

Onshore Worksite



Cosalt is a leading provider of safety products and services to the industrial and offshore oil and gas markets across the globe. In 2011, one of Cosalt's offshore support facilities participated in a pilot of the Step Change in Safety Workforce Engagement survey.

Ahead of the survey, dialogue with the workforce was undertaken, advising the purpose of the Workforce Engagement survey through team members and posters. A focus was made on the fact that the survey was an industry, not a company, survey and that the entire process was confidential. Safety representatives were engaged to facilitate running the survey at their constituency meetings. This resulted in a great response rate (close to 100% of those available during these meetings). The results showed solid visibility and support across the work site, but the need for improvement in the areas of communication, involvement, participation and challenge. These results provided a great opportunity to use the Workforce Engagement survey process as an engagement tool, not just a way to get numbers.

Cosalt responded to the survey results by firstly making sure the key messages were clearly understood, i.e. the results were neither 'good' nor 'bad', but just an enabler for improvement. Positive scores were analysed as well as improvement areas – this ensured that engaging aspects of the work environment that already existed could be recognised and acknowledged. Undertaking the survey allowed Cosalt to compare their

worksite results against an industry benchmark. This unique aspect of the survey enabled them to focus on the top five variances compared to other industry worksites. One key initial action after the survey involved the safety committee exploring responses to a key "involvement" question. As part of this exploration, safety representatives volunteered to go back out to the workforce to get a deeper understanding of what led to these results. This follow-up demonstrated that the survey was a key way to start dialogue about engagement. Cosalt's response to the survey showed that:

- responses were confidential
- people's attitudes and opinions had been heard
- key messages were followed up to make sure there was a shared understanding across the work site
- Workforce Engagement was now an on-going focus – not just a tick-the-box exercise that gets filed away
- The survey didn't stand alone – results were cascaded across the worksite and through fortnightly/monthly departmental meetings, and incorporated into the HSEQ improvement plan

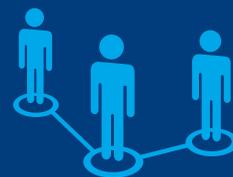
So, what did a focus on Workforce Engagement do at this work site? The following images are before-and-after photos of a workshop designed to reduce manual handling of equipment. This initiative was suggested, planned and delivered by the workforce and is a great example of what an engaged workforce can achieve.

From



To





Fixed Offshore Production Facility

Running the survey on fixed offshore production facilities is a great way of understanding areas of strength and areas for improvement in Workforce Engagement. In 2011, a number of fixed offshore production facilities participated in a pilot of the Step Change in Safety Workforce Engagement survey – this case study identifies some of the key lessons learned experiences on two facilities.

Survey Visibility and Communication

Before running the survey, it is critical that key roles are identified to make the survey visible and to communicate details about the survey to all relevant groups in order to get the best response possible. A good practice that worked well was to have the safety reps 'own' the Workforce Engagement survey process. Safety reps communicated about the survey before and during the administration process, and handed out survey forms during safety meetings. This experience showed that it can be helpful to communicate the following:

- It's an **industry survey** – not for a particular company or contractor, but for everyone on site to have their say and improve safety across the industry
- The survey is **easy to complete**
- Responses are **100% confidential**
- The **results will be reported back** to make sure everyone on site gets to see them.

Whilst safety reps might 'own' the survey process on some facilities, there are other key roles that need to play a part. For example, an easy and effective way to introduce people to the survey is to include it in any OIM safety briefings when people arrive on a facility.

Involvement and Support during the survey process

The experience offshore also showed that having many different groups working on a facility can present challenges for running a survey, particularly given that these groups often work on different rosters. It is important to run the survey over a long enough period of time to ensure that all groups get the opportunity to participate (usually at least two months).

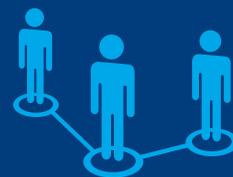
However, the survey should not be left open too long (usually more than three months); otherwise the results may not accurately capture the overall current views of people at the facility.

Related to the survey timeframe, another key lesson from the pilot surveys was to ensure that back-to-back site leaders and other key roles that rotate shifts share the same understanding of the purpose and progress of the workforce engagement survey on site. A good example of this relates to the need to carefully track the survey response rate – with so much going on a facility over a period of months, consistent effort to encourage people to play their part and participate in the survey is required. As well as encouraging participation, completed hard copy surveys need to be posted to Step Change in Safety for confidential processing. These surveys need to be tracked – something that can be done more easily through the online Workforce Engagement survey tool.

Results: Continue the Participation and invite Challenge

The experience offshore revealed some helpful tips for ensuring that workers continue to participate after the survey, which is just the start of improving workforce engagement at any worksite. One very effective step, which should be considered as 'compulsory', is to feed the survey results back to the groups who participated to see whether the data obtained matched perceptions on the facility. This 'test of the data' demonstrates the openness and confidentiality of the process and is a great first step to continue improving workforce engagement.





Floating Offshore Production Facility

The Workforce Engagement survey is a great way to understand levels of engagement on floating offshore production facilities (FPFs/FPSOs). In fact, several floating offshore production facilities participated in a pilot of the Step Change in Safety Workforce Engagement survey in 2011. Some of the key lessons learned from this experience are shared in the case study below.

Involve safety reps from the start

Safety reps represent a critical resource and focal point for the safety effort on any facility. By engaging safety reps from the beginning of the Workforce Engagement survey process, an existing and trusted group could act to fully achieve the benefits available through a well-run survey process.

Be inclusive

On one facility, transient workers were asked to participate in the survey process in addition to those regularly on site. The rationale for this was that as these workers see a number of worksites and are in a good position to contribute their views on questions related to Workforce Engagement at any particular site. The principle here was to be inclusive – positive engagement comes from the knowledge that everyone on site needs to play their part.

'Sense check' the results and decide on improvement areas together

One facility shared their experience in presenting the results back to workers. In doing so, a meaningful discussion occurred about whether or not the survey results reflected what people on the facility actually thought of the worksite. In other words, did the results 'feel right'? By 'sense checking' the results, everyone on the facility could see that the survey process is confidential and open, and that it is designed to promote a shared understanding of areas of strength and areas of improvement in Workforce Engagement.

Remember that Workforce Engagement doesn't come from a long to-do list

After receiving the survey results, it is important to only decide on a few survey questions to focus on. This makes

it easy to communicate what actions will be taken after the survey process. A common area of frustration for people after completing a survey is not hearing what will be done with the results. By focussing on only a few areas, it is much easier to communicate clearly and follow through.

For one of the FPSOs, the two areas of focus were:

- Making it easier for people to challenge instructions, procedures or ways of working without fear of retribution, and
- Ensuring direct supervisors understands workers' individual need for support on H&S issues

With simple actions developed against each of these areas, it will be a lot easier to ensure that people are not only clear on what to improve, but how to do it.

Build on your existing success

A key lesson from one of the FPSOs relates to a simple but often overlooked principle that is critical to engaging people in safety – building on success is easier than just focussing on perceived weakness. If only the lowest results are communicated and focussed on, it is understandable that people might feel disengaged with both the survey process and the actions need to improve Workforce Engagement at the facility. However, communicating and being proud of what is working well reinforces that engagement is a journey that the facility is already on.

Workforce Engagement is the active participation of everyone in the workforce in managing and improving safety performance. People will be more inclined to join in the safety effort if they feel that it is something that they can easily participate in, that improvements can be made on a day-to-day basis, and that progress is already being made. It's about starting and continuing a conversation, which the Workforce Engagement survey can really help with.

