

The implementation of PRIMA into StatoilHydro ASA

Psychosocial Risk Management Approach – PRIMA

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StatoilHydro

- **StatoilHydro is an integrated technology-based international energy company primarily focused on upstream oil and gas operations.**
- Headquartered in Norway,
- we have more than 30 years of experience from the Norwegian continental shelf,
 - pioneering complex offshore projects under the toughest conditions.
 - Our culture is founded on strong values and a high ethical standard.
- 29 500 employees, in 40 countries

The Norwegian context

- The Norwegian Working Environment Act
 - Regulations:
 - Systematic Health, Environmental and Safety Activities in Enterprises - Internal Control Regulations
 - Occupational health and safety services
 - Guidelines: Organisational adjustments of the psychosocial working environment
- The Norwegian Labour Inspection authority
- Petroleum Safety Authority Norway

Internal requirements and regulations

- StatoilHydro Governing Documents
 - HSE management
 - HSE risk management
 - Working Environment
- HSE → Zero harm to life, health, environment and property
- Values → Open, Courageous, Hands-on and Caring
- Ethics → Corporate Social Responsibility, Whistle blowers' protected, Call-line
- Occupational health Services in GBS and UPN, and at plants/installations

Rationale

- Psychosocial demands are increasing and is identified as one of four major challenges for occupational safety and health.
- Work related stress affects 22% of employees in the EU.
 - Estimated cost: €20 billion a year, affecting up to 40 million workers.
- In Norway, close to 70 % of all sick-leave is due to mental illness and musculoskeletal disorders. Most of which are known to originate from poor working conditions

Psychosocial hazards:

- In risk communication in the Health Safety and Environment (HSE) area psychosocial strains are considered threats in the same manner as physical and environmental strains
- Psychological stress is perceived as a serious consequence of work-related strains
- Work situations where the correspondence between high demands and control experienced by the employee, and simultaneous lack of support from the management and/or colleagues, are known to be particularly stressful

Key Principles Of Risk Assessment

Work with defined groups

- Each risk assessment is carried out within a defined work group, workplace or function.

Focus on working conditions not individuals

- Risk assessments are executed in order to identify the aspects of work organisation that give rise to the experience of stress and challenges to health and not on the individuals experiencing stress.
- The emphasis is primarily on prevention and organisational-level interventions.

Key principles cont.

Focus on the significant sources of stress

- The focus is on the challenges that effect the majority of staff not on individual complaints.
- Should be conducted in organizations of >100 employees

Involve employees

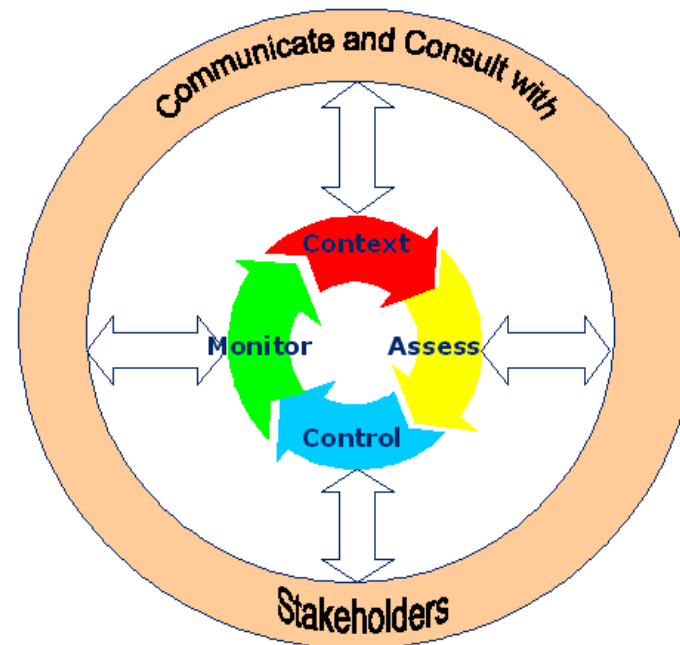
- The use of participative methods and employee involvement are critical to success.
- Employees' expertise provides an important source of information

PRIMA: Theory and method

Establish the context

Monitor and review

- Evaluation
- Organisational learning



Risk assessment

- Risk identification
- Risk analysis
- Risk evaluation

Risk reduction

PRIMA - Execution

- 1. Establish steering group with key stakeholders (Management, HSE, HR, employee representatives)**
 - Revise support systems and HSE plans, previous surveys, interventions etc.
- 2. In-depth interviews form the basis of a tailored questionnaire (work environment)**
 - Representative selection (10 - 15 % of all employees)
- 3. Questionnaire WEB based** (devised; symptom profile, general wellbeing, demographics (standardized), work environment (tailored))
- 4. Report to the units**
 - Presentation of likely risk factors (data analysed; Odds Ratio, frequencies -prioritising)
- 5. Workshop**
 - Action plans
- 6. Evaluation**
 - Process evaluation
 - Organisational learning and training

Project Schedule until distribution of questionnaire

<p>Establish Steering Group</p> <ul style="list-style-type: none"> •Organizational structure, history, challenges, HSE-plans, WES results, discuss representative selection <p>Information to employees → about the PRIMA process</p>	Week 01
<p>Meeting Steering Group</p> <ul style="list-style-type: none"> •Present interview guide (in-depth interviews) •Discuss challenges •nomination of candidates for in- depth interviews 	Week 2
<p>Information to managers in the different units</p> <ul style="list-style-type: none"> •Project publicity 	Week 2/3
<p>Distribute both information letters and invitations to the interviewees</p>	Week 2/3
<p>In-depth interviews Representative selection</p>	Week 4-6
<p>Meeting Steering Group</p> <ul style="list-style-type: none"> •Presentation of the first draft of the assessment survey (questionnaire) 	Deadline two weeks after the last interview

Project Schedule: Questionnaire - evaluation

Information letter regarding the questionnaire	Week 1
Distribution Questionnaire WEB	Week 1
Deadline feedback employees - questionnaire	Week 3
Analyse results •Project publicity (how many responded, etc)	Week 3 - 5
Feedback results – steering Group	Week 6
Information to the units / further work in workshops	Week 8 - 10
Process Evaluation – call responsible to check progress as planned	After 1 month
Process Evaluation – interview selected members of unit → progress and implementation report; communication, involvement, etc.	After 3 and 6 months
Re- distribution of questionnaire in addition: coarse assessment annually	After 1 year

Implementation of PRIMA framework

- Implementation of PRIMA in close corporation with the University of Nottingham
- Pilot and case studies:
 - As a result of the diversity and complexity of the organisation the method was implemented in different business areas.
 - Implementation followed requirements set by the PRIMA method and followed the control circle, which was concurrent with the internal requirements in the company as well as national legislation.
 - No adjustments were made when implementing the method.
- Adjustments are made during the roll-out in the organisation in terms of simplify language used in marketing and other marketing initiatives
- Further development has been initiated (next slide)

Further development

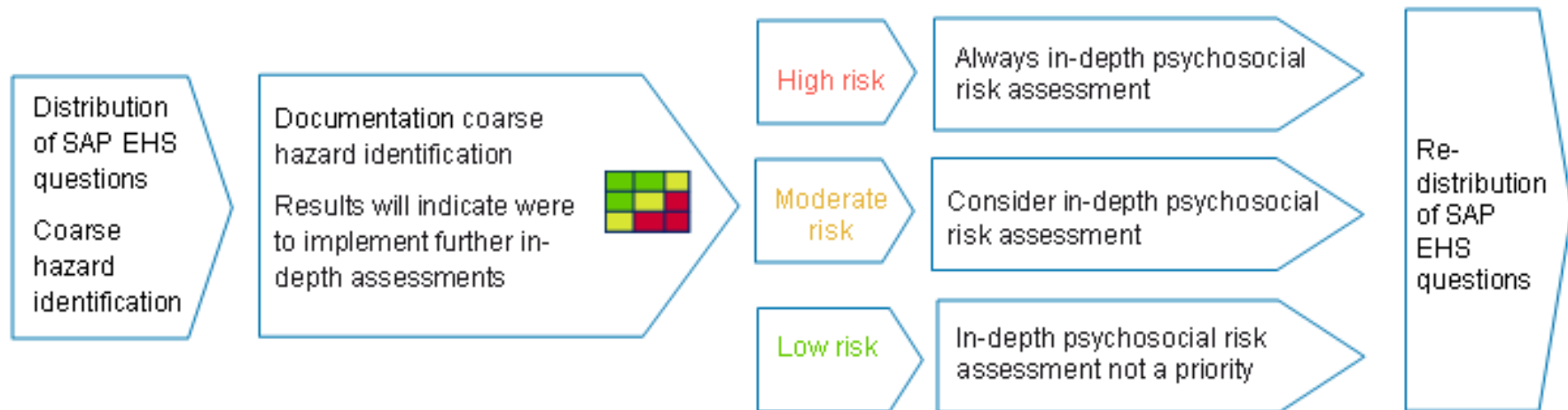
Ongoing projects:

- Development of a comprehensive system for monitoring, documentation and follow-up of psychosocial risk → closing the risk management loop
- Training of OSH personnel
- Implementation in all Business areas of StatoilHydro

New projects:

- Early Phase Risk Management
- Psychosocial Risk in design

Documentation and follow-up of Psychosocial risk



Regarding Small and Medium Sized businesses

- Also in StatoilHydro we have some issues regarding small units that also need follow-up of psychosocial hazards.
- Instead of “full-scale PRIMA” : qualitative methods; i.e.
 - In-depth interviews with a representative selection → template analysis → find focus areas.
 - Need to have a focus on psychosocial hazards (use interview guide)
- The most important contribution we have is:
 - Helping the unit prioritize actions and
 - Focus on the right intervention level
 - Follow-up and show the common thread
 - Facilitate process and initiate organisational learning

Evaluation of implementation

- PRIMA is a cost effective method
 - Three times as cost effective as other company specific tools
- PRIMA is time-efficient.
- PRIMA gives a concrete and manageable approach to relevant psychosocial challenges.
- PRIMA has also been found useful in management of organizational change.
- PRIMA is a tool that ensures primary prevention of psychosocial hazards.
- PRIMA enable context specific interventions.
- PRIMA ensures employee involvement and management commitment

Thank You!

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