
V. Ships Safety

Culture Assessment

Reference V. Ships 200009 - Issue 04
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Introduction

1. Introduction

With reference to a request from V. Ships, Lloyd's Register is pleased to submit the following tender: Safety Climate Assessment: 3rd Assessment – 2021, Issue 04.

The tender is based on the requirement to re-assess V. Ships' safety climate to measure changes to employees' safety perception and awareness as a result of organisational safety initiatives undertaken over the last two years.

In addition, V. Ships would like LR to consider the trends in HazOcc data in relation to the climate results, and provide targeted recommendations for each department to promote continuous improvement.

This proposal has been written taking into account the current pandemic, likely new ways of working and the need to conduct assessments remotely.

We trust the tender meets with your approval.

For any questions or comments please contact Joanne Stokes, joanne.stokes@lr.org.

1.1. Background and understanding of requirements

Over the last five years V. Ships has worked with Lloyd's Register (LR) to assess the organisation's safety climate maturity. This has been completed using the LR Safety Climate Assessment Tool, which collates employees' attitudes and perceptions towards safety using a set of proven organisational and cultural dimensions.

The work to date demonstrates effective improvements in safety climate across the organisation from 2015 and 2019. This can be attributed, at least in part, to many of the positive safety initiatives implemented by V. Ships. For example, the emphasis on creating "Just Culture" policies and practices and managing the implementation of this programme with clear communications from senior management, e.g. increase in Podcasts and information dissemination.

Since 2019, V. Ships has continued to implement further organisational initiatives to support positive changes to the safety culture. These have included learning and prediction tools such as an incident dashboard that analyses trends over time and a partnership focusing on error potentials. Moreover, since the start of 2020 and the onset of Covid-19, V. Ships has also increased its focus on enhancing seafarer mental health support.

A third safety climate assessment is now required. This assessment will measure how the current safety climate has changed across the organisation in comparison to previous years. The safety climate results will also be considered in the light of V. Ships HazOcc data. The top 5 prioritised actions will be specified at a global level and for each department (TBC) to enable V. Ships to focus on key elements for improvement.

1.2. Objectives

The objectives are to:

- Measure any changes across the organisation in relation to employee safety climate perceptions and awareness;
- Utilise the climate results to identify where improvements have been made and identify where further improvements can be achieved;
- Understand what is driving these attitudes and perceptions at a global and local level, by:
 - i. performing a correlation analysis between climate results and raw HazOcc performance data on a global level;
 - ii. breaking down the safety climate data into departmental (TBD) results.
- Provide the top 5 priority actions at a global level and for each department (TBD) to improve safety culture across the organisation.

2. Work Programme

The following provides an overview of the work programme for this project:

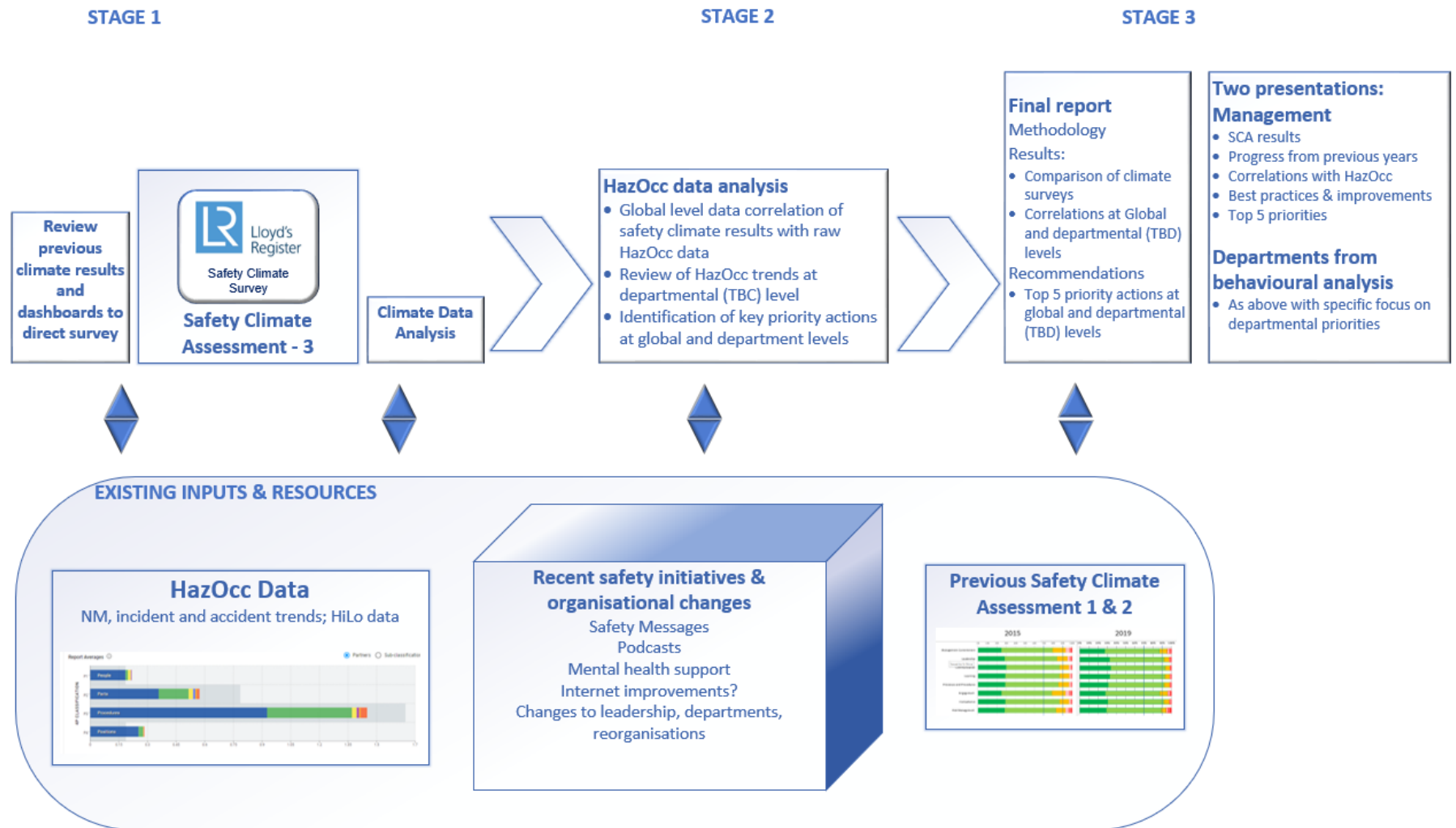


Figure 1 – Work programme overview

2.1. Stage 1 – Safety Climate Assessment

2.1.1. Planning and Preparation

At the beginning of the contract V. Ships will provide LR with the latest incident dashboard and safety initiative information. The LR team will familiarise with these materials prior to the kick-off teleconference.

A kick-off teleconference will be held between V. Ships and LR to:

- Review together the safety initiatives that have been introduced since the last safety climate assessment, and determine the status of these initiatives (e.g. introduced, rolled-out, embedded, challenges, successes)¹;
- Discuss the latest incident data trends and determine whether additional focused questions should be added to the survey;
- Discuss the use of previous additional questions and any other requirements for revisions.

Based on these discussions, LR will prepare the Survey App for testing and implementation.

2.1.2. Implementation and data gathering

The Survey App will be piloted with one vessel and onshore department to ensure that the App can be downloaded onto mobiles / laptop and can be filled out online and offline².

Following successful testing of the survey, the App will be made available to respondents, and the survey will run as per the previous survey. LR will supply V. Ships with introductory emails and electronic copies of information / promotion posters.

As per the previous assessment, LR will provide V. Ships with bi-weekly updates of participation information to support a targeted approach to gaining the best possible response rates.

2.1.3. Climate Analysis

Once all data are collected, LR will analyse the results:

- First, separately, using the same methodology as the previous assessments, and
- Second, comparatively against the previous results.

The results will be analysed to determine where improvements in the safety climate have been achieved and identify those areas that can benefit from intervention and / or further support.

¹ This will help the LR team put the 3rd assessment results into context.

² The device will need to be connected to the internet to download the Survey App. Once the App is downloaded the survey can be completed offline and uploaded once a connection is available.

2.2. Stage 2 – Data Correlation Analysis

2.2.1. Overview

A comparison between the safety climate results and V. Ships HazOcc data will be conducted. This analysis builds on this picture by providing additional factual information and context to the climate results. It also will define where safety climate attitudes and perceptions have a direct correlation with safety performance: defining prioritised actions to make the biggest positive impact on both culture and performance.

2.2.2. Group Level

At the group level a comparative correlation analysis will be carried out between the safety culture questions and the underpinning KPIs in the HazOcc data. This will identify any positive or negative relationships between people's perceptions and the safety performance data. For example, a possible relationship could be: when people's perception of "I need to work a lot of overtime to get my job done safely" increases, the "number of operational incidents" frequency also increases.

LR will identify the top 5 priority actions at group level that can have both a positive impact on safety culture and safety performance.

2.2.3. Departmental level

Departmental level safety climate results will be analysed to identify the top 5 priority actions for each department. Local HazOcc trends and the global correlation results will build upon the rationale for these priority actions.

2.3. Stage 3 - Reporting and Dissemination

The results, conclusions, recommendations and prioritised actions from all stages will be collated in one draft report that will be submitted to V. Ships for a single round of comments. One final report will then be delivered to V. Ships.

2.3.1. Final presentations

Two presentations will be delivered to V. Ships at the conclusion of this work.

The first will comprise the most recent, year 3, safety culture results, a comparison with previous results, and the prioritised actions identified from the correlation analysis.

This presentation will be delivered remotely to V. Ships Management representatives once the report has been issued. Allowing time for a question and answer session as appropriate.

The second presentation will also be delivered remotely to representatives from each of the departments included in the assessment. Global results will be presented to attendees, with a breakdown of each departments' results. The top five priority actions will be given to each department for breakout room discussions on how to and what is required act on these. The groups will then report back in the main session.

The aim of the session is to provide attendees with time to reflect on the last few years, to understand what actions they need to take to improve the safety climate in their departments and to develop a plan of action that they can tangibly take forward.

It is expected that a senior representative of V. Ships will attend the feedback at the end of the session. This will be to answer any questions from the departments and to show support for implementation of the action plans.

It is assumed that the sessions will be approximately 4 hours in duration, allowing for additional rest breaks.

3. Deliverables

- Stage 1 – Survey App, briefing materials and posters
- Stage 3 – Safety culture report
- Stage 3 – Delivery of a half-day presentation to V. Ships Management via Microsoft Teams
- Stage 3 – Delivery of a half day presentation and discussion session with department lead via Microsoft Teams

4. Project Management

To provide continuity of service Joanne Stokes will manage the project. The project will be supported by Senior Consultants Stephanie McLay and Volkan Arslan. CVs can be provided on request.

The availability of these resources assumes that this work will start in February/March 2021.

5. Assumptions and Risks

- All safety climate survey work will be conducted from the UK. It is envisaged that the kick-off meeting will be conducted via Microsoft Teams.
- The kick-off meeting will be attended by V. Ships personnel who can advise of recent safety initiatives and incident trends from the last two years.
- The survey questions will remain the same as the questions used on the 1st and 2nd assessment. However, the additional questions specific to the organisation (section 10) may be altered. These will be confirmed in Stage 1 prior to the survey going live. Noting the questions already proposed by V. Ships via emails in December 2020.
- A single point of contact will be supplied as part of the V. Ships project team to ensure any queries Lloyd's Register has can be answered in a timely fashion, helping ensure that deadlines specified at the kick-off meeting can be met.

- If a pilot assessment is necessary, V. Ships will make suitable arrangements for this to be successfully carried out.
- As per the approach taken in the 2nd assessment, the safety climate assessment will include all technical and crewing offices plus sea staff.
- It is assumed that the majority of vessels and offices will have sufficient internet connectivity for participants to be able to download the Safety Climate App. Once downloaded the survey can be completed off-line and uploaded once connection is restored.
- Should V. Ships decide to distribute the survey as a Hardcopy or in Excel then LR will be able to provide additional effort at our prevailing day rate. Alternatively, V. Ships can provide a nominated person for manual data entry, noting that V. Ships will need to ensure that data is suitably anonymised at source.
- LR will provide V. Ships with soft copies of the workshop materials prior to the workshops. V. Ships will be responsible for disseminating these materials out prior to the workshop.
- There will be one round of revisions for the global report. It is anticipated that V. Ships will not require more than 10 working days to review the report before submitting proposed amendments.
- One V. Ships-wide report is within the scope of this work.
- The language of the assessment will be English.
- It is not envisaged that the LR team will be required to attend any of the proposed activities in person. However, should V. Ships require attendance in person then time will be charge at our prevailing rate, and expenses charged at cost. In this event, it is assumed V. Ships will take all suitable disease management precautions in-line with prevailing national and international law to protect LR employees from exposure to Covid-19 or similar. LR employees will also take appropriate precautions in-line with LR policies and prevailing national and international law. See also Health and Safety, Section 7.
- It is assumed that the project will commence in February / March 2021.

6. Why work with Lloyd's Register?

6.1. Continuity and comparability of results

LR has conducted the first two safety climate assessments for V. Ships and will employ the same survey question set for re-assessment. This will ensure that results can be directly compared across the same demographics and parameters to provide V. Ships with an accurate picture of the progress in safety climate made over time. Application of this assessment will also help to identify the next priority areas for improvement.

6.2. Multi-disciplinary team

The Lloyd's Register team proposed for this project comes from a multi-disciplinary background, including human factors, psychology, ergonomics, and asset management. The team has extensive and proven experience in this area and is experienced across many safety critical industries.

Our team is distributed across the Globe, which brings a wealth of experience and best practices, yet we also have a local team to ensure that your needs can be met quickly and efficiently.

6.3. Technical excellence and proven track record

We have a proven track record and a suite of assessment tools that have been developed and refined over 20 years of application across numerous industries and organisations.

We understand and support all the dimensions of safety performance improvement. This helps us make a balanced assessment of where resources should be allocated in organisations to improve performance most cost-effectively.

We also understand the Marine industry and can input our vast experience from other relevant safety critical industries.

Case Studies

LR has conducted many safety culture assessments across several industries. A sample of these projects is outlined below:

- Safety climate assessments of over 90 cargo vessels across the globe for a marine cargo company. The purpose of this project was to quickly identify opportunities for further safety improvement.
- Safety climate assessment of seven platforms for an oil and gas major to identify why differences existed in safety behaviours between platforms.
- Safety climate and culture assessments conducted on two passenger vessels to determine the differences between an effectively managed maintenance department and a maintenance department that had a significant failure.
- A safety culture assessment, including climate survey, was conducted for a large drilling contractor. This covered both onshore offices and offshore installations and assessed the underlying human factors risks associated with operations, both at an installation and corporate level.
- A safety culture assessment for a marine client, the purpose of which was to understand the risk associated with the current working practices and attitudes in the organisation.
- A safety culture assessment of an Asian metro company. A survey was sent to all staff with over 85% return rate. The data obtained were analysed and recommendations were provided.

7. Health and Safety

Based on the information currently available, it is not anticipated that any project specific Health and Safety issues exist for this work as it will be carried out remotely.

However should stages 2 and 3 take place at V. Ships sites it is assumed that appropriate disease management and prevention procedures will be in place. LR has Covid-19 policies and procedures in place that are in-line with current regulations to protect our staff and clients. Prior to and during LR

consultants accessing any site, these procedures will be followed and risks assessed. In addition it is expected that V. Ships will also follow these procedures, or will follow their own disease management (Covid-19) policies, and any risks identified will be shared with LR consultants in a timely manner prior to any site visit.

If deemed necessary, LR will also undertake a project specific risk assessment using the process defined in LR's Safety Management System.

It is assumed that V. Ships will assist in the identification of any other potential hazards and support the management of risk insofar as is reasonably practicable during the planning and implementation phases of work described in this proposal.

Please note that our employees are required to refuse to undertake any work they consider compromising to their health and safety.

8. Confidentiality

The content of this tender is the property of LR. The tender document shall be handled as confidential information and should not be made available to any persons outside the client's organisation without our written consent. If the tender does not result in a contract, its content may not be used.