



***From Compliance
to Commitment:***

Elevate organisational excellence

with the ***DEKRA Safety
Ecosystem™***

Whitepaper DEKRA Organisational Process Safety

Imagine this - your organisation is thriving, your employees are safe, your leaders are influencing authentically, colleagues care for each other's safety by challenging each other in a constructive way, your operations and production have people's safety at heart. Everyone is confident that they will return home after their shift in one piece. Unfortunately, in the real world, this is not always the case.

A commonly agreed definition of safety is that it is a state or condition in which the risk of harm, injury or danger is minimised to the greatest extent possible or eliminated entirely. In simple terms, safety is preventing people from getting hurt.

At DEKRA, we believe that safety should be an organisational value. It should be woven into everything a company does – not an add-on and certainly not an option. Operating this way provides so many benefits beyond people not getting hurt – it creates engagement, commitment and motivation, it makes the employer attractive to new talent and ultimately it translates into better financial results.

In 30 years working on safety performance improvement across industry sectors, we have gathered data that offers a clear picture of what organisational excellence looks like. We took that knowledge and created **the DEKRA Safety Ecosystem™** - a holistic view of the components and interconnections necessary for safety (and operational) excellence to exist and thrive.

Good safety protects:



people



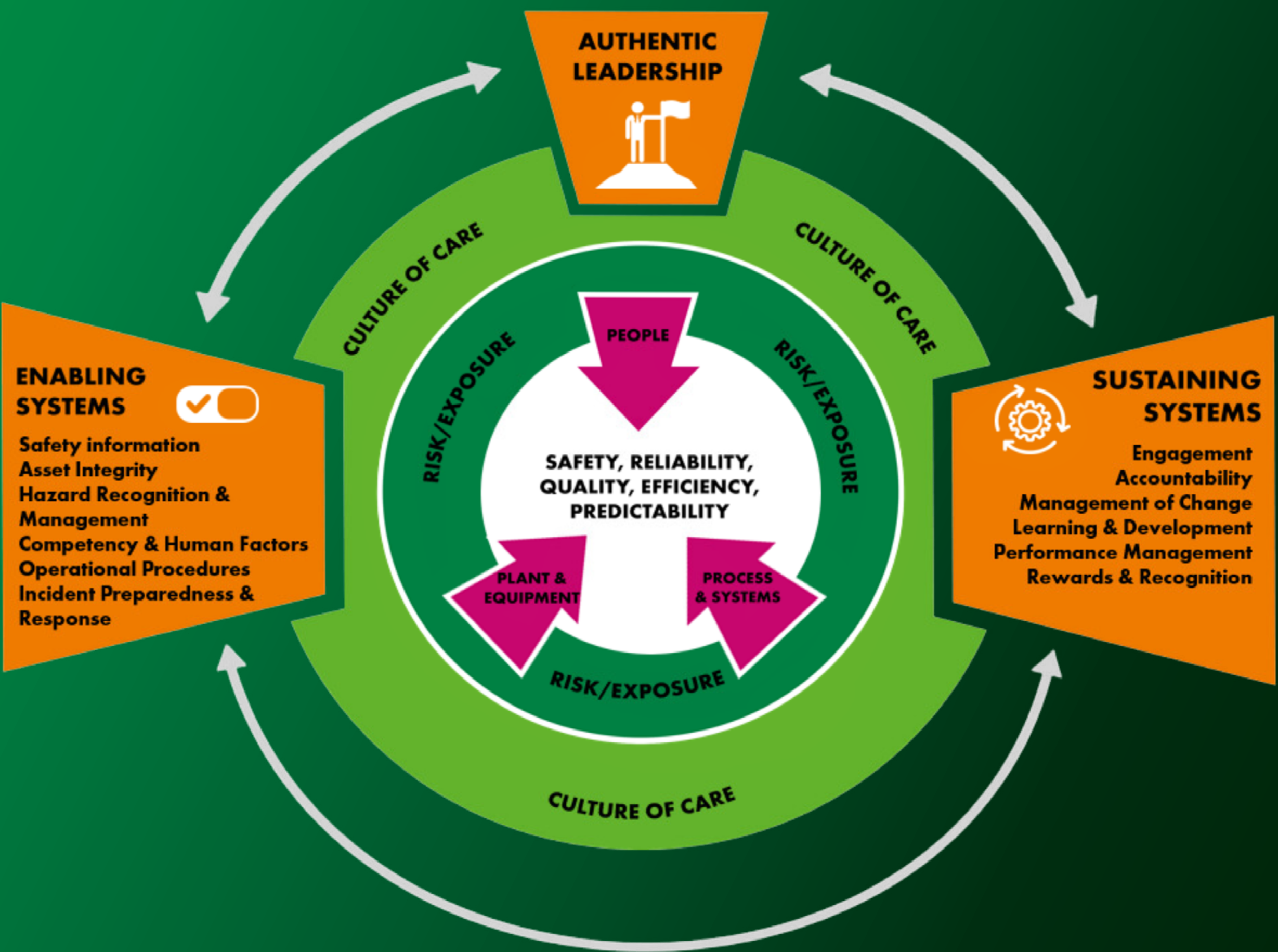
assets



the environment



value



The DEKRA Safety Ecosystem™

What are the elements of the DEKRA Safety Ecosystem™?

It is crucial for leaders to understand, address and action underlying factors that contribute to exposure; to uncover and shed light on organisational blind spots and establish a Culture of Care. An environment where people are encouraged and rewarded for making safety live every day, in every operation under every circumstance. This is why we created the DEKRA Safety Ecosystem™ that houses systems, culture, behaviours and solutions enabling leaders to do just that.

Traditionally, the field of process safety looks at technical solutions to address very significant risks. Occupational safety does the same for smaller individual risks and exposures. Organisational Safety and Reliability looks at behaviours, leadership and culture. Trying to achieve safety through just one solution or the other will never truly work. The introduction of Human Factors into process safety alludes to this – as does the inclusion of OSR concepts into established PSM models. However, these models somewhat separate the technical safety elements from the organisational safety elements - culture, leadership and behaviours. In reality, they have to be intertwined. The DEKRA Safety Ecosystem™ connects all the elements, from the ground up – and from the top down.

Care is the glue that binds all the other elements together and makes the whole system work, sustainably.



The DEKRA Safety Ecosystem™ looks at care through three lenses: People, Plant & Equipment and Process & Systems.

People in your organisation should be able to feel safe on both physical and emotional levels. Emotional safety can be anything from making it okay to make mistakes and owning up to them, showing their contribution matters or giving them their own voice. Physical safety is controlling risks and hazards to prevent people from physical harm. Both are required to generate trust and accountability. People can, however, be the cause of risks if lacking in competence or are motivated by reward systems that encourage unsafe behaviours.

Care for **plant and equipment** comes from adhering to preventative maintenance schedules, operating equipment within design criteria, or even reporting faults – no matter how minor they may seem. Any breakdown can create loss of time, assets and sometimes even lives.

Care for **process and systems** is understanding that safety rules, principles and procedures exist to add value to those who use them. Everyone in the organisation not only understand the rules, but they believe in them and believe that applying these processes delivers safe outcomes.

Risk and exposure is where humans and hazards intersect.

Risk is, in simple terms, the consequence of an event happening multiplied by its likelihood. In process safety, risk can relate to catastrophic events with multiple persons exposed. Exposure is the extent to which the risk can have an effect on an individual. To excel at safety, these risks and exposures need to be identified, controlled, reduced or eliminated. We seek to control risks through layers of protection and robust systems and processes.

These elements intertwine and action in each area improves safety outcomes. Often the case is that companies focus on one of the elements – culture or process safety – and undermine the importance of the whole ecosystem. The reality is, that if there is a weakness in any of the areas, people may be at an often unknowingly enhanced risk of harm. This is one of many challenges that organisations face in terms of safety.

Enabling systems are things put in place to identify, limit and mitigate exposure, such as safety information, procedures that ensure asset integrity, hazard recognition and management approaches and programmes, operating procedures, incident preparedness and response. They address the question “have we identified all the risks and what do we have in place to ensure safe production at our facility?”.

We’re often asked why there can be such big differences in performance and outcomes between companies in the same industry, with the same standards and same systems in place. Variances even exist within organisations, with similar facilities, doing the same thing. The answer is often to be found in sustaining systems, which determine the extent to which the enabling systems are implemented and sustained over time.

Sustaining systems are methods by which you apply the enabling systems and make sure they are applied consistently, understood and valued. Sustaining systems might be how you communicate goals and expectations, how you measure and reward success, and how clear is the accountability for safety. For sustaining systems – think, “how do ensure our enabling systems are understood, valued and applied consistently and reliably?”.

Enabling and sustaining systems have an enormous impact on the Culture of Care. We describe culture as “the way we do things around here”. Is it normal, natural and expected for people to speak up about safety without fear of negative consequences? Are colleagues encouraged and enabled to challenge others about situations they are uncomfortable with? How are these behaviours role-modelled and coached?

From over 30 years of research and experience working in the field of safety, we know that culture trickles down directly from the top. Ultimately what makes the difference between the good and safe enough and the best and safest we can be, is leadership. It all starts with **Authentic Leadership**.

It is the leaders’ responsibility to, directly and indirectly, communicate what is valued in the organisation. They set an example for others, show what behaviours and words are recognised and appreciated, what is ignored or tolerated and what is rewarded. Authentic leaders can elevate the culture, motivate people and instil a sense of purpose.



Safety challenges

In a perfect world, safety would be easy. Leaders would know that their safety systems were capturing and identifying all risks and exposures – and the hazards and behaviours that cause them. They would be confident that everyone was following the rules, all the time. They would personally role model the desired behaviours all of the time. But real life is not so simple. The live workplace is always changing, with competing demands and sometimes mixed messages about what is important and valued.

Nobody goes to work to get harmed or to harm others – everybody wants to be safe. Yet near misses and incidents happen every day. Why?

One main challenge we see in organisations we work with across various sectors is a false sense of security coming predominantly from lagging indicator data. Leaders can often think that they are performing well if incident rates are low. This can be misleading. Indeed, the absence of injury does not always mean the presence of safety. Leaders need to instil a sense of chronic unease in their teams, encouraging challenge and enquiry. Relying on past success is never a good strategy and would equate to driving a car by looking in the rearview mirror, assuming that past performance will ensure future performance.

It can be very difficult to have **hard-hitting** conversations and share **uncomfortable** truths in your own organisation. It can be a lot easier to deliver these messages by someone **from the outside.**

How can DEKRA help you overcome challenges?

DEKRA are in a unique position to help you identify, prepare for and overcome challenges that contribute to undesirable safety performance. How? We pride ourselves on being a data-driven safety partner, so every idea, analysis and recommendation comes from data. Whether it's a focus group, observation, or conversation. We collect data to unlock the information and shine the light on challenges, and opportunities, lurking in the shadows. We use gathered data to improve capabilities and performance in safety to elevate your standards.

One thing critical to sustained success is that safety should never be outsourced. Safety needs to come from within organisations, needs to be set as a priority from the top down and from the bottom up, it needs to be clearly communicated and continuously highlighted. Specialists can help to provide competence development, audit and challenge – but sufficient knowledge, competence and expertise must remain in the organisation so that safety sustains. Investing in safety personnel, procedures and training

is never enough. It cannot stop there. Senior, middle, and junior staff, all need to be personally speaking about safety, be role models, and ask the right questions. DEKRA can step in on each of the levels and use tried and reliable services, such as [Process Safety Testing](#), [HAZOP Training](#), [DSEAR Training](#), [Adaptive Behaviour-Based Safety](#), [Culture of Care Diagnostic®](#), [EBS® Exposure Based Safety](#) and a lot more, all to help people communicate clearly.

DEKRA consultants possess the skills and experience to build trust and provide valuable insights into “work as imagined or designed” versus “work as done in the field”. As independent, trusted advisors, they can overcome any potential constraints arising from organisational hierarchy, prevailing culture, behaviours, or systems, as well as bridge technical expertise gaps. Our professionals engage in open dialogue, impartially observe, and evaluate operations and processes, identifying best practices and discrepancies. Independence is essential for obtaining candid honesty and evidence, while the privilege of anonymity ensures unfiltered, crucial information that can significantly enhance your safety success.

Conclusion

The DEKRA Safety Ecosystem™ is a framework that can bridge the gap between your current organisation performance and safety excellence. This approach identifies the interdependent elements that need to be aligned to achieve and maintain sustainable safety performance whilst also positively impacting other performance metrics and outcomes, such as quality and efficiency.

The DEKRA Safety Ecosystem™ is an umbrella of services we have years of expertise in to help your organisation excel in terms of safety, quality, and reliability. Either or a combination of these products will be the key to improving the performance of the organisation.

Looking at safety through the prism of the DEKRA Safety Ecosystem™ challenges you to ask what systems and processes you have in place to identify and mitigate hazards, prevent the normalisation of risk, ensure people do not turn a blind eye and are willing to speak up. It translates how you create, encourage and sustain a culture of care.

As we navigate the challenges and uncertainties of the future, it is imperative to have safety as a value, not as a nice to have. Your organisation can foster a culture of care and achieve sustainable results by aligning people and processes within the DEKRA Safety Ecosystem™ using authentic leadership. The time for action is now.

DEKRA Organisational & Process Safety

DEKRA Organisational and Process Safety are a behavioral change and process safety consultancy company. Working in collaboration with our clients, our approach is to assess the process safety and influence the safety culture with the aim of making a difference.

In terms of behavioral change, we deliver the skills, methods, and motivation to change leadership attitudes, behaviors, and decision-making among employees. Supporting our clients in creating a culture of care and measurable sustainable improvement of safety outcomes is our goal.

The breadth and depth of expertise in process safety makes us globally recognised specialists and trusted advisors. We help our clients understand and evaluate their risks, and we work together to develop pragmatic solutions. Our value-adding and practical approach integrate specialist process safety management, engineering, and testing. We seek to educate and grow client competence in order to provide sustainable performance improvement. Partnering with our clients, we combine technical expertise with a passion for life preservation, harm reduction and asset protection.

We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 45,000 employees in 60 countries and five continents. As a part of the world's leading expert organisation DEKRA, we are the global partner for a safe world.

We have offices throughout North America, Europe, and Asia.

For more information, visit www.dekra-uk.co.uk/en/dekra-organisational-and-process-safety/

To contact us: dekra-ops.uk@dekra.com

To contact us: +44 (0) 23 8076 0722