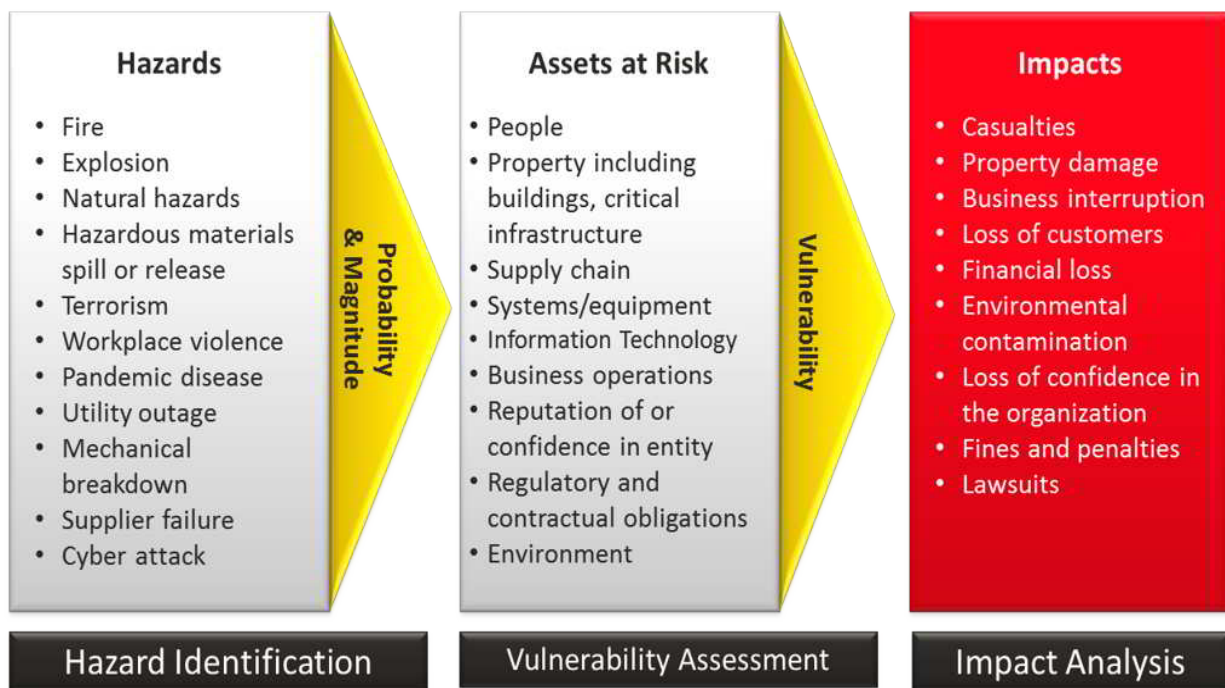


Loss Prevention Circular KISHPNI-LP-JULY-2022
(Avoiding Normalization of Risk)

Risk assessment approach is a requirement by all standards as well as the ISM code & Safety Management System. In this route many companies & organizations have developed their adaptive measures and Key Performance Indicators (KPIs). Having a look at present conspicuous trends might be of use in order to realize the stands in the industry.

The initiative “Always safe”, a result of the collaboration between AkerBP, Vår Energi and Equinor, was established two years ago in 2020, with the aim to strengthen the industry’s safety culture, work together towards zero major accidents, and avoid injuries and undesirable incidents in the daily work. Each year, the “Annual wheel” is released and defines priority topics and associated actions to ensure a stronger common focus on main challenges, along with relevant learning packages available at the beginning of every quarter.



The learning package of Q3 2021 was focused on observation of hazards, especially on falling objects, with the goal to prevent dangerous conditions and incidents by:

- Practicing the correct use of observation techniques and learning from each other
- Increasing the number of reported observations and learning from them
- Strengthening the culture for registration and follow-up of observations

In total, answers from more than 2,700 teams and leaders were registered to the reflection questions in the case studies in the learning package for Q3 2021. An analysis per question on the case “Observation in the field” completed by the operative personnel is presented.

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Annual Wheel 2020

Equinor SSU Annual wheel - 2020



Annual Wheel 2021



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Challenges/obstacles for observation and reporting:

The participants were asked what the biggest challenges/obstacles they experience are, in terms of observing and reporting dangerous conditions. The Six main categories which together make up 74% of the team responses are as follows:



1-Normalization of risk:

Becoming blind to one’s surroundings in routine jobs and familiar work areas can happen without even noticing. Dangerous conditions can be perceived as normal over time and accepted practice and silent deviations may arise.

2-Lack of competence or experience:

Having competence in observation technique is crucial. One has to know what to look for and how to report it, as well as to know the requirements and procedures and tools/equipment that are used. Being new in the job or working in new areas is also a factor in ineffective reporting.

3-Lack of feedback and follow-up:

What happens after someone reports dangerous conditions should not be dismissed. The lack of feedback and follow-up of reported observations can reduce the motivation to observe and report.

4-Time and work pressure:

Taking the time to observe / report in a busy workday can be very challenging. Some may also experience ‘operations before safety’ thinking, which is counterproductive in terms of avoiding injuries.

5-Fear of consequences:

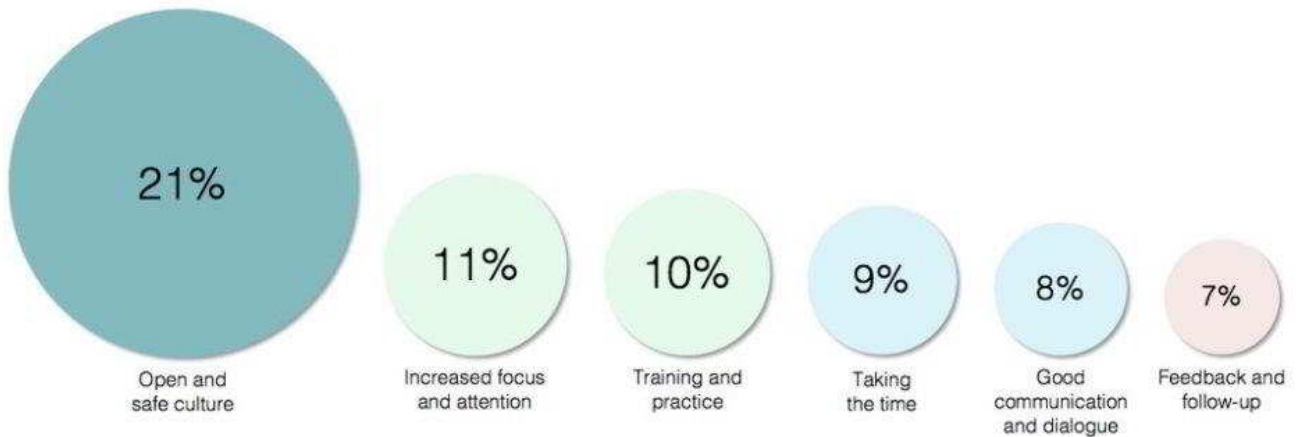
Reporting can be met with negative reactions or lead to negative consequences for the person(s) concerned. It can give one self or others extra work and the process can be experienced as comprehensive.

6-Lack of focus:

It can be very difficult to observe dangerous conditions if one is not completely aware. Most often, the focus will be on the work task at hand, while unconsciously ignoring what is happening in the background.

Solutions for challenges/obstacles:

The next question participants were asked is how these challenges/obstacles can be best solved. The Six main categories which together make up 66% of the team responses are as follows:



1-Open and safe culture:

Having an open and trusting safety culture, where there is room for discussions and questions, is of utmost importance. When there is a positive attitude towards safety, one feels safe to report observations.

2-Increased focus:

In order to have increased attention / focus on observation, one should be aware and look for possible dangers in the surroundings. Using all senses and the right mindset and attitude are also key elements in reporting dangerous conditions.

3- Training and practice:

Experience transfer, training and practice in what to look for and how, and in the use of reporting tools play a major role in overcoming the challenges mentioned before. Having good knowledge of tools/equipment, demands and procedures can also help towards effective reporting.

4- Taking the time:

Time pressure can be solved with being ahead all the way. This means to actively set aside time through planning and prioritizing, in order to avoid taking shortcuts that may create dangerous conditions.

5-Good communication and dialogue:

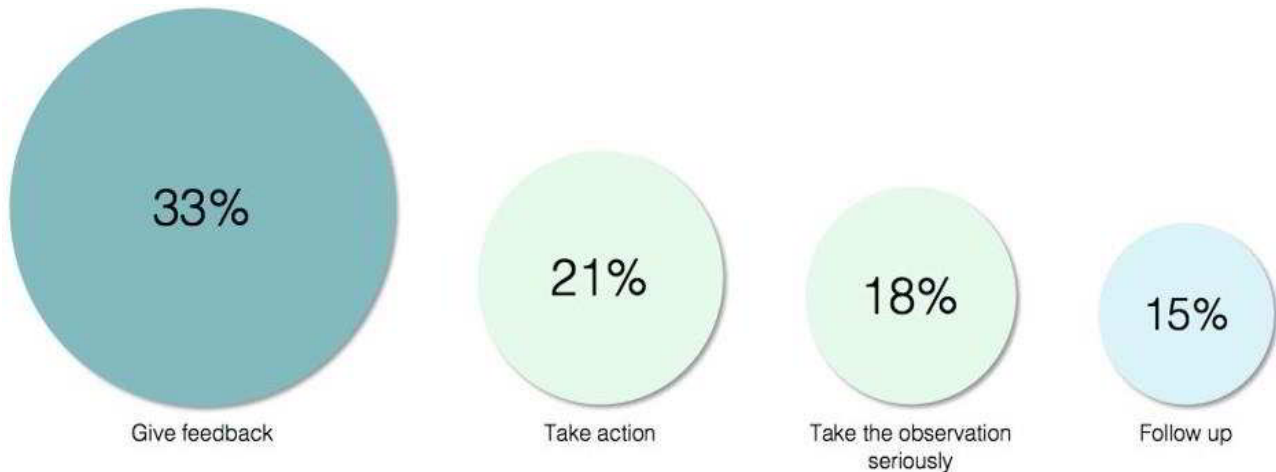
Communicating relevant information, such as talking about the challenges together and arranging for dialogue and discussion in the team can help all persons involved to be more aware of the possible dangerous conditions.

6-Feedback and follow-up:

Specific feedback on reported observations and showing what the reporting have helped with (follow-up and actions) can lead to enhanced motivation for observing and reporting.

Expectations from the leader:

The last question operative personnel answered was about the expectations they have for their leader when they write an observation. The Four main categories which together make up 87% of the team responses are as follows:



1-Give feedback:

When reporting an observation, one expects the leaders have to give feedback on whether measures have been implemented, which essentially means an open dialogue culture has been established.

2-Take action:

Observations on dangerous conditions are expected to be followed up by leaders, with taking appropriate measures and experience transfer. It is also very important that improvement measures are made visible by sharing them with the team.

3-Take the observation seriously:

Leaders are expected to take reported observations seriously, to read and assess every observation and to listen to the person reporting. The observation should not be dismissed or trivialized.

4-Follow up:

Taking the observation further in the system and following up the process by leaders are also expected. Leaders should support improvements/observations that are being reported and should push through the management.