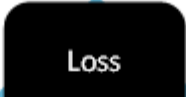


What may be the role of human factors and HR teams in the Care of Marine Offshore Environment?

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Introduction

System Safety Process



Management

Lack of Control

What is safety culture?

“Safety Culture is the set of enduring **values and attitudes** regarding safety issues, shared by every member of every level of an organization....

Safety Culture refers to the extent to which every **individual** and every **group** of the organization is **aware of the risks** and **unknown hazards** induced by its activities;

is continuously **behaving** so as to preserve and **enhance safety**;

is willing and able to **adapt** itself when facing safety issues;

is willing to **communicate** safety issues;

and consistently **evaluates** safety related behaviour.” (Piers, Montijn & Balk)

So, what organisational practices can influence the culture?

1. Resourcing of the workforce

- Attract and hire the best qualified candidates
 - ✓ Education/certification, skills and experience
 - ✓ Soft skills (communication, attitude, team work, work ethic)
 - ✓ Shared values

- Ensure teams are adequately resourced at present and in the future

HR Support

- Management of recruitment process
- Interview support – assessment of soft skills
- Development of graduate scheme
- Induction of new employees
- Manning forecasts /succession planning / knowledge transfer

2. Developing a Competent Workforce

Company goals



Career Model



Employee aspirations



Performance Management Process

- Goals
- Job Expectations

Manage performance



Competency Framework



Development needs



Developing a Competent Workforce – HR Support

- Oversee Competency Framework / Training Matrix
- Provide training courses / Further Education
- Oversee Performance Management / appraisal process, and provide training
- Coach managers on managing and developing employees – including how to provide difficult feedback
- Manage Poor Performance
- Measure employee engagement (employee survey includes safety and leadership)

3. Visible Leadership and Commitment to Safety

- The leadership of an organization has the responsibility for identifying the need for a sound safety culture
- Drive cultural change (if required) to achieve this; and sustain and positively reinforce the safety culture once in place
- Communication of expectations
- Live the Change! Be visible. Raise safety at meetings. Implement safety KPIs.
- Challenge unacceptable behaviours

HR Support

- Provision of leadership training
- Involvement in performance management / appraisal meetings
- Monitoring performance goals associated with safety

4. Organisational Values

- Set safety as a core value, DNV GL:
We care for customers and each other
- If the organization feels strongly about a particular behavior, there will be little tolerance for deviation, and there will be strong societal pressures for conformance (Weick & Sutcliffe, 2001)
- Each individual in the organization has a role in reinforcing behavioral norms

HR Support

- Hire people who identify with the organisational values
- Manage unacceptable behaviour
- Ensure values are embedded in the performance management process
- Ensure new hires sign up to a Code of Conduct

Now for your input!

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