

Australian Case Study

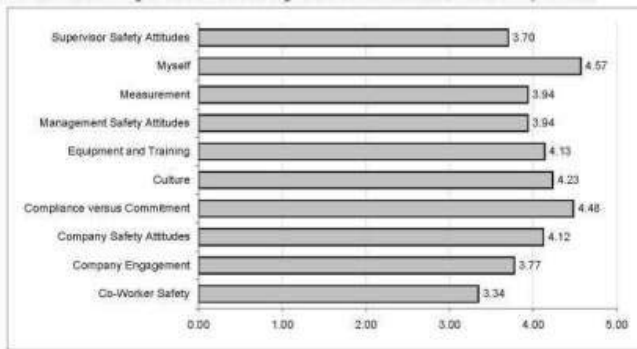
Safety Culture at Allseas

Quorum Response Communicators is a consulting organisation based in Australia with a range of capabilities. This case study focuses on improving organisational culture (particularly safety culture), leadership and communication. Quorum believes that any program that attempts to change an existing culture needs to start from the top. John Carlton from Quorum says, “If it’s not from the top down, the intervention won’t work.”

Quorum is known as being a flexible and responsive organisation with Australian and global clients across various industries including oil, gas, maritime and mining. They also work with service organisations and local government.

The Allseas case study applied the following methodology for a Safety Leadership program

Safety Results by Theme: The graph below displays the average safety scores for each of the 10 Safety Awareness Themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



The Quorum team conducted an in-depth safety program for Allseas, a global offshore pipe lay and construction company. Allseas already promotes a ‘safety first’ culture and asked Quorum to work with their project team responsible for the Gorgon project work. The primary objective for Quorum was to ensure that all members of the new team had a consistent understanding of, and commitment to, the Allseas’ safety goals and philosophy.

Consistent with Quorum’s commitment to leadership ownership:

Step one was to meet with the management team from Allseas to scope out and design the safety program. These meetings ensured that the consulting and project management teams both had a shared vision of the intended safety program outcomes and deliverables.

Step two for the safety program was to better understand the make-up of the management team – it is a collective experience – and to identify strengths and potential opportunities to improve. To facilitate this step Quorum asked the project management team to complete two Leadership-focused personality inventories, the Hogan Personality Inventory (HPI) and the Hogan Development Survey (HDS), to better understand their individual strengths and their development opportunities. Each member of the project team was then given 1:1 feedback and coaching to interpret and

discuss their results. During this session a personal plan outlining their personal goals and actions was developed the benefit of which is maintained through ongoing individual performance reviews.

The personality profile results were also mapped collectively to develop a **Hogan leadership team profile**. In addition to helping the team get to know and understand each other very quickly, this group profile allowed the project team to highlight overall group strengths and importantly, their development opportunities.

Step three was to use the 'SafeSystems' **Hogan Safety Climate Survey** to measure the overall safety attitude of the project team as well as their attitudes towards key safety-related issues such as; communication, equipment & training, compliance versus commitment, culture, and employee engagement.

Together the **Hogan Safety Climate Survey** results and the **Hogan leadership team profile** allow the Quorum team to verbalise the "Allseas Safety Culture", to garner the buy-in from all as to the culture and safety outcomes and to pinpoint critical risks and potential blind-spots that may affect the safety performance and reputation of Allseas. These insights and their subsequent recommendations will form the basis of the behavioural based safety programs as the project team grows in the future.

Allseas Gorgon Project Future Plans

Over the next 12 months the Allseas Gorgon project will expand from the 2010 15 member project management team to a project of over 700 employees. The Allseas Safety culture program will assist Allseas to hire and develop the right people for the Gorgon project, to ensure they fit the 'safety first' culture.

After conducting the initial safety diagnosis and individual debriefs, John Carlton from Quorum will conduct review sessions to ensure that the Project team effectively addresses the key findings of the **Hogan leadership team profile**, the **personal plans** and the **Hogan Safety Climate Survey** as well as the day to day challenges of running a major project.

The data already obtained from the **Hogan leadership team profile** and the **Hogan Safety**



Climate Survey provides Quorum with a project benchmark. "This data will be an important 'line in the sand' for the project leadership team and will allow us to track changes in the safety culture across the life of the project" said John Carlton".