



## User Guide

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## Scope and Purpose

Featuring Professor Andrew Hopkins and sourced from his DVD workshops, SafetyTalks is a package of succinct, content-rich 'safety moment' sessions comprising 2-6 minute videos each focusing on a different topic. In each video, Professor Hopkins discusses important concepts that can support a wide range of safety training initiatives. Each video is accompanied by support material including the video script and a selection of discussion questions. The questions are intended to stimulate attendee participation and action. SafetyTalks can be utilised for a variety of uses: for example, as part of a monthly safety discussion meeting to foster a better safety culture.

Leading regular discussions on safety topics that are relevant to the organisation assists in developing a strong culture of safety. SafetyTalks provides a wide ranging resource of thought-provoking ideas and commentary by world leading safety expert, Professor Andrew Hopkins.

SafetyTalks offers concise, engaging training to introduce and enhance the learning of specific and diverse range of topics. Topics may reflect specific issues within an organisation or may serve as general safety reminders. Topics may enhance existing education as well as introduce education on issues.

The many options for delivery of training and the versatility of the SafetyTalks training approach gives it a flexibility to suit the organisation's internal structure, from the most senior level to front line supervisors and managers.

Professor Hopkins endorsed Colin Parkin, CPMSIA, RSP to provide major support in the production of the questions accompanying the SafetyTalks video clips.

SafetyTalks is the most comprehensive collection of Professor Andrew Hopkins' thought-provoking observations and proposals, gleaned from his bestselling books and full-length DVD workshops. We anticipate that this achievement will serve you well.

### Feedback

Your feedback on SafetyTalks is very welcome as our intention is to continue to upgrade it and launch new and improved editions. Please send all feedback to [info@futuremedia.com.au](mailto:info@futuremedia.com.au).

# SafetyTalks Contents

SafetyTalks consists of twelve modules, each module covering a number of topics. The topics in each module are accompanied by support material including the video script and suggested questions and answers to use. There are 55 topics and over 3.5 hours of video included.

SafetyTalks consists of:

## User Guide

This User Guide has been developed to optimise the facilitation of lessons provided by Professor Andrew Hopkins in SafetyTalks and to subsequently support action within the organisation. This User Guide is provided to assist the facilitator in conducting an effective program and consists of the following items:

- **Suggested Usage** – brief outline of suggested ways to implement SafetyTalks
- **Lesson Summary** – guidance and information for each topic
- **Action Plan** – guidance on how to develop action plans to follow through between sessions

## Videos

Professor Andrew Hopkins features in video clips as he delivers his thought-provoking proposals and observations on various topics. Each topic is presented on a 2-6 minute video, enabling ability to learn specific topics in a short amount of time.

## Support Material

The support material accompanying each topic will enable both the participant and facilitator to familiarise themselves and actively engage in more detail with the various topics and issues raised in the videos and consists of the following:

- Script for each video, consisting of Professor Hopkins' dialogue
- Discussion questions and activities for each topic
- Some reference material

The discussion questions suggest steps towards creating an action plan by the participants and bring together the conclusions of what needs to be done in their organisation.

# Suggested Usage

The process consists of the facilitator utilising the videos and then conducting discussion sessions and activities. The support material contains the script of the video, acting as a summary of the key lessons, and discussion questions and activities to re-enforce and implement the learning throughout the organisation.

All information include in this User Guide may be copied and distributed within the organisation. Copyright requirements prohibit distribution outside the organisation.

## Process

Video viewing and discussion can be conducted via:

### Forum

Video is uploaded to internal training website and participants are invited to discuss questions/lesson in a forum beneath the video.

### E-learning style

The video is uploaded to the training website or intranet/LMS and participants are required to answer questions after watching the video.

### Safety meeting

Face-to-face after watching at a safety meeting. The facilitator presents the video and discussion/ activities are held face-to-face.

### Email

Whereby questions are posed in the email to be answered by workers after the video is watched. Workers are to email answers back to trainer.

## Support Material

### Discussion Questions

SafetyTalks topics are designed so that the lessons can be learned in a quick and easy way. However, the actual time taken to conduct the discussion by the facilitator will be determined by:

- Which areas are seen as important to each organisation
- What contributions participants bring to discussion
- Whether other data specific to the organisation is included in addition to, or instead of the suggested questions and activities

### Video Script

The video script is included in the support material for each topic to allow the facilitator to fully research and develop particular examples specific to their operation.

Participants can read the script for a summary of the key lessons in the video.

## **Preparation**

Some topics require facilitators to take actions prior to or subsequent to use. Facilitators should carefully familiarise themselves with the whole package and prepare their own input accordingly.

NOTE: some topics' support material includes brief notes for the facilitator which do not apply to participants.

## **Action Plan**

Subsequent to use of each topic's support material, it is recommended that the participants develop an Action Plan. Putting an Action Plan together and writing down specifics from the topic will provide an opportunity to evaluate issues and then proceed to implement them. This is an opportunity to reconsider action plans already in place and integration of lessons learnt in SafetyTalks with existing training. A template action plan is supplied at the end of this User Guide.

## **Reference Material**

Hopkins' books complement lessons in SafetyTalks. Contact us for an order form and book club discussion questions.

# Lesson Summary

In planning safety training sessions, topics can be selected that reflect specific issues within an organisation or may serve as general safety reminders. They each may enhance existing education on issues as well as introduce education on issues.

## Accident Causation Analysis

**The 5 Whys** topic demonstrates how, by asking the right questions or having deep root-cause analyses, fundamental issues can be resolved. (2.5 min)

**Defence in Depth** topic examines the need for more than one safety barrier or defence, because each defence is fallible. (3.4 min)

## Auditing

**Audits - Missing the Obvious** topic discusses the need for rigorous audit methodology. (4.3 min)

**Audits - A False Sense of Security** topic examines the danger of audits conveying the message that all is well, when in fact, not all is well. (1.3 min)

**Behavioural Safety** topic stresses the need to focus on the behaviour of people which is relevant to major accidents. (5.8 min)

## Change Management

**Management of Change** topic emphasises the need to redesign control systems when redesigning processes. (3.3 min)

**Technical Support** topic emphasises the consequences of redundancy. (4 min)

**Inadequate Mental Model** examines the need for professional engineers on site. (5.8 min)

**Alarm System** topic deals with the dangers of alarm flooding contributing to major accidents. (2.8 min)

**Interconnection and Single Supply** topic looks at the failure to identify the hazards of interconnection. (3.5 min)

## Communication Skills for Executives

Communication Skills for Executives module was specifically designed by Professor Andrew Hopkins for very senior management whereas the other modules can apply across a range of management/ supervisory positions.

**Communication between Shifts** topic examines the consequences of communication problems in shift handover. (5.2 min)

**Why and Where Should You Talk to Workers** topic illustrates the importance of listening to employees directly on site. (1.8 min)

**When Should You Talk to Workers** topic suggests best practice for senior executives and managers attending sites. (1.4 min)

**Who Should You Talk to** topic suggests who to talk to in order to understand where practices don't match theory. (1 min)

**How Should You Conduct the Talk** topic emphasises the importance of visiting singly, not in pairs. (1 min)

**What Should You Talk About** topic demonstrates the right kinds of questions to ask to get important information out of workers. (6.3 min)

**What Else to do on Walk-arounds** topic describes other actions that will ensure productive walk-arounds. (2.3 min)

## Defence in Depth

All topics in the Defence in Depth module use the Macondo Blowout disaster as a case study to examine defence in depth.

**Defence in Depth** topic examines the need for more than one safety barrier or defence, because each defence is fallible. (3.4 min)

**First Barrier: Cement Job** topic stresses the danger of accepting the higher risk of failure of the cement job because of the reliance on subsequent barriers. (2.5 min)

**Second Barrier: Cement Evaluation Tool** topic looks at the dispense of the cement evaluation tool because it was treated as independent. (2.8 min)

**Third Barrier: Well Integrity Test** topic sees the consequences of confirmation bias. (4 min)

**Fourth Barrier: Monitoring** demonstrates what may happen when shortcuts are taken and complacency sets in. (4.8 min)

**Fifth Barrier: BOP** topic conveys the reliance on previous barriers for its effectiveness. (4.25 min)

**Diverter Barrier** topic examines the path that led to the fire and explosion that caused multiple fatalities at Macondo. (5.8 min)

**Ignition Barrier** topic examines the design of hazardous areas where ignition sources were controlled at Macondo. (4.2 min)

**The Response Plans: Blowout Response** looks at the assumption that earlier controls would be so effective that they would not have to deal with this sort of event. (4.5 min)

**The Response Plans: Oil Response** topic stresses the importance of presenting less than adequate plans to regulators. (3 min)

**Post Blowout Risk Assessment** demonstrates the fatality of assumptions in relation to risk assessments. (3 min)



## Hazard Identification

**Hazard Identification** topic demonstrates how failure to carry out hazard identification procedures can lead to major accidents and uncovers a multitude of causes for this failure. (7.2 min)

**Process Safety or Personal Safety** topic looks at the significance of focusing on process safety as well as personal safety. (5.2 min)

**Government Legislation** topic demonstrates the need for 'safety case' regimes. (5.2 min)

## Incident Reporting Systems

**Reporting Systems** topic discusses the need for reporting warning signs and not just signs that might cause a lost time injury. (2.5 min)

**Key Points for Design** topic demonstrates how reporting systems need to be designed in a way in which warning signs are picked up and responded to. (5.2 min)

**Design for Warning Signs** topic looks at the features of a reporting system that will make it work. (1 min)

**Mindful Reporting** topic illustrates how mindful leaders will monitor reporting systems as carefully as possible to make sure that they're collecting relevant information. (5 min)

## Learning from Other Incidents

**Learning from Other Incidents** topic conveys how transferring lessons from other incidents can prevent future incidents of the same cause. (5.5 min)

## Managing Major Hazards – The Use of Indicators

**Lost Time Injury (LTI) Frequency** topic discusses how it is important to drive LTI rate down but to be aware that this is telling nothing about how well major hazards are being managed. (4 min)

**Using Appropriate Indicators** topic highlights how indicators need to be chosen that are specific to the hazard being dealt with. (5 min)

## Organisational Structure – Its Impact on Managing Risk

**Organisational Design** topic highlights the need for the structure of an organisation to empower people who have specialist safety functions. (5.2 min)

**Lines of Authority** topic emphasises the significance of a centralised organisational structure. (7.5 min)

**Corporate Safety Department** topic examines the corporate requirements for managing major hazards. (3.8 min)

## Risk of Managing Costs

**Maintenance Cost Cuts** topic looks at how poor maintenance priorities can play a role in the cause of crises. (2.5 min)

**Cost Cutting and Safety** topic stresses the need for ensuring that cost cuts can be made without jeopardizing safety. (1.5 min)

**Incentive Schemes and LTIs** topic demonstrates the need to be aware of the kinds of behaviour is being driven by company remuneration systems. (2.2 min)

**Profit before Safety** topic conveys the consequences of being focused on commercial risk and not major hazard risk. (4 min)

**Unconstrained Pressure** topic emphasises the need to counteract overwhelming cost pressures. (7 min)

### **Warning Signs – How They May be Ignored**

**It Can't Happen Here** topic discusses how it is the ambiguity of warning signs which allows people to invoke multiple explanations and to find an interpretation, which allows people to dismiss them. (2.5 min)

**Intermittent Signs** topic shows how intermittent warning signs are particularly dangerous as there is a strong tendency to dismiss them. (3.5 min)

**Normalisation at Gretley Coal Mine** topic looks at how subtle judgements accumulated into justification for ignoring warning signs at Gretley Coal Mine. (4 min)

**Normalisation at Macondo Blowout** topic discusses the normalisation of anomalies at Macondo. (4.5 min)

**Onus of Proof** topic demonstrates the need to assume dangerous until proven safe. (2.5 min)

**Group Think** topic demonstrates how to get conscientious decision making and to overcome the process of group think. (4 min)

**Group Think at Macondo** topic assesses the process of group think influencing decision making at Macondo. (6 min)

**Confirmation Bias** topic evaluates the use of selective evidence and confirmation bias. (5 min)

**Warning Signs** topic looks at how prior to any major accident there are always warning signs which, had they been responded to, would have averted the accident. But they weren't, they were ignored. (3.5 min)

# Action Plan

An Action Plan is essential if we are serious about your investment in SafetyTalks and the potential improvements available to your organisation.

Just as important as the Action Plan itself is its preparation. The process of creating an Action Plan forces us to take a realistic look at the organisation as a whole. Putting an Action Plan together and writing down specifics from this workshop will provide an opportunity to evaluate issues and then proceed to implement them.

A finished Action Plan becomes an operating tool which helps you manage the business and works towards its success.

During other seminars/workshops you may have identified great ideas which may never have been implemented back at the workplace. Why didn't it work in the past? The answer is simple – you didn't do anything except have an idea. To be a success you have to take the next step and put your ideas into action. It is the difference between having an idea and making the idea work.

The importance of planning cannot be over-emphasised. It is the key to unlocking the door to success. Once you open that door a thousand more doors with all kinds of problems and solutions will open up. The only way to handle those variables in business is to have a logical, well-organised Action Plan.

By taking an objective look at your business you can identify areas of strengths and weakness and highlight details which might be overlooked.

Having covered the topics in SafetyTalks in the workshop it is imperative you develop an Action Plan for yourself and your organisation after each discussion and answer session.

The following action plan is provided to suggest ways and assist in your improvement attempt and support execution of the lessons in SafetyTalks.

## Action Plan Template

Review each of the topics and together with any other key points collate into an Action Plan.

**Purpose:** To create a “script” for your improvement effort and support implementation.

**Directions:**

1. Using this form as a template, develop an action plan for each goal identified through the needs assessment/discussion process. Modify the form as needed to fit your unique context.
2. Distribute copies of each action plan to the members of the collaboration.
3. Keep copies handy to bring to meetings to review and update regularly. You may decide to develop new action plans for new phases of your reform effort.

**Goal:**

**Results/Accomplishments:**

| <b>Action Steps</b><br><i>What Will Be Done?</i> | <b>Responsibilities</b><br><i>Who Will Do It?</i> | <b>Timeline</b><br><i>By When? (Day /Month)</i> | <b>Resources</b><br><i>A. Resources Available<br/>B. Resources Needed (financial, human, political &amp; other)</i> | <b>Potential Barriers</b><br><i>A. What individuals or organisations might resist?<br/>B. How?</i> | <b>Communications Plan</b><br><i>Who is involved?<br/>What methods?<br/>How often?</i> |
|--|---|---|---|--|--|
| <b>Step 1:</b>                                   |   |   | <b>A.</b><br><b>B.</b>  | <b>A.</b><br><b>B.</b>   |  |
| <b>Step 2:</b>                                   |   |   | <b>A.</b><br><b>B.</b>  | <b>A.</b><br><b>B.</b>   |  |
| <b>Step 3:</b>                                   |   |   | <b>A.</b><br><b>B.</b>  | <b>A.</b><br><b>B.</b>   |  |
| <b>Step 4:</b>                                   |   |   | <b>A.</b><br><b>B.</b>  | <b>A.</b><br><b>B.</b>   |  |
| <b>Step 5:</b>                                   |   |   | <b>A.</b><br><b>B.</b>  | <b>A.</b><br><b>B.</b>   |  |

**Evidence Of Success** (*How will you know that you are making progress? What are your benchmarks?)*

**Evaluation Process** (*How will you determine that your goal has been reached? What are your measures?)*