

“Golden Days” approach

Abstract

Vision

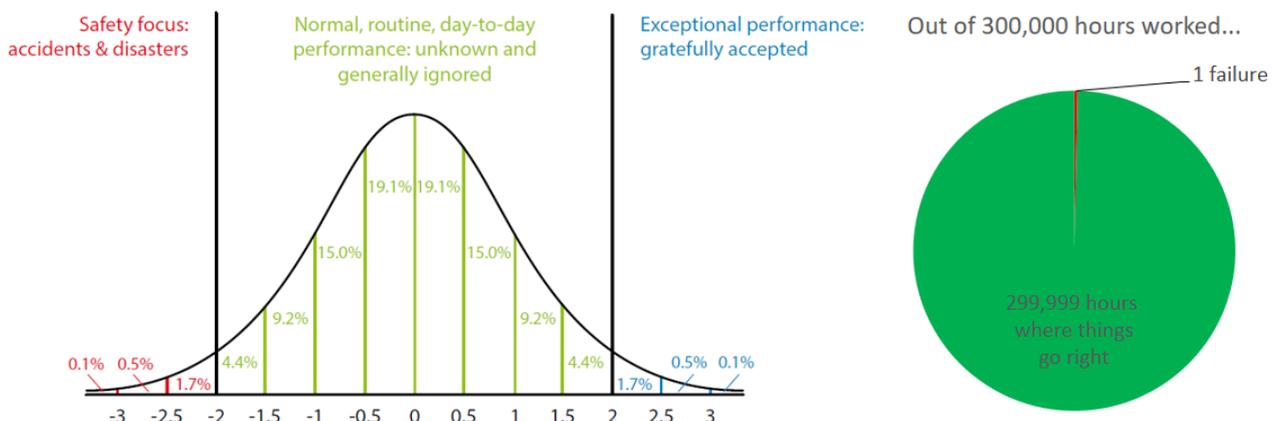
Our Group culture revolves around safety: it is fundamental to our values, our practices, but also to our attitudes and our behaviours. We have now achieved such a high level of maturity when it comes to handling safety – and especially major risks – that we can now say we are all fully committed to safety – both individually and collectively.

If we want to do more and enact a genuine paradigm shift, we need to see safety in a positive light at all times. Ultimately, we must realise that keeping our operations running rightly is more beneficial than simply investigating why incidents happen.

Each and every one of us has a role to play. Safety, quality and productivity are closely intertwined, and the same underlying factors enable us to perform well in all three areas. Clearly, when we achieve safety, quality and productivity together, we can safely say that we have had a good day – a “Golden Day”. And this happens, first and foremost, at team level.

The new paradigm

In our company, one significant undesirable event occurs for every 300,000 hours worked. This means that over this period, 299,999 hours go right. In view of this, understanding why operations run right is much more beneficial than searching for the causes of incidents.



A Golden Day: main principles



- A day when everything has gone right, at 3 major levels (*a threefold daily target*):
 - **Safety:** no LTI & RWC, absence of an event with major risk...
 - **Quality:** “doing it right first time”
 - **Productivity:** compliance with daily commitments
- A day that strengthens Safety leadership and team management
- A day that fosters team collaboration and encourages everyone to grow and take major responsibilities
- A day that should be assessed at team level, on a daily basis...

Pathway to reach 365 Golden Days a year

If we want to make sure every day goes well, we need to get the basics right in terms of prevention. We need to be professional!

If we want to perform well, we must be able to anticipate undesirable events that may occur during our activity. We need to enhance our expertise!

Our production teams can only achieve good performance, day in day out, if everyone contributes. Importantly, some managerial decisions can have harmful consequences on the organisation of work and our teams’ day-to-day operations. Thus, achieving good results and maximising the number of Golden Days is also about identifying and understanding problems in the field so we can:

- Anticipate, detect and deal with disparities in relation to nominal situations,
- Develop our ability to anticipate events and deal with unexpected circumstances,
- Define rules and allocate resources more appropriately.

Similarly, we need to develop the ability of our teams to adapt to variations in the work environment or unusual situations, while ensuring safety, quality and productivity. Indeed, by sharing good practices, everyone will boost their business line expertise.

As you will be aware, if we want every day to be a Golden Day, we must get the basics right, harness our expertise, and become better at adapting. This is an innovative and experimental approach that we will lead together, on the same pathway.

To summarize, we want to rely on these 5 principles in order to achieve everyday a Golden Day and finally 365 Golden Days a year:

1. Rely partly on current resources (*mature HSE system in place*)
2. Better integrate organisational and human factors in the organisation in order to achieve optimal safety performance
3. Involve everybody (*all functions / all levels*)
4. Focus on a daily basis on what is working

Precepts that make it possible to ensure full control of our risks:

 - a. Ensure normal operation of activities
 - b. Take charge of variations (capacity to deal with all situations)

A framework that makes it possible to adapt to all situations in a controlled manner must be clearly established.

5. Become a self-learning organisation

Set up a learning loop for the control of variations, including:

- a. Analysis of actual work situations (*including abnormal / unusual situations and other possible variations*)
- b. The way in which these situations are anticipated and managed
- c. Decisions/adjustments making it possible to manage variations
- d. Capitalisation and sharing of good practices developed in given situations (*see given contexts*)

Golden Days identification and follow-up

Individual team leaders are responsible for determining whether or not each day has been a Golden Day within their team according to the objective criteria– a decision taken collectively with the team at the day-end debriefing.

Using our mobile app, we can record every Golden Day, follow our progress and access some resources supporting this approach.

Managers are also required to track statistics within their remit, understand the reasons behind any drop-in performance, and come up with appropriate solutions. Through this action, managers need to focus on the works in the field as realised (instead of the works as imagined/designed from office).

Status of the rollout

Due to the acquisition of Prezioso by Altrad Group 2 years ago, our organisation had a period of trouble. Therefore, the development of this project has been slowed down, and the deployment is not homogenous.

For the time being, this approach is deployed in Norway, Congo and Angola with different degrees of deployment.

We have not recorded enough experience yet to make conclusions about the efficiency of this approach, and its strengths and weaknesses. But this one receives the enthusiasm of each employee and everybody is involved in.

