Abstract

Title: Behavioural Safety

Subtitle: Approach for the reduction of incidents caused by behavioral deficiency.

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Introduction
In DSM, we have the idea that most of the incidents we have are partly caused by behavioural deficiencies (Prooi, 2005). Hence, a program to influence behaviour is required. If one wants to design such a program however one needs to know at least which interventions can be effective. In this thesis we have investigated whether the Keil Centre Culture Maturity® Assessment contributes to the identification of interventions that will influence behavior and as a result in time can contribute to the reduction of incidents.

Materials & Methodology
In this study a comparison has been made between Culture Maturity® Assessments that have been conducted on DSM sites. In total 10 SCM® Assessments are used, originating from sites from different Business Groups. The proposed interventions that resulted from the assessments were clustered per SHE Maturity level and per SHE Culture element. In order to judge the tool it is questioned whether the established cultural level is a discriminator for the proposed interventions and whether there have been proposed interventions that are mentioned on different cultural elements. Finally, proposed interventions that were identical for different sites have been listed in order to identify tools that can leverage synergy.

Results
There are interventions that are Culture element independent and even Safety level independent. It can be concluded that there are no real discriminators identified per SHE Maturity level and per Culture element. For the sites that have conducted the assessments, the elements ‘learning organization’, ‘Communication’ and ‘Demonstration of Management Commitment’, were most frequently addressed to be improved. Enhancing involvement of employees is the most important element in all culture elements. It has to be noted that many recommendations are statements rather than indications of what needs to be done. A toolbox has been formulated in order to cope with this.

Conclusion
We are not able yet to answer the question whether the SCM® assessment provides recommendations that are such, that improvement in safe behaviour can be proven. Despite the fact that the assessment tool shows several weaknesses we feel that the dimension of Safety Culture is not addressed enough with existing tools and as such, it covers a hyate in DSM’s toolbox. We consider the tool the best known within the company for the dimension of Safety Culture and believe that the process of conducting the assessments requires interactive involvement and as such the process of doing the assessment has a value in itself.