

Improving HSE culture in China



Zhang Guo Hong

张国宏

Senior EHS Consultant

ACE EHS (Shanghai) Company Ltd

Unit 2208, No. 1600 Century Avenue

POS PLAZA

Shanghai, China, 200122

+86 21 51758792 tel

+86 13162441017

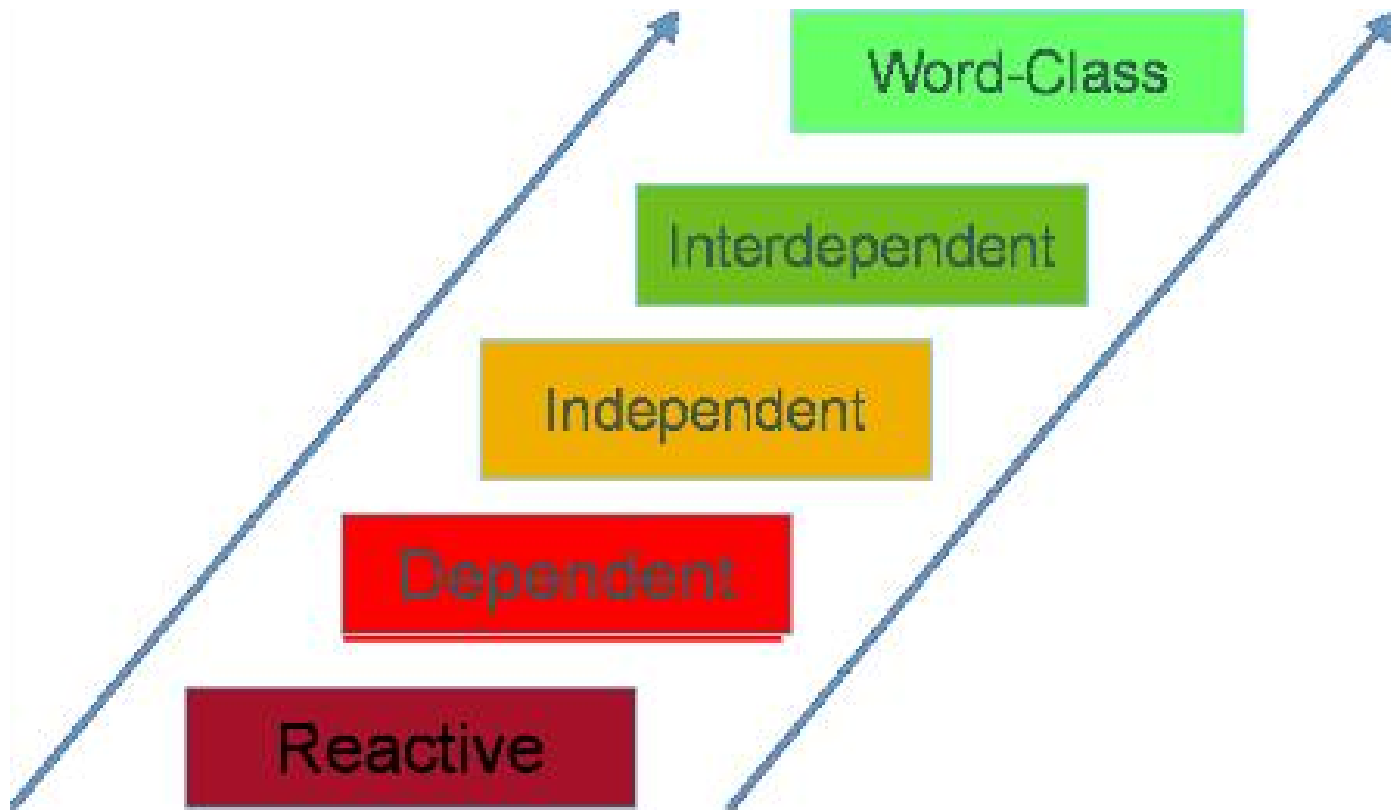
Guohong.zhang@ace-ina.com

Guohong.zhang@esis.com

HSE culture, as an organization culture, it is not only safety, but also occupational health and environment are given priority when people think and act. HSE culture development and improving are like to climb a revolution ladder, which from bottom to top are divided into Fundamental level /reactive level ,Awareness / dependence, Skills / independence, Excellence / inter-dependent, World Class etc 5 steps.



HSE Culture Revolution Ladder

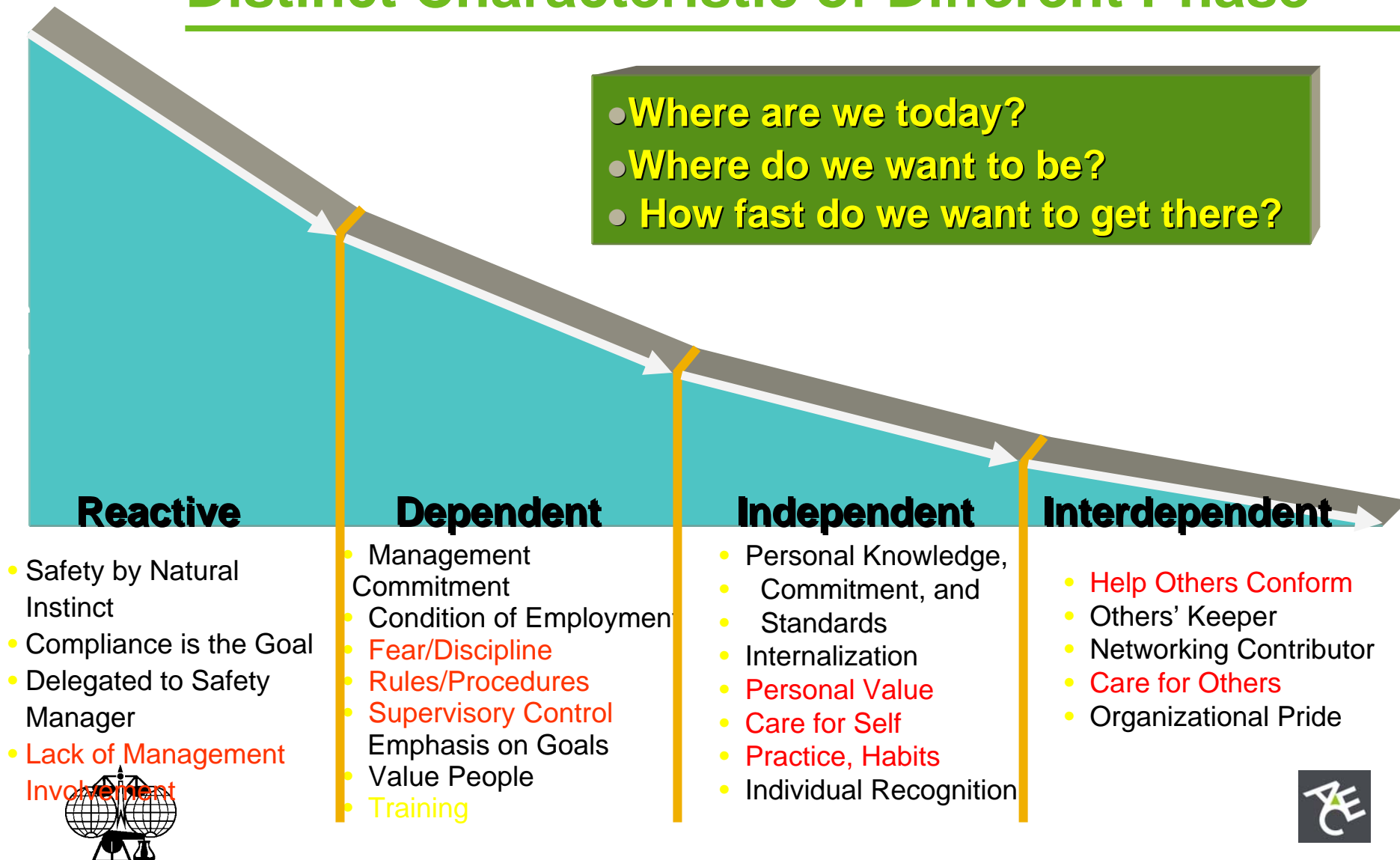


HSE Culture Revolution Ladder

Each step or phase has its distinct characteristic and need to progress on the one before. Many enterprises with the philosophy of excellence or world class HSE culture from developed country invested or set up business unit in china and would like to set up excellence or world class HSE culture in China. Many of them always thought they would be success to set up an excellence HSE culture in china if the highest EHS level of management were followed up strictly in short time, unfortunately, they couldn't achieve their original expectation.

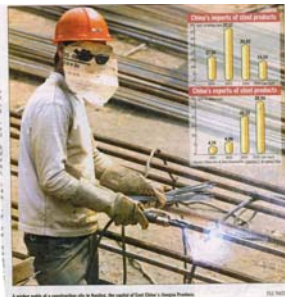


Distinct Characteristic of Different Phase



Distinct Characteristic of Different Phase

The majority HSE culture of china are very different with developed country, and also as in different business and different area in China even china business units would like to accept and learn the excellence HSE culture currently.



**When supervisor see the following case,
Different Culture,
Different Reaction from supervisors/employees
Different Result**

When you see the Workers
riding on the truck carrying outer cartons
stacked poorly,
what's your reaction as a supervisor?



**When supervisor see the following case,
Different Culture,
Different Reaction from supervisors/employees
Different Result**

On seeing safety supervisors,
what's the reaction of the
workers?

the worker climb down from
the top vehicle



**When supervisor see the following case,
Different Culture,
Different Reaction from supervisors/employees
Different Result**

Employee's Reaction Could Be:

Reactive: No reaction, still on the vehicle

Dependence: Scare, quickly climb down

Independence: climb down slowly and skill

inter-dependent: Supporting by the colleagues

World Class : no this situation happen

Supervisor's attitude Could Be:

Reactive: Ignoring

Dependence: Angry, Blaming

Independence: Coaching

inter-dependent: Supporting him down

World Class : no this situation happen



Which culture phase is easy to cause the following accident happen ?

He falls to the ground and hits the curb of the road which impacts below the neck. It could be fatal

Fatal

The man fall to the ground and fractures his leg.

Majors

He loses his footing and slips to the ground and cuts his leg on the side of the truck receives some stitches

Recordable Injuries

The worker loses his balance and falls on the ground and receives a minor gaze on his leg

Near-Misses or First Aid

Hazards

- Unsafe Acts
- Employee-Created Unsafe Conditions



Good HSE Culture

A good organization HSE culture is the embodiment of effective programs, decision making and accountability at all levels. You need to know your HSE culture class, and you need to local safety philosophy of management and staff and its culture distinct characteristic when you hope to set up excellence HSE culture in China.



Good HSE Culture

Only knowing your current HSE culture, localizing your HSE management measures and programs with the HSE culture phase characteristic, the success to set up world class HSE culture will be got in the future.

Abstract Ref: Z000265H

Poster Board No: P504_004

Title: Improving HSE culture in China

Symposium: Safety Training 2009, Glasgow

