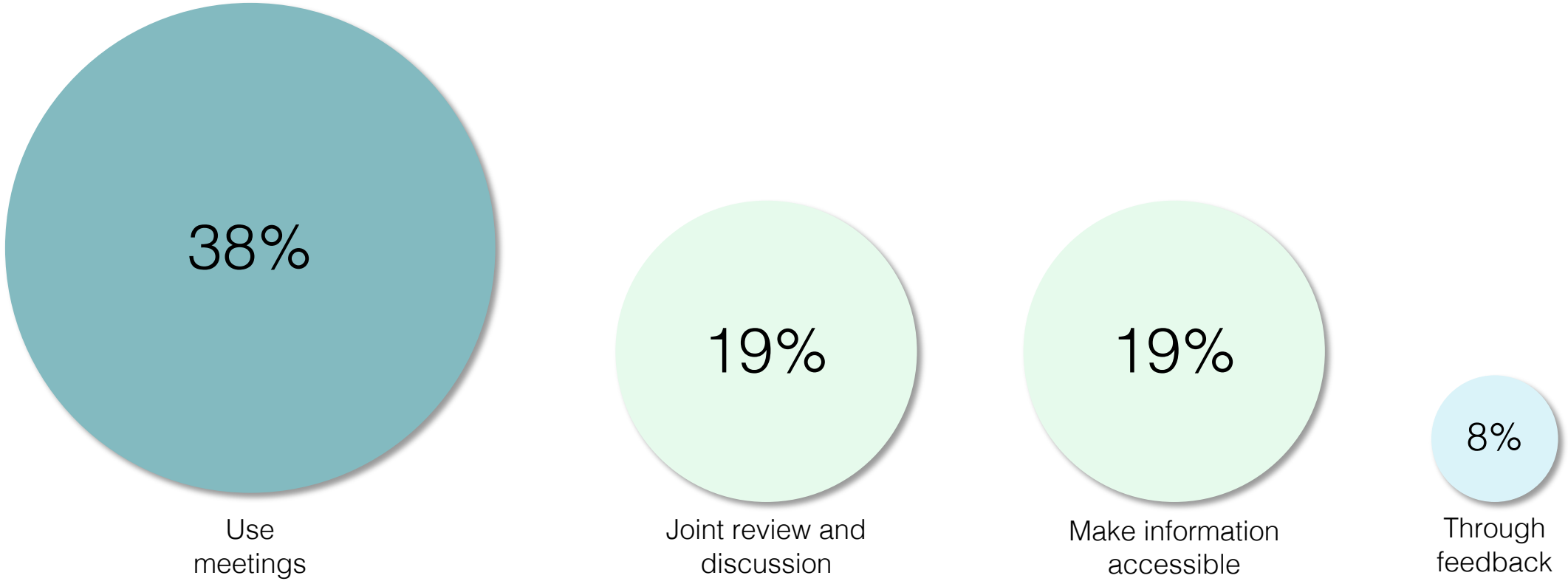

The 4 main categories make up 84% of the team responses.

How to ensure that good observations are shared with the team:

Use meetings

This category is about regularly sharing reported observations in different meeting arenas.

Quotes

«Have this as a theme in evening meeting where we go through all observations and agree upon which we will take up with the entire team.»

«Bring up important matters on boardmeetings and further onto 2 minute talks.»

«Always bring it up in morning meetings where we are all gathered.»

«HSE-meetings, handovers, welcome aboard-meetings».

«Regular department meetings where observations and the management/conclusion of these are reviewed.»

«Highlight observations in tool box talk and meetings»

«Bringing up those observations that have been done in groups or team conversations, like morning meetings. HSE-gatherings etc., so that everyone is informed and so that the reporting person(s) see that these are things that are important enough to take the time to review.»

«Bring it up in evening meetings and say what will happen next, choose those with information that should be shared. Bring up in handover and morning meeting.»

How to ensure that good observations are shared with the team:

Joint review and discussion

This category is about reviewing and discussing reported observations in the team; and bringing up the good observations.

Quotes

«Go through all reports in morning meetings, take it verbally and let personnel participate in a discussion about this, not just throw the reports out and gamble on that everyone gets it, let everyone get involved.»

«Bring up those observations with potential / Good observations.»

«Communicate with the team and bring up some things all together in one room.»

«Good conversations where observations are brought up and discussed – focus on continuous improvement.»

«Get a discussion going in the meetings with the team, preferably with some questions made in advance.»

«Bring up good observations in morning meetings with operators.»

«Reviewing input with team and highlighting applicable learnings»

«Observations done during the job, discuss consecutively in coffee breakes etc.»

«Take the time to discuss observations and events in the team».

How to ensure that good observations are shared with the team:

Make information accessible

This category is about making information about reported observations accessible in different formats and channels/places so that it is easy to get (i.e. in break-rooms, by the coffee machine, via e-mail etc.).

Quotes

«Have good routines for information flow and sharing, take the necessary time needed to ensure the information gets out.»

«Info boards, fresh produce from the day before. Lessons learned and handover is a tool for sharing learning.»

«All observations with comments are sent out electronically to all disciplines (daily) – Print outs of observations with comments are placed in coffee shops for read through.»

«Make "one pagers" / Quick share with photos etc. and send to all. Reports with comments are placed in coffee shops etc.»

«By reporting with pictures which again is used in start-up-coversations and team meetings. Reports should be saved to be accessed for learning later on.»

«iPads available in 'coffee shops' with easy access to observations on the installation, encourage to check regularly, designated Teams-sites for departments where relevant observations are available.»

«Development of Safety alerts/HSE-messages hwere you can take out learning and information between shifts/installations».

How to ensure that good observations are shared with the team:

Through feedback

This category is about sharing good observations through giving feedback on observations in plenary.

Quotes

«Give feedback in plenary, reward good observations.»

«We talk about the observation and give feedback to the team about further processing.»

«The most important thing is the sharing which happens physically where you also receive direct feedback and also get reactions on the observations.»

«Seek out those who have written the observarion themselves and give direct feedback.»

«Give personal feedback / discuss with the team.»

«Provide feedback of observation. - recognizing in front of the group the good catches. - best card of the week/month, kind of the reward in terms of recognition "certificate" or other means of reward. - improve the visibility of best cards written for all the group, make it public.»

In this section of the report you will find an overview of the main categories based on comments given by premise providers on the case “Observation in design and engineering", along with descriptions and illustrating quotes.

Premise Providers

Observation in design and engineering

Observation in desing/engeneering: Main categories

	What is the most important thing we can do in design/engeneering to become better at identifying potentially falling objects and other dangerous conditions?	*How can we use previous experiences/learning more actively to identify and remove potential hazards?*
1	Correct involvement	Review observations and learnings
2	Safety in design	Register learning
3	Good risk assessments	Learn of each other

Observation in design and engineering

This part describes the 6 biggest categories which together make up 72% of the team responses on the question:

«What is the most important thing we can do in design/engineering to become better at identifying potentially falling objects and other dangerous conditions?»

What is the most important thing we can do in design/engineering to become better at identifying potentially falling objects and other dangerous conditions?

The 6 main categories make up 72% of the team responses.

The most important thing design/engineering can do to become better at identifying dangerous conditions:

Correct involvement

This category is about involving the right competency at the right time; especially to involve operations, and to involve them early enough in the process.

Quotes

«(...) ensure all relevant disciplines are present in different reviews (HAZID/HAZOP etc.)»

«Involvement of operations in design review, including enough time for preperation and active participation.»

«Constructability reviews - include operations, construction, all stake holders to participate in review»

«Early involvement of those who are going to install the equipment and operating it.»

«Get input from end users and earlier experiences to develop an optimal product/solution.»

«We need to involve operational personnel more than we are doing today, at the right time, and when we are developing projects.»

«Have the right/competent people present in safety reviews and to aquaint oneself with the job beforehand – be well prepared. (…)- could be better. Get input from all disciplines.»

«Ensure the right people and disciplines are included.»

«Involvement of operations in engineering is extremely important. The operational experience is decisive in finding the good solutions in design.»

The most important thing design/engineering can do to become better at identifying dangerous conditions:

Safety in design

This category is about identifying and reducing potential risk by assessing practical aspects like *material-use, installation, access, handling, use and maintenance* in the design phase.

Quotes

«Remember that the job will be executed at height, design for that, it comes with lifting lugs etc. Give good and permanent access. (...) also think about the installation phase.»

«Ensure good access to the equipment you're designing and think about how the equipment will be maintained.»

«By design of equipment that considers the manageability of the design.»

«Design solutions to secure skims etc. from falling. Design hatches which are secured or swinging instead of loos, to avoid it from falling when bolts are removed. Weight balanced lifting lugs and slings to avoid it from tipping during lifting. Design construction and inspection friendly design. Easy to install and to inspect/maintain.»

«Think through all phases of the project (transport, lift, installation, maintenance etc.). Inherently safe design. i.e. permanent means of handling and maintenance»

«Design that provides safe and good access to equipment. Strive for instruments being placed for good access.»

«try too keep the equipment on the ground level, understand the material handling in design phase - equipment to be lifted and tools/equipment to be used for lifting, construction friendly design (avoid lifting, where possible)»

The most important thing design/engineering can do to become better at identifying dangerous conditions

Good risk assessments

This category is about ensuring good risk assessments in meetings and reviews (design review, HAZID, HAZOP, etc.).

Quotes

«Risk assess the areas of concerns to identify the potential falling hazards.»

«Focus on falling objects in design of engineering work, bring in experience from operations in layout and HAZID-meetings. Ask critical/control questions to layout design if in doubt.»

«In relations to HAZID/HAZOP and HSE-layout review it is important to be well prepared and actively participate by asking questions.»

«Active participation in Hazid/Hazop/risk review meetings in the disciplines. Report in retrospect – risk and measures.»

«Have the right kind of people involved from all aspects/disciplines (both from engineering and offshore personnel) of the project in the reviews/HAZID/HAZOP. Need engaged people, and documentation ready in advance so involved personnel can review and be prepared for the meetings.»

«The most important thing you can do in desing/engineering is to think risk through the entire chain (…) an important barrier is to address thoughts you have about elements that don't seem completely optimal, so that you can make the necessary changes before it goes out.»

The most important thing design/engineering can do to become better at identifying dangerous conditions:

Competency

This category is about good understanding of risk, knowledge about how equipment and solutions function in practice, knowledge of procedures and rules, and competency in observation technique.

Quotes

«To be able to see dangers you have to have knowledge of the area. If you don't have it youself you have to involve those who have.»

«The understanding of what kan loosen.»

«Know and understand the company's requirement.»

«Introduction of external coaching/training, to improve our observation techniques»

«As a Structural Engineer, i need to understand my product thoroughly and all possible events which can be hazardous.»

«Aquiant oneself with the equipment / way of function of the equipment.»

«Increase competence. And getting the right competence for the different positions. Ensure that our people get the right experience through rotation and handling different tasks and roles.»

«That all participants know the company's requirements for both a review and the material they are going through including government and working environment requirements.»

The most important thing design/engineering can do to become better at identifying dangerous conditions:

Learning and improvement

This category is about securing learning and improvement by ensuring experience transfer and learning from previous events.

Quotes

«Bring learnings and experiences from other projects.»

«Use past learnings/experiences to reflect on our upcoming operations. Can we do anything differently to reduce potential?»

«check synergi cases if anything is identified and implement the same, learning from each other»

«Design/engineering can be better at aquiring knowledge about events on installations, so that experiences made in relation to incidents can be fed back to improvements in design (experience transfer).»

«Bring in history and learning from jobs with similar risk picture.»

«Utilize synergy and experience from other projects, use checklists.»

«capture learnings and experience and best practice from others»

«Pull out information from Synergi on things that have fallen down based on bad design».

The most important thing design/engineering can do to become better at identifying dangerous conditions:

Knowledge of the physical environment

This category is about becoming familiar with the environment the solutions(s) will be used in through field inspections, together with the use of digital tools (like 3D-models etc.).

Quotes

«Ensure that map and terrain is correct – coherence between design foundation and conditions on the installation.»

«Site visit in an early stage, so that local (undocumented conditions) can be taken into consideration from the beginning.»

«Conduct offshore survey to check in the field. Become familiar with the area in question.»

«Send designers offshore on survey. Designers have the entirety of the project. Important that those planning the jobs go offshore – mapping for the job / dangers etc.»

«Make good and useful observations on the installation to evaluate best possitble solutions before design and installation of new equipment with regards to new equipment not creating incidents that can lead to risk of fallen objects or come in conflict of damaging personnel or equipment at the installation.»

«Ensure use of correct model (3D models)»

«Increased use of livestreaming in the field from surveys to include more of the disciplines around engineering.»

Observation in design og engineering

This part describes the 6 biggest categories which together make up 75% of the team responses on the question:

«How can we use previous experiences/learning more actively to identify and remove potential hazards?»

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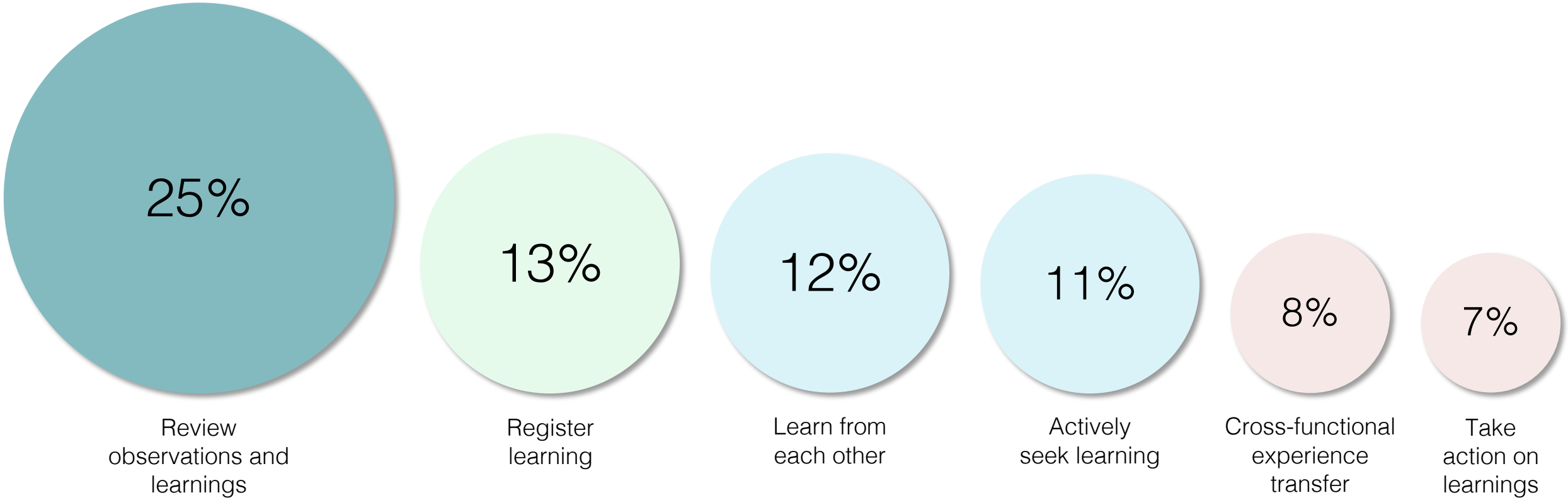

The 6 main categories make up 75% of the team responses.

How to use experiences/learning more actively to identify and remove hazards:

Review observations and learnings

This category is about reviewing earlier observations and learnings in design reviews and other meetings/reviews, to identify potential hazards.

Quotes

«Conduct a systematic review of experiences and include them in early design/engineering phase (i.e. early HAZID/design review) and document how learning points are assessed and taken care of.»

«Structured and systematic use of learning early in the project (i.e. part of demands to pass DG).»

«Sharing previous experience in the early engineering phase would let us identify and remove the potential hazards easily.»

«As part of design review with involved disciplines earlier experienses and lessons learn should be brought forward and reviewed.»

«Synergi and Lessons Learned can be used in reviews (Hazop/Hazid)»

«Active sharing/use of OnePagers on events and check if we have similar conditions.»

«Review of current events in synergi and learnings points. Structured experience transfer from other projects.»

How to use experiences/learning more actively to identify and remove hazards:

Register learning

This category is about ensuring that observations, experiences and learnings are registered in relevant systems; that the registrations are of high quality with good descriptions and images or illustrations; the systems should also be easy to use.

Quotes

«Share experience: make lessons learned, after-action reviews»

«Ensure "Lessons Learned« are registered under project execution, summed up after project end and saved in a way making it easily available for future projects.»

«Put into system feedback from real events offshore that can be useful in the desing phase. This info should be distributed to relevant disciplines in all projects.»

«We should always record lessons learnt in projects in registers and any dangerous situation we notice or any scope of improvement for safety, in synergi/ HSSE registers.»

«Make a 'database' which sheds light on hazards for a specific type of job or specific area.»

«Secure quality in observations/experiences written offshore so hat learning can be taken back to planning.»

«Yes, we should make an experience report, but we're not always good enough at this. Anchor points is that the system is not very user friendly…»

«Secure that earlier experiences/observations are archived in a way making them searchable and easily can be found in the system.»

How to use experiences/learning more actively to identify and remove hazards:

Learn from each other

This category is about learning from each other through involvement, co-operation and dialogue in projects (experienced colleagues, operating personnel, specialists etc.).

Quotes

«Use a lot of personal experiences, share experiences. Have a good culture for discussing and sharing experiences in the projects.»

«Have to set aside time to take learning and talk to people. One has to talk to people and not think that the learnings are in the system. Ensure continuity to key persons.»

«If in doubt, discuss with other colleagutes that have been in similar situations.»

«Share and discuss with team about the experience.»

«Ask or have a dialogue with people who have experienced this, especially people on site»

«Foresee project team workshop with participation of senior experts (guest from outside the project) to jointly review key points.»

«By looking up from the design table and involving operation in early design phase to completion we can together optimize the delivery.»

«Share experiences actively. Learn from eachother. Check with user, what experiences they have.»

«At the same time experience transfer in departments and correct involvement of own personell (platform specific) is exeptionally important.»

How to use experiences/learning more actively to identify and remove hazards:

Actively seek learning

This category is about using existing systems and actively seeking relevant learning; and becoming familiar with how to search for information in the systems.

Quotes

«Broad search in Synergi to see if you can find relevant events/registrations that can be useful for this design/project.»

«Search for earlier cases from Synergi – use the sources we have for learning.»

«Risk assessments in archives – search earlier with similar tasks.»

«Use Synergi archives to find similar events that can be used for learning.»

«Actively search for experiences in available systems for experience transfer. I.e., Synergi, safety alerts, experience messages etc.»

«Use Synergi, earlier events. Use Risk register from earlier projects.»

«Use Synergi. Need better information on how to use Synergi, search function on lessons learned would have been great. – More easily available lessons learned.»

«Interface for extracting experience reports – become better at this. What and how to search.»

How to use experiences/learning more actively to identify and remove hazards:

Cross-functional experience transfer

This category is about sharing experience and learning across companies, projects, disciplines and subjects (etc.).

Quotes

«Standardisation in our operations, discipline meetings accorss installations, operations and project.»

«Establish lessons learned, system for experience transfer from one project to a new project that works. Not just internally, in Modification Alliance accross other projects.»

«Encourage informal interviews (peer-to-peer) between projects of different execution stages. Ensure that cross-communication is established between all phases of project lifetime across various projects, including R&D, warranty, service, operation etc).»

«Experience transfer across teams and across companies / operators»

«Experience transfer meetings between OC/PC and active use of experience module in Wellcom to ensure learning for operation back to planning.»

«Experience transfer in competence groups – be better at sharing accross disiplines.»

«Improve sharing of single operations accross department and organisation(s).»

«Use suppliers to transfer experiences from operations to the supplier.»

How to use experiences/learning more actively to identify and remove hazards:

Take action on learnings

This category is about

taking action and

improving design based

on previous learnings.

Quotes

«Close the learning loop, i.e., with After action review from project to operations, not copy the same solution, but improving and learning from previous experiences.»

«Include good experience transfer and identify potential hazards from other projects that have executed a risk and take measures in own projects.»

«In addition experiences must be brought back from the users to engineering so that you don't copy solutions you thought worked.»

«We learn from experiences. New and good experiences arise throughout that we have to take with us in our development and design.»

«Check-Act – that experience messages are checked in a 'proper way'.»

«Discuss previous experiences and identify any engineering change that could remove a potential hazard.»

In this section of the report you will find an overview of the main categories based on comments given by office personnel on the case "*Observation in an office environment*", along with descriptions and illustrating quotes.

Office Personnel

Observation in an office environment

Observation in an office environment: Main categories

	What kind of risks or hazards may be present in the office?	*What is the most important thing we can do to become better at observing and reporting dangerous conditions?*
1	Trip hazards	Become better at observing in practice
2	Ergonomics and poor working position	Enhance focus and attention
3	Indoor climate and working conditions (air, light, noise)	Take responsibility

Observation in an office environment

This part describes the categories making up the team responses on the question:

«What kind of risks or hazards may be present in the office?»

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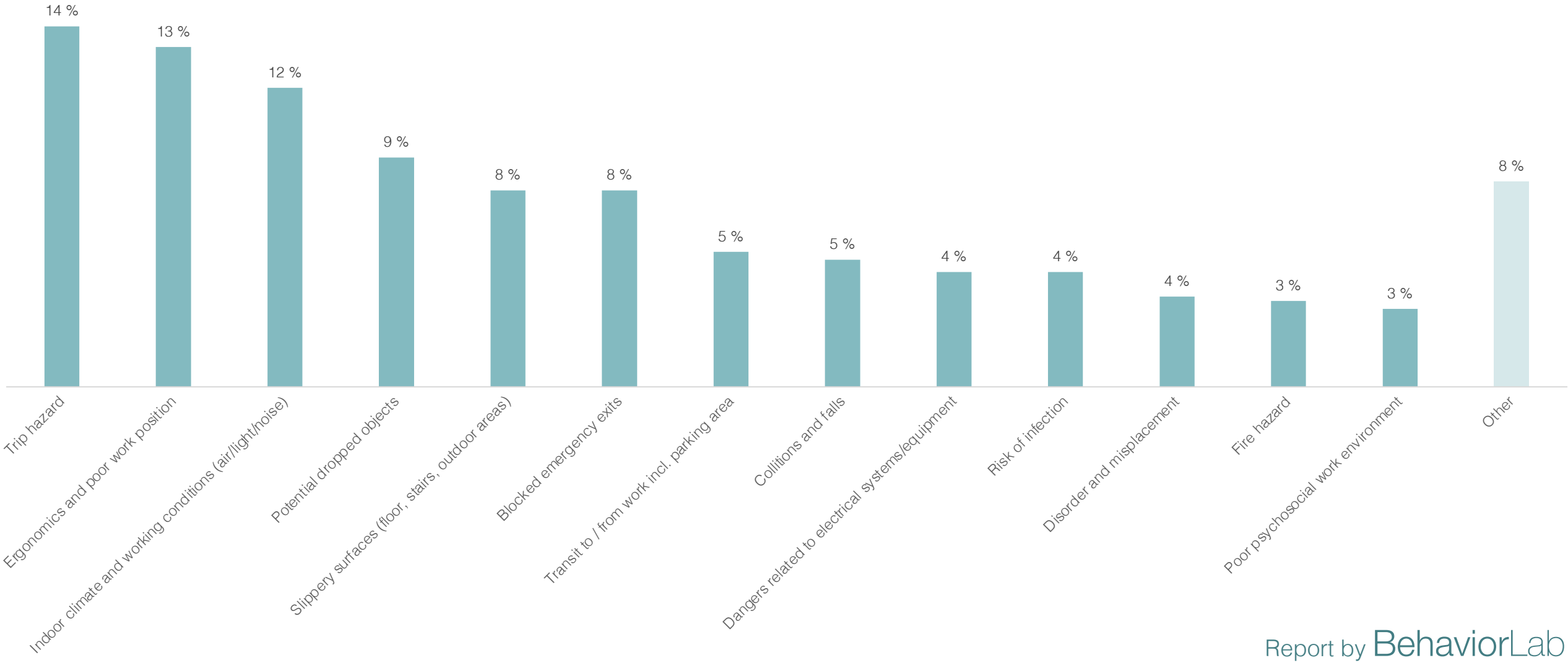

Observation in an office environment

This part describes the 6 biggest categories which together make up 72% of the team responses on the question:

«What is the most important thing we can do to become better at observing and reporting dangerous conditions?»

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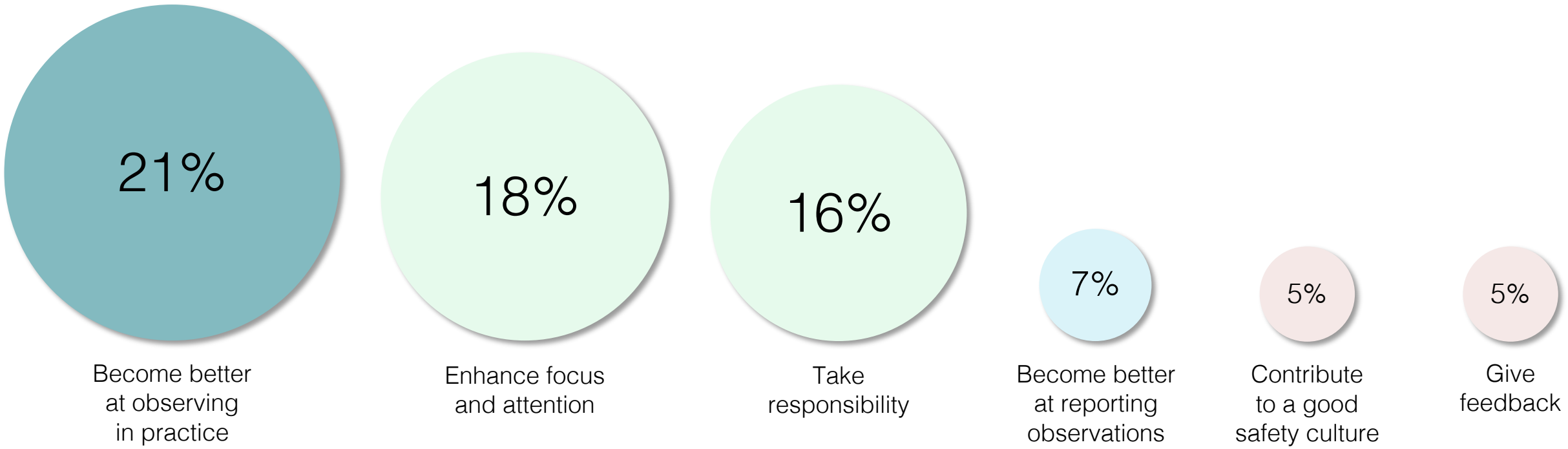

The 6 main categories make up 72% of the team responses.

The most important thing office personnel can do to become better at observing and reporting:

Become better at observing in practice

This category is about becoming better at observing and identifying possible hazards in practice; making rounds; using the senses more actively; looking for potential hazards when moving around in the office, etc.

Quotes

«Use the senses – see, smell, feel, listen. Reflect upon what you see.»

«Being aware and focused on looking for potential hazards and dangers.»

«Use our senses, sight, smell, look for dangerous conditions, care about colleagues and the workplace.»

«Go out more often to look for PDOs, be observant of what to look for, especially after bad weather.»

«To actually look around. Often you go on 'autopilot' when you are getting coffee, are on your way to or from work, to a meeting or another office. If you actually think about: is there anything on my way that can be a hazard?»

«You have to be aware and attentive that dangerous conditions exists everywhere you go, and decide to actively observe and look for these dangers and report them.»

«Make a conscious decision when you get up in the morning to be present and observe (...) You can decide in advance what you will look for - then you can be more targeted in seeing something and saying something»

The most important thing office personnel can do to become better at observing and reporting:

Enhance focus and attention

This category is about enhancing focus and attention concerning observation and reporting; and generally be more attentive of one's own surroundings in your day-to-day work.

Quotes

«Increase the focus by having the topic as a fixed point in meetings. Rewards for the observation of the week/month.»

«Inform the unit on how to report and how it is followed up.»

«Be mentally present. Bring up and speak about what you see.»

«Be aware of your own surroundings and take responsibility for your own and other's safety.»

«Focus on safety and notify about dangers and shortcomings in the office or elsewhere in the department.»

«We quickly get into routines where we just start our daily chores without observing. Here we can hang up 'little reminders' in the office enviroment to get everyone to contribute.»

«Remind each other to observe and report.»

«Decide that today I will take an extra look.»

«Focus on observing, take a time out, put it on the agenda.»

The most important thing office personnel can do to become better at observing and reporting:

Take responsibility

This category is about taking responsibility for observations; asking questions and speaking up; correcting things that can be fixed immediately; reporting issues to the right person/ resource; and requesting follow-up on reported cases.

Quotes

«If you find something that is not right, it is important not only to report it but also to make sure it is fixed. This behavior ensures a safe environment.»

«Don't just walk by. "If you see it you own it". Care about it.»

«Report in synergi or to local safety representative. Ensure measures are being executed.»

«Create a culture where we speak up/improve consecutively.»

«Speak up if there is a serious dangerous condition. Act, be present! Think, what can the consequence be?»

«Make it a habit to act immediately - do it right there - right then»

«if you see something, have a conversation with the person involved.»

The most important thing office personnell can do to become better at observing and reporting:

Become better at reporting observations

This category is about becoming better at actually reporting what you observe; to take the time to report; and to report both obvious serious cases, but also cases that can seem less serious.

Quotes

«Many are good at observing, but bad at reporting. Decide on a number of reports during a month, and do it.»

«Remind each other that observations are to be reported in Synergi, tell each other what we se, and live by the rule that if you see a problem, you own it.»

«I also think it is important to lower the threshold for what you report and think 'well, this is probably just a trivial matter, no point in reporting', or 'Someone else has probably reported this, no point in me doing it as well'. I think there is a need for an attitude change regaring reporting; no issue is too little or too big. It is the little things getting reported that often makes a difference.»

«Actually reporting observations, not just seeing them and not reporting them.»

«Make the report yourself when you see something. Don't count on others doing it for you.»

The most important thing office personnel can do to become better at observing and reporting:

Contribute to a good safety culture

This category is about contributing to a good and open safety culture in the office; where it feels safe to ask questions and speak up; and where observing and reporting are considered important tools for identifying and improving dangerous conditions.

Quotes

«Dare to say something to those you see doing something that could lead to a potential danger or risk. Work on building this into the organizational culture so that it becomes part of something "you just do".»

«Be mindful and deal with bad behavior and be a good colleague. We in the management team make decisions that affect far into the organisation, so it is especially important that we are in balance as leaders and take care of our people.»

«Creating a culture for writing observations in the office»

«Have an open culture around observations (...) not have a culture where you are told that things are already" decided "»

«Contribute to a culture that emphasizes observational behavior»

«The most important thing we can do is to fulfill our leadership responsibility to contribute to a better safety culture both in terms of reporting and observation. We must practice giving and receiving feedback and alerts. We must make safety culture natural for people by deciding, making visible, measuring and creating commitment among employees and lead by example. We must create a relationship of trust and psychological safety for the exchange of information.»

The most important thing office personnell can do to become better at observing and reporting:

Give feedback

This category is about how getting feedback on reported observations increases the motivation to continue reporting observations.

Quotes

«Feedback on observation cards from the manager and the HSE department. What measures have been taken.»

«That one knows that the observations are taken seriously and followed up further»

«Someone has to take responsibility for handling observations in the office. Have a forum for feedback on observations in the office.»

«Take feedback seriously, report and follow up. Secondly, feedback to the person / persons who have reported observations.»

«Leaders must follow up and give feedback on reported observations»

«Ensure that we have a system for processing such inquiries and provide feedback to the person reporting.»

BehaviorLab

- a behavior focused approach to change

BehaviorLab AS
Org. nr. 925 612 863 MVA

behaviorlab.no
contact@beahviorlab.no

Nydalsveien 33
0484 OSLO