

# A COSS ASSESSMENT

# HOW TO Assess the Maturity

of your organization's  
**Culture of  
Safety**

... in Ten Minutes or Less



**Culture of Safety**  
**SERVICES**

**Safety Performance ... Under Pressure**

**CULTURE OF SAFETY  
MATURITY LEVEL ASSESSMENT ...  
IN TEN MINUTES OR LESS**

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# **AN ASSESSMENT OF THE MATURITY LEVEL OF A CULTURE OF SAFETY ... IN TEN MINUTES OR LESS<sup>1</sup>**

THE PURPOSE OF THIS ASSESSMENT IS TO ENABLE YOU TO HAVE A  
**“PRODUCTIVE CONVERSATION” ABOUT THE CULTURE OF SAFETY IN YOUR  
ORGANIZATION**

IN ADDITION, WE WANT TO MAKE “THE CULTURE OF SAFETY” **VISIBLE AND  
UNDERSTANDABLE** RATHER THAN **INVISIBLE AND THEORETICAL**

IN TEN MINUTES YOU WILL

1. KNOW OUR DEFINITION OF THE CULTURE OF SAFETY
2. UNDERSTAND THE FOUR “DRIVERS” OF A CULTURE OF SAFETY
3. COMPLETE AN ASSESSMENT OF THE STRENGTH (MATURITY LEVEL)  
OF THE CULTURE OF SAFETY IN YOUR ORGANIZATION
4. HAVE A TEMPLATE FOR A PRODUCTIVE DISCUSSION OF YOUR  
CULTURE OF SAFETY WITH YOUR TEAM
5. BE READY TO TAKE NEXT STEPS ... TO BETTER UNDERSTAND AND  
IMPROVE YOUR CULTURE OF SAFETY

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<sup>1</sup> THE MATERIAL IN THIS ASSESSMENT IS BASED ON THE BOOK: IMPLEMENTING A CULTURE OF SAFETY BY DUTCH HOLLAND PHD & SCOTT SHEMWELL DBA (2014)

## VERY IMPORTANT INFORMATION

YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFULLY COMPLETE THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- WHAT IS OUR DEFINITION OF A CULTURE OF SAFETY?
  - *THE WAY AN ORGANIZATION'S MEMBERS "DO THINGS AROUND HERE" THAT ARE RELATED TO SAFETY*
  - *THE WAY ORGANIZATION MEMBERS INSTINCTLY BEHAVE ABOUT SAFETY WHEN THEY ARE "ON AUTOPILOT"*

- WHAT ARE THE MOVING PARTS OF A CULTURE OF SAFETY?

THERE ARE TWO MOVING PARTS:

- THE VALIDITY OF BEHAVIORS RELATED TO SAFETY THAT WORKERS USE ON A DAY-TO-DAY BASIS
- THE CONSISTENCY OF COMPLIANCE WITH THOSE BEHAVIOR ACROSS THE WORKFORCE

**CULTURE OF SAFETY = COS VALIDITY x CONSISTENCY OF EMPLOYEE COMPLIANCE**

## VERY IMPORTANT INFORMATION

YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFULLY COMPLETE THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- WHAT ARE THE DRIVERS OF A CULTURE OF SAFETY?
  1. THE VALIDITY OF THE CULTURAL TENETS THAT ARE PRESENT IN THE ORGANIZATION
  2. THE COVERAGE OF CULTURAL TENETS ACROSS THE PARTS OF OFFSHORE OPERATIONS
  3. THE STRENGTH OF THE PROCESSES FOR ENSURING THAT ORGANIZATION MEMBERS COMPLY WITH THE ORGANIZATION'S CULTURE OF SAFETY
  4. THE CONSISTENT STRENGTH OF MANAGEMENT ENFORCEMENT OF THE TENETS OF THE CULTURE OF SAFETY

**VERY IMPORTANT INFORMATION**  
YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFULLY COMPLETE THE  
ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- WHAT DO WE MEAN BY THE VALIDITY OF CULTURAL TENETS PRESENT IN THE ORGANIZATION?
  - i. A TENET IS A “PRINCIPLE OR BELIEF ... ABOUT A SUBJECT LIKE SAFETY”
  - ii. EXAMPLE OF A SIMPLE TENET ...
    1. “WE DO NOT DRESS FORMALLY WHEN OFFSHORE”
    2. THIS SIMPLE TENET HAS LITTLE OR NO CONNECTION TO SAFETY
  - iii. EXAMPLE OF SAFETY TENET THAT WE CONSIDER “VALID”
    1. “WE IMMEDIATELY REPORT A PROBLEM INDICATION TO A SUPERVISOR”
    2. (GOOD PRACTICE, DON'T YOU THINK?)
  - iv. EXAMPLE OF SAFETY TENET THAT WE CONSIDER “INVALID”
    1. “IT IS OK TO FUDGE THE NUMBERS ON A DRILLING REPORT”
    2. (BAD, BAD NEWS! RIGHT?)
  - v. A CULTURE OF SAFETY CONTAINS MANY SAFETY TENETS ... THE MORE TENETS THAT ARE VALID, THE STRONGER THE CULTURE OF SAFETY.

HOWEVER, INVALID TENETS IN AN ORGANIZATION'S CULTURE OF SAFETY CAN BE DISASTEROUS.

## VERY IMPORTANT INFORMATION

YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFULLY COMPLETE THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- WHAT DO WE MEAN BY THE “COVERAGE OF COS TENETS” ACROSS THE PARTS OF OFFSHORE OPERATIONS?
  - a. SAFETY TENETS CAN BE DESIGNED FOR USE IN ALL PARTS OF AN OFFSHORE OPERATION ... OR BE
  - b. DESIGNED TO COVER ONLY PARTS OF AN OFFSHORE OPERATION
  
- WHAT DO WE MEAN BY “THE STRENGTH OF THE PROCESSES” FOR ENSURING THAT ORGANIZATION MEMBERS COMPLY WITH THE ORGANIZATION'S CULTURE OF SAFETY?
  - a. THE PROCESSES FOR ENSURING COMPLIANCE WITH THE CULTURE OF SAFETY INCLUDE:
    - I. REQUIREMENT: HOW WE TELL EMPLOYEES ABOUT THE REQUIREMENT TO COMPLY WITH THE ORGANIZATION'S CULTURE OF SAFETY
    - II. DOCUMENTATION: WHAT WE HAVE IN WRITING ABOUT THE REQUIREMENT FOR CONSISTENT COS COMPLIANCE
    - III. TRAINING: HOW SYSTEMATIC WE ARE IN TRAINING ALL WORKERS IN THE TENETS OF THE CULTURE OF SAFETY
    - iv. FEEDBACK: HOW WE PROVIDE DIRECT, IMMEDIATE FEEDBACK TO EACH WORKER ON HIS COS PERFORMANCE



## VERY IMPORTANT INFORMATION

YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFULLY COMPLETE  
THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- v. EVALUATION: HOW WE FORMALLY EVALUATE EACH WORKER ON HIS COS PERFORMANCE
  - vi. COMPENSATION: HOW WE ENSURE THAT COS PERFORMANCE HAS A DIRECT IMPACT ON EACH WORKER'S COMPENSATION
- b. THESE PROCESSES CAN BE WEAKLY OR STRONGLY FOLLOWED, E.G.,
- I. WEAK ... PROCESS STEPS ARE NOT USED CONSISTENTLY OR THOROUGHLY BY MANAGERS
  - II. STRONG ... PROCESS STEPS ARE CONSISTENTLY USED ON A STEP-BY-STEP BASIS BY ALL MANAGERS
- WHAT DO WE MEAN BY "THE CONSISTENT STRENGTH OF MANAGEMENT ENFORCEMENT OF THE TENETS OF THE CULTURE OF SAFETY?"
    - a. THE LEVEL OF AWARENESS MANAGERS HAVE OF WORKER COMPLIANCE OR NON-COMPLIANCE WITH THE COS TENETS
      - I. SOME SUPERVISORS ARE VERY OBSERVANT OF HOW WORKERS AROUND THEM BEHAVE
      - II. OTHER SUPERVISOR MAY BE "BLIND" TO WHAT WORKERS ARE DOING AROUND THEM

- b. THE CONSISTENCY AND STRICTNESS MANAGERS USE WHEN ENFORCING WORKER COMPLIANCE WITH CULTURE OF SAFETY TENETS

**VERY IMPORTANT INFORMATION**

YOU WILL NEED TO KNOW IN ORDER TO SUCCESSFUL COMPLETE THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY

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- I. SOME MANAGERS CAN BE LAX IN ENFORCEMENT, RARELY CALLING OUT POOR COS PERFORMANCE
  - II. SOME MANAGERS CAN BE CONSISTENTLY STRICT IN ENFORCING COS PERFORMANCE
- c. THE HIGHER THE LEVEL OF MANAGEMENT AWARENESS AND THE MORE STRICT THE MANAGEMENT ENFORCEMENT, THE STRONGER AND MORE MATURE THE CULTURE OF SAFETY

## ARE YOU READY TO COMPLETE THE ASSESSMENT OF YOUR ORGANIZATION'S CULTURE OF SAFETY?

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THE ASSESSMENT WILL USE THE TERMS AND IDEAS THAT HAVE BEEN PRESENTED EARLIER

TO TAKE THE ASSESSMENT:

1. COMPLETE THE ASSESSMENT (NEXT PAGE) BY SELECTING AND MARKING ONE ANSWER IN EACH OF THE FOUR COLUMNS (A THROUGH D) OF THE ASSESSMENT PAGE.
2. MARK THE ANSWER IN EACH COLUMN THAT BEST DESCRIBES YOUR ORGANIZATION'S OFFSHORE OPERATIONS  
  
(YOU MAY WORK ON THE FOUR COLUMNS IN ANY ORDER YOU CHOOSE)
3. HINT: OUR BRAINS ARE FREQUENTLY SMARTER THAT WE ARE ... SO READ AN ENTIRE COLUMN AND MARK WHAT YOUR BRAIN FIRST TELLS YOU TO MARK (I.E., NO NEED TO TRY "TO STUDY OR FIGURE OUT THE RIGHT ANSWER")
4. (WHEN YOU COMPLETE THE ASSESSMENT, YOU SHOULD HAVE ONLY FOUR ANSWERS MARKED.)
5. AFTER MARKING YOUR FOUR ANSWERS, TURN TO THE FIRST SCORING PAGE.

# ASSESSMENT PAGE

## Culture of Safety Maturity Levels

ROWS	Column A: Validity of COS Safety Tenets	COLUMN B: COS Safety Tenet Coverage of Operations	COMUMB C: COS Compliance Systems / Processes	COLUME D: Leadership of COS Compliance
V.	COS Tenets are written in detail and regularly compared to best practices; tenets are modified as safety know-how, best practices, and expertise evolves	Safety Tenets include all BSEE Values; Tenets cover all aspects of deep-water operations; tenet coverage is regularly reviewed and extended to ensure COS tenet coverage	COS Systems/processes are at industry "best practice levels;" COS Systems / processes kept current and under continuous improvement.	Leaders have high awareness of COS performance; Leaders strictly enforce performance to safety tenets
IV.	COS Tenets are written in detail and occasionally compared to best practices; comparison may or may not result in modification of tenets	Safety Tenets include all BSEE Values; Tenets cover almost all aspects of deep-water operations; tenet coverage frequently reviewed and extended to ensure coverage	Standard COS Compliance processes routinely measured against industry best practices and modified to improve process performance	Leaders have high awareness of COS performance; Leaders generally enforce workforce performance to safety tenets
III.	Safety Tenets are named and detailed in some cases; tenets are rarely examined for validity, understandability, and usefulness, and are rarely updated.	Safety Tenets include most BSEE Values; Tenets cover almost all aspects of deep-water operations; tenet coverage occasionally reviewed and extended to ensure coverage	Standard, consistent, COS compliance systems / processes; standardized process performance metrics begin to evolve	Leaders have moderate awareness of COS performance; Leaders sometimes enforce workforce performance to safety tenets
II.	Safety Tenets are named but not detailed; safety tenets are infrequently discussed but not modified for to improve validity	Safety Tenets include few BSEE Values; Tenets cover some aspects of deep-water operations; COS tenet coverage rarely reviewed and extended to ensure coverage	Individuals develop and follow COS compliance processes that work for them; processes not common among individuals or across locations	Leaders only have some awareness of COS performance; Leaders provide little to no enforcement of worker performance to safety tenets
I.	Safety tenets are implicit, unwritten, informal, imprecise and based on historical memories and habits	BSEE Values are not a part of COS safety tenets; some informal safety tenets exist for random parts of operations and assets; tenet coverage of operations is not reviewed	No defined COS compliance processes; individual performers may follow a different compliance process each time, some may or may not complete COS actions	Leaders have little to no awareness of COS performance; Leaders are usually lax in enforcing workforce performance to safety tenets

## INSTRUCTIONS FOR SCORING

1. TRANSFER YOUR FOUR SCORES FROM THE ASSESSMENT PAGE TO THE SCORING PAGE (PAGE 14)
2. FIND YOUR SCORE(S) THAT IS AT THE LOWEST LEVEL ON THE SCORING PAGE.
3. THE LOWEST SCORE IS YOUR ORGANIZATION'S COS MATURITY LEVEL BECAUSE IT IS THE "WEAKEST LINK" IN YOUR COS MATURITY)
4. MY LOWEST ROW IS NUMBER \_\_\_\_ WITH A COS MATURITY LEVEL OF \_\_\_\_\_
  - a. MATURITY LEVEL: FROM THE FIRST COLUMN IN YOUR ROW ON THE SCORING PAGE, READ THE DESCRIPTION OF YOUR MATURITY LEVEL
  - b. LIKELY PERFORMANCE: FROM THE LAST COLUMN IN YOUR ROW ON THE SCORING PAGE, READ THE LIKELY VALUE OF YOUR ORGANIZATION'S COS TO THE OVERALL SAFETY PERFORMANCE OF YOUR ORGANIZATION
5. EXAMINE THE ENTIRE ROW OF YOUR MATURITY LEVEL AND IDENTIFY:
  - a. ANY GOOD NEWS  
\_\_\_\_\_  
\_\_\_\_\_
  - b. ANY BAD NEWS  
\_\_\_\_\_  
\_\_\_\_\_
6. NOTE: WE STARTED WITH A 10 MINUTE CLAIM FOR THE ASSESSMENT. TEN MINUTES SHOULD PUT YOU RIGHT HERE. AS YOU MOVE TO ACTION PLANNING, MORE TIME WILL BE NEEDED.

# SCORING PAGE

## Culture of Safety Maturity Levels

<b>Culture of Safety (COS) Maturity Levels</b>	<b>COLUMN A Validity of COS Safety Tenets</b>	<b>COMUMN B COS Safety Tenet Coverage of Operations</b>	<b>COLUMB C COS Compliance Systems / Processes</b>	<b>COLUMB D Leadership of COS Compliance</b>	<b>Likely Value of COS to Safety performance of organization</b>
<b>V Optimized</b> Organization rigorously manages the COS; COS is under continuous improvement	COS Tenets are written in detail and regularly compared to best practices; tenets are modified as safety know-how, best practices, and expertise evolve	Safety Tenets include all BSEE Values; Tenets cover all aspects of deep-water operations; tenet coverage is regularly reviewed and extended to ensure COS tenet coverage	COS Systems / processes are at industry "best practice levels;" COS Systems / processes kept current and under continuous improvement.	Leaders have high awareness of COS performance; Leaders strictly enforce workforce performance to safety tenets	<b>High Value to the Safety Performance of the Organization: workforce can be counted on to follow COS Safety Tenets</b>
<b>IV Managed Quantitatively</b> Efforts to manage COS are quantified.	COS Tenets are written in detail and occasionally compared to best practices; comparison may or may not result in modification of tenets	Safety Tenets include all BSEE Values; Tenets cover almost all aspects of deep-water operations; tenet coverage frequently reviewed and extended to ensure coverage	Standard COS Compliance processes routinely measured against industry best practices and modified to improve process performance	Leaders have high awareness of COS performance; Leaders generally enforce workforce performance to safety tenets	<b>Moderate to High Value to the Safety Performance of the Organization: workforce can usually be counted on to follow COS Safety Tenets</b>
<b>III Managed</b> Organization makes conscious effort to explicitly manage the Culture of Safety;	Safety Tenets are named and detailed in some cases; tenets are rarely examined for validity, understandability, and usefulness, and are rarely updated.	Safety Tenets include most BSEE Values; Tenets cover almost all aspects of deep-water operations; tenet coverage occasionally reviewed and extended to ensure coverage	Standard, consistent, COS compliance systems / processes; standardized process performance metrics begin to evolve	Leaders have moderate awareness of COS performance; Leaders sometimes enforce workforce performance to safety tenets	<b>Some to Moderate Value to the Safety Performance of the Organization: workforce can sometimes be counted on to follow COS Safety Tenets</b>
<b>II Defined</b> Organization has some defined COS tasks and roles; some COS documentation begins	Safety Tenets are named but not detailed; safety tenets are infrequently discussed but not modified for to improve validity	Safety Tenets include few BSEE Values; Tenets cover some aspects of deep-water operations; COS tenet coverage rarely reviewed and extended to ensure coverage	Individuals develop and follow COS compliance processes that work for them; processes not common among individuals or across locations	Leaders only have some awareness of COS performance; Leaders provide little to no enforcement of worker performance to safety tenets	<b>Low Value to the Safety Performance of the Organization: workforce CANNOT be counted on to follow COS Safety Tenets</b>
<b>I Undefined</b> Organization depends on capable people to ensure offshore safety; little to no COS documentation	Safety tenets are implicit, unwritten, informal, imprecise and based on historical memories and habits	BSEE Values are not a part of COS safety tenets; some informal safety tenets exist for random parts of operations and assets; tenet coverage of operations is not reviewed	No defined COS compliance processes; individual managers may follow a different compliance process steps each time, some may or may not complete COS actions	Leaders have little to no awareness of COS performance; managers are usually lax in enforcing workforce COS performance	<b>Zero to Negative Value to the Safety Performance of the Organization: workforce CANNOT be counted on to follow COS Safety Tenets</b>

# ACTION PLANNING

## TO RAISE YOUR COS MATURITY LEVEL

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1. YOUR LOWEST SCORE ON THE SCORING PAGE (FROM COLUMNS A, B, C OR D) SHOULD BE YOUR STARTING POINT FOR ACTION PLANNING

- a. MY LOWEST SCORE IS AT LEVEL \_\_\_\_\_ IN COLUMN \_\_\_\_\_
- b. THE INFORMATION THAT DESCRIBES THE NEEDED ACTION IS INSIDE THE ANSWER YOU HAVE CHOSEN
- c. BASED ON THE INFORMATION IN THE ANSWER, THE FOLLOWING ACTIONS MIGHT NEED TO BE TAKEN TO RAISE THE COS MATURITY LEVEL OF THE ORGANIZATION IN THIS SELECTED AREA
- d. ACTIONS NEEDED AND PRIORITIES ARE:

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2. NOW LOOK AT YOUR NEXT LOWEST SCORE ON THE SCORING PAGE ... AND USE THE SAME APPROACH AS ABOVE TO IDENTIFY NEEDED ACTIONS:

- a. ACTIONS NEEDED AND PRIORITIES FOR LEVEL \_\_\_\_\_, COLUMN \_\_\_\_\_ ARE:

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3. NOW LOOK AT YOUR NEXT LOWEST SCORE ON THE SCORING PAGE ... AND USE THE SAME APPROACH AS ABOVE TO IDENTIFY NEEDED ACTIONS:

a. ACTIONS NEEDED AND PRIORITIES FOR LEVEL \_\_\_\_, COLUMN \_\_\_\_ ARE:

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4. NOW LOOK AT YOUR NEXT LOWEST SCORE ON THE SCORING PAGE ... AND USE THE SAME APPROACH AS ABOVE TO IDENTIFY NEEDED ACTIONS:

a. ACTIONS NEEDED AND PRIORITIES FOR LEVEL \_\_\_\_, COLUMN \_\_\_\_ ARE:

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5. NOW LOOK AT YOUR NEXT LOWEST SCORE ON THE SCORING PAGE ... AND USE THE SAME APPROACH AS ABOVE TO IDENTIFY NEEDED ACTIONS:

a. ACTIONS NEEDED AND PRIORITIES FOR LEVEL \_\_\_\_, COLUMN \_\_\_\_ ARE:

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## **CULTURE OF SAFETY IMPLEMENTATION SERVICES**

## CULTURE OF SAFETY IMPLEMENTATION SERVICES

### 1. ADVISORY SERVICES FOR THE IMPLEMENTATION OF A CULTURE OF SAFETY

**Problem-Focused Advisory Services** - COSS provides Advisory Services in which a COS consultant understands the client's COS implementation situation and develops findings, conclusions and recommendations that are presented to the client for consideration and decision making.

**Real-Time Advisory Services** - COSS provides day-to-day advisory services to provide real-time advice and recommendations for COS implementation.

### 2. TRAINING FOR IMPLEMENTATION OF A CULTURE OF SAFETY

According to research about organizational change, only 30% of change projects (like implementing a culture change) meet management expectations. This low success rate is, in large part, due to a **lack of training in the technical requirements of implementing an organizational culture change.**

COSS conducts practical training on several important technical aspects of COS Implementation ... including Implementation training that should be a requirement for COS Project Managers and Project Teams.

#### A. EXECUTIVE TRAINING FOR IMPLEMENTATION OF A CULTURE OF SAFETY

- i. **Objectives:** The objective of the training is to cut through all the complex information about "organizational culture" and to present the **Absolute Requirements** for successful COS implementation.
- ii. **Contents:** The contents of the training include:
  1. What is culture, and how does one implement an organizational culture change
  2. The kind of organizational change needed for a successful COS project
  3. Overview of organizational architecture needed for successful implementation of a Culture of Safety
  4. The formula that must be used for the culture change to be successful.
  5. The roles that organizational leaders must play for successful implementation of a Culture of Safety.
- iii. **Assessments and Actions:** The course includes a "jump start" exercise to identify current COS strategic intentions, issues for Culture of Safety projects, and action plans for issue resolution

- iv. **Participants:** This training is strongly recommended for executive and senior managers who have or anticipate COS initiatives in their organizations
- v. **Duration:** This Executive Training can be conducted in as few as four hours or as long as two days.
- vi. **IMPORTANT: IT IS CRITICAL THAT SENIOR EXECUTIVES PARTICIPATIVE IN THIS TRAINING PROGRAM AS ROLE MODELS FOR THE ORGANIZATION.**

#### B. TRAINING FOR COMPLETING COS PROJECTS - A COS PROJECT TEAM REQUIREMENT

- i. **Objectives**
  - 1. to detail the steps that must be completed to successfully complete a COS implementation project
  - 2. to ensure that training participants leave the course with the knowledge, skills and attitudes needed for COS implementation success
- ii. **Contents:** The contents of the training include
  - 1. Implementation methodology ... steps and templates
  - 2. Critical Success Factors for implementation, and
  - 3. A “table top” exercise of a COS implementation from beginning to end
- iii. **Assessments and Actions:** Exercises in the course include
  - 1. An assessment of the planning for and execution of current COS projects the organization may have under way ...
  - 2. Development of action plans to improve current implementations under way
  - 3. Project planning exercise for a “start-up” COS implementation project
- iv. **Participants:** This training is strongly recommended for **COS Project Managers and Project Teams.**
- v. **Duration:** The training can be conducted in three to five days

#### C. TRAINING FOR LEADERSHIP ROLES IN A COS IMPLEMENTATION

- i. **Objective:** The objective of the training is to identify and assess the kinds of leadership needed to effectively implement COS
- ii. **Contents:** The contents of the training include
  - 1. The Four Levels of required Leadership for COS implementation
  - 2. Roles that Leaders must play for Culture of Safety success.
  - 3. Required “scripts and communication” needed from leaders
  - 4. Action Steps Leaders must take for COS Success
  - 5. How to determine where COS implementations are at any point in time
- iii. **Assessments and Actions:** This Training includes

1. Techniques to identify current leadership roles,
  2. Assessment of readiness for Leadership roles, and
  3. Identification and Actions Steps for resolution of critical issues for Culture of Safety projects
- iv. **Participants:** This training is strongly recommended for upstream middle and senior managers who have or anticipate COS initiatives in their organizations
- v. **Duration:** COS Change Leadership Training can be conducted in two to four days.

#### D. TRAINING FOR INSTALLING THE ARCHITECTURE FOR THE CULTURE OF SAFETY

- i. **Objectives:** The objective of the training is to make participants aware and knowledgeable of the needed organizational architecture for a Culture of Safety
- ii. **Contents:** The contents of the training include
  1. Why Organizational Architecture is required for COS success
  2. The key processes that make up the required COS architecture
  3. How to re-configure (i.e., tune) specific aspects of the implementing organization to enable COS success. The training will include identification of needed tuning of Strategic, Work Process, and Technical Process architecture to meet the requirements for COS success
- iii. **Assessments and Actions:** Exercises in the course include:
  1. Evaluating the status of the existing organizational architecture for COS success
  2. Development of steps needed to put a complete COS Architecture in place in the organization.
- iv. **Participants:** This training is strongly recommended for upstream middle and senior managers who have or anticipate COS initiatives in their organizations
- v. **Duration:** This Training in Business Value Architecture can be conducted in two to four days.

### 3. PEER REVIEWS OF COS IMPLEMENTATIONS - A COS PROJECT TEAM REQUIREMENT

Culture of Safety initiatives are very complex and difficult to implement. COS projects and/or initiatives can definitely be enhanced by objective views from outside professionals (i.e., second opinions) who can provide understanding and recommendations to a COS project Manager and his Team. Such Peer Reviews should be scheduled at least twice in

each COS Project and should be launched when a COS Project Team is anticipating or experiencing critical implementation issues.

We provide **three kinds of Peer Reviews** for COS Implementations:

- a. **Objective third-party reviews and outside opinions** ... for such reviews, COSS collects information and forms independent conclusions and recommendations for the reviewed project teams and their executive sponsors.
- b. **Peer-Assist Reviews done with client personnel as members of the Review Team** ... COSS Peer Assists add members of the teams being reviewed to the Review Team so that they can (1) see and validate data when it is collected and (2) be a part of the assessment and development of recommendations and action steps. (The COSS consultant will retain the responsibility for adding the COSS expert assessment to the Peer-Assist Process if needed.)
- c. **Training, Coaching and Methodology for Client Peer Reviews** ... organizations implementing COS are likely to have multiple projects underway. Such organizations must be able to provide “inside peer reviews” using personnel from other projects and initiatives. For such inside reviews to be successful, training, methodology / templates, and procedures will be needed to ensure the integrity and value of reviews.

## 2. IMPLEMENTATION OF ARCHITECTURE FOR THE CULTURE OF SAFETY

A Culture of Safety can surely enable safer operation. However, a Culture of Safety cannot be achieved without the organization making specific accommodations and re-configurations of its architecture.

We provide:

- A. **IN-DEPTH TRAINING ON THE ARCHITECTURE FOR THE CULTURE OF SAFETY (as described in the Training section of this document)**
  - i. The objective of the training is make participants aware and knowledgeable of the needed organizational architecture for COS success.

- ii. The contents of the training include Strategic, Work Process, and Technical Process architecture requirements for COS success as well as the needed interfaces inside the organization's structure
- iii. Exercises in the course include evaluating the status of the existing architecture and development of steps needed to put a complete Business Value Architecture in place in the organization.
- iv. This training is strongly recommended for upstream middle and senior managers who have (or anticipate) COS initiatives in their organizations
- v. This Training includes a "jump start" exercise to identify needed re-configurations in the organization's Architecture.
- vi. Training can be conducted in three to four days.

## B. IMPLEMENTATION PLANNING FOR COS ARCHITECTURE

Once the organization decides to implement (or consider) COS Architecture, many organizational actions will need to be completed. The purpose of the COSS planning service is to provide guidance in developing the Project Charter and task list for a COS Architecture Implementation Project. Planning would take the client through the three Stages of BVA implementation:

### Three Stages of BVA Implementation

- **Stage One – BVA Awareness and Education**
- >> *Gate One – Business Case and Plan for Stage Two Pilot Projects*
- **Stage Two – Trial and Pilot Projects**
- >> *Gate Two – Business Case and Plan for BVA implementation into day-to-day use in the company*
- **Stage Three – Integration of BVA into company structure and operations.**
- >> *Gate Three – Business Value Accomplishment through use of BVA*

COSS will provide direct guidance for implementation planning and, after the plan is being implemented, COSS will be available for real-time problem solving and issue resolution.

## C. COSS CONSULTING SERVICES FOR COS ARCHITECTURE IMPLEMENTATION ...

COSS can provide consulting services on the ground to assist in BVA implementation. Our services are effective because of three critical factors:

- I. Experienced Leadership for Implementations
- II. COSS practical and proven methodology – Architecture for the CULTURE OF SAFETY
- III. Seasoned, experienced professionals with 20+ years of service

#### **D. IMPLEMENTATION METHODOLOGIES**

COSS offers Implementation Methodologies for purchase and/or licensing. Such methodologies are delivered when they have been custom-developed by COSS and selected Subject Management Experts from the purchasing organizations. Two COS-related methodologies are available (SEE BELOW):

## **HMC METHODOLOGY FOR IMPLEMENTATION OF COS PROJECTS**

### **TABLE OF CONTENTS**

#### **1. Section One: Communicate a Clear Vision of the COS FUTURE**

- 1.1. Construct the detailed vision of the COS Future
- 1.2. Construct the case for change to the COS Future
- 1.3. Ensure management understanding and expectations of the COS Future
- 1.4. Communicate the COS Future vision the right way to the entire organization
- 1.5. Ensure employee translation of the COS vision

#### **2. Section Two: Alter processes and procedures for the COS Future**

- 2.1. Identify process alterations needed for a transition to the COS Future operations
- 2.2. Alter and test processes critical for a transition to COS Future operations
- 2.3. Alter Process Measures, Goals, and Objectives to align with the COS Future operations
- 2.4. Alter and Test the Work Procedures for Altered Processes needed for COS Future operations
- 2.5. Eliminate old process measures, goals, objectives and procedures that are NOT needed for COS Future operations

#### **3. Section Three: Alter the Facilities/Equipment/Tools (FET) for the COS Future**

- 3.1. Identify the FET alterations needed for the transition to the COS Future operations
- 3.2. Alter and test all the FET needed in the transition to COS Future operations
- 3.3. Alter and test each and every FET control for alignment with the process of COS Future operations
- 3.4. Alter or create written guidelines for all FET involved in the COS Future operations

**3.5. Eliminate old FET and operating guidelines that are NOT needed for COS Future operations**

**4. Section Four: Alter Performance Management for the COS Future**

- 4.1. Identify and Alter Individual Roles and Goals for COS**
- 4.2. Complete One-on-one Contracting for Every Person affected by the Transition to COS**
- 4.3. Train All Employees in the Roles they will play in the Culture of Safety**
- 4.4. Identify and Alter the System for Monitoring COS performance**
- 4.5. Alter and Communicate Compensation Payoffs for COS performance**

**5. Section Five: Project Management of the Implementation of the COS Future Operations Project**

- 5.1. Develop a Project Charter for executive approval of the COS Project**
- 5.2. Set and Communicate the Master Schedule for Change Work required for transition to COS Future**
- 5.3. Use week-at-a-time scheduling with one-on-one assignments for Change Work for COS Future Operations**
- 5.4. Regularly check transition progress and re-schedule as needed to maintain alignment with COS Future**
- 5.5. Confirm, stabilize and celebrate the completed change to COS**

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# METHODOLOGY FOR IMPLEMENTATION OF COS BUSINESS VALUE ARCHITECTURE

## TABLE OF CONTENTS

### 1. Section One: Strategic Business Architecture

- 1.1. Company vision, goals, and strategy explicitly reflect the company's intention of COS for improved business results.
- 1.2. Executive commitment to Safety is shown by investment in COS architecture and by willingness to use pro forma results of COS initiatives in financial projections.
- 1.3. Incentives are in place in the management ranks to motivate COS exploitation to meet company goals.
- 1.4. Robust portfolio / program management is in place to make capital investment decisions, and bring them to life, including investment in COS
- 1.5. Explicit Decisions are made by executives to "Deploy" or "Give Permission to Adopt" for each COS initiative that finishes development.

### 2. Section Two: Work Process Architecture

- 2.1. A comprehensive map of core work processes is in place ... i.e., for "value-added, management, and enabling" work processes
- 2.2. Integrated goals with metrics are in place across operational work processes
- 2.3. Aligned structure, roles, KPIs and incentives are in place and in use around integrated goals and work processes
- 2.4. A proven method for targeting and developing business improvement opportunities (BIOs) and requirements is in place
- 2.5. Robust Business-Readiness implementation project management (for processes, technology and people) including comprehensive risk management is in place

### 3. Section Three: Technical / Safety Process Architecture

- 3.1. A business needs discernment processes that accurately comprehend the range of operational transactions and decisions that could be made by the business / operations
- 3.2. Technology / Safety architecture design that optimizes the company's technical capability to support all types of work processes needed by the business to meet its goals
- 3.3. Technology / Safety acquisition processes that both secures needed technologies to support architecture design and drives vendor innovation
- 3.4. Systems readiness method and project management is in place that can produce applications and systems that meet business improvement opportunity requirements.

**3.5. A proven and secure implementation process is in place that does not put operations at risk during COS implementation and testing.**

**4. Section Four: Intelligent Interfaces for COS Business Value Architecture**

**4.1. Business Interface between Executive Team and Operations Organization in place**

**4.2. Mission Interface between Operations and Technical / Safety Organization in place**

**4.3. Resources Interface between Technical / Safety Organization and the Executive Team in place**

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## The Book: Implementing a Culture of Safety

There are a number of articles, books and training materials regarding SEMS and change management, including some by the authors. However, there is only one book that provides a roadmap for performance-based compliance with the new regulations AND the development of a sustainable Culture of Safety for your company.

Check out **Implementing a Culture of Safety** at Amazon.com and other book stores; it is available in three formats: Hardcover, Paperback, and Kindle.

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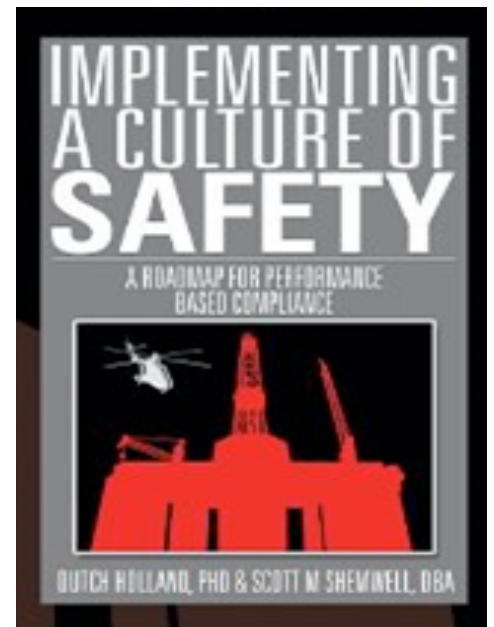
*Deepwater production of oil and gas takes place in one of the world's most hazardous and dangerous environments ... a place where operating in a pervasive Culture of Safety is not an option but an absolute requirement.*

### **Why?**

- *A deepwater disaster could be as horrific as a release of a multi-megaton nuclear weapon!*
- *A single deepwater player, making a poor decision, could cause a multi-megaton disaster!*
- *The number of vitally-interested stakeholders has mushroomed, and they are mad!*
- *The number of participants in the development of a billion dollar asset has skyrocketed!*
- *Energy executives now have everything at stake when responsible for a god-like, mega-ton disaster!*

*To stay safe and productive, energy companies must step up their game with new and improved ways of operating:*

- *High Reliability Organizations*
- *Strong-Bond Governance*
- *Asset Integrity Management*
- *Integrated Operations*
- *Authorization, e.g., Two-Key Requirements*
- *... Surrounded by a true Culture of Safety!*



### **About the Authors**

[Dutch Holland](#), Ph.D. and [Scott M. Shemwell](#), D.B.A., have spent their careers leading successful organizations changes, applying technology to create business value. Both are highly regarded as thought leaders and as consultants who will tell it like it is—and then help organizations harness their strengths to the best advantage. Both have worked for organizations where safety failure was not an option.

## CULTURE OF SAFETY SERVICES (COSS) ... OUR PARTNERSHIP

Culture of Safety Services is the result of a partnership between Holland Management Consulting and The Rapid Response Institute.

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### Contact Us

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