

CULTURE WORKSHOPS AND SAFETY PRACTICES

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WHO'S IT FOR?

- ▶ Operational staff
- ▶ Frontline managers and directors



GOALS

- ▶ To encourage staff to talk about what really happens in the field
- ▶ To involve staff and reconnect managers with the reality of what happens in the field
- ▶ To ensure shared awareness of the most important risks
- ▶ To identify problems, and work together to find solutions



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- ▶ www.icsi-eu.org



CONTEXT & CHALLENGES

Your teams are working in high-risk situations where safety is a major concern, and which must be carefully managed. However, you observe numerous signals that lead you to think that you do not have a full understanding of how these situations are managed on a daily basis:

- ▶ incidents or accidents are reported to you, and some of them are due to unacceptable deviations;
- ▶ staff are reluctant to share their experience of what is happening in the field: you notice that there is a lack of trust when talking about situations they have experienced;
- ▶ there is a sense of fatalism at all hierarchical levels.

You need to recreate space for actors to share their experience and work together to change their ways of thinking, talking and acting. What are the challenges? To develop collective solutions, and restore actors' confidence that they can act at their own level to manage the most important risks.



OBJECTIVES

Culture and practical workshops make it possible to identify, share, prioritise and address the concrete contribution each individual can make to risk prevention. They allow:

Operational staff to:

- ▶ speak freely and honestly about required, legitimate changes and/or deviations;
- ▶ formalise the difficulties they encounter and the root of these problems;
- ▶ propose concrete improvements, which are presented to frontline and senior managers.

Managers to:

- ▶ listen to their teams and hear about their day-to-day problems;
- ▶ analyse their contributions, relevance and feasibility;
- ▶ acknowledge the work of operational staff and provide concrete follow-up actions.

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Setting up a system of culture and practical workshops requires working together, allowing everyone to speak freely, and involving all members of the organisation in the search for solutions.



1 PROJECT FRAMEWORK

- ▶ Formalise the problem, objectives and identify situations where the safety stakes are high
- ▶ Form groups with technicians and operators from all trades
- ▶ Inform all operational staff

2 TYPICAL WORKSHOP WEEK

-  ▶ **Day 1: Discussion**
Encourage people to speak freely, express their concerns
-  ▶ **Day 2: Observe**
Make an inventory of at-risk situations, prioritise them
-  ▶ **Day 3: Propose**
Negotiate, jointly develop and formalise ways to improve
-  ▶ **Day 4: Formulate**
Validate and prepare proposals to present to the executive committee
-  ▶ **Day 5: Round-up**
Bring together the executive committee and representatives of the working group to discuss all of the issues

2h/day - 12 participants/session

3 AFTER FEEDBACK FROM THE GROUP

- ▶ The executive committee analyses and selects proposals
- ▶ Frontline managers and personnel representatives are involved in identifying and implementing concrete actions
- ▶ Staff are informed of any follow-up and implementation

4 SET UP A SUSTAINABLE SYSTEM

- ▶ The executive committee develops the shared vision and priorities to be addressed
- ▶ Momentum is maintained by training managers to lead regular discussion workshops
- ▶ Respond to alerts

icsi's contribution

- ▶ facilitate workshops or training in the methodology
- ▶ facilitate discussions
- ▶ provide expertise, coaching, support during implementation