

EMBEDDING HOF INTO DAILY OPERATIONS
3 ROUTINES, 3 SECTORS
ONE COMMON LESSON

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ICSI
Institute for an
Industrial Safety Culture

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Icsi: dedicated to safety culture

Established in 2003 in Toulouse after the AZF explosion

- A neutral forum for dialogue that brings together all stakeholders involved in safety
- 90 members





Improve safety in companies by taking into account technical, organisational and human aspects



Foster an open, genuine debate between high-risk companies and civil society



Promote safety culture among the different actors in a company

A common observation across high-risk industries

- **Across major construction projects, nuclear operations, and aviation, we observed a similar pattern:**
  - HOF routines **were already in place**
  - But **their purpose had drifted**

- **3 routines in 3 anonymised examples:**





Construction: routine briefings did not always anticipate major risks

Context

- Multiple contractors / significant co-activity
- Changing work environment
- Strong schedule pressure

What we observed in briefings

- Task allocation
- Planning updates
- Safety reminders and checklists

Limited anticipation of

- Critical interfaces
- Degraded conditions
- Major risk scenarios



> “We explain what needs to be done but don’t really discuss what could make the work difficult.”

A site manager explained

Construction projects: transforming briefings

What must be done today?

- Supervisor speaks
- Production-focused
- Activity planning and task allocation
- Generic safety message

What could jeopardise safe execution today?

- ✓ Team members contribute
- ✓ Focus on production and major risks
- ✓ Stop conditions
- ✓ Site-specific risk scenarios

What has changed since yesterday?

What barriers are critical today?

Under which conditions should we stop and reassess?



What did we learn?

Success factors

- Frontline participation
- Focus on major risks

What these discussions surfaced

- Interface risks / coordination failures
- Resource shortages, degraded conditions
- Critical barrier weaknesses

Challenges

- Moving **beyond one-way communication**
- Keeping discussions focused **on major risks**

Nuclear operations: field visits focused on compliance

Context

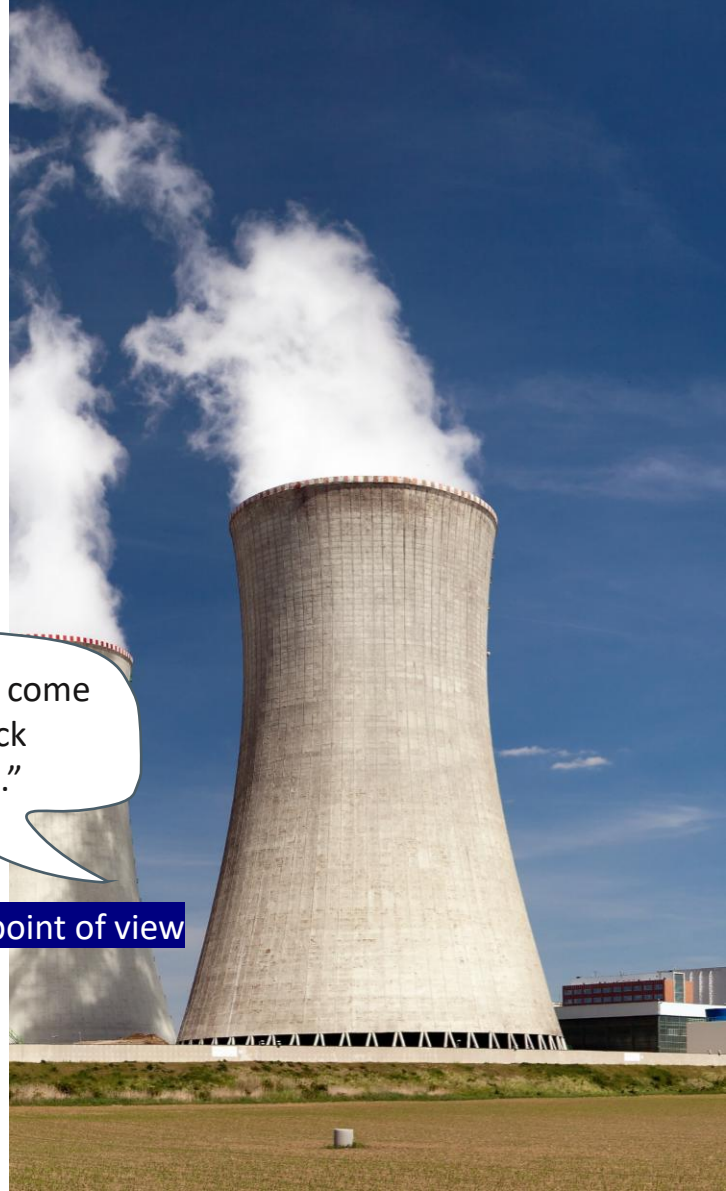
- Highly proceduralised environment
- Strong safety requirements
- Mature management system

What we observed

- Regular managerial field visits
- Visits helped assess compliance

Limited insight into

- Operational constraints
- Workload adaptations
- Recurring difficulties



"Managers only come here to check compliance."

Operators' point of view

Nuclear operations: transforming field visits

"Increase the number of visits"

Managers focused on:
- ✓ Procedure compliance
- ✓ Rule adherence
- ✓ Deviations and findings

KPIs:
- ✓ Number of visits
- ✓ Number of reports

"Change the purpose of visits"

Managers explored:
- ✓ What seems **difficult** today?
- ✓ Which **constraints** affect this task?
- ✓ What **worries** you?

KPIs:
- ✓ Operational constraints and safety-relevant issues **resolved**
- ✓ **Lessons learned** shared across teams



What did we learn?

Success factors

- Visits prepared around a specific activity, not a schedule
- Open questions instead of a checklist

What these discussions surfaced

- Workload peaks
- Recurring constraints

Challenges

- Avoiding audit behaviours
- Maintaining feedback and follow-up

Aviation: mature reporting, event-dependent learning

Context

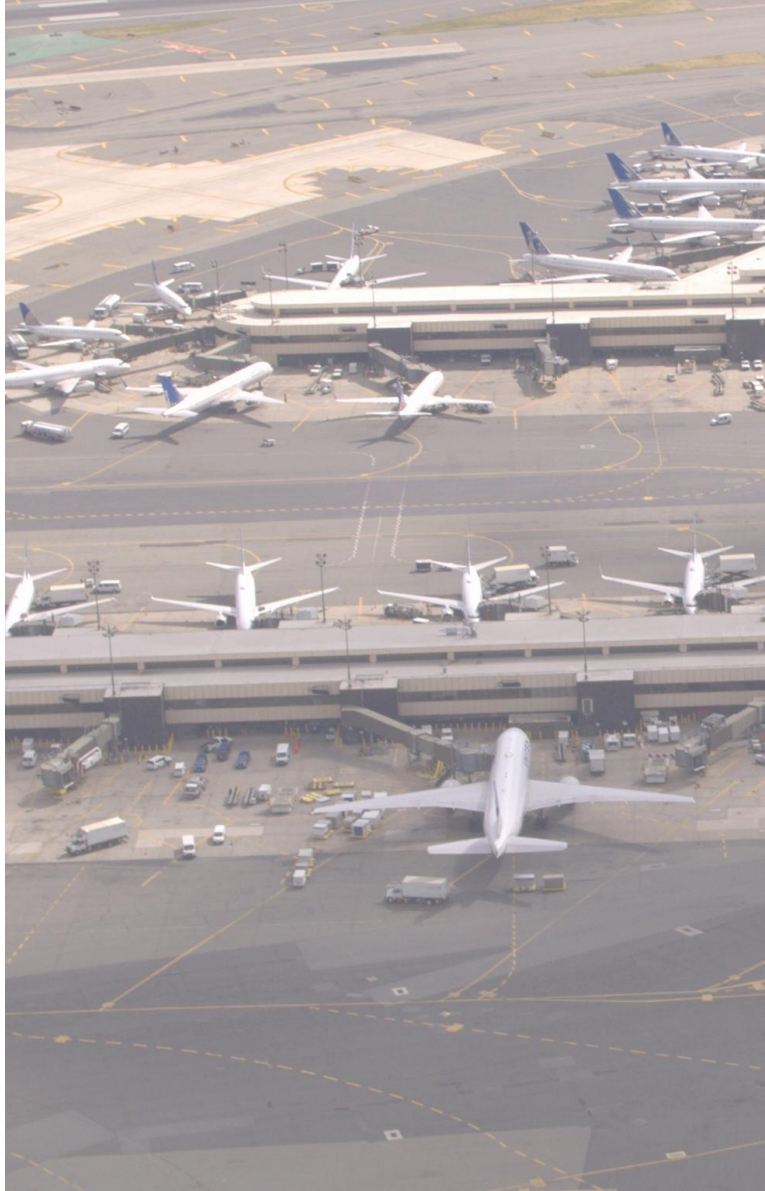
- Strong reporting culture
- Well-established safety management processes

What we observed

- **Learning triggered by incidents, accidents and occurrences**
- Less learning from **routine** operations, **successful** recoveries and daily adaptations

Limitation observed

- Few opportunities to **discuss everyday work**



Aviation: transforming debriefings

Learning from reported events

Event-triggered
Incident / accident focus

What happened?

Information collection
Investigation-led

Also learning from everyday operations

Experience-triggered
Focus on everyday operations

What did we learn?

Learning discussion
Team participation

What made this activity difficult?

What should we keep, improve or share?

What made it possible, where were the safety margins reduced?



What did we learn?

Success factors

- Debriefs held shortly after the activity
- Focus on learning rather than blame

What these discussions surfaced

- Successful recoveries
- Operational adaptations

Challenges

- Dedicating time to debriefs
- Capturing lessons without creating bureaucracy

What made these changes stick?

More routines?

Different routines

Anticipate – Understand – Learn

Purpose
Explicit expectations about what these routines are for and what they are not

Time
The routine has a dedicated time slot

Follow-up
Someone owns the issues raised and reports back to the team

Frontline managers: a key link between HOF and everyday operations

Frontline managers connect:

- Rules and work as done
- Planning and operational constraints
- Safety objectives and production pressure

Routines for this connection are often already in place

Embedding HOF into **operations is less about creating new processes** than about **changing the purpose of routines that already structure everyday work.**

