



Target Zero – Challenging Risk by Changing Culture

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Bristow Group's Global Footprint

Primarily oil & gas
+ SAR & training

22 countries
10 AOCs

4500 employees

400+ aircraft
operated directly -
300,000 hours per
year

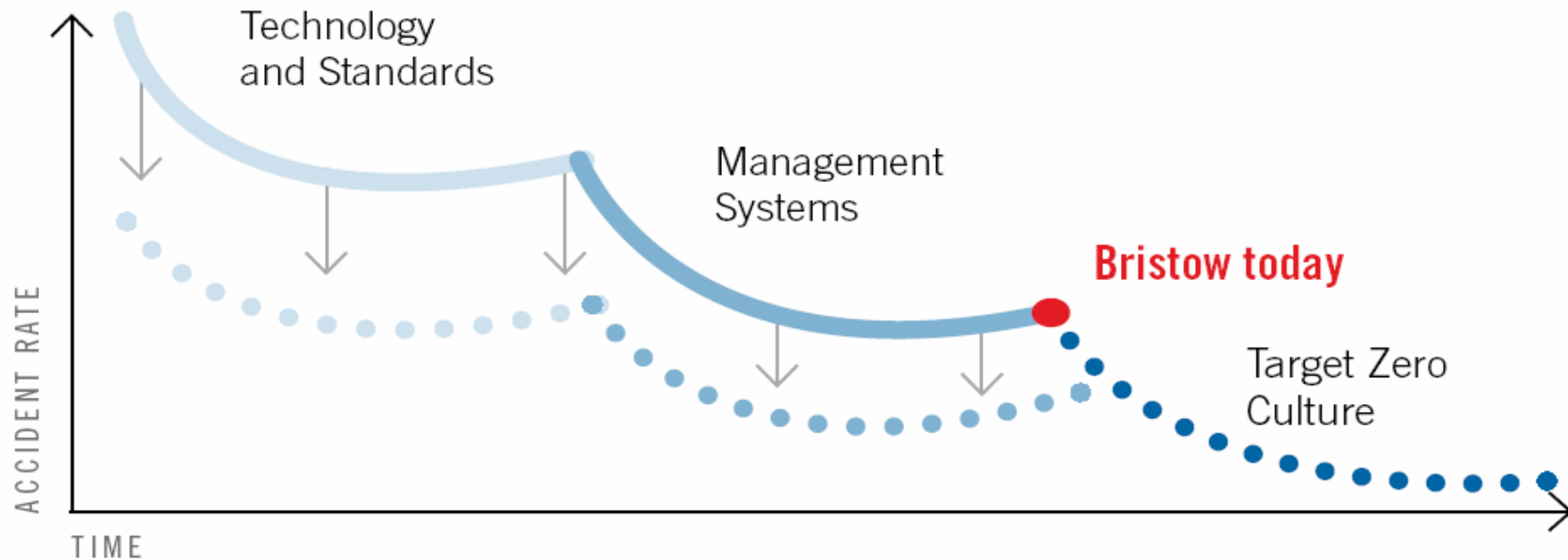
Another 145
aircraft leased or
with
unconsolidated
Joint Ventures



Originally 3 divisions all with different cultures:

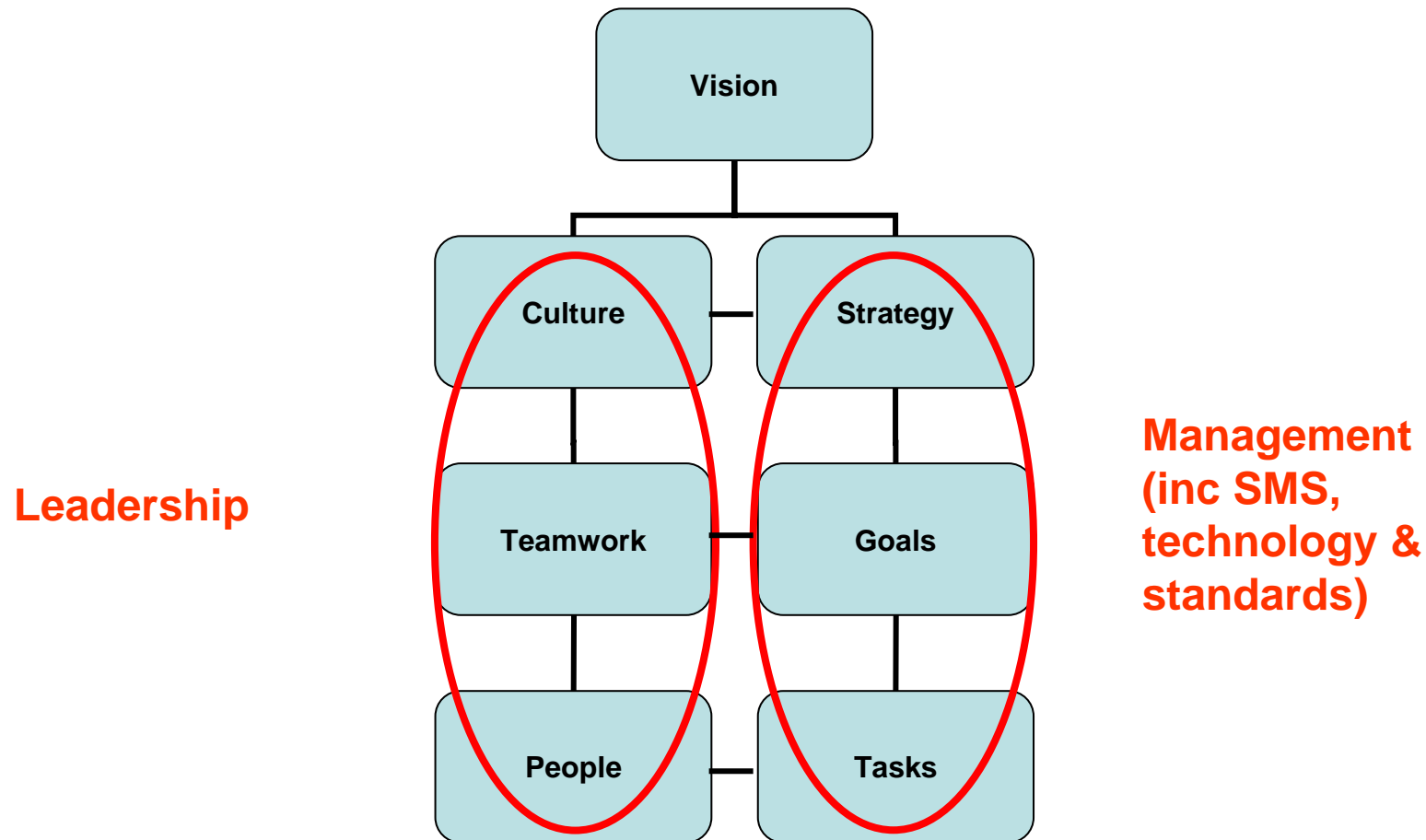
Bristow Western Hemisphere – Air Logistics
Bristow Eastern Hemisphere
Grasso (offshore production management)
Bristow Academy *added 2007* (flight training)

Three 'Ages' of Safety Management Attention



- Technology, Standards & Safety Management Systems are, or are becoming, regulatory requirements
 - Continuous Improvement is still essential
- Increased focus on a 'culture of safety' – Changing Behaviour

Relationship of Management & Leadership



Why an Increased Emphasis on Culture?

- 2 US Navy squadrons
- same aircraft type
 - same mission
 - same carrier



0 accidents ('90-'96)



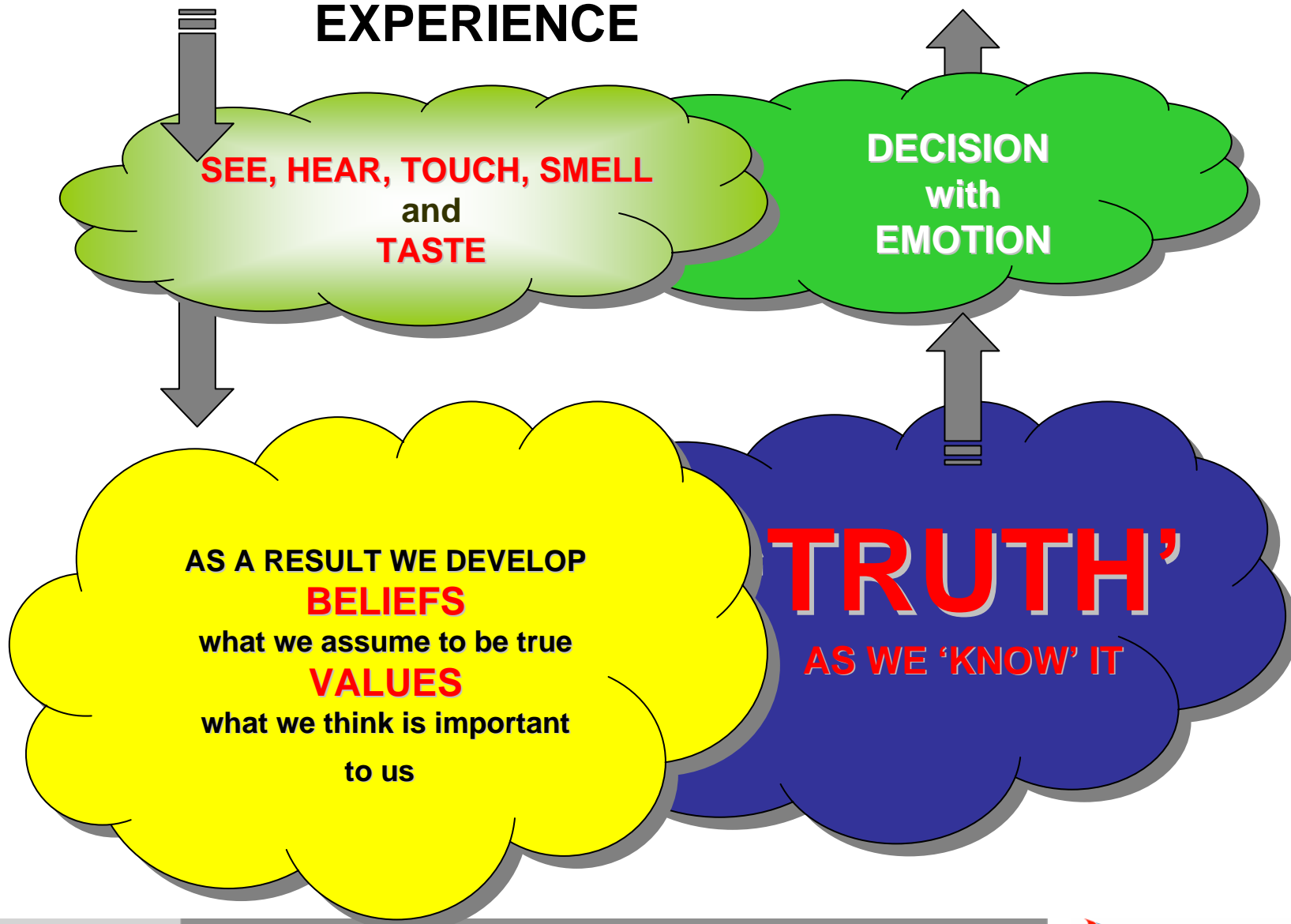
....7 accidents ('90-'96)

Culture Survey – A Baseline for Future Comparison

- Global web based safety survey in late 2006
 - Plus surveys in Russian & Spanish
- Anonymous
- Based on US Navy validated experience
- 50%+ response in most Business Units

EVENTS THAT WE EXPERIENCE

BEHAVIOUR

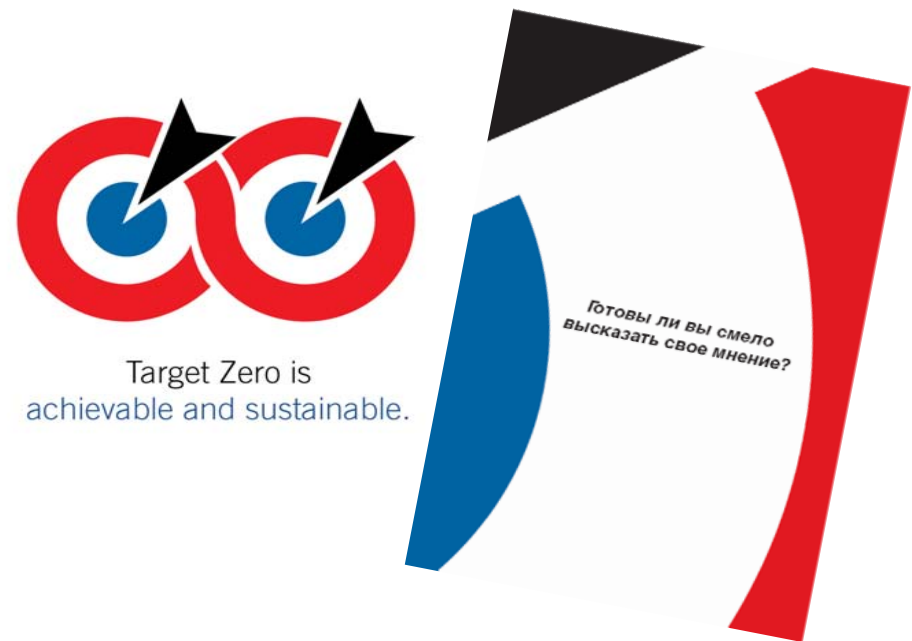


Safety Culture – Defining Bristow Expectations

- Of our existing corporate values, the most important is ‘Safety First’
- We then defined our safety vision of:
 - Zero accidents
 - Zero harm to people
 - Zero harm to the environment
- Then our:
 - Safety beliefs
 - Safety commitments
 - Safety expectations

Safety Culture – Communicating

- Distinct logo & name
 - Shorthand for our safety vision
 - Professionally prepared brochure to all staff
 - Calendar & poster campaign
 - All with high quality & distinctive design
- Main cascade through safety leadership workshops
- Management “walking the talk” - leadership

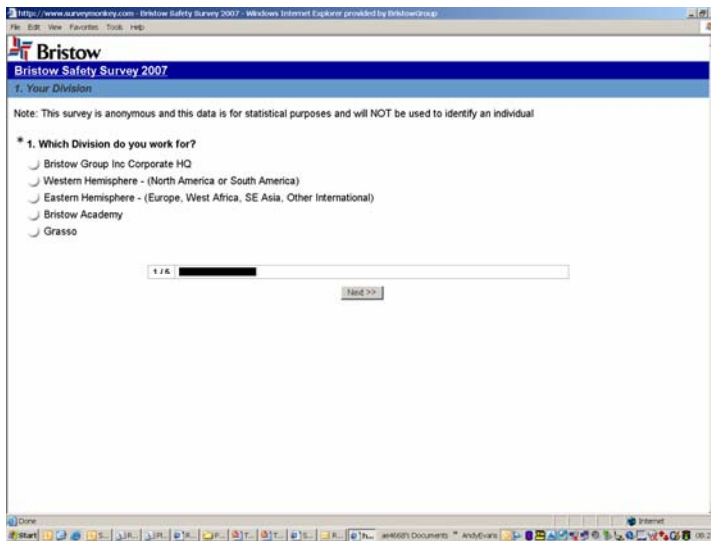


Our Safety Culture – Changing Behaviour (1)

- Phase 1 FY07 - Safety Leadership Workshops
 - April - June 2007: 20 workshops in 8 venues across 5 continents (4 more since due to popular demand)
 - Two days, highly interactive
 - >12% of the workforce involved
 - Covered the Target Zero vision, beliefs, commitments & expectations
 - Included leadership & coaching sessions
 - Safety decision making exercise
 - Accident case study
 - SMS
 - Each attendee took away personal actions to cascade information & safety leadership skills to the rest of the workforce

Safety Culture – Closing the Loop

- Late 2007 - repeating the survey
- Measure cultural change
- Identify new areas as targets for intervention in 2008
- This becomes a continual closed loop cycle with focused interventions between each survey



http://www.surveymonkey.com - Bristow Safety Survey 2007 - Windows Internet Explorer provided by BristowGroup

Bristow
Bristow Safety Survey 2007

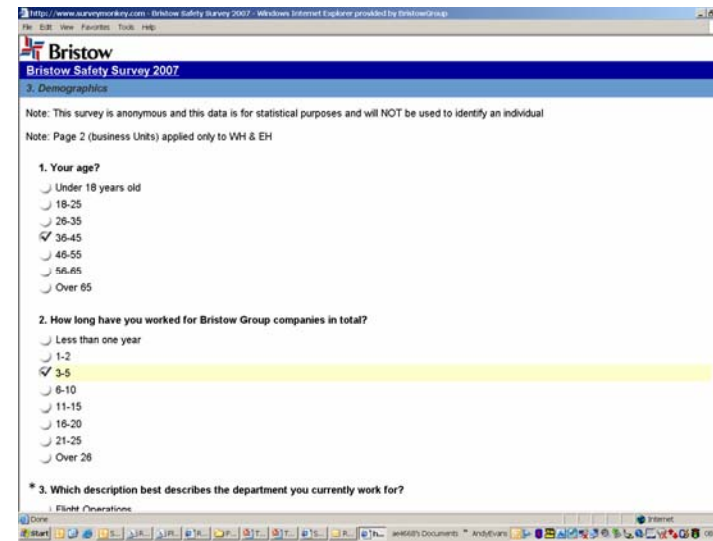
7. Your Division

Note: This survey is anonymous and this data is for statistical purposes and will NOT be used to identify an individual

* 1. Which Division do you work for?

- Bristow Group Inc Corporate HQ
- Western Hemisphere - (North America or South America)
- Eastern Hemisphere - (Europe, West Africa, SE Asia, Other International)
- Bristow Academy
- Grasso

1/26 [Progress Bar] Next >>



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Bristow Safety Survey 2007

3. Demographics

Note: This survey is anonymous and this data is for statistical purposes and will NOT be used to identify an individual

Note: Page 2 (business Units) applied only to WH & EH

1. Your age?

- Under 18 years old
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- Over 65

2. How long have you worked for Bristow Group companies in total?

- Less than one year
- 1-2
- 3-5
- 6-10
- 11-15
- 16-20
- 21-25
- Over 26

* 3. Which description best describes the department you currently work for?

1. Finish Operations

Our Safety Culture – Changing Behaviour (2)

- Phase 2 FY08 – ‘Target Zero Champions’
 - Smaller group (>120)
 - 2 day facilitators training
 - Then in pairs deliver ½ day sessions to all other employees
 - Hazard identification
 - Our improved *Focus* observation & intervention scheme
 - Intervention skills
- *Focus* is a BBS technique first introduced in 2003
 - We are enhancing for next year
 - Aim is for all staff to participate in *Focus*
- Then there will another survey in late 2008
- The TZ Champions will be used to rapidly cascade further sessions to all employees

Target Zero Implementation Lessons

- Investment in graphically design to deliver a consistent high quality message is worthwhile
 - If senior management also spread the message constantly
- Survey:
 - First one needed to be shorter
 - Consultant software / servers not robust
 - Carefully select the size of the work groups to be surveyed
 - Set questions to be relevant to your operation – not to a consultants existing survey database
 - You need instant access to track progress
 - You need rapid & flexible analysis
 - There are excellent low-cost, robust, off-the-shelf web based survey tools
- Leadership workshops
 - Great value in a concentrated roll-out
 - Need to supply a lot of support & encouragement to participants
 - DVDs can be a useful tool to aid cascading more complex issues, such as SMS

Change

- “Guiding change may be the ultimate test of a leader – no business survives over the long term if it can’t reinvent itself.
- But, human nature being what it is, fundamental change is often resisted mightily by the people it most affects: those in the trenches of the business.
- Thus leading change is both absolutely essential and incredibly difficult.”

- From Harvard Business Review, January 2007, *THE TESTS OF A LEADER*

Conclusions

- Together:
 - Leading edge technological innovations & standards
 - A strong SMS
 - A vibrant 'culture of safety'
- Can deliver world-class safety performance

Questions?



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