

CUK HESS Leadership (Compliance to Commitment) Workshop

Headset troubleshooting guide needed for presenters with FAQs – beware can get situations where one headset fails but the others run on

Step by step instruction on synching and start up needed

Introduction

These notes should be read in conjunction with the HESS Leadership (Compliance to Commitment) Workshop slide deck. They are intended to provide guidance on how to deliver the workshop to best effect but do not a hard and fast method, presenters are expected to make minor adaptations to suit their own style of delivery as long as the central learning points are not lost. The overall approach should be one of participation as far as possible with the presenter asking questions so that participants learn through discovery and interaction not by rote.

The workshop is designed for 10 participants and to be of **90 minutes duration**.

A 'horseshoe' style table layout works best but boardroom style will suffice if this cannot be arranged.

Pre-course preparation

A number of activities are required pre-course to ensure that the event runs smoothly:

In good time for the session email the attendees with the course details venue, date, time and so on. The course will accommodate up to 10 SLT and operational team representatives the number is effectively limited by the number of headsets available for the VR presentation. The attendees should also be informed that the workshop does involve an accident investigation and the use of VR headsets.

The materials required are:

- 10 VR headsets with the three scenes loaded and matching handsets

- At least three sets of 'Golden Rules' cards (six sets is the optimum)

- Oil spill environmental clue - email

- Laptop with the presentation loaded and the 2D scenes available in case VR sets malfunction.

- The Carnival UK 'vision' film.

- A flip chart and pens

- Three full sets of 'character cards'

- Leadership guides

Headset management:

- They must be fully charged prior to the session (an orange indicator light indicates charging, a green light charged).

- The headsets and handsets are matched and numbered – they can't be swapped about

- They should be wiped clean with the sterilising wipes provided.

- In the hour before the workshop all 10 headsets require synchronising, a video on the presenters' flash drive demonstrates how to do this.

Slide Number	Timings	
1	0-5 (5)	<p>Opening title Welcome BRIEF introductions around the table Place emphasis on HESS (this is not just about H&S) The day is about what you can do to protect your people, the environment (and the business). Mention Care and if you are affected by anything that is discussed to speak to the HR manager / EAP for support.</p>
2		Go through the objectives but be brief
3		<p>Start of the Journey Explain the journey concept. We'll explore where we are now, where we want to be and how to get there.</p>
4	5-10 (5)	<p>How good is our HESS? On average, this is where we are now We can see that injuries are caused by unsafe behaviour (slips, trips and falls), struck against etc Perhaps unsafe behaviours can lead to environmental and security incidents. Not following appropriate procedures when dealing with chemical or fuel spillages. Discharging waste to the wrong receptacle? Not reporting a verbally abusive or aggressive guest?</p>
5		<p>What these figures really mean Stress that the people in this room may one day have to deal with a seriously injured colleague if we don't change Security - Early in 2018 there was a newspaper article revealing the weaknesses in ABP's port security at Southampton. ABP had employed an independent agency to review their Security procedures - they were able to get a number of their staff through security without the relevant passes or with prohibited items. This information was then leaked to the press, which could have lead to a security incident as people may have thought cruising was an easy target. They were stopped at the gangway by our crew. So our teams did what they should have. But yes they would have potentially had access to baggage and stores. Welfare – the presenter should mention that there is a welfare hotline (EAP) for crew to use and HRMs can always be approached directly. Leaders should ensure that their teams are aware of these options.</p>
6	10-15 (5)	<p>Chances of people getting hurt Warn the attendees that you are about to talk about a serious injury suffered by a crew member.</p>
7		<p>Triangle Be brief It seems logical that if there is enough unsafe activity in a business, injuries and even fatalities will follow How many people have to use unfooted ladders before someone falls? How often can people lift heavy weights with bent backs before back injuries result? How often might people fail to report aggressive behaviour by guests before someone is assaulted? So the vast majority of injuries and incidents are caused by unsafe behaviour BUT we need to understand why people take risks and that is where the Culture comes in.</p>

		<p>Ask how many near misses people think are reported?</p> <p>Background to near miss reporting for CUK – 20 per month are reported against target of 3000 per year but there must be many more than this that are not reported for 15,000 population. Should be 10s of thousands.</p> <p>Leaders need to encourage reporting</p>
8		<p>How good is our HESS?</p> <p>Stress – safety has improved but we are ‘living on borrowed time’. If the triangle is right we should expect a fatality very two years. How would you feel if a colleague was killed?</p> <p>If an organisation has around 230 crew serious / major injuries per year, statistically this means that someone could be killed every two years</p> <p>Could that happen here?</p>
9		<p>Photo of Viktor on a stretcher</p> <p>This is Viktor (married – two kids) on the Pacific Princess he fell 52 feet into an air shaft having removed a manhole and climbed over a handrail putting himself at risk</p> <p>Was he trying to impress someone?</p> <p>He was aiming to take some measurements for some later work but fell through a corroded gantry.</p> <p>Had he followed procedure the area would have been scaffolded because corrosion was a known problem.</p> <p>His pelvis was shattered he had head injuries, a compound fracture of the left arm, smashed left leg and had bled extensively.</p> <p>He is mobile again now</p>
10		<p>Photo of Viktor being rescued</p> <p>This is Joe McCormack – one of your H&S managers rescuing Viktor (a heroic action)</p> <p>It took about 3 hours to find Viktor and rescue him – a lot of equipment had to be found and set up</p> <p>Joe got covered in Viktor’s blood</p> <p>They had to winch a nurse down as well to stabilise Viktor.</p> <p>Initially Joe thought Viktor was dead – had he fallen 1 foot to the side he would be – he would have hit the sharp directional vanes</p>
11	15-20 (5)	Influence of HESS Culture
12		<p>What is culture?</p> <p>Point out that there are a lot of sophisticated way of describing culture but the second simple statement sums it up</p>
13	20-30 (10)	Where do we want to get to?
14		<p>CUK The HESS Journey</p> <p>Introduce the culture maturity model. Briefly cover the five levels.</p> <p>A culture assessment was carried out for CUK in 2014 – result was CUK has achieved the top half of Reactive</p> <p>Give a brief description of what this means.</p> <p>The survey was repeated in 2016 and indicated CUK to be solidly in Compliance – give a brief description</p> <p>The intention is to achieve Commitment by 2021 – but what does this look like?</p>
15		Our Vision
16		<p>Video - Heroes of ‘Safe and Well’</p> <p>Ask what are the central messages? Explore a few with the group</p> <ul style="list-style-type: none"> • Choose the safe way • Looking after each other and environment

		<ul style="list-style-type: none"> • Report near misses – <i>Speak up generally. Leaders need to make sure people are confident to do so.</i> • Leadership support for safe working • Protect sea life and the coastline • Follow procedures <p>This is what we want to achieve – everyone acting as Heroes of Safe and Well</p>
17	30-35 (5)	<p>Case study – Top Deck Cruises</p> <p>Top Deck Cruises’ is a fictitious cruise line but the story line includes issues similar to those revealed in the recent CUK culture survey.</p> <p>There is VR footage describing an incident that could conceivably occur at CUK.</p>
18		<p>The incident investigation exercise</p> <p>Describe the exercise (point out that you will see an accident but there is no footage of injuries).</p> <p>Use the detail on the slide to explain what the attendees are to achieve.</p> <p>Ask what a ‘Just and Fair’ culture is important (if people believe they will be treated fairly they will be more inclined to report safety issues).</p>
19		<p>Characters</p> <p>There are several characters involved – divide the room into groups and explain which characters they are concentrating on</p>
20		<p>Virtual Reality</p> <p>Presenters to work through the slide and demonstrate the headset and the controller</p> <p>To start - The oculus button – hold it down, release, should see ‘showtime VR’ screen if you don’t then raise your hand.</p>
21		<p>Operating the Controller</p> <p>Use this, if needed, to show the Oculus button</p>
22		<p>Showtime Connected</p> <p>Show this slide – if everything is synched – people should see this</p>
23	35-40 (5)	<p>Scene 1 – Arriving on board</p> <p>Introduce the video covering the incident and immediate aftermath</p> <p>After the video:</p> <p>Ask – How many near misses (I almost fell) might have happened before this incident?</p> <p>How many examples of unsafe behaviour might have taken place before this fall?</p> <p>How many untrained people are likely to be using trucks?</p>
24		<p>How could this be allowed to happen?</p> <p>Self-explanatory</p>
25	40-45 (5)	<p>Scene 2 – Events leading to the incident</p> <p>Introduce the video as showing events in the week before the incident.</p> <p>Ask the participants to concentrate on the behaviours that they are to witness.</p> <p>Focus particularly the crew reluctance to report safety issues.</p> <p>After the video ask why the crew were so reluctant to report? (Carpenter was sacked for a safety infringement – unfairly. A ‘blame’ culture suppresses reporting.</p>
26	45-55	<p>Character cards (2 slides)</p> <p>Character cards - Hand out five cards to all groups – emphasise the characters that group 1 and 2 are to concentrate on</p>
27	(10)	
28		

		<p>These are the important rules which if followed will prevent most of the incidents – especially the serious ones.</p> <p>They are critical for CUK given the findings of the culture assessment.</p> <p>People complained about the volume of SMS procedures (over 400) – the rules distil what’s really important.</p> <p>Multiple levels of consultation were involved to construct a set that really works</p> <p>Hand out the Golden Rules cards to all groups</p> <p>Explain that participants will assess their characters’ performance against the cards later</p>
29		<p>Just Culture – The Next Challenge</p> <p>Explain how one of the most important aspects of a strong safety culture is to have a just and fair culture.</p> <p>Outline the definition of a Just and Fair Culture</p> <p>The Golden Rules support a Just and Fair Culture beyond simple compliance with procedures</p>
30		<p>Just & Fair decision tree</p> <p>Point out that the decision tree is in the leadership guide - for issue at the end of the session.</p> <p>Explain that the decision tree flowchart if followed in the event of an incident/ near miss will ensure that people receive fair treatment.</p> <p>People very rarely wilfully violate safety rules – they tend to make mistakes or are prompted to do the wrong thing by other factors.</p>
31	55-60 (5)	<p>Discussion</p> <p>Ask the questions given on the slide</p>
32	60-65 (5)	<p>The Role of Leaders in the Incident Rate</p> <p>Work through each element of the slide – do the participants agree?</p> <p>This slide often provokes a reaction but is fundamentally true. The serious injury rate at CUK has dropped in the last three years – Did this happen due to luck? No, it happened due to good leadership.</p>
33	65-70 (5)	<p>Video – Fleet Leadership Team (FLT)</p> <p>Introduce the video as being the FLT meeting prior to the incident – ask people to watch and listen carefully to judge what the real FLT priorities are.</p>
34		<p>Characters</p> <p>Hand out the final three character cards. Point out that these are the characters that Group 3 is to concentrate on.</p>
35		<p>Discussion – Management priorities</p> <p>Ask the question – the answer is guest experience of course</p>
36	70-75 (5)	<p>Discussion – Environment and Security</p> <p>Ask did anyone pick up on any Environmental and Security issues</p> <p>Hand out the email regarding the oil spill – Note that the oil went to the ‘scuppers’ which discharge to the grey water tanks – so it went out to sea eventually.</p> <p>How did the passenger get into the crew area? How do we stop this.</p>
37	75-90 (15)	<p>The incident investigation Exercise - characters</p> <p>Ask the groups to judge their characters against the Golden Rules (plusses and negatives)</p> <p>Get feedback from each group</p> <p>Ask – why didn’t the crew report the broken barrier? (blame culture)</p> <p>Do they agree that if the golden rules had been followed Elvis would not have been killed?</p> <p>If managers had been applying the just and fair culture principles (see guide) accident would not have happened</p>

		Ask for contributions regarding what can be done to foster a commitment culture.
38		Golden rules - How did they do? A reminder slide for each group re their characters – in case it is needed
39		How can you support the Golden Rules? Handout the leadership guides and ask the participants to turn to the page featuring the Leadership Behaviours Checklist THESE KEY LEADERSHIP BEHAVIOURS SUPPORT THE GOLDEN RULES WILL THEY COMMIT TO FOLLOWING THEM?
40		Leadership commitments – will you commit? Ask if the participants can/ will commit to following these behaviours to support GR and the Just Culture
41		Video – The witness If we don't change the way that we do things this could be what lies ahead
42		Finally Stress that the people in this room can take action to protect people being hurt and even someone being killed at Carnival UK.