

The WHO in Safety II

Who are the people who implement Safety II and do we understand their “Work-as-Done”?
A case of human-centred design of Safety II solutions.

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WORK

- Human Performance and Culture Leader at Baker Hughes.
- BEFORE: BP, power generation, heavy manufacturing

BACKGROUND

Industrial psychology (MSc, Ph.D.), business (MBA), safety (CMIOSH), executive coaching, project and change management, instructional design.

INDUSTRY

- Chair of the SPE Human Factors Technical Section
- Co-founder of Human Performance Oil & Gas – hpog.org
- Lead writer of the IOGP guidance on learning from normal work

INTERESTING PUBLICATIONS

- Redesign of Just Culture process at BP <http://bit.ly/36Bb4dd>
- Performance variability in procedural compliance <http://bit.ly/2RB51AZ>

Observation

Ideation

Testing

Prototyping

Vex



Whose “Work-as-Done”?

The “Work-as-Done” typically refers to the “sharp end” activities, i.e. what the front line workers do. This is contrasted with the “blunt end” of managerial and administrative work.

However, this dichotomy is limiting.

Imagine... you are a Vice President of a safety department with 500 HSE specialists operating in 50 countries. The operations you support involve 50,000 employees.

You want to implement safety II. What should you do exactly?

Have we ever asked: *“Hey, why does a Global Vice President of HSE struggle to implement Safety II”?*

Do we understand what are their daily challenges, constraints and pain points?

What are their needs regarding Safety II tools and solutions?

What is their specific role in the implementation?

What information do they consume and how?

Do we truly understand the Work-as-Done of those individuals?

What does it mean to implement Safety II in practice?

Imagine... you are a Vice President of a safety department with 500 HSE specialists operating in 50 countries. Your operations involve 50,000 employees.

You want to implement safety II. What should you do exactly?

You want your team, directors, managers, team leaders, to implement safety II. What should they do exactly?

You want to influence your colleagues in operations, VPs, Directors, managers, team leaders to implement safety II. What should they do exactly?

You want the engineering department to implement safety II. What should they do?

Do your answers reflect work-as-imagined or work-as-done? How could we learn about their WAD?

Scenario 1 – Risk Assessment

Imagine... you are a global VP of safety department and want to apply Safety II to improve on the job risk assessment.

There is a corporate procedure, based on the UK HSE regulatory requirements but modified to account for local requirements.

Every site has a risk assessment form.

All employees are trained in how to perform basic risk assessment.

Employees are expected to use the form and identify hazards and controls.

What does integration of Safety II with task risk assessment look like?

What are the specific actions that this VP should take?

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