

Lessons Learned - Implementing Behavior Based Safety (BBS) **Program in a Middle Eastern Work Environment**

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Abstract:

Behavioral Based Safety (BBS) is a great process and tool that can only be fully utilized if employees take ownership of the process. The challenge for a successful BBS process is to create the culture within a company and individual facility sites that allows employees to take ownership of safety. The next step is to engage employees and allow them to take ownership of the process and call it their own. The road can be harder at times, but in the long run, the trip is rewarding.

This paper describes one successful approach of Behavior Based Safety (BBS) implementation in Oil & Gas Company in Kuwait. The unique approach involved ‘throwing out’ many of the western cultural assumptions and approaching BBS implementation through the very basic building blocks. Much emphasis was placed on understanding the Middle Eastern Social Culture, understanding the organizational culture including the HSE culture and then designing the BBS program to suit the cultural norms.

Safety Management Systems approach have been very successful in reducing fatalities and lost time accidents. However, there is normally a threshold or plateau of minor accidents remaining that appears to be stubbornly resistant to all efforts to remove them. For sustainable continual improvement of safety in the workplace - **Going Beyond ZERO** - the safety management system must be supplemented by the correct application of safety culture improvement programs. One such program is Behavior Based Safety. Safety cultural improvement programs influence the aspects depicted in the lower tiers of Bird’s Safety Triangle – At Risk Behaviors, Values & Beliefs

Several companies in the Middle East Region have implemented in-house versions of Behavior Based Safety (BBS) programs such as STOP, ASA, SOC, and so on. However, these programs have been driven by Key Performance Indicators (KPI) and therefore suffered from number-crunching instead of focusing on quality execution and effectively influencing behaviors. Quite a few BBS consultants have

attempted to implement their respective copyright BBS programs in this Region. There has been varying successes.

Keep in mind that each company, each location within that company and each employee at each location are unique, in particular in Gulf scenario. Thus, a successful BBS process needs to be tailored for each site. Our intent is to share our experiences in BBS processes with you in the spirit of helping others achieve the same ultimate goal we are after in safety, that is, to create an injury and incident free workplace.

This paper provides some lessons learned which are applicable to consultants wishing to implement BBS in a Middle East work culture. Their BBS program should be designed with a clear understanding of the theory behind the behavior change process and should consider the cultural diversity that constitutes the workforce. The successful approach to implementing BBS in a Middle Eastern Culture requires innovation, flexibility, persistence, passion and patience. These lessons learned should reduce any potential negative impact on the organizational cultural and assure the success of the BBS implementation program.

Brochure Description:

Behavior Based Safety (BBS) is the "application of science of behavior change to real world problems. This paper describes one successful approach of Behavior Based Safety (BBS) implementation in Oil & Gas Company in Kuwait. The unique approach involved 'throwing out' many of the western cultural assumptions and approaching BBS implementation through the very basic building blocks. Much emphasis was placed on understanding the Middle Eastern Social Culture, understanding the organizational culture including the HSE culture and then designing the BBS program to suit the cultural norms.

Session Level: Advanced & Executive.

Profile of Panelists:

1. Abdullah Al Abdul Salam, Team Leader HSE(NK) Team



Mr. Abdullaah Al Abdul Salam is a Team Leader of HSE(North Kuwait) Team of North Kuwait Directorate of Kuwait Oil Company, Kuwait. He is a graduate in Bachelors of Marine Engineering. He has more than 34 years experience in diversified experience ranging from Projects planning, projects execution and HSE Management system. Currently he is heading a team of approx. 25 qualified HSE personnel who look after HSE issues of North Kuwait Directorates of Kuwait Oil Company (KOC), Kuwait.

Mr. Abdulla Al Abdul Salam is the person and backbone for setting up of HSE Teams of KOC. Starting from scratch, he implemented the Company's HSE Management system at two different fields' i.e. South & East and North Kuwait fields effectively and now the results of HSE performance speak about the efforts. Abdulla is an active member of Project Management Institute and also in Kuwait Society of Engineers, Kuwait which is the largest association of Engineers in Kuwait.

Mr. Abdulla Al Abdul Salam presented nos. of technical papers at various platforms viz. ASSE, SPE, etc. He is one of the key personalities in the field of HSE who has attained significant achievements which in turn has reaped many direct and indirect benefits for an Organization. He received many laurels besides Chairman's HSE Awards for no. of years for his outstanding contribution in the field of HSE.

Besides having vast experience in HSE filed, Mr. Abdullah also worked under projects and commissioned various Oil & Gas projects safely which includes rehabilitation of Gathering Centers, rehabilitation of oil storage tanks in tank farms, and recovery of oil from oil lakes (Post war projects). He was actively involved in the maintenance of oil production facilities and discharged various responsibilities safely as In Charge of all Maintenance Projects. He may be contacted at +965-23823239 or by e-mail ajsalam@kockw.com

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Leslie Pichery is a Safety Consultant for the Kuwait Oil Company (KOC) in the North Directorate, Kuwait. He has over 30 years' industrial experience working for various international companies spanning Oil & Gas, Construction and Manufacturing industries. He has performed in several positions spanning the disciplines of Quality and Health & Safety – Quality Engineer, QA/QC Manager, Integrated Management Systems (IMS) Manager, Safety Manager, and HSE Audit & Reporting Manager. He has a BSc in Mechanical Engineering from the University of the West Indies, St. Augustine, Trinidad and an MSc in Occupational Health & Safety from the University of Greenwich, London, UK. He

is also a Senior Member of the American Society for Quality (ASQ) and a member of the ASSE, International Chapter. He has lectured part-time at tertiary institutions in Trinidad in Quality and Health & Safety certificate programs. He may be contacted at +965-23823975 or by e-mail lpichery@kockw.com

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Executive Secretary, ASSE IPS Advisory Board, 2012-13.



Bala Siva Srikanth Adivi CSP,CMIOSH is Senior Safety Engineer working with HSE(NK) Team of North Kuwait Directorate of Kuwait Oil Company, State of Kuwait. He is a double graduate in Bachelors of Sciences and Bachelors of Fire Engineering. He has about 14 years experience in the HSE consultancy and HSE management in Oil & Gas industries. He has significant experience in implementation of Health, Safety & Environmental Management Systems for process industries besides fire prevention and protection.

Bala Siva Srikanth was born in the State of Andhra Pradesh, India. His studied and worked in different States of India which exposed him to different languages and

to diverse cultures of India. He moved to the State of Kuwait in the year 2006 to work with one of the biggest Oil & Gas industry in the Gulf region. In the process of successful HSE Management System implementation, he faced and experienced various challenges.

Bala Siva Srikanth is a Professional Member of ASSE and Past Technical Committee Head of ASSE –Kuwait Chapter for last three successive years. He played an important role in organizing last two professional development conferences in 2009, 2011 by ASSE, Kuwait Chapter, in which he played as Head – Technical Events in 2011 PDC Organizing Committee.

Bala Siva Srikanth presented number of technical papers and posters at different international HSSE Conferences, including ASSE-Kuwait Chapter, Middle East Chapter and SPE Conferences. He was awarded with Best Paper presenter in one of the SPE HSSE Conferences. Also he was awarded with Kuwait Oil Company's Chairman & Managing Director HSSE Award for two successive years. He may be contacted at +965-23823821 or by e-mail abssrikanth@gmail.com

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