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

- Reactive
- Dependent
- Independent
- Interdependent
- Word-Class
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 county 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

- Management Commitment
- Condition of Employment
- Fear/Discipline
- Rules/Procedures
- Supervisory Control
- Emphasis on Goals
- Value People
- Commitment
- Training
- Personal Knowledge
- Standards
- Internalization
- Personal Value
- Care for Self
- Practice, Habits
- Individual Recognition

- Safety by Natural Instinct
- Compliance is the Goal
- Delegated to Safety Manager
- Lack of Management Involvement

- Help Others Conform
- Others' Keeper
- Networking Contributor
- Care for Others
- Organizational Pride

Where are we today?
Where do we want to be?
How fast do we want to get there?
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

<table>
<thead>
<tr>
<th>Employee’s Reaction Could Be:</th>
<th>Supervisor’s attitude Could Be:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive: No reaction, still on the vehicle</td>
<td>Reactive: Ignoring</td>
</tr>
<tr>
<td>Dependence: Scare, quickly climb down</td>
<td>Dependence: Angry, Blaming</td>
</tr>
<tr>
<td>Independence: climb down slowly and skill</td>
<td>Independence: Coaching</td>
</tr>
<tr>
<td>inter-dependent: Supporting by the colleagues</td>
<td>inter-dependent: Supporting him down</td>
</tr>
<tr>
<td>World Class: no this situation happen</td>
<td>World Class: no this situation happen</td>
</tr>
</tbody>
</table>
Which culture phase is easy to cause the following accident happen?

- Unsafe Acts
- Employee-Created Unsafe Conditions
- Near-Misses or First Aid
- Recordable Injuries
- Majors
- Fatal

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

The man falls to the ground and fractures his leg.

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

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