

Forge Works.

Safety Work vs the Safety of Work

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forgeworks.com



Safety Work

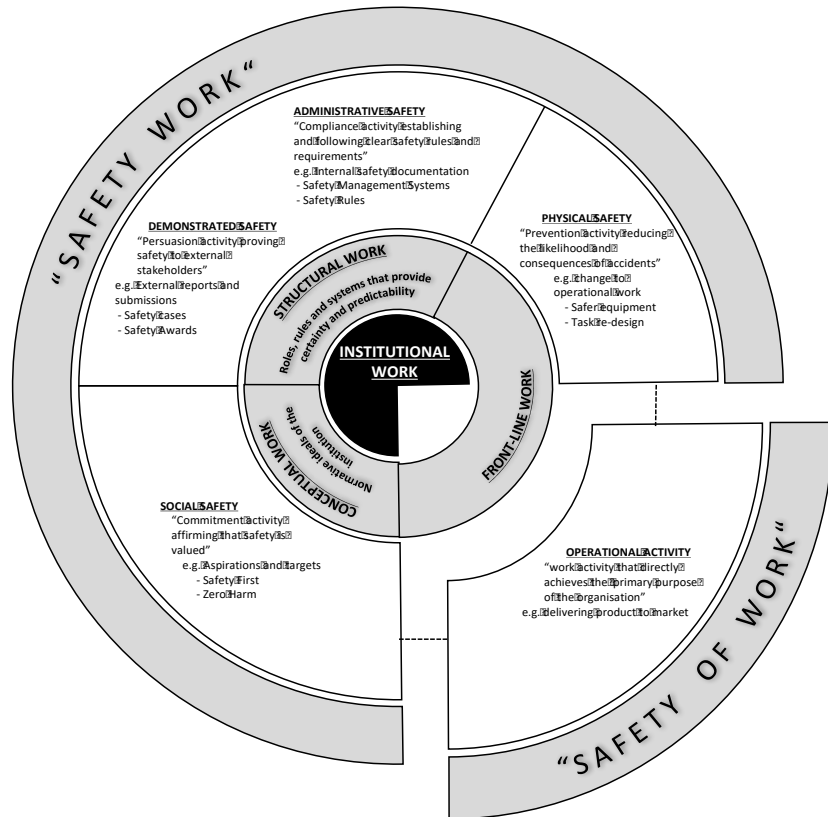
vs

Safety of work

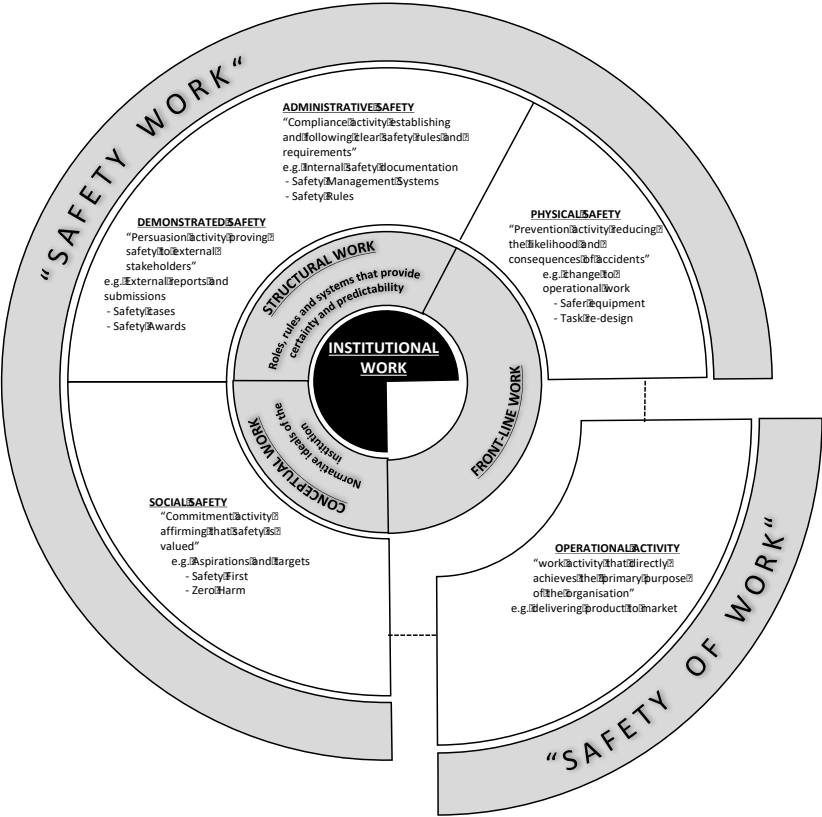


Forge Works.

The relationship between Safety Work and the Safety of Work



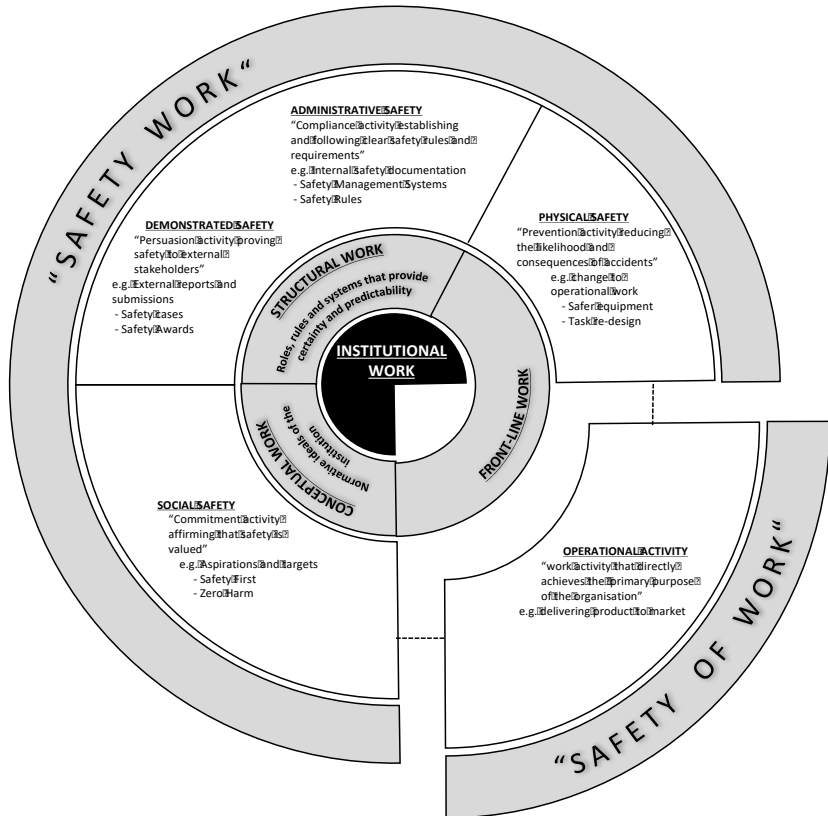
Demonstrated Safety Work



Category	Description	Objective
Demonstrated	Satisfying stakeholder demands for safety	Performing safety work to satisfy the requests of internal and external stakeholders: e.g. regulators, customers, senior management or safety organisation



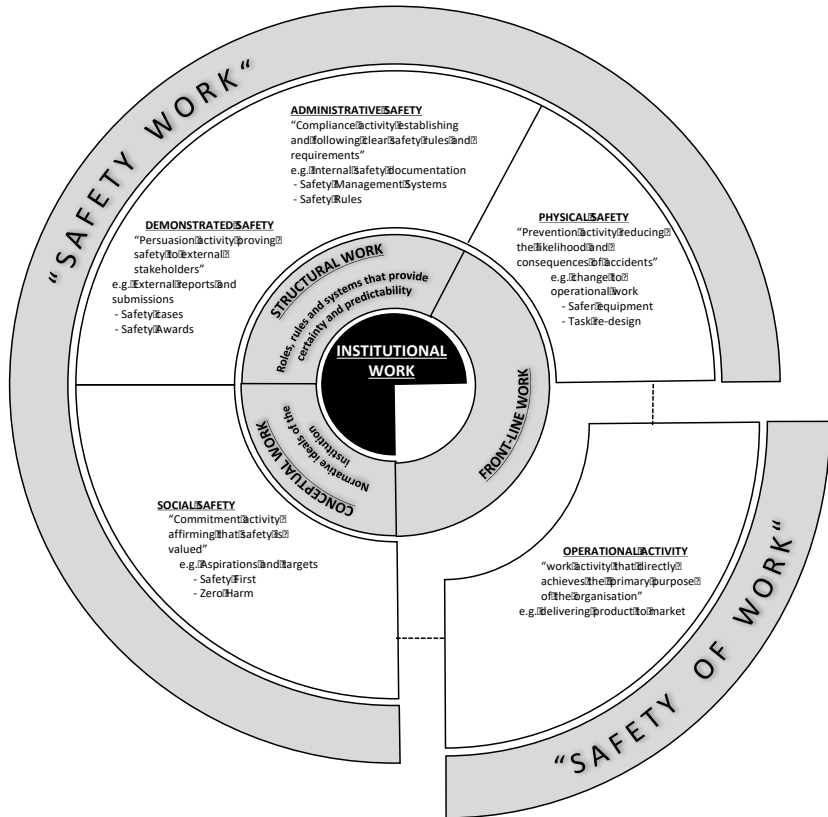
Social Safety Work



Category	Description	Objective
Demonstrated	Satisfying stakeholder demands for safety	Performing safety work to satisfy the requests of internal and external stakeholders: e.g. regulators, customers, senior management or safety organisation
Social	Re-enforcing our commitment to safety	Performing safety work to communicate and promote safety messages, and create the general feeling that safety is important.



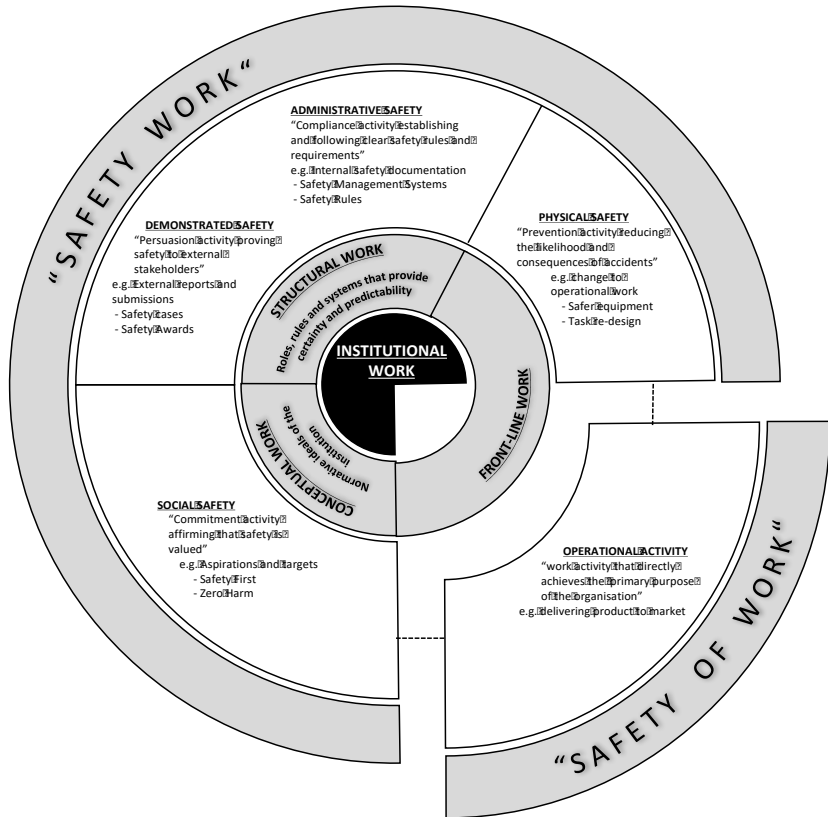
Administrative Safety Work



Category	Description	Objective
Demonstrated	Satisfying stakeholder demands for safety	Performing safety work to satisfy the requests of internal and external stakeholders: e.g. regulators, customers, senior management or safety organisation
Social	Re-enforcing our commitment to safety	Performing safety work to communicate and promote safety messages, and create the general feeling that safety is important.
Administrative	Complying with safety requirements	Performing safety work because it is an administrative requirement of the system or to create evidence that something was done.



Physical Safety Work



Category	Description	Objective
Demonstrated	Satisfying stakeholder demands for safety	Performing safety work to satisfy the requests of internal and external stakeholders: e.g. regulators, customers, senior management or safety organisation
Social	Re-enforcing our commitment to safety	Performing safety work to communicate and promote safety messages, and create the general feeling that safety is important.
Administrative	Complying with safety requirements	Performing safety work because it is an administrative requirement of the system or to create evidence that something was done.
Physical	Improving the safety of physical work	Performing safety work that directly changes the capability of the worker. physical work process or equipment used to perform operational activity.



Where does that leave us?

- Safety work does not always contribute to the safety of work
- Some safety work activities make work less safe
- Safety work does not prioritise local risks and needs



How can New View Safety Theory help?

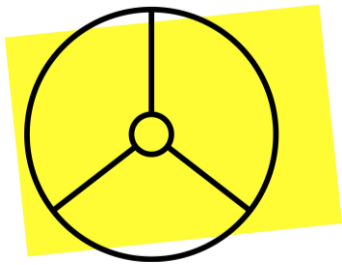
HRO (Laporte, Roberts, Rochlin) 1989	Resilience Eng. (Woods, Hollnagel) 2004	Safety II (Hollnagel) 2008	Safety Differently (Dekker) 2013	HOP Conklin (2015)	Graceful Extensibility (Woods) 2017	Guided Adaptability (Provan) 2020	Consolidated principles for the effective management of the safety of work.
Pre-occupation with failure			Safety is an ethical responsibility	Management Response Matters			Develop leaders with a safety motivation who care for every person
Sensitivity to operations	Learn	Understand the gap between Work as Imagined and Work as Done	Presence of positive capacities	Context Drives Behaviour	Adaptive capacity and the capacity for manoeuvre is finite	Explore everyday work	Understand your organisations logics, and how it drives local action
Deference to expertise		Learn from normal work and what goes well	People are a solution to harness	Error is normal	All teams are locally constrained	Support local practices and balance front-line demands	Set workers up for success in all operational objectives
Reluctance to simplify	Monitor	Performance variability is normal		Blame fixes nothing	Teams monitor, influence, constrict, extend the adaptive capacity of others	Free flow of information	Understand the variation and complexity of work performance
	Anticipate		Closely monitor operations and reflect deeply on what the insights mean				
Commitment to Resilience	Respond	Ensure work goes well		Learning is vital	Teams pursue own goals which modifies pressures on others	Anticipate future operational scenarios	Anticipate future operational scenarios and update the model or work as done
	Presence of adaptive capacity		Establish a priority for learning and support with locally diverse practices				
					All teams risk saturation of adaptive capacity and require support	Facilitate learning from surprise and normal work.	Make continuous adjustments to the goals, structures and resources.
					Multiple perspectives are required to compensate for mis-calibrated perceptions of teams	Reduce goal conflict through sacrifice judgements	
					Surprises occur at the operating boundary which requires means to extend adaptive capacity		



Forge Works Map – The Model

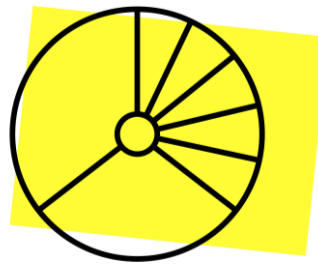
The Forge Works Map is based on scientific safety and institutional work literature and is an expansion of other industry safety models, including the DuPont Bradley Curve and the Hudson Cultural Maturity Ladder.

3 CAPACITIES



- GUIDE
- ENABLE
- EXECUTE

5 FACTORS PER CAPACITY



1. SENIOR LEADERSHIP
2. STRATEGY
3. RISK MANAGEMENT
4. SAFETY ORGANISATION
5. WORK UNDERSTANDING
6. OPERATIONAL MANAGEMENT
7. RESOURCE ALLOCATION
8. MANAGEMENT SYSTEMS
9. GOAL CONFLICT AND TRADE-OFFS
10. LEARNING AND DEVELOPMENT
11. FRONTLINE WORKFORCE
12. COMMUNICATION AND COORDINATION
13. DECISION-MAKING
14. CONTRACTOR MANAGEMENT
15. MONITORING AND METRICS

3 MANAGEMENT APPROACHES



- COMPLIANT
- LEADING
- RESILIENT



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So what do we practically do about this?

Capacity	Factor	Systemic Management (Compliant)	Cultural Management (Leading)	Integrated Management (Resilient)
Guide	Senior Leadership	Transactional leadership	Transformational leadership	Servant leadership
	Strategy	Reactive safety work	Clear goals & strategies	Proactive safety of work
	Risk Management	Risk assessments	Risk information	Risk foresight
	Safety Organization	Compliance tasks	Risk reduction	Building operational capacity
	Work Understanding	Procedures prescribe work	Organizational factors drive work	Workers manage emergent risk
Enable	Operational Management	Delegate safety work	Participate in safety work	Facilitate safety through operations
	Resource Allocation	Minimal budget	Investment in known issues	Investment in operational slack
	Management Systems	Regulatory compliance	Specific safety needs of work	Processes to support work as done
	Goal Conflict & Trade-offs	Production & injuries	Known issues sacrifice production	Budgets reset on weak signals
	Learning & Development	Competency management	Benchmarking & 'best practice'	Sense-making processes
Execute	Frontline Workers	Comply with safety processes	Active contribution to safety	Co-design work
	Communications & Coordination	One-way communication	Two-way communication	Open communication
	Decision-making	Management decision-making	Safety advisory support	Deference to expertise
	Contract Management	Manage by contract	Delivery partnerships	Client in service role
	Monitoring & Metrics	Lagging indicators	Leading indicators	Predictive information



Position Distribution

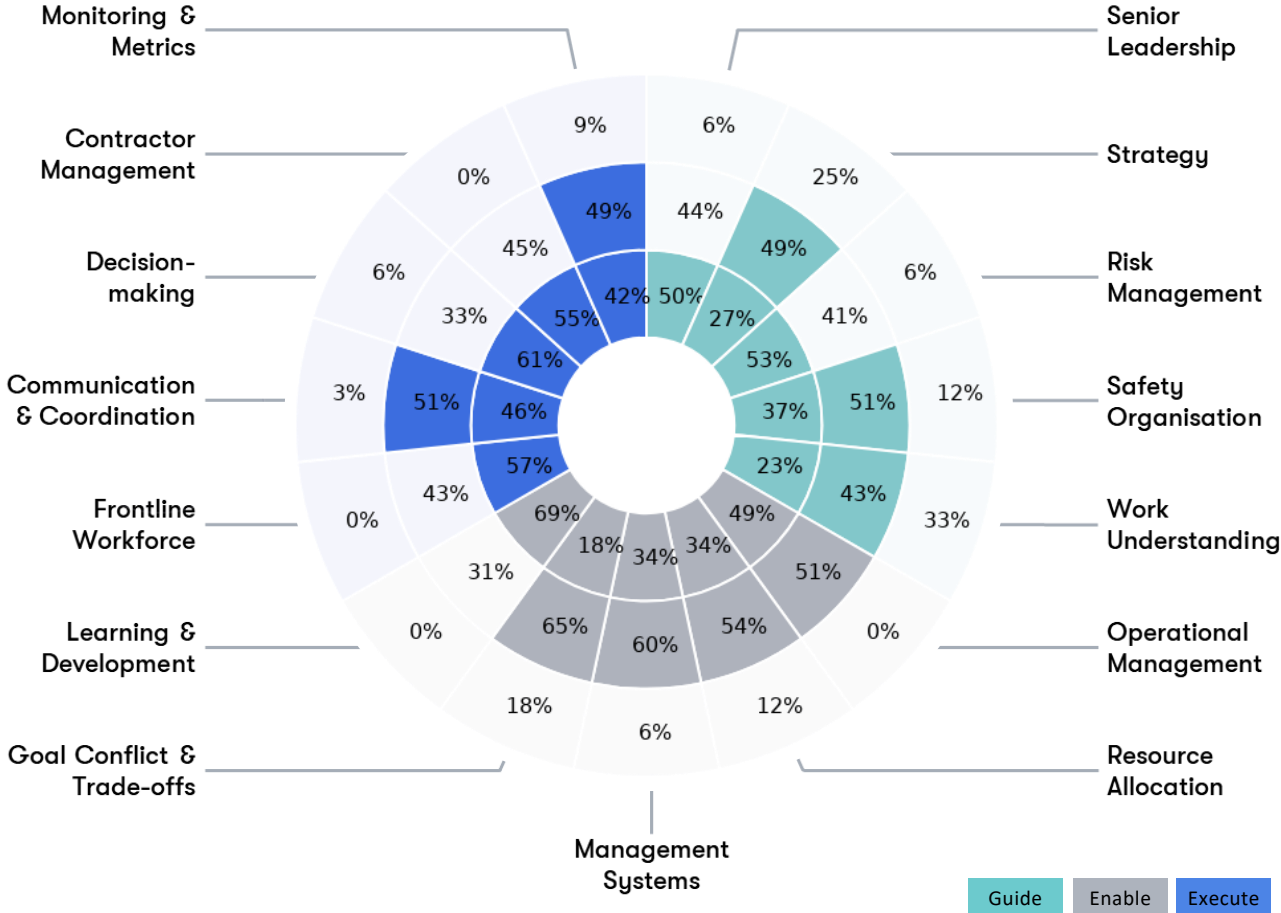
The distribution of the overall position represents the percentage of survey responses that fell within the Compliance, Leading or Resilient management approaches. The distribution helps us to understand organisational alignment as well as the potential tipping points and resistance for future improvement activities.

INSIGHTS

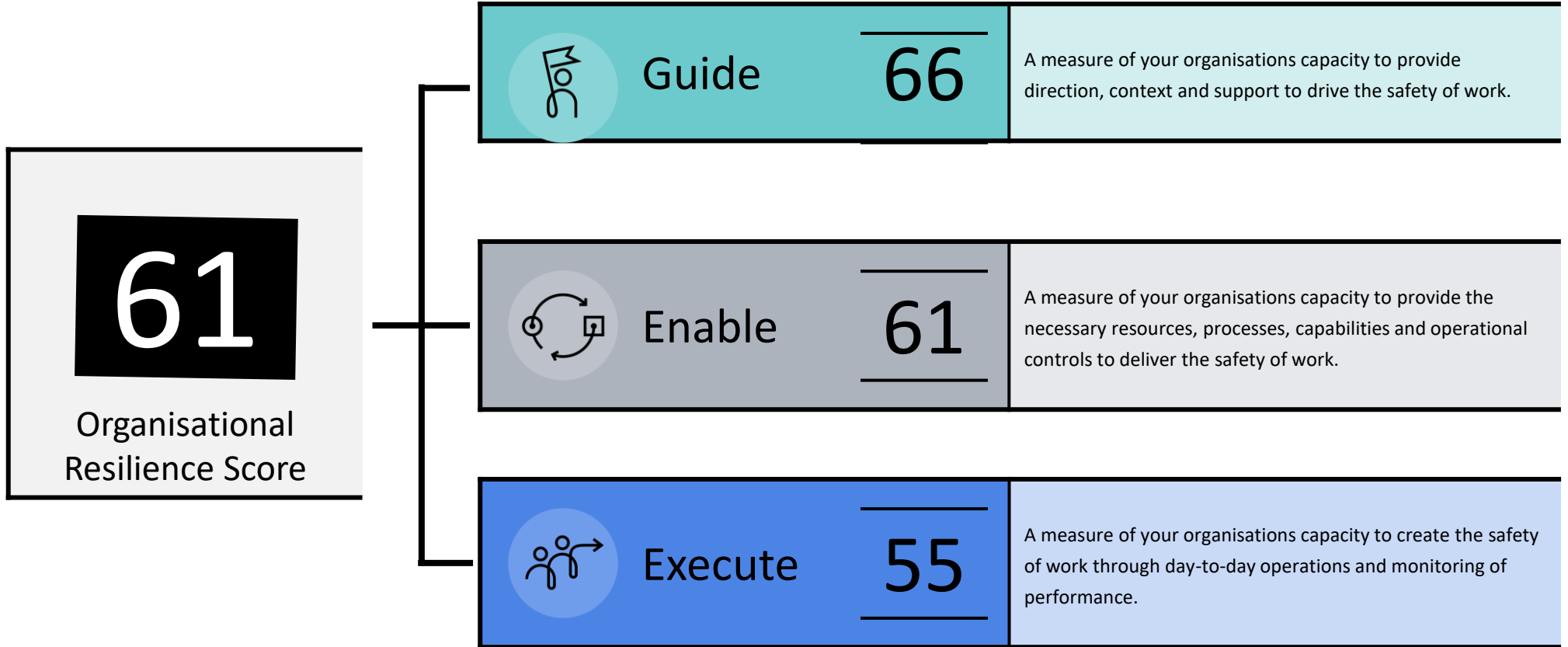
The perception of the different management approaches across the 3 capacities is consistent with an organisation transitioning to a more leading approach.

There is a view that the organisation focuses on creating safety through prescription and policies.

There is a perception that operational work is driven through compliance mechanisms; this is reinforced by the focus on technical training and competency management.



Your Capacity Scores



SCORE KEY

The following score range is indicative of a...

>59 compliant management approach, with scores in the high 40s and 50s having some leading elements

60-64 mixture of compliant and leading management approaches

65-84 leading management approach, with scores in the high 70s to 80s having some resilient elements

85-89 mixture of leading and resilient management approaches

90+ resilient management approach



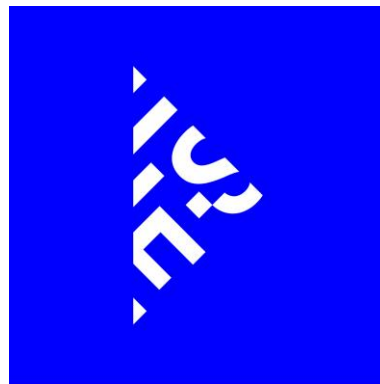
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Where can I get more support?

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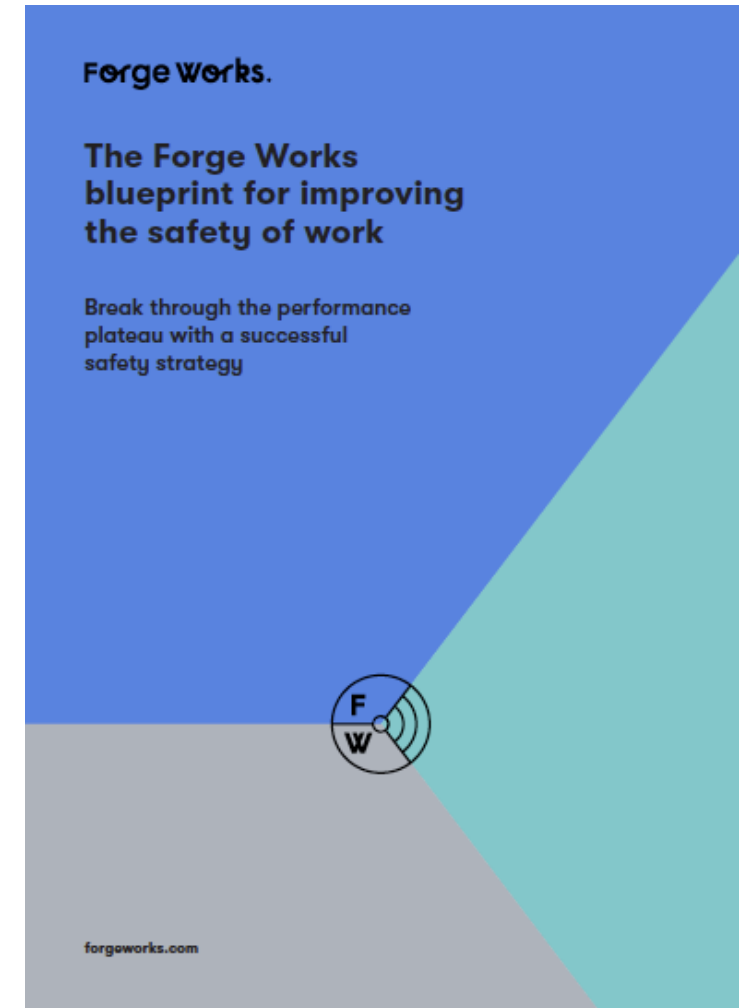
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