



CHALLENGING CULTURE SAFETY CHANGE

Δρ Γεωργιος Δ. Πανόπουλος

Πρόδρομος Παπαβασιλείου

11th SAFETY GALA

Safety; an Element of Sustainability
in Business and beyond

benefit your people
benefit your business

Athens 13 June 2019

ΣΥΣΤΑΣΕΙΣ - ΓΝΩΡΙΜΙΑ

ΔΙΕΥΚΟΛΥΝΟΝΤΑΣ ΤΗΝ ΣΥΝΕΡΓΑΣΙΑ

11th SAFETY GALA

Safety; an Element of Sustainability
in Business and beyond

benefit your people
benefit your business

Athens 13 June 2019



ΠΡΟΒΛΗΜΑΤΙΣ



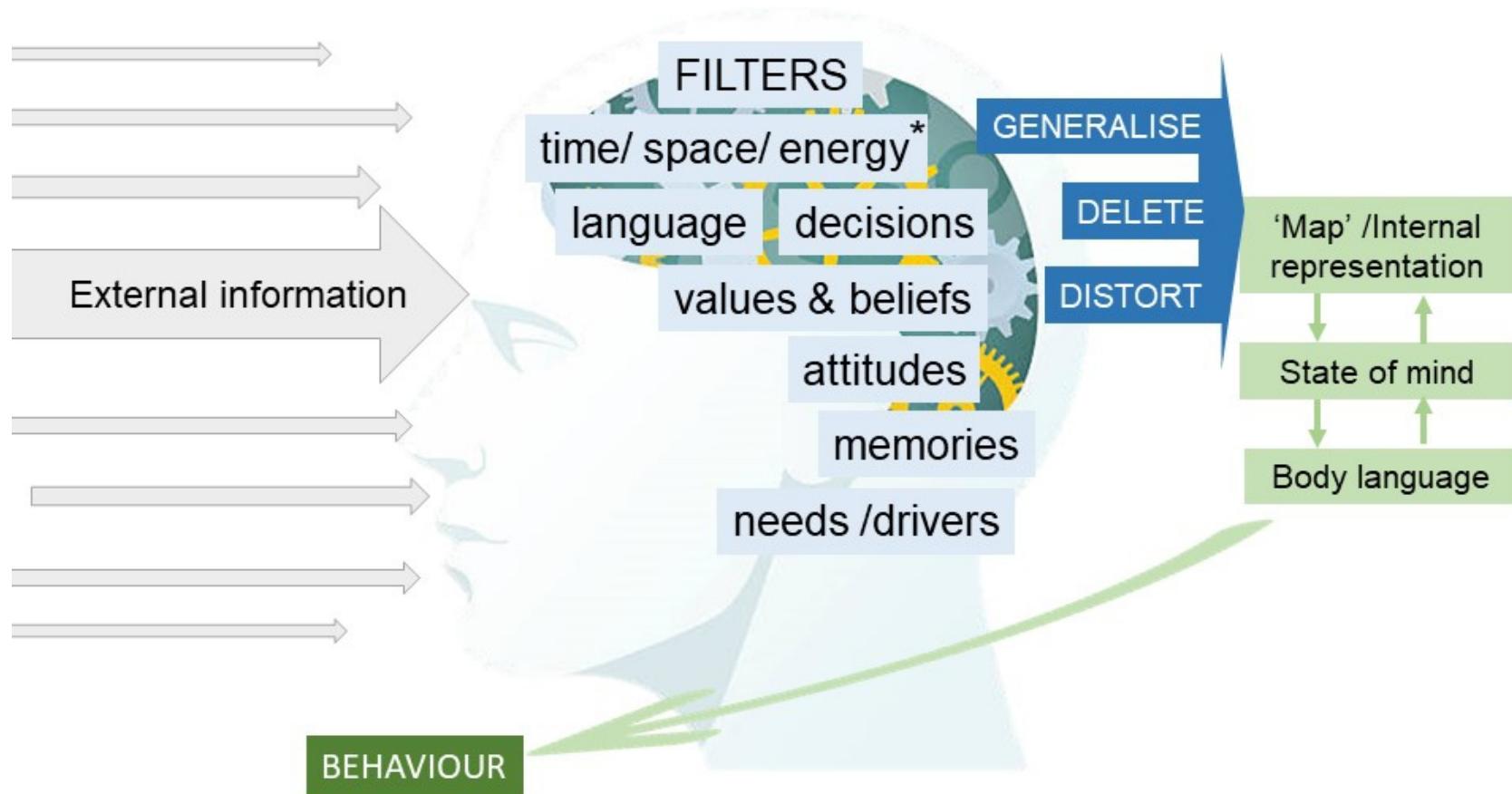


Να μιλήσουμε για την αλλαγή
της κουλτούρας στην (για την) ασφάλεια
ή
της ασφάλειας στην κουλτούρα συνολικά



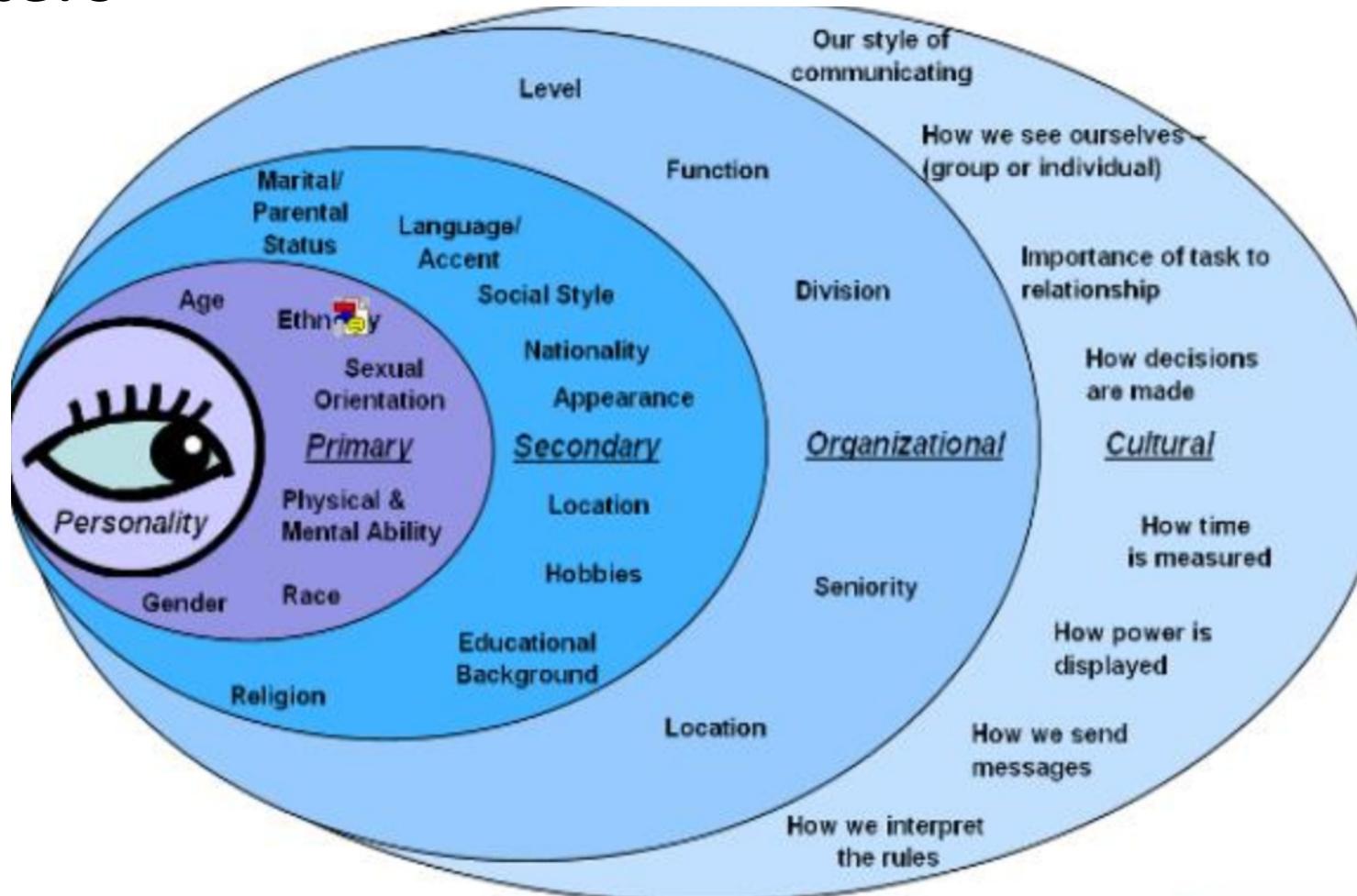
**Διαβάζεται το ίδιο (ίδιο κείμενο)
αλλά διαφορετικοί άνθρωποι,
αλλά και ίδιοι άνθρωποι σε διαφορετικές
στιγμές ανάγνωσης,
αντιλαμβάνονται διαφορετικά νοήματα**

Input – Output



Communication process

Input – Output Filters

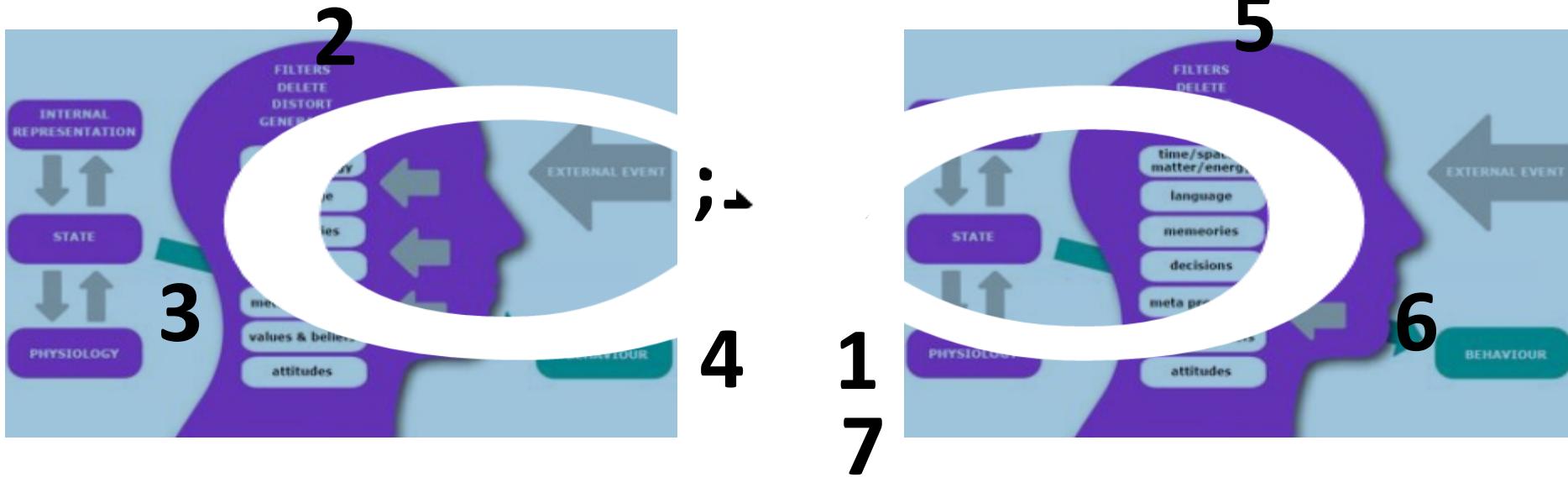


'Ιδια διαδικασία, ίδιος άνθρωπος, διαφορετικά αποτελέσματα

H&S MANAGEMENT SYSTEM - LEVEL 1/STRENGTH MANAGEMENT H&S - NIVEL 1				Doc Ref. Nr/Dok. Ref Nr. H&S P11002				H&S MANAGEMENT SYSTEM - LEVEL 2/SYSTEM MANAGEMENT H&S - NIVEL 2				Doc Ref. Nr/Dok. Ref Nr. H&S P11002														
Facilities H&S Inspection Checklist / Listkontrolli Inspektimi Facilitateve la H&S				Revision/Révision: 0 Date: 08/11/2013				Facilities H&S Inspection Checklist / Listkontrolli Inspektimi Facilitateve la H&S				Revision/Révision: 0 Date: 08/11/2013														
Plant Section/Sektion I Fabrikas: FABRIK I GJERGJUOS (BVR II)				Inspection Date/Date d' Inspektimi: 10.07.2013				Plant Section/Sektion I Fabrikas: FABRIK I GJERGJUOS (BVR II)				Inspection Date/Date d' Inspektimi: 10.10.2013														
Inspection Field / Fusha e Inspektimit				YES SI	NO/ JO NINI	N/A/ JI ZUE	Comments/Komente	Inspection Field / Fusha e Inspektimit				YES SI	NO/ JO NINI	N/A/ JI ZUE	Comments/Komente	Inspection Field / Fusha e Inspektimit				YES SI	NO/ JO NINI	N/A/ JI ZUE	Comments/Komente			
Corridors, stairs, lifts, floors, employees working places are in good condition, unobstructed & safe. Korridori, shkallë, dhomat, vendet e punes se punonjiesave janë ne kushte te mira, te përshtatje te sigura.	<input checked="" type="checkbox"/>			✓				Corridors, stairs, lifts, floors, employees working places are in good condition, unobstructed & safe. Korridori, shkallë, dhomat, vendet e punes se punonjiesave janë ne kushte te mira, te përshtatje te sigura.	<input checked="" type="checkbox"/>				✓				Corridors, employees working places are in good condition, unobstructed & safe. Korridori, emplozhi, vendet e punes se punonjiesave janë ne kushte te mira, te përshtatje te sigura.	<input checked="" type="checkbox"/>				✓				
Gard railings are placed where needed, they are stable and protect from falls. / Permataku janë vendosur ku mund të jetë ne nevojë, janë të stabile, të protektejse nga rënja.	<input checked="" type="checkbox"/>			✓				Gard railings are placed where needed, they are stable and protect from falls. / Permataku janë vendosur ku mund të jetë ne nevojë, janë të stabile, të protektejse nga rënja.	<input checked="" type="checkbox"/>				✓				Gard railings are placed where needed, they are stable and protect from falls. / Permataku janë vendosur ku mund të jetë ne nevojë, janë të stabile, të protektejse nga rënja.	<input checked="" type="checkbox"/>				✓				
Areas are clean and there are not abandoned items, consumables, spare parts, foreign objects, etc. / Zona janë e përgjithshme, nuk ka objekte te braktisura, te konsumueshme, pjesë kundrejt, objekte te huaja, etj.	<input checked="" type="checkbox"/>			✓			Dua zona janë përgjithshme, nuk ka objekte te braktisura, te konsumueshme, pjesë kundrejt, objekte te huaja, etj.	<input checked="" type="checkbox"/>				✓				Areas are clean and there are not abandoned items, consumables, spare parts, foreign objects, etc. / Zona janë e përgjithshme, nuk ka objekte te braktisura, te konsumueshme, pjesë kundrejt, objekte te huaja, etj.	<input checked="" type="checkbox"/>				✓					
Safety signs are placed where specified, are easily readable and in good condition. / Tabelit e sigurie janë vendosur ku specifiko, janë lezgueshëm, te letrat e tij janë lezgueshëm.	<input checked="" type="checkbox"/>			✓			Eshet janë përgjithshme, janë lezgueshëm, te letrat e tij janë lezgueshëm.	<input checked="" type="checkbox"/>				✓				Safety signs are placed where specified, are easily readable and in good condition. / Tabelit e sigurie janë vendosur ku specifiko, janë lezgueshëm, te letrat e tij janë lezgueshëm.	<input checked="" type="checkbox"/>				✓					
Exits are marked with "Emergency Exit" signs and arrows to them. / Tabelit e "Emergency Exit" janë shumëruar me letëra "Emergency" (tabela e kujte) siç është e përgjithshme.	<input checked="" type="checkbox"/>			✓			Eshet janë përgjithshme, janë lezgueshëm, te letrat e tij janë lezgueshëm.	<input checked="" type="checkbox"/>				✓				Exits are marked with "Emergency Exit" signs and arrows to them. / Tabelit e "Emergency Exit" janë shumëruar me letëra "Emergency" (tabela e kujte) siç është e përgjithshme.	<input checked="" type="checkbox"/>				✓					
Fire extinguishers are in specified places and in working condition ready, maintained, no damages. / Flasjet e zjarrit janë ne vendosur ku specifiko, janë ne kushte përgjithshme, janë lezgueshëm, nuk ka dëmash.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Fire extinguishers are in specified places and in working condition ready, maintained, no damages. / Flasjet e zjarrit janë ne vendosur ku specifiko, janë ne kushte përgjithshme, janë lezgueshëm, nuk ka dëmash.	<input checked="" type="checkbox"/>				✓			
Fire hoses are complete and functional (valve, hoses, nozzle). / Tubot plastike per fuzet e gjatë janë vendosur dhe janë funksionale (valvula, sotë, gjyket).	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Fire hoses are complete and functional (valve, hoses, nozzle). / Tubot plastike per fuzet e gjatë janë vendosur dhe janë funksionale (valvula, sotë, gjyket).	<input checked="" type="checkbox"/>				✓			
Access to safety and fire protection equipment is free and unobstructed. / Distanca tek pajisje e sigurie dhe pajisje e mbrojtje nga zjarr eshte e lira qe e pa titosh.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Access to safety and fire protection equipment is free and unobstructed. / Distanca tek pajisje e sigurie dhe pajisje e mbrojtje nga zjarr eshte e lira qe e pa titosh.	<input checked="" type="checkbox"/>				✓			
The lighting in the area is in good working condition (random checks or switched). / Niveli me zonë eshte ne kushte te mira per te punuar (kontroll i rastasej/kontroll).	<input checked="" type="checkbox"/>			✓			✓				✓				✓			The lighting in the area is in good working condition (random checks or switched). / Niveli me zonë eshte ne kushte te mira per te punuar (kontroll i rastasej/kontroll).	<input checked="" type="checkbox"/>				✓			
Guards are fitted on moving parts of motorengines (where specified) and are in good condition. / Mekanizmat me periferi me posess kushtes te mire (ku specifikohet) janë përgjithshme.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Guards are fitted on moving parts of motorengines (where specified) and are in good condition. / Mekanizmat me periferi me posess kushtes te mire (ku specifikohet) janë përgjithshme.	<input checked="" type="checkbox"/>				✓			
Insulations are installed on hot surfaces (where necessary) and are in good condition. / Isolacione janë instaluar ne surfaçet te varme (ku nevojitet) janë përgjithshme.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Insulations are installed on hot surfaces (where necessary) and are in good condition. / Isolacione janë instaluar ne surfaçet te varme (ku nevojitet) janë përgjithshme.	<input checked="" type="checkbox"/>				✓			
First-Aid equipment is in good condition. / Pajisje e tashme janë ne kushte te mira.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			First-Aid equipment is in good condition. / Pajisje e tashme janë ne kushte te mira.	<input checked="" type="checkbox"/>				✓			
Safety showers are in good condition. / Dushet e sigurie janë ne kushte te mira.	<input checked="" type="checkbox"/>			✓			✓				✓				✓			Safety showers are in good condition. / Dushet e sigurie janë ne kushte te mira.	<input checked="" type="checkbox"/>			✓				
Revision Period / Periudha e ndryshimit: 2 years/24 months				Next Audit / Tashmë/24 months				Revision Period / Periudha e ndryshimit: 2 years/24 months				Next Audit / Tashmë/24 months				Revision Period / Periudha e ndryshimit: 2 years/24 months				Next Audit / Tashmë/24 months						

Cooperative spirit

Optimisation is a continuous process



Η συνεργασία, η ροή της πληροφορίας, η ανατροφοδότηση, οδηγούν, στην σύγκλιση και την μεγιστοποίηση του αποτελέσματος.



Στόχος



Ασφάλεια

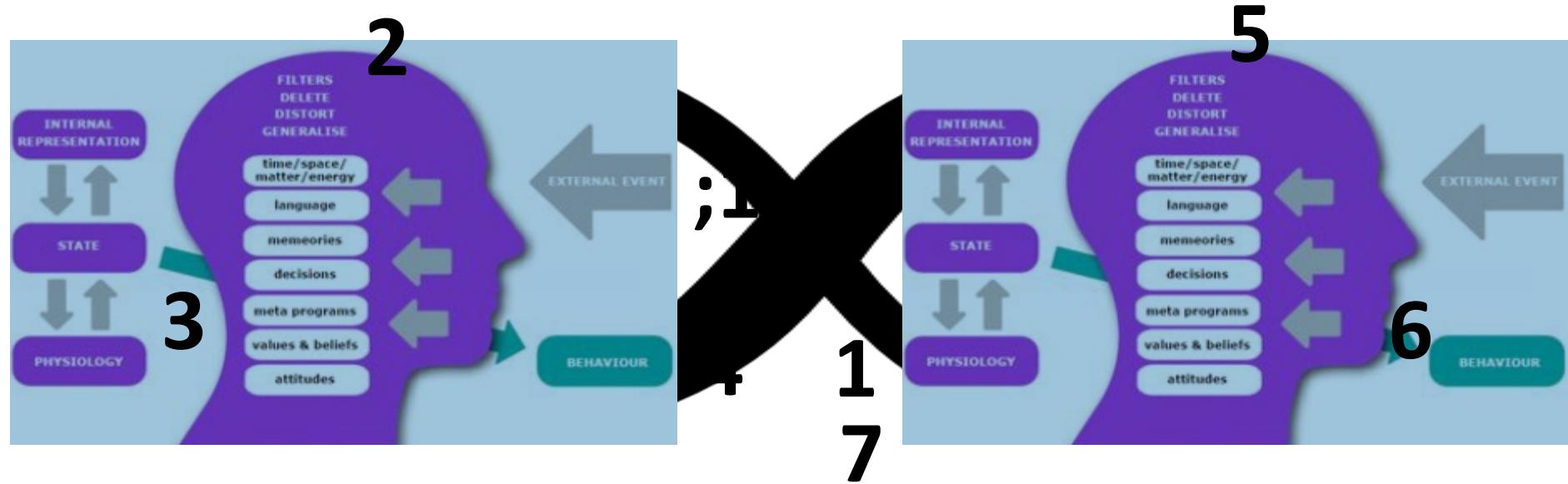
- Απουσία συμβάντων.
- Απουσία (μηδενική ή απειροελάχιστη πιθανότητα) συμβάντων.
- Υποκειμενικότητα. Αίσθημα ή γνώση ασφαλούς καταστάσεως με βάση την γνώση και την ικανότητα αντίληψης περί κινδύνων, στοχαστικότητας επισύμβασης και του μηχανισμού συμβάντων.

Κουλτούρα στην ασφάλεια ή ασφάλεια στην κουλτούρα

CHALLENGING
CULTURE SAFETY CHANGE

Cooperative spirit

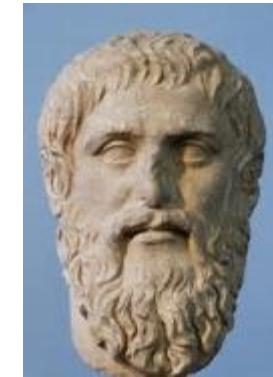
Optimisation a continuous process



Η συνεργασία, η ροή της πληροφορίας, η ανατροφοδότηση, οδηγούν, στην σύγκλιση και την μεγιστοποίηση του αποτελέσματος.

Στόχος

Πάντων χρημάτων μέτρον ἔστιν
ἄνθρωπος, τῶν μὲν ὄντων ὡς ἔστιν,
τῶν δὲ οὐκ ὄντων, ὡς οὐκ ἔστιν.

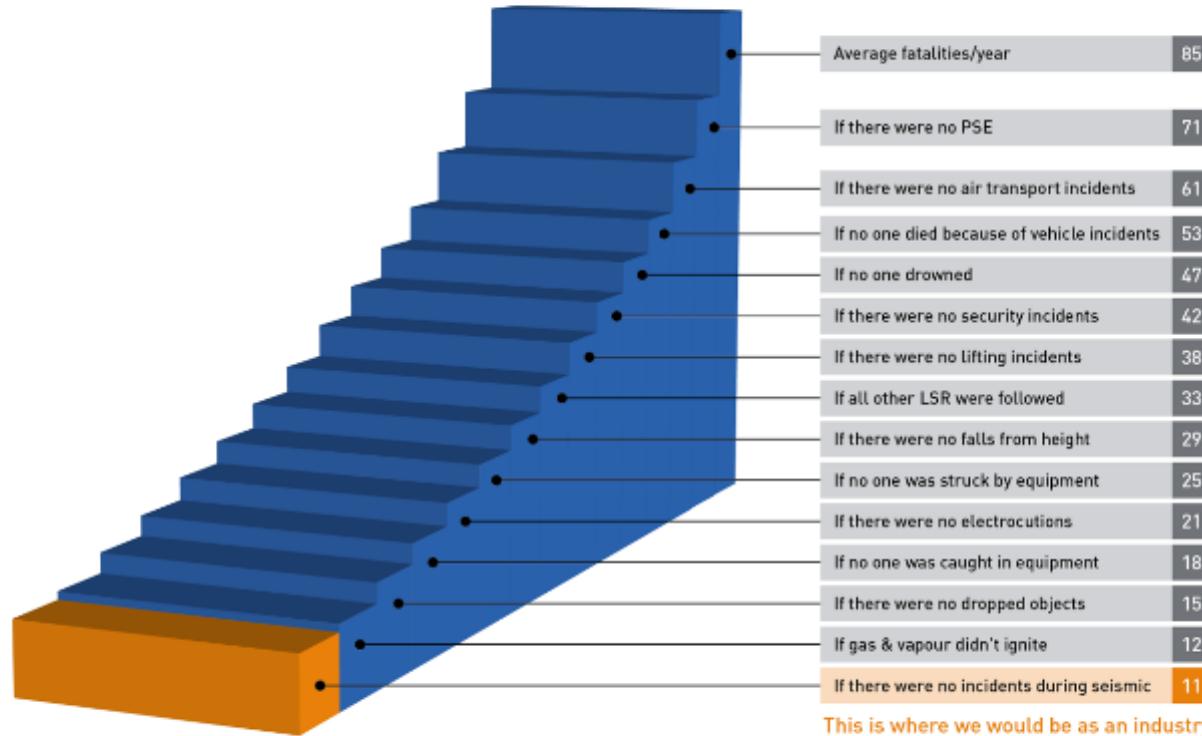


Abdera 490 – 420 BC

Πρωταγόρας (περ 490 πΧ – περ 420 πΧ)

ΣΤΑΤΙΣΤΙΚΕΣ

ELIMINATING FATALITIES IN THE UPSTREAM OIL & GAS INDUSTRY

10th SAFETY GALA, Athens 24 May 2018

Example

Cycle 3

Total
7790/6494
83,3%



THE RESULT

“ Every system is producing the results it is designed for”



Donald Mark Berwick

...the premise being that both the intended and unintended consequences are designed into our systems.

Κουλτούρα Ασφαλείας

Συμβάντα

- Διαδικασία
- Αναγγελία
- Καταγραφή
- Διερεύνηση
- Ανάλυση
- Συμπεράσματα
- Σχέδιο Παρεμβάσεων
- Υλοποίηση

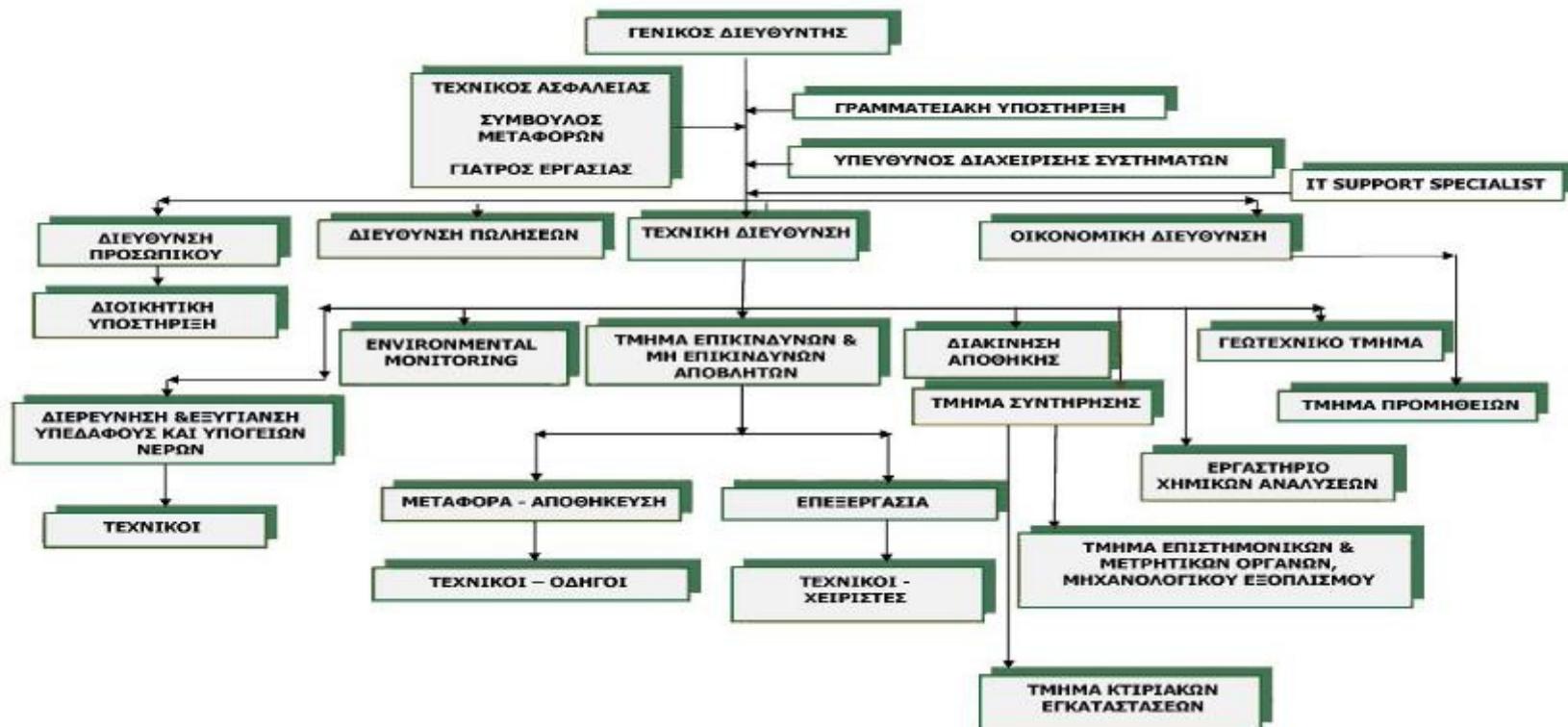
ΚΟΥΛΤΟΥΡΑ ΑΣΦΑΛΕΙΑΣ		
ΔΙΑΧΕΙΡΙΣΗ ΣΥΜΒΑΝΤΩΝ		
A/A	ΕΝΕΡΓΕΙΑ	ΑΠ/ΤΑ
1	Διαδικασία	
2	Αναγγελία	
3	Καταγραφή	
4	Διερεύνηση	
5	Ανάλυση	
6	Συμπεράσματα	
7	Σχέδιο παρεμβάσεων	
8	Υλοποίηση	
9	Αξιολόγηση	
10	Ανατροφοδότηση	
ΕΠΙΠΕΔΟ (μέγιστο 10, ελάχιστο 0)		0

Εξέλιξη

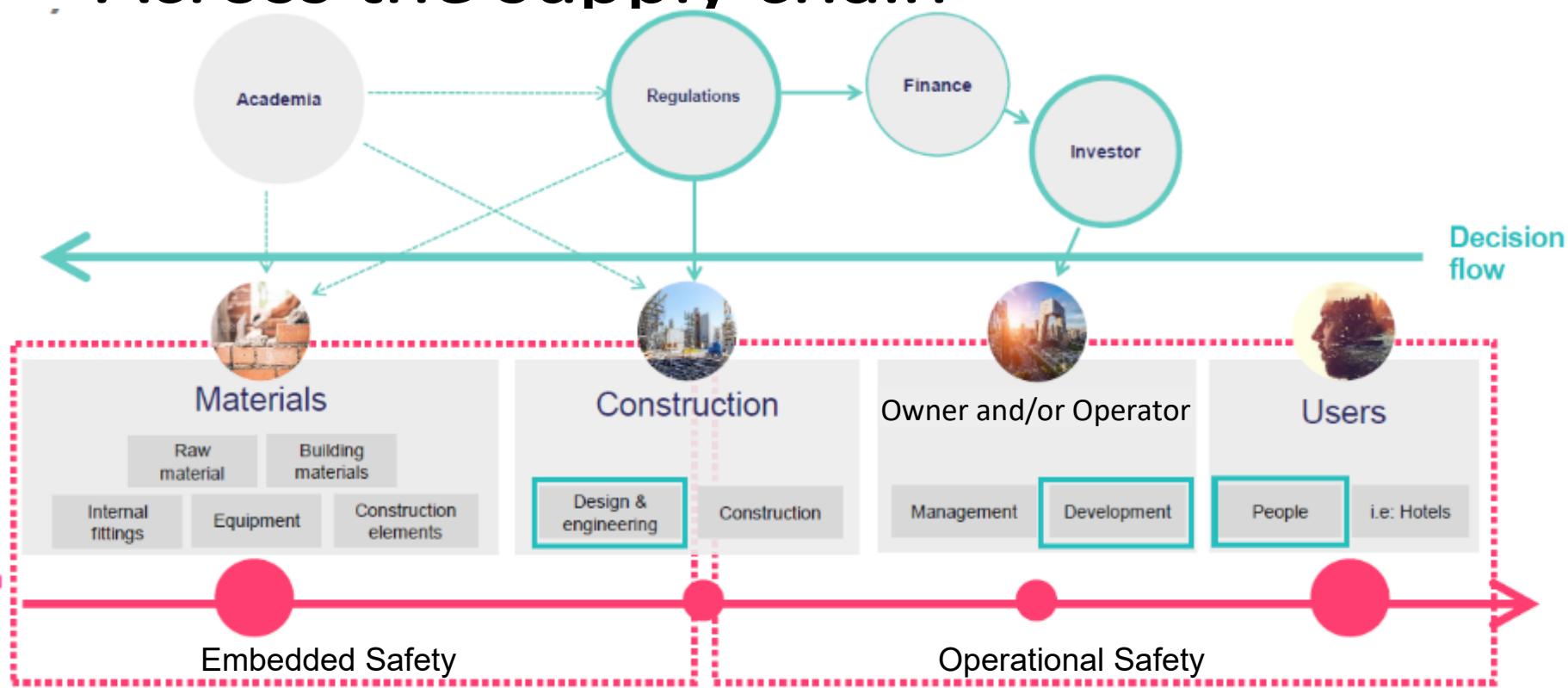


Ολιστική προσέγγιση

Across the organisation



Ολιστική προσέγγιση Across the supply chain



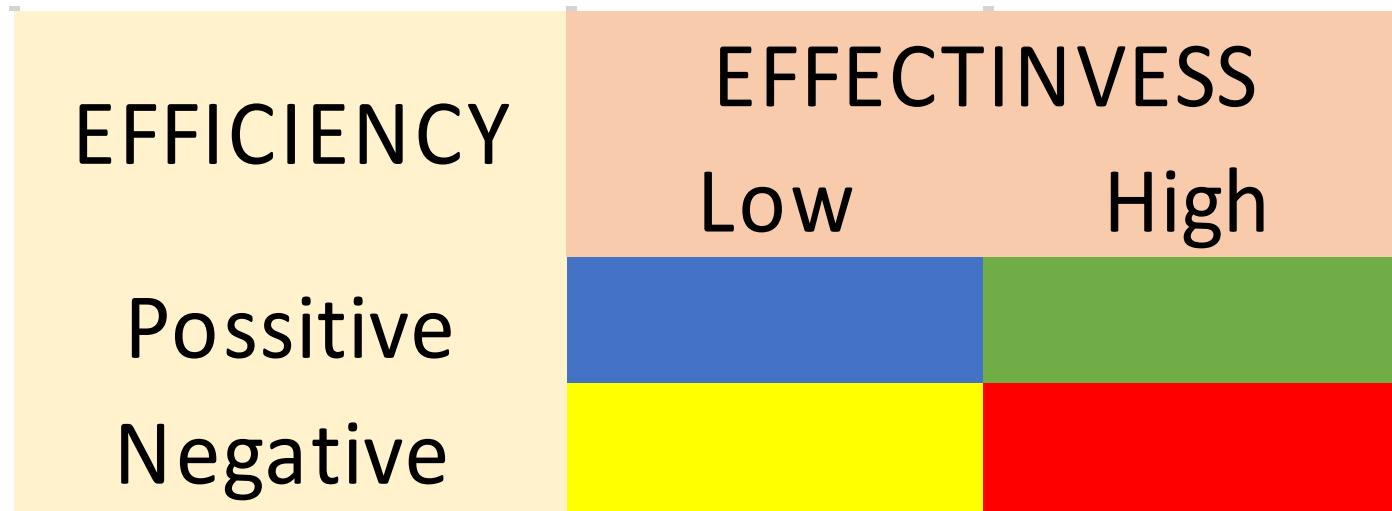
Στόχος αποδοτικότητα αποτελεσματικών επιλογών

<https://youtu.be/B4QQZvqRtzA>

<https://www.youtube.com/watch?v=z1kb56vywQU>

Effectiveness
vs
Efficiency

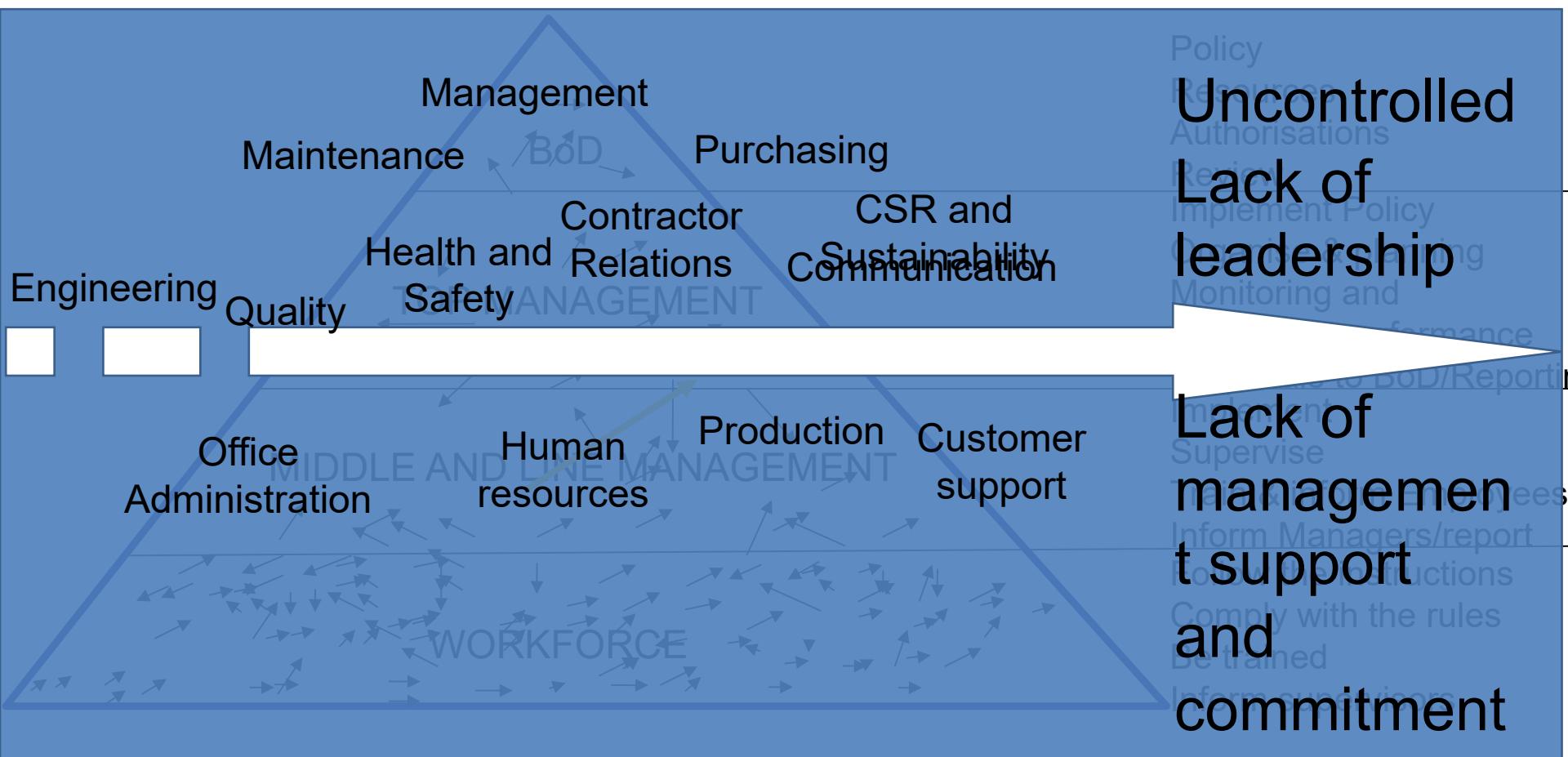
Στόχος



Στόχος



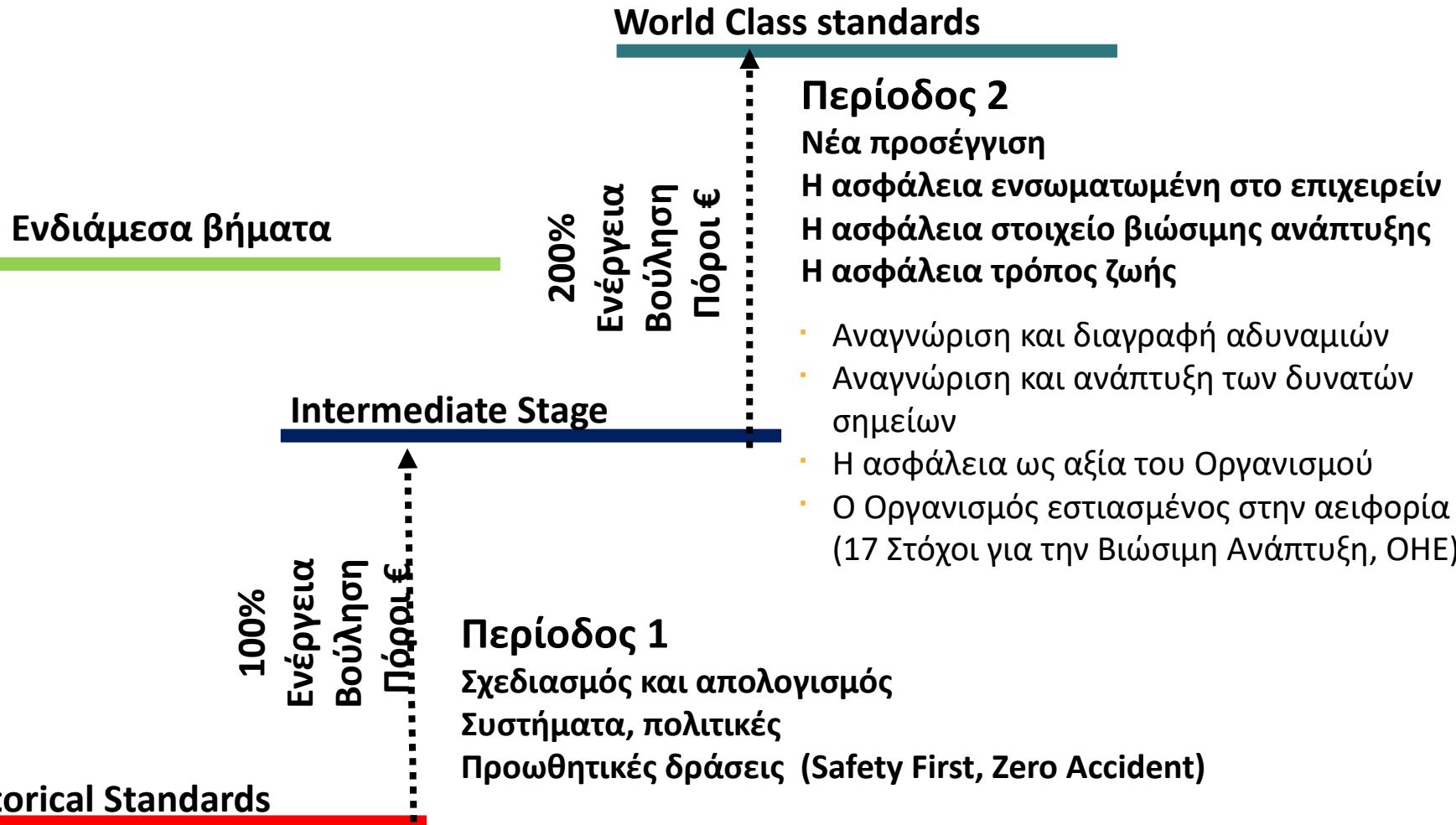
Στόχος ΕΠΙΔΟΣΗ ΑΣΦΑΛΕΙΑΣ



Στόχος ΜΕΓΙΣΤΟΠΟΙΗΣΗ ΕΠΙΔΟΣΗΣ



Στόχος - Πορεία



Προσεγγίσεις

Προσδιοριστική (deterministic – prescribed)
και Πιθανολογική (probabilistic)

Παράδειγμα 1

Προδιαγραφές για τον σχεδιασμό και την εγκατάσταση μίας γραμμής ατμού.

Ο ρόλος του μελετητή.

Η ενσωμάτωση της ασφάλειας.

<https://www.teacherstoolbox.co.uk/dwecks-theory-of-motivation>

Summary of Dweck's *Mindset*

Fixed vs Growth

ability is static

- avoids challenges
- gives up easily
- sees effort as fruitless
- ignores useful criticism
- threatened by others



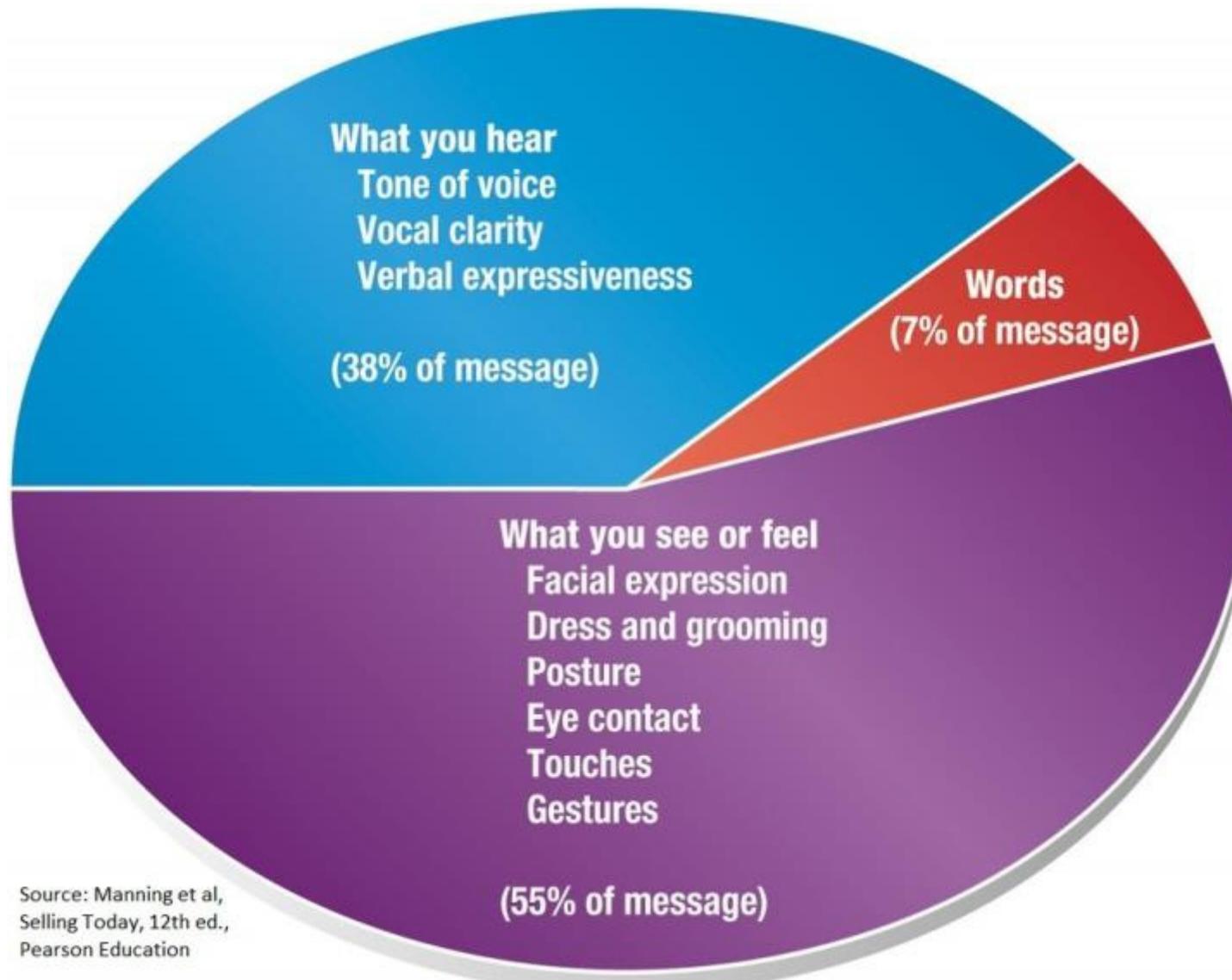
ability is developed

- embraces challenges
- persists in obstacles
- sees effort as necessary
- learns from criticism
- inspired by others' success













Manager's Impact



Blocks safety messages
and culture

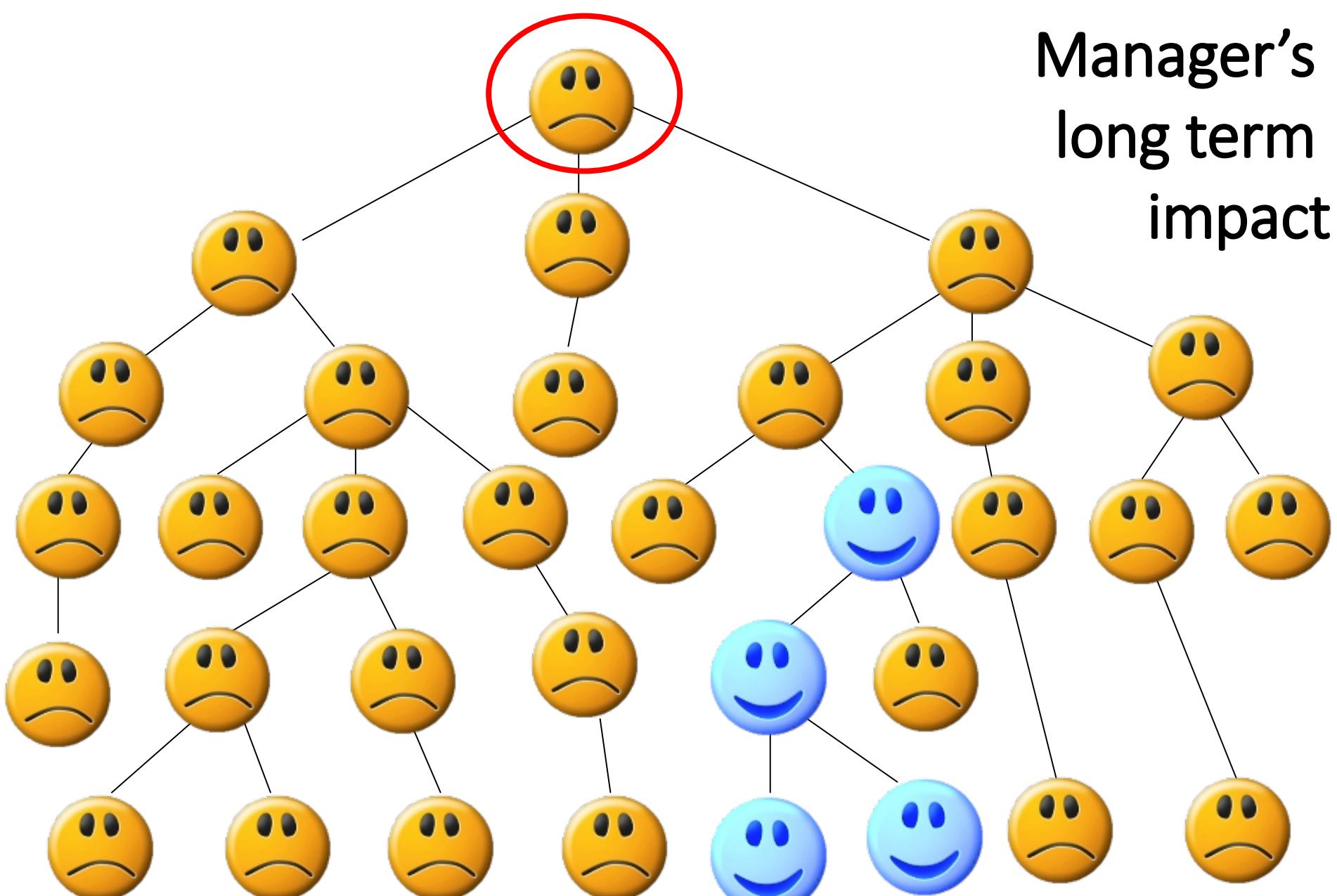


Let safety messages and culture
go through with +/- losses

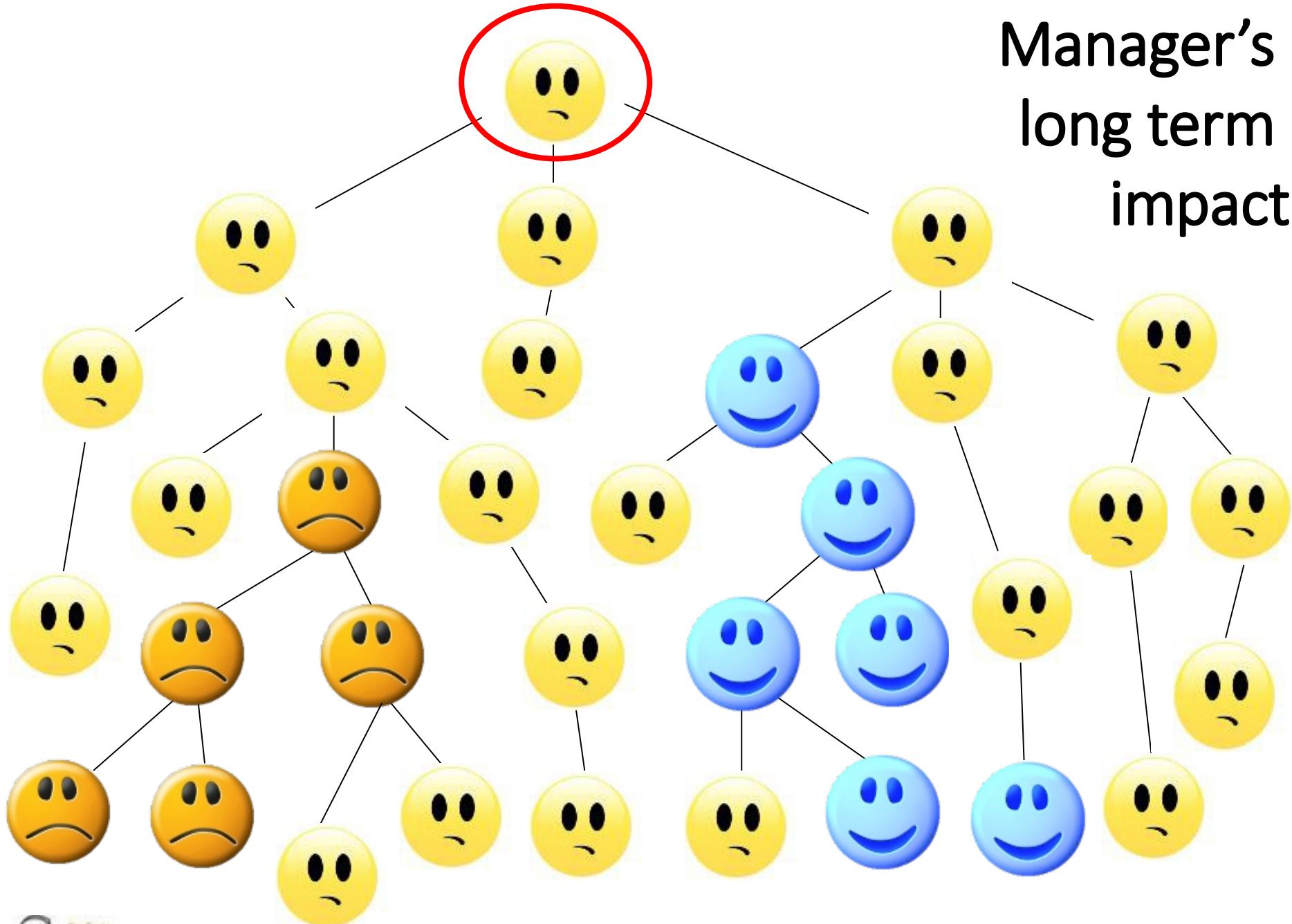


Ensures the promotion of safety
messages and culture around
him/her

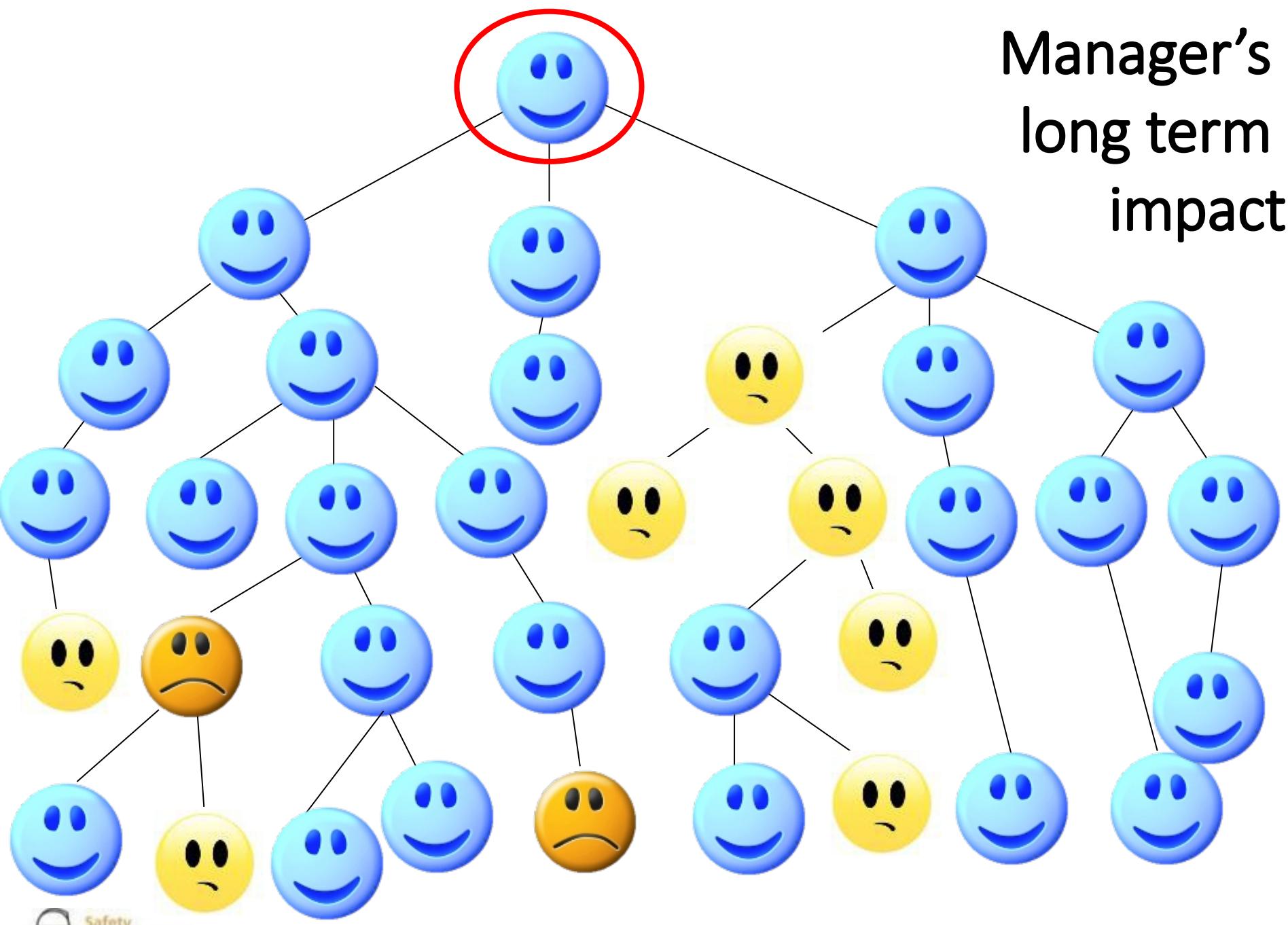
Manager's long term impact



Manager's long term impact



Manager's long term impact



ΣΚΟΠÓΣ

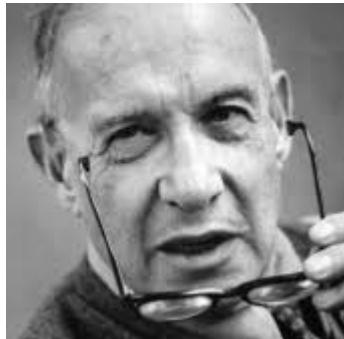
Η μεγιστοποίηση της επίδοσης του οργανισμού σε αποτελεσματικές πολιτικές, συστήματα, διαδικασίες, πρακτικές.

Η ενσωμάτωση της Ασφάλειας στον επιχειρείν.

Η ενσωμάτωση της Ασφάλειας στον τρόπο εργασίας.

Η ενσωμάτωση της Διαφάνειας στον τοόπο ζωής





Peter Drucker (1909-2005):

“The leader of the past knew how to TELL. The leader of the future will know how to ASK”.

Εφαρμογή coaching

ICSI
Involvement for Continuous Safety
Improvement

A methodology to improve Safety Culture

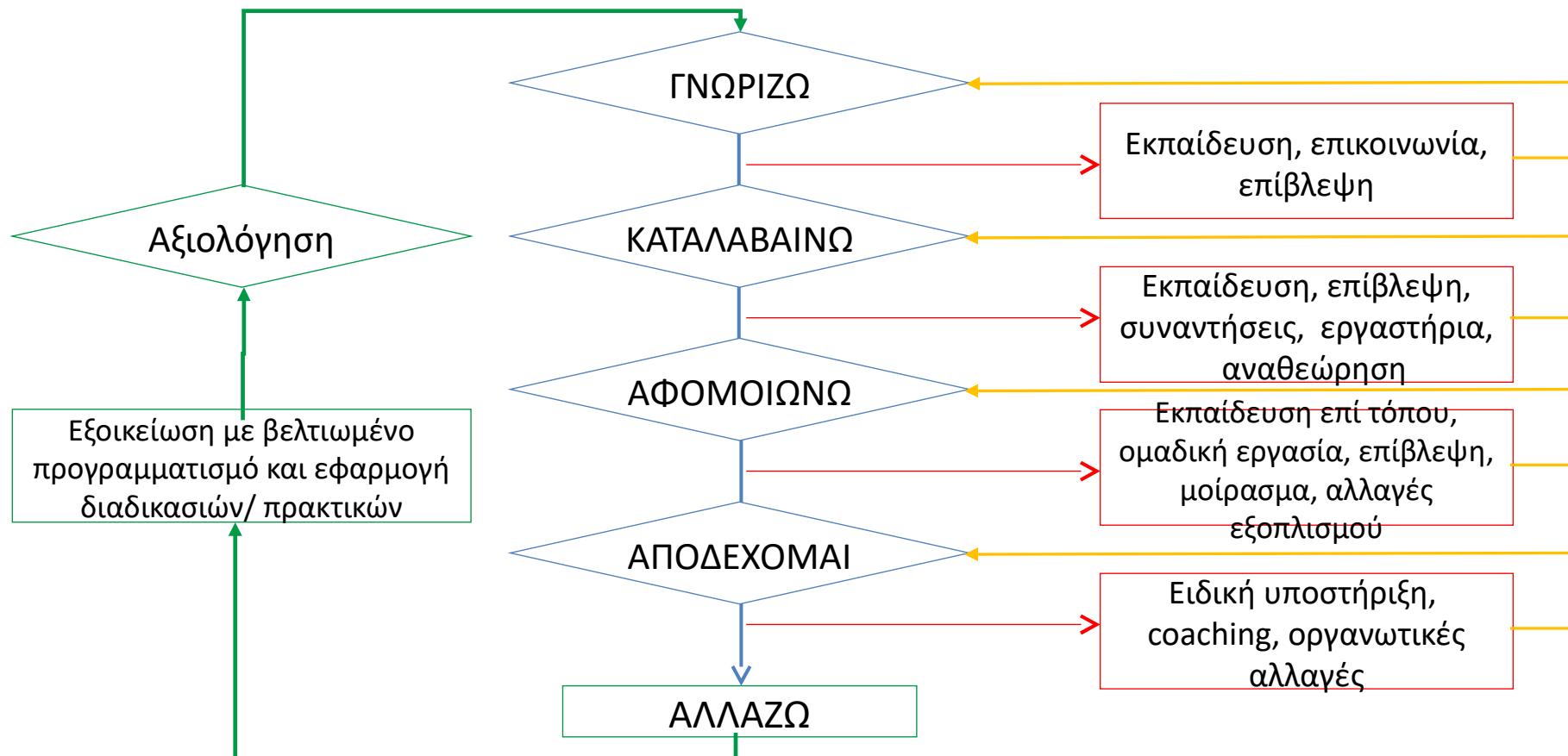


**Safety is not first. Safety is
an integrated element of the
business.**

**Our main scope and objective
is our Project /plant), our
business which has to be
executed EFFECTIVELY
applying efficient models and**

ICSI

The changing process



Φόβος αλλαγής

Εμπιστοσύνη
Μεθοδολογία
Επιβεβαίωση
Τήρηση Υποσχέσεων

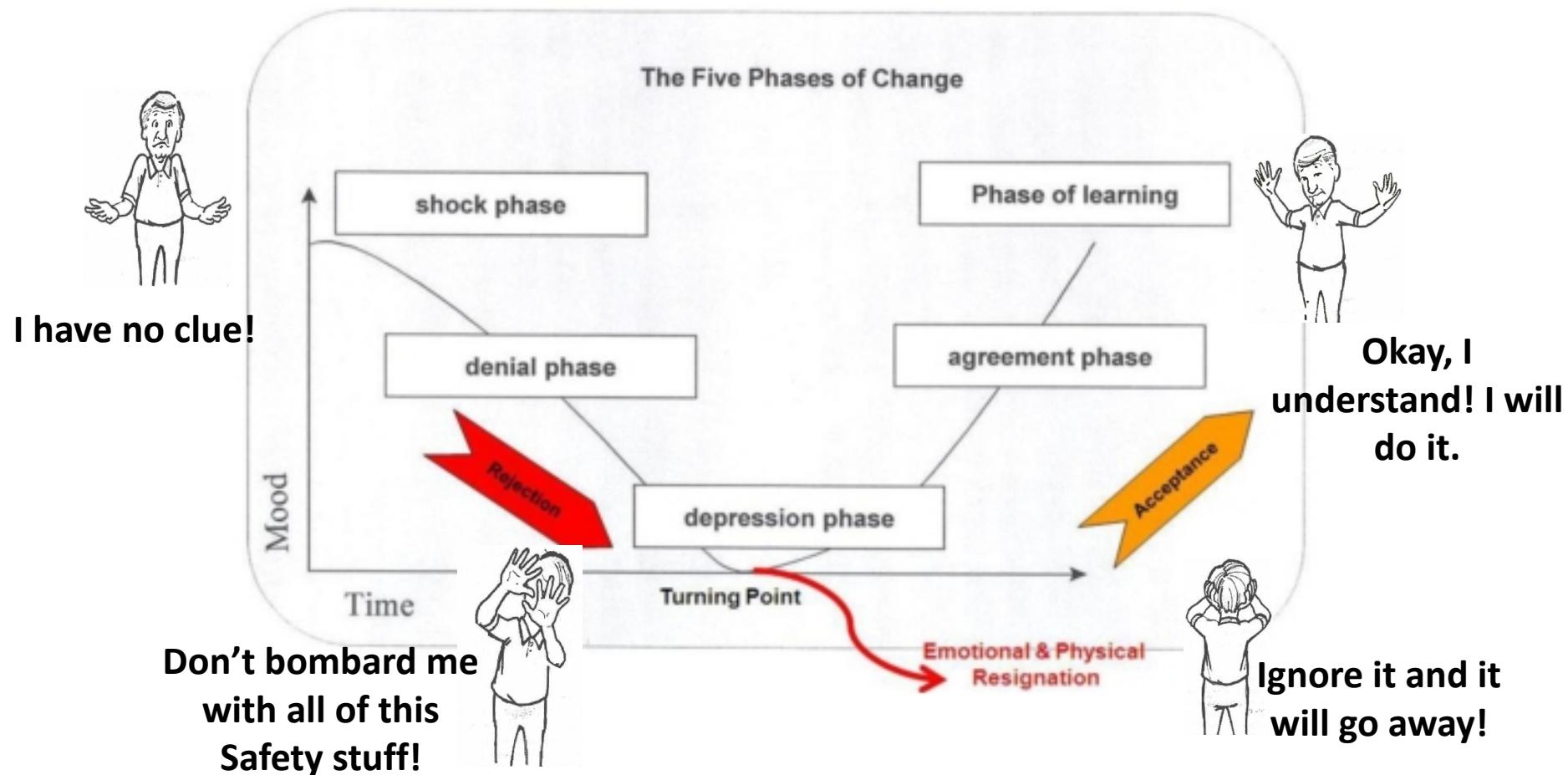
50 Reasons Not To Change





ICSI

Normal difficulties to change like any other program



- Before



- Now



- Before



- Now



- Now

Before



• Before



• Now



• Before



• Now



• Before

10/2 11:01



10/2 11:25



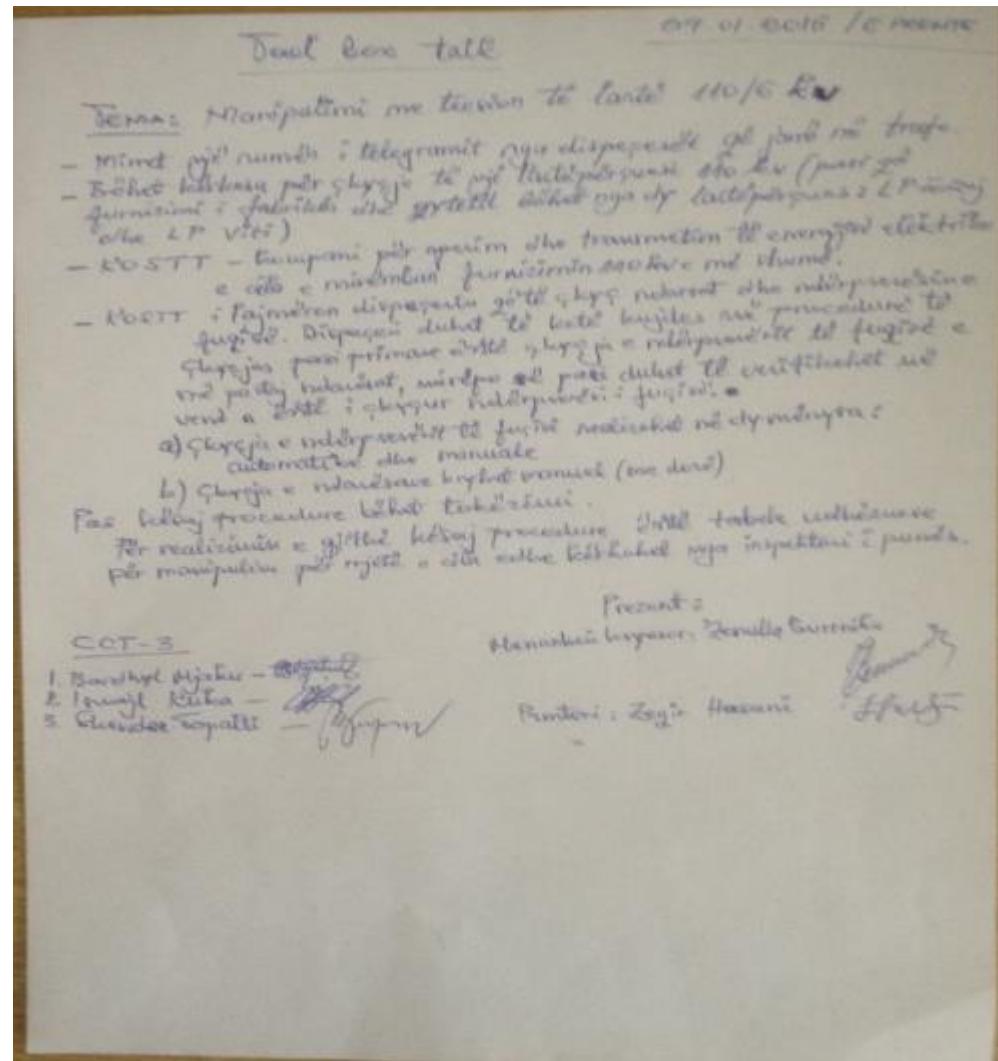
• Now

12/2 13:40



TOOL BOX

Tool box talks notes and records.



TOOL BOX

Tool box talks notes and records.

Tool Box talk

30. 05.2015

Tema: Mbrojtja e veshëve nga zhurma dhe mbrojtja e përmjetet mbrojtëse

Gjatë kësaj bisede punatorët u riqefuan për rjet mbrojtëse për zhurmën, cilat janë ato që duhet të përdoren. U spjegua se si duhet të përdoren lampat për veshë, ku duhet të përdoren, cilat janë efektet negative nase nuk përdoren etj.

To pranishëm:

Vahid Tafa Vahid
Kadruš Kuka Kadruš
Jetish Kuka Jetish
Velqep Curni Velqep
Idriz Lazi Idriz

PART B – START OF PHASE 2

THE IMPROVEMENTS

ELECTRONIC BRIDGE SCALES

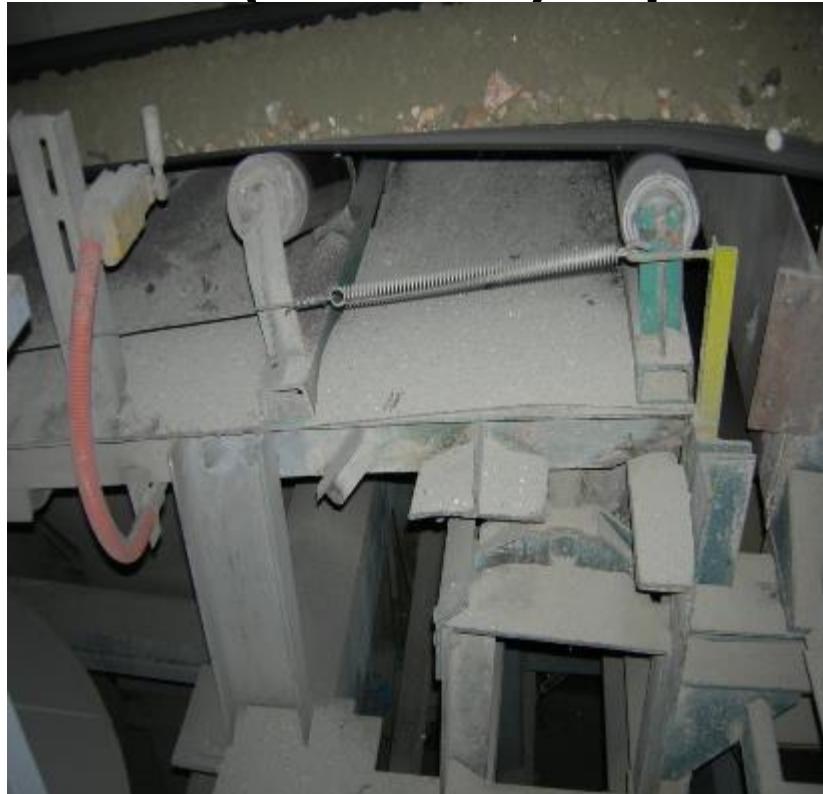
Nr:	Type:	Serial Number	Equipment Description:	Certificate	Third party Insp.Certificate	Certificate Nr.	Certificate valid until:	Manual / Language
1	MSI 3550 / PC002	20503164/2003	Electronic Scales max 60 ton	YES	MTI	24	19.04.2014	Report Al/Eng
2	MSI 3550 / PC002	20503165/2003	Electronic Scales max 60 ton	YES	MTI	25	22.04.2014	Report Al/Eng
3	MSI 3550 / PC002	9971 / 2002	Electronic Scales max 60 ton	YES	MTI	23	19.04.2014	Report Al/Eng
4	D-3500	100618012	Electronic Scales max 60 ton	YES	MTI	26	22.04.2014	Report Al/Eng
5	HR-52222	75/07534	Electronic Scales (ROTO PACK 8PC)	YES	MTI	27	24.04.2014	Report Al/Eng
6	HR-52222	75/07535	Electronic Scales (ROTO PACK 8PC)	YES	MTI	28	24.04.2014	Report Al/Eng
7								
8								

Lab equipment register

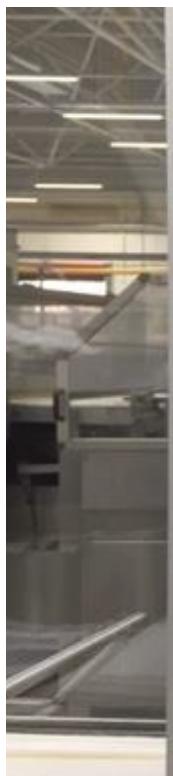
LIST OF LABORATORY EQUIPMENT						
No.	No. File	Inventory No.	Equipment	Manufacturer	Serial No./Year	Yr. purch.
1		LFM 1	Mixer Model 65-L0006/A	Controls	2063480	2004
2		LFM 2	Vicat Aparatus Model 1801	Toni Technik	15/2002	2003
3		LFM	Vicat Aparatus	Controls		
4		LFM3	Performance Unit "Vibrating"Vibring table Model 5530	Toni Technik	220/2002	2004
5		LFM 4	Humid Storage	Toni Technik	5541/2002	2003
6		LFM 26	Water bath	Toni Technik	9830.314/2003	2006
7		LK 20	Carbolite Laboratory Furnance Model CWF 1100	Carbolite	12/1000665	2003
8		LI 40	Carbolite Laboratory Furnance Model CWF 11/13	Carbolite	9/02/2365 /	2011
9		LK26	Carbolite Laboratory Furnance	Tecnotest	1982	2002
10		LK41	Dry furnace with digital display	Carbolite	21-100666	2011
11		LFM 16	Alpine Air Jet Sieve type 200 LS-N	Hosokawa	M2 187686 /2010	2011
12		LI 12	X-ray	PAN alytical	201394	2011
13		LI 13	Herzog prees for the preparation of tablets for X-ray	Herzog	14461-1-1/2011	2011
14		LI 14	Digital Balance type CPA 1003	Sartorius		
15		LFM 6	Jolting table Model 7120	Toni Technik	56 /1999	from Pleven Bulgaria /2011
16		LFM 7	Water Stills Model 2002	GFL Gesellschaf Labortechnik mbH	56/1999	2008

PART B – START OF PHASE 2 THE IMPROVEMENTS

In situ (technical) improvements



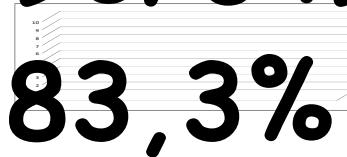
PART B – START OF PHASE 2 THE IMPROVEMENTS



Example

Cycle 3

Total
7790/6494
83,3%



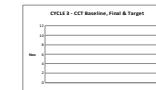
FINAL MEASUREMENTS

Safety Culture CCT

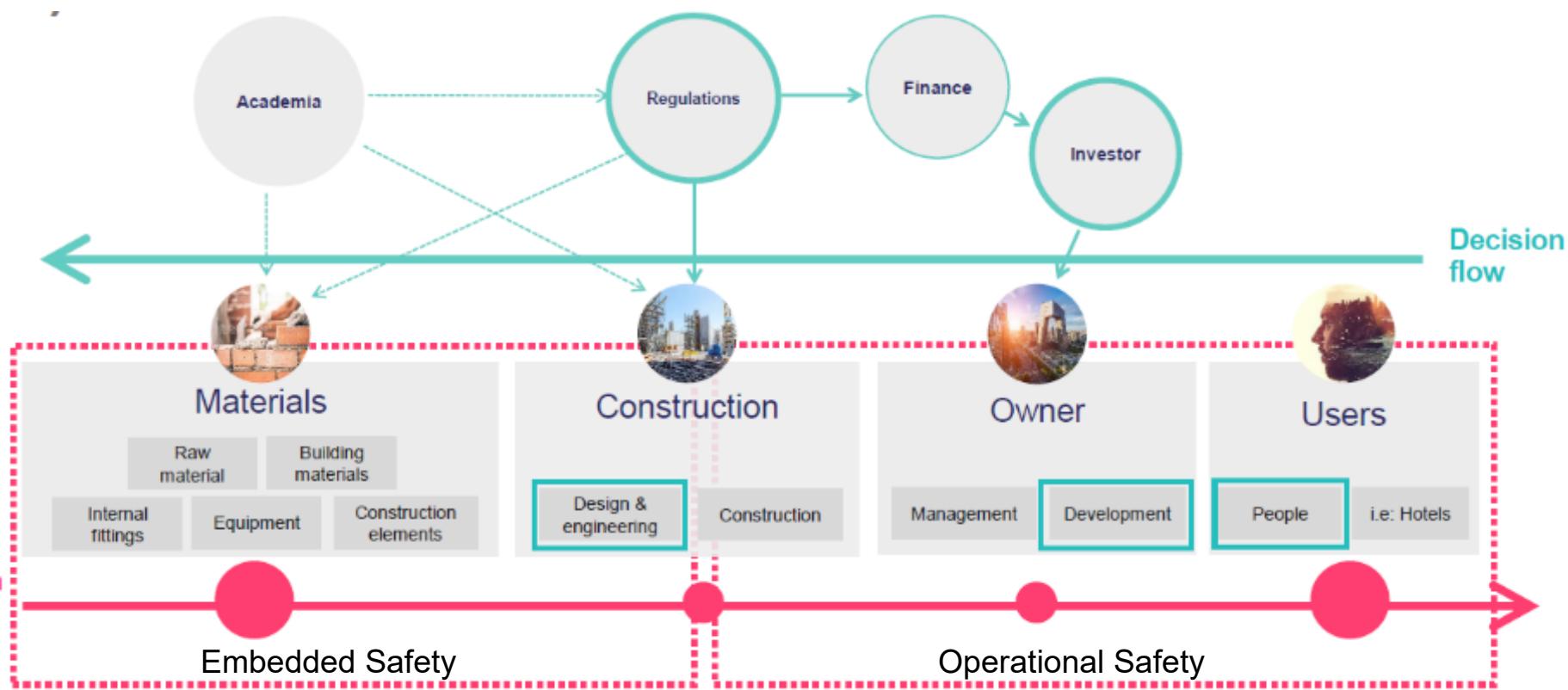
CYCLE 1 – CCT Baseline Target & Final



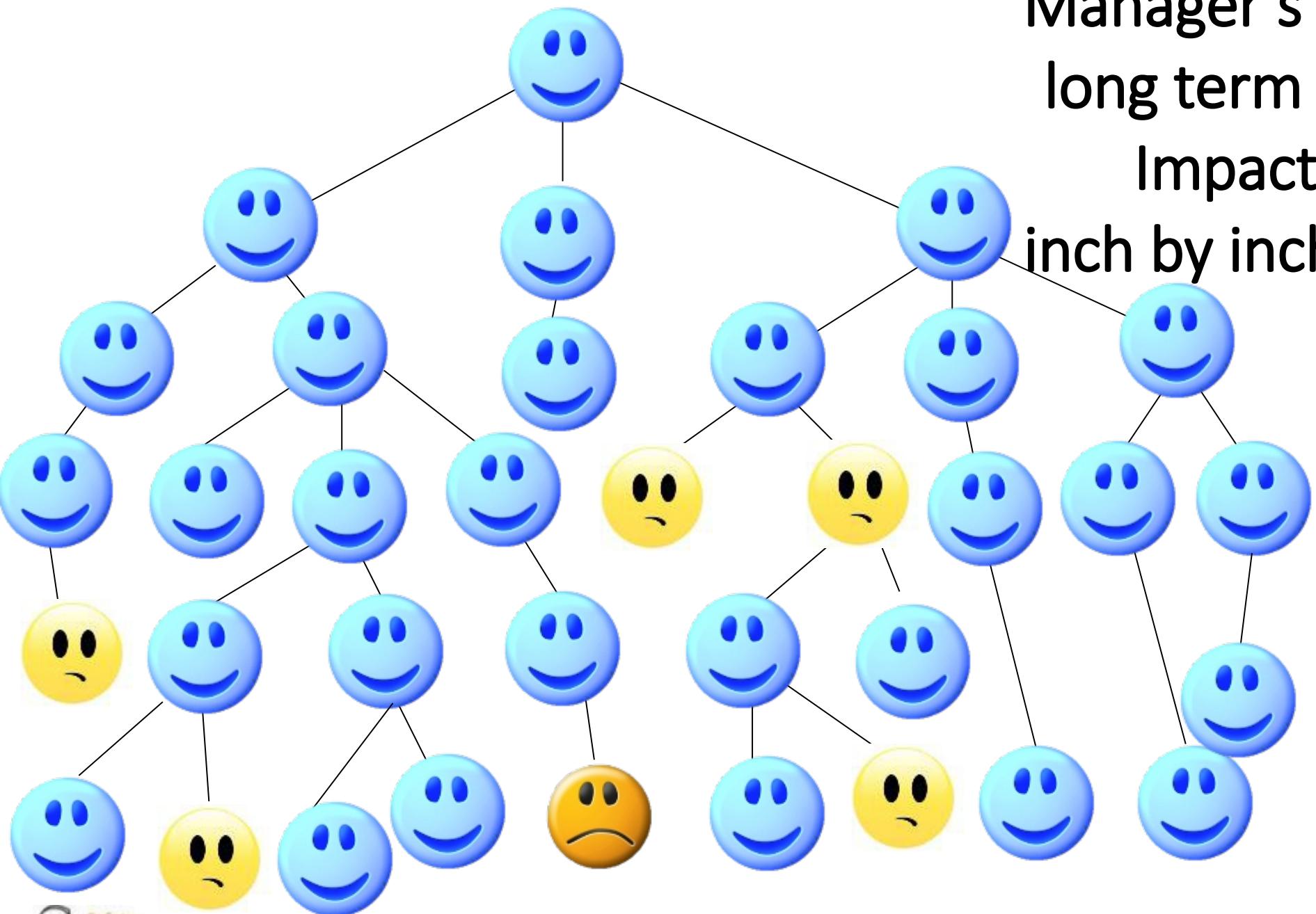
CYCLE 2 - CCT Baseline, Target and Final



Εργολάβοι και συνεργάτες



Manager's long term Impact inch by inch



Η ασφάλεια
είναι πολιτισμός

MANAGEMENT FORCE Group

ΣΚΟΠÓΣ

