# Pulse Program Overview

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*Articulus is an external provider and Technip’s chosen methodology for effective HSE leadership communications.*
Doing the right thing is fundamental to achieving HSE excellence. The Pulse Program is one of the vehicles used by Technip to engage with everyone on positive value-driven behaviour.

“The health and safety of our people is a core value and an absolute commitment”

Vision
- Pulse Value for Life

Strategy
- Impact ALL to create an HSE climate change across the organization and to achieve HSE Performance Excellence

Focus Areas
- Leadership and Communication

Pulse Menu
- Pulse Safety Climate Survey
- Pulse HSE Leadership Session
- Pulse Recharge for Leaders
- Pulse HSE Leadership Session for Engineers
- Pulse Articulus
- Pulse Manager & Supervisor Training
- Pulse for the Workforce
- Pulse for the Office
- Pulse Coaches
HSE climate is the way in which people enact HSE policies and practices. It is the collective HSE attitudes and behaviours at Technip which determine our HSE climate and therefore our HSE outcomes and performance.

Technip is “taking it further” in its approach to HSE climate change through the deployment of Pulse – its unique HSE climate change program.

The Pulse Program provides a suite of tailored tools and techniques to impact Technip’s HSE climate. Program components include tools to measure the HSE climate and workshops and training courses which communicate key messages in the most appropriate format for individual target audiences within the organisation.

The Pulse vision is to embed Health, Safety and the Environment as values for life across Technip. A positive shift in attitudes and behaviours will result when this is truly embraced and enacted by all. In this manner, the Pulse Program will help Technip to attain HSE excellence, climate change and industry reference company status for HSE.

The power of effective leadership and communication is harnessed during the various Pulse workshops and training courses. Research and best practice suggest that these ingredients are key catalysts for HSE climate change and hence essential to the successful cascade of the Pulse Program.

Successful realisation of the vision, however, is dependent on the Pulse Program reaching and impacting everyone. This can only be achieved by packaging the key messages in the most appropriate and relevant manner to meet the needs and requirements of all.

The Pulse menu was developed to ensure that a consistent message and methodology was communicated to all in a manner which would most effectively and practically connect with people in their individual roles and responsibilities.

This document provides an overview of the Pulse menu and the recommended target audience for each component.
The Pulse Story

2007: The Pulse Program was launched and the story begins.

Why was the Pulse Program developed?

The Pulse Program was developed to improve HSE climate and performance within Technip and to help us become the industry reference company for HSE.

This aim is reflected in our HSE policy statement:

“
To promote a climate and focus in the organisation that demands positive and proactive HSE responses from all its employees or those engaged in our activities”

Technip HSE Policy 2007

In 2007, a robust HSE management system was in place but HSE performance was not as desired. To positively impact the HSE climate and stimulate change, we needed more – our people needed to be considered in a deeper and more focused way. It is the mind-sets and behaviours of our people which determine how effectively our management system is implemented and ultimately our HSE performance and climate.

In line with industry best-practice and research, it was recognised that to achieve optimal results for HSE climate change, the program needed to address and contain the following key elements:

1) HSE Climate Survey
2) Connection with and impact on everyone via a top-down approach
3) Shared vision
4) Value-driven philosophy focused on Leadership and Communication
5) Technip brand and ownership
6) Globally standardised and consistent content
7) Continual improvement

More details on these seven key elements are provided below:

1) HSE Climate Survey

Understand our current HSE climate. To identify where to focus efforts for optimal results, it is important to fully understand the starting point - what attitudes and behaviours are prevalent, what issues, concerns, strengths and weaknesses can be identified. The survey is designed to measure workforce perceptions of the way in which management embrace and enact HSE behaviours and is structured under the following headings:

- Senior management commitment
- Supervisor commitment
- Line manager priorities
- Promoting the safety climate
- Management visibility
- Risk-taking behaviours
- Incidents and stopping the job
- Satisfaction with safety activities

Pulse Value for Life
2) **Connect with and impact everyone using a top down approach**

Put a program in place which positively impacts HSE attitudes and behaviour across the organisation. The Pulse menu has been developed to ensure that common key messages are packaged and presented in a way which is suitable for the target audience. As our target audience is diverse, different courses and workshops are required to meet this challenge. The Pulse roll-out diagram is shown below:

```
2008          2009          2010          2011          2012          2013
Pulse Safety Climate Survey  Pulse Safety Climate Survey
Pulse HSE Leadership Session
Pulse Articulus Training
Pulse Manager & Supervisor Training
Pulse for the Workforce Training
Pulse for Engineers Workshop
Pulse Coaching Training
Pulse Recharge Session
Pulse for the Office
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3) **Shared vision**

Clear vision shared with all - to be the industry reference company for HSE
4) **Value-driven philosophy focusing on Leadership and Communication**

Common value-driven philosophy and content tailored to connect effectively with all personnel to embed HSE values across the company – see Ripple Diagram below.

The Pulse menu is prepared using the common key ingredients of leadership and communication. These are presented using a variety of “dishes” to appeal to all palettes from an HSE perspective. In this way, everyone is touched in the most impactful and effective manner to inspire the attitudes, behaviours and actions which will create true and lasting HSE climate change at Technip.

5) **Technip brand and ownership**

Brand and program developed and rolled out internally to instil pride and ownership in the program. The Pulse Program was created as a brand so that although different courses and workshops needed to be developed to most effectively connect with everyone, people would recognise the common elements and feel part of this shared climate change program and journey.

6) **Globally standardised and consistent content**

All Program core content is standardised and consistent globally. Local content is used to provide relevant pictures and work scenarios where appropriate, without compromising the core content which remains standard and globally consistent.

7) **Continual improvement**

All program content is under continual review and development to ensure that the program remains in tune with the ever changing challenges of our globally diverse business environment.
The Pulse Program Development Journey

2007

The first step was to develop and roll-out a robust HSE Climate survey. Dr. Steven Yule worked with us and a tried and tested industry survey format was used for the core content. This was then customised to meet Technip needs and requirements.

2008

The Global HSE Climate Survey was launched and rolled out across the company with a target of 100% of Technip employees. It was available electronically and 10% of the target population participated via one to one interviews. This provided deeper insight into and understanding of the survey data, since employee opinions and comments were provided in addition to direct survey response data. 17,655 usable responses were received, equating to an 80% response rate.

The Leadership workshops were then developed and rolled out first to Technip’s 350 top managers. They comprised two sessions of two days’ duration. The first instalment focused primarily on the importance of HSE leadership and the role of the participants. Key outputs included the development of a Technip HSE value statement and a set of performance standards.

“The Health and Safety of our people is a core value and an absolute commitment”

The second instalment focused on communication based on the Articulus methodology. This provided a framework for the development of powerful HSE messages which, when delivered effectively, are retained and acted upon by recipients. The latter is essential for effective HSE communication leading to positive climate change. This roll-out process took place between June 2008 and February 2009.

“I want Technip to be the industry reference company for HSE”.

Thierry Pilenko, CEO, Technip.

This bold and inspiring vision provided the stimulus for the launch of the Pulse Program. The words resonate across our business today and can be heard during presentations and meetings across the globe.

2008 Key Outcomes

› Endorsement of HSE as a core value in Technip
› Technip HSE value statement developed by Technip’s top 350 managers
› HSE leadership performance standards also developed by Technip’s top 350 managers
› HSE leadership communications – annual Pulse Communications Week began 9–13 March

2009 - 2011

Training of internal trainers and on-going Pulse Program menu development continued as follows;

› Leadership workshops modified and condensed from 2 days to 1 for wider roll-out
› Manager and Supervisor training
› Pulse For the Workforce training
› Pulse For Engineers workshop
› Pulse Coaching

2012

The Pulse HSE Climate Survey – this was rolled out globally for the second time. 19,259 usable responses were received, equating to a response rate of 59%. We are not aware of any other company in our industry having conducted a climate survey and achieving this percentage response. The latest developments to the program are the Pulse Recharge workshops and Pulse Coaching.

2013 Onwards

We have a target of 75% Pulse Program roll-out to all personnel by the end of 2015.

We have 17,000+ direct participants in Pulse and 200+ internally accredited Pulse trainers and facilitators to date.
Pulse Safety Climate Survey

Overview:
The aim of the survey is to gather employees' perceptions on leadership and safety on the following themes:

- Senior management commitment
- Supervisors' commitment
- Line managers' priorities
- Leadership visibility
- Transformational leadership
- Risk-taking behaviours
- Incidents and stopping the job
- Satisfaction with safety activities
- Promoting the safety climate
- Safety changes they would make if they were CEO of the company for a day

Method
The Pulse survey was compiled from existing validated materials and past research, with additional scales and items developed specifically for Technip Group in 2007. The survey was piloted in the North Sea Canada region and the Technip fleet in 2007. HSE Group and the regional HSE leads were involved in reviewing the results and revising the questionnaire for the Technip Group global survey roll-out in 2008. The questionnaire was subsequently revised in 2010 and 2011 by Dr Yule in consultation with Technip Group.

Questionnaire format
The questionnaire has 90 questions and takes 20–30 minutes to complete. Participants respond to a series of yes/no questions, scale questions (5 point anchored scales: i.e. strongly agree to strongly disagree) and ranking questions; and have the opportunity to write free-text responses where appropriate for some questions. The target population is 100%. 10% of the target population are invited to respond by participating in a one-to-one interview. The interview data collection methodology provides additional information from which a deeper level of insight and understanding is gleaned to assist with the survey analysis and interpretation of results.

Safety Climate defined
Safety climate research shows that management have a clear influence on safety performance through what they say but also what they do, and can influence employee engagement, involvement, participation and the level of risk employees are willing to take. Employees pay attention to explicit statements and actions by managers and co-employees regarding safety, as well as implicit messages from management about the relative status of safety compared to other organisational goals such as productivity, efficiency, schedule, service, and quality. They use this information to make decisions at work, especially when unsupervised or where there is a conflict between safety and productivity. In these situations, employees are likely to behave in line with perceptions of their managers’ real priorities; so leaders who consistently endorse the safety message will have more influence on safe behaviours in the workforce. Leaders who focus on productivity at the expense of safety will find that their employees will hold similar values. The power of safety climate is that it allows us to examine where the current perceived balance lies between these priorities.


Implementation status

The Pulse Safety Climate Survey was first conducted globally across Technip in 2008 where over 17,500 usable responses were received. This provided the largest data-set of its kind known in the industry. The second Pulse Safety Climate survey was carried out in 2012 and received 19,259 usable responses.

Background to key Pulse HSE Climate Survey themes:

Senior Management commitment

Senior managers set the tone and vision for the organisation. They have direct influence on the agendas of middle management and an indirect impact on the performance and motivation of the workforce. Research shows that senior management commitment (which reflects how committed the organisation is to employees) is an important way of building trust and ownership among employees, convincing them to set aside personal goals and buy into organisational ones, and perform beyond expectations. Senior management commitment is measured by examining managers’, supervisors’ and employees’ perceptions of senior managers’ (i) trustworthiness, (ii) people skills, (iii) how genuinely senior managers are concerned for the safety of employees, and (iv) how promptly they are thought to act on safety concerns in one combined scale.

Supervisors’ commitment

Supervisors play a crucial role in the day-to-day management of Health and Safety. Previous research has found that the most important skills for supervisors are approachability, good communication skills, demonstrating commitment to safety (i.e. leading by example) and adopting a ‘no-pressure’ style. Supervisors’ commitment is measured by asking questions on providing safety equipment, solving problems, communicating, monitoring safety performance and providing and using information to improve and promote safety.

Line Managers’ priorities

Survey respondents are asked if they were to fail in one of the following areas, which would be viewed as most serious by their line manager. Is it schedule, budget, environment, reputation or safety? This is used to indicate the real priorities of managers and reflects employee perceptions about what managers actually do, rather than what they say. Workers’ perceptions are often thought to be most important when assessing safety, however, the perceptions of managers and supervisors are also important as it is they who signal how important safety is within the business and determine whether safety is held as a core value.

Line managers who are not thought to hold safety as a value are most dangerous when there is a direct conflict between safety and productivity at work; or if perceived pressure for productivity is high. Under these circumstances, line managers may undermine safety by focusing on targets when safety should be prioritised. They may also put pressure on employees to continue working when the job should be stopped and to cover up incidents rather than report them.

Leadership Visibility

One of the cornerstones of a positive safety climate is the visibility of management as it demonstrates time and commitment to individuals when managers are on site and approachable. The aspects to pay attention to are (i) how positive are respondents about visibility? and (ii) how consistent are those perceptions among workers, supervisors and managers at each location?

Transformational Leadership

Effective leadership can make the difference between mediocre and industry-leading performance. In the survey, respondents are asked to rate their line manager on a series of statements relating to transactional, transformational and passive leadership styles. Definitions of these styles are detailed overleaf:
Transactional Leadership
This is the basis of all leadership, and concerns the ‘transaction’ between leader and follower. Transactional leaders are good at making clear what the required level of performance is and what employees will receive for achieving goals. They monitor performance against agreed standards and focus on mistakes, poor performance and deviations from standards. Relying too much on a transactional style, however, means that the leader is always concentrating on performance today, rather than the longer-term picture.

Transformational Leadership
Is visionary and motivating, encouraging others to set aside short-term personal goals in favour of longer-term organisational ones. Transformational leaders are good at talking about their vision of the future for the company and involving people in achieving it. They are intellectually challenging, inspirationally motivating, charismatic and appeal to the individual developmental needs of followers. Higher scores on transformational leadership are more desirable.

Passive Leadership
Is by definition an undesirable style and involves being absent when needed, failing to provide direction and waiting for things to go wrong before taking action.

Leadership behaviours
Respondents are asked to choose three words or phrases from the following list that best describes their line manager with respect to safety:

- “Walks the talk”
- Prioritises productivity when under pressure
- Listener
- Only interested in what his/her boss thinks
- Talks about values
- Inconsistent
- Committed
- Does not allocate resources
- Visible

Risk-taking behaviour; incidents and stopping the job; satisfaction with safety activities
Perceptions of risk, level of comfort at stopping the job (where unacceptable risk is present) and satisfaction with safety activities are important factors in determining subsequent behaviour. Respondents are asked a number of scenario-specific questions around these three headings which provide valuable behavioural indicators.
Pulse HSE Leadership session

**Duration:** 1 Day

**Target audience:**
Leaders from key management functions and disciplines within the project/team.

**Objectives:**
The HSE Leadership event has been designed to achieve the following objectives:

- Promote alignment of the project/team senior management and team members in fully establishing HSE as a core project/team value
- Understand the importance of both overt management statements and actions and implicit messages for enacting HSE as a value ("walking the talk")
- Enhance the positive impact (and understanding thereof) of day-to-day project/team management behaviours, actions and communications on HSE at the place of work
- Explore and develop personal leadership qualities and understand how to apply them specifically to improve HSE climate and performance in a project/team environment
- Discuss project/team challenges and to identify team solutions
- Define HSE leadership commitments for the project/team
- Generate pragmatic and achievable leadership actions to meet our objectives and achieve world class HSE performance on the project/team
- Prepare ourselves in communicating our commitments and expectations to our teams

**Style & approach**
The session takes a workshop format and is interactive and participative throughout. Presentations are brief and serve to introduce models and concepts and provide information. The event provides an opportunity to become more aware of individual leadership style and approach and its impact through the use of personality profiles.

**Pre-course work**
Every delegate is required to complete a brief online questionnaire (15-20 minutes) prior to the event. This generates a personal profile that assesses individual preferences in communication, management and leadership, and which delegates receive at the event.

**Agenda**
- The ‘Knowing-Doing’ Gap - intentions and actions
- Understanding personal communication & leadership style - introducing Insights® Discovery model and engaging with own profile
- Implications for Leadership & HSE - understanding individual styles and their impact; personal styles and HSE leadership
- HSE “You are the Message” - modelling leadership behaviours
- Project challenges and team solutions - group activities to address project/team specific issues
- HSE Leadership style and impact - Transactional versus Transformational Leadership style
- HSE Leadership commitments - identifying and committing to HSE Leadership actions on specific issues

**Outputs:**
- List of HSE challenges for the project/team and action plan to resolve them
- Personal HSE commitments for all participants.
Pulse Articulus

Duration: 2 days

Target audience:
All personnel required to develop and deliver key HSE messages.

HSE Leadership Communications workshop:

Pulse Articulus is an HSE Communications workshop, looking firstly at how humans make decisions and then learning how to develop and deliver a compelling message that gets employees to make the right HSE decisions. A premise of effective messaging is if you want people to make a decision and take an action, they will have to learn something about your idea. People will learn much faster if they are interested in what you are talking about and if you want people to be interested, you have to get their attention first.

Unfortunately, most communicators jump right into the statistics and technical information of their idea. If your audience isn’t listening to you how can they learn what they will need to make a decision? When you jump right in at learning, you miss out on an important ingredient people need to make decisions – emotion. There is not much emotion in statistics, but they can be presented in an emotional way and learning can be more effective. Humans require both logic and emotion to make decisions. A message presented emotionally will sink deeper and evoke decisions faster than one that is not. When that same message is supported logically, the human brain really responds to the message. These are fundamentals behind the Pulse Articulus workshop.

Through the following agenda, we give our students not only tools, but also a process that they can use to develop and deliver effective messages that include emotion and get decisions.

Agenda:

Day 1
Audience-centred messaging
- Framing your topic
- The role of evidence
- Day 1 presentations – developing your launch (5 minutes)

Day 2
Content selection
- Message development and structure
- Brain to brain communication – delivery
- Being an HSE Leader
- Day 2 presentations – (12 minutes)

Preparation

Choose your presentation topic. It can be formal, or simply a conversation between two people. It may be a training event that you want to be as effective as possible. Importantly, it needs to be about HSE. With HSE communications, if employees don’t ever hear or remember executive management talking about HSE then they will form a perception about how important HSE is to the organisation.

Select a topic that you will have to communicate in the coming months that is real and important. Remember that usually, the toughest people to change are the employees from your own company! Bring relevant information you will need to support your ideas – survey results, statistics, external articles, models, reference materials, testimonials, case studies, or technical papers. Existing presentations on your topic may also be useful. You won’t necessarily need a laptop to produce a compelling presentation, but bring it along in case you decide to use it during the session. We will provide a projector.

What to expect

You will present each day. We will video your presentation for you to review after the workshop. Each person will be given a memory stick with their video footage on it. We will start promptly at 8:30 each day and finish 5:30pm on day 1 and 5:00pm on day 2.
Pulse Recharge for Leaders

**Duration:** 1 day

**Target audience:**
Leaders who have already participated in the one-day Pulse HSE Leadership sessions – any leaders who have not will need to attend a half day orientation session prior to this event.

**Objectives:**
- Update and enhance knowledge of the Pulse program
- Provide tools and a framework for achieving HSE excellence using Insights Transformational Leadership
- Deliver an actionable Pulse 3 Year Plan
- Understand regional Pulse requirements - review Regional Pulse survey results and identify action

**Workshop deliverables:**
- Regional Pulse 3 Year Plan structure and content
- Pulse KPIs implementation plan

**Agenda:**

**Pulse Recharge opening**
- Welcome and objectives

**Pulse**
- Review of vision, strategy and Pulse in action – The Pulse Program menu
- The Pulse story
- What’s new

**HSE leadership excellence in Technip**
- Engaging with Insights Transformational Leadership
- Harnessing the power of your transformational leadership qualities to achieve HSE excellence in Technip

**Survey results**
- Review regional survey results
- Determine key focus areas

**3 Year Plan**
- Pulse 3 Year Plan update
- Determine regional Pulse 3 Year Plan actions

**Outputs and accountability**
- Personal and team recharge plan for success
Pulse HSE Leadership session for Engineers

Duration: 1.5 days or 1 day if delegate has previously attended a Pulse HSE Leadership session

Target audience:
Engineers and technicians from key design functions and disciplines within the project team.

Purpose & rationale:
Health, safety and environmental protection are the business of all participating parties. It is the leaders who shape the ‘climate’ on a project or team and who have a clear influence on HSE performance in what they say and do, but also in how they are perceived by their teams and the workforce. These workforce perceptions are a measure of ‘HSE climate’ – a leading indicator of HSE performance.

The purpose of the Pulse HSE Leadership session for Engineers is therefore to assist engineers and team members in the development of their own leadership towards a maturing of their Engineering Design Capabilities (known to influence the level of risk workers are exposed to) and to encourage involvement and participation in HSE.

It is proven that commitment and involvement of all leaders involved can make a difference and add value to the project in collectively addressing, resolving and aligning on HSE issues on the project or team.

Everyone has the potential and the opportunity to be an HSE leader. During this session, then, “leader” as a term is pertinent and applicable to everyone, regardless of job title or position on the project/team.

Objectives:
The Pulse HSE Leadership Session for Engineers has been designed to achieve the following objectives:

- Promote alignment of the project/team senior management and team members in fully establishing HSE as a core project/team value
- Understand the level of Design HSE Capability Maturity of Technip in the context of a current project or department
- Highlight the impact team members have on HSE design and enhance the positive impact (and understanding thereof) of day-to-day project/team members’ behaviours, actions and communications on HSE.
- Discuss project/team challenges and identify team solutions
- Define HSE leadership commitments for the project/team
- Generate pragmatic and achievable leadership actions to meet our objectives and achieve world-class HSE performance on the project/team
- Prepare ourselves in communicating our commitments and expectations to our teams
- Introduce the Design Capability Maturity Model (DCMM) to measure our organisation’s capability in consistently safe design

Style & approach
The session takes a workshop format and is interactive and participative throughout. Presentations are brief and serve to introduce models and concepts and provide information. The session provides an opportunity to become more aware of individual leadership style, through the use of personality profiles, and its impact.

Outputs:
- List of HSE challenges for the project/team and action plan to resolve them
- Personal HSE commitments for all participants.
Agenda:

Day 1 (half day)
- The 'Knowing-Doing' Gap
  Intentions and actions
- Understanding personal communication and leadership style
  Introducing Insights® Discovery model
- Engaging with own profile
  HSE “You are the message”
- Modelling leadership behaviours
  HSE value statement
- Project/team principles to support the value statement
  HSE Leadership style and impact
  Transactional versus Transformational Leadership style

Day 2 (full day)
- Implications for leadership and HSE
  Understanding Individual styles and their impact
  Personal styles and HSE leadership
- Introduction to “Safe Design”
  Case study: “The Piper Alpha disaster”
- Project challenges and team Solutions
  Safe Design, DCMM
Pulse Manager and Supervisor training

**Duration:** 3 days

**Target audience:**
Staff in a position to understand and influence behaviours - this could be someone who leads a team of engineers in an office or someone in a front line operational role on a construction site. What is important is that the participants are passionate about understanding why people behave in a certain way and what can be done to adapt and modify behaviours.

**Objectives:**
- Understand key behavioural theory – Heinrich’s Triangle, HSE Culture Maturity models
- Understand and practise Behavioural Root Cause Analysis – understand why incidents and accidents occur and what can be done to prevent them
- Understand the principles and application of ‘Accountability for HSE’
- Learn to coach and communicate HSE without workers becoming defensive (active listening and feedback skills)
- Learn to observe and influence without causing concern
- Understand how to gather and use leading behavioural indicators

**Workshop deliverables:**
- Able to deal with the ‘small things’ which will have an impact on higher level events
- Able to perform Behavioural Root Cause Analysis and suggest modifications which impact behaviours positively

**Agenda:**

**Day 1: Theory of Behavioural HSE Management**
- HSE culture
- Proactive culture and understanding human behaviour

**Day 2: Practical tools and techniques for implementation, behavioural analysis and measurement**
- Use of leading rather than lagging indicators
- Using behaviour as a leading indicator

**Day 3: Additional skills and practical applications**
- Influencing and coaching skills
- Measuring performance and reducing unsafe acts and conditions
Pulse for the Workforce

Duration: 1 day

Target audience:
All workers

Purpose & rationale:
The Pulse for the Workforce training program is based on the relationship between leadership behaviours, worker perceptions of leadership behaviour and HSE performance. It explores how leadership actions can create a positive “HSE climate” and directly impact HSE performance. The training introduces specific, practical tools to enable workers and supervisors to integrate HSE into daily tasks. Everyone has the potential and the opportunity to be an HSE leader. Pulse for the Workforce provides an opportunity and structure for delegates to consider their own leadership actions and commitment to HSE. This includes a review of our HSE rules, responsibilities and accountabilities in enforcing HSE policy. Pulse for the Workforce concludes with a “call to action” for all workers and supervisors to take what they have learnt out into the field.

Objectives:
Pulse for the Workforce aims to improve HSE performance by focusing on leadership behaviours and aligning communication and management commitment to HSE. More specifically, it aims to:

- Formulate a common HSE vision
- Generate pragmatic and achievable actions for enhanced HSE performance and attainment of HSE goals and vision
- Explore and develop personal leadership qualities and understand how to apply them specifically to improve HSE climate and HSE performance in our work area
- Understand the importance of both overt management statements and actions and implicit messages for enacting HSE as a value (“walking the talk”)
- Prepare for delivering our HSE message to our teams
- Fully understand our role and impact on HSE and the requirement to accept personal responsibility to take appropriate action

Style & approach
Pulse for the Workforce takes a workshop format and is interactive and participative throughout. Presentations are brief, introducing models and concepts and providing tools and information on how to deliver the HSE message. There is also an opportunity to share experiences, provide feedback and practise HSE message delivery.

Key Learning Points (KLPs)
- Effective safety leadership
- Hazard Identification
- Key risk conditions
- Effective Tool Box Talks
- Effective communication
- Intervention and stopping the job
- Discipline and reward (accountability for safety)
- Managing changing conditions
### Pulse for the Office

#### Duration: 1 day

#### Target audience:
All office based personnel

#### Purpose & rationale:
When it comes to Health, Safety and Environmental matters, everyone has the potential and the opportunity to be a leader. Often “Leadership” is understood to be the responsibility of those in a supervisory role, but this fails to recognise the significant effect that results from the positive actions of anyone who leads HSE by their example.

The Pulse for the Office Program examines the relationship between leadership behaviours, people’s perceptions of leadership, and HSE performance. The training explores how the actions of “Leaders of HSE” can create a positive HSE climate which directly impacts HSE performance. The training introduces specific, practical tools for office based personnel to integrate HSE into daily tasks and activities.

#### Objectives:
The overall aim of Pulse for the Office is to improve HSE performance through focusing on and encouraging positive behaviour, and by empowering delegates with communication tools which they can deploy in their working environment.

The training has been designed to achieve the following objectives:

- Formulate a common vision for Health, Safety and Environment by helping delegates understand their roles and responsibilities as HSE Leaders.
- Raising awareness with regards to the key at-risk-activities/conditions as applicable to the office environment
- Raising awareness of Health, Safety and Environmental issues relevant to the office environment and the requirement for diligent observation and reporting
- Encouraging intervention and understanding how to do this effectively
- Understand our responsibilities to ourselves and our colleagues - Accountability for H, S & E
- Generate pragmatic and achievable actions for improving HSE performance

#### Style & approach
Pulse for the Office takes a workshop format and is interactive and participative throughout. Presentations are brief, introducing models and concepts and providing tools and information on how to deliver the HSE message. There is also an opportunity to share experiences, provide feedback and practise HSE message delivery.

#### Key Learning Points (KLPs)

- Roles and responsibilities as an HSE Leader
- Key at-risk activities/conditions applicable to the office environment
- Awareness of HSE issues in the office - Observation and reporting
- Effective intervention and communication
- Accountability for H, S & E
- Need for ongoing action and follow up
Pulse Coaching

**Duration:**
For the implementation of coaching, a coaching plan will be developed to most effectively meet the needs and requirements of the project/team. For Pulse Coach training, in addition to core skill and experience pre-requisites, attendance at a four-day training course is required and post-course work (exam and case study reports).

**Target audience:**
Anyone who has participated in a Pulse Program workshop or training course.

**Purpose & rationale:**
88% of what is learned during a training course is lost if no follow-up is conducted according to CIPD research. Pulse coaching is therefore being introduced across Technip to ensure the sustainability of the Pulse Program by providing a targeted and effective follow-up vehicle for the Pulse workshops and training courses. Over 9,000 people have now participated in Pulse courses and workshops. Key to ensuring that this learning is embedded and acted upon is to have a structured means of following up on the KLPs, the action plans and the commitments. Coaches will help to sustain the momentum of the Pulse Program and actively support personnel to demonstrate the HSE attitudes and behaviours which will create climate change at Technip.

**Pulse Coaching goals:**
- Ensure that the Pulse Program menu is effectively implemented and followed up by working with Pulse workshop and training course participants to ensure that learning is embedded and actively applied and actions/personal commitments are realised
- Actively encourage HSE climate change and the appreciation of HSE as a value through proactive HSE communication and visible HSE leadership across Technip

**Coaching integrated into, and complementary to, current business activities**
Coaching is about motivating people to change their HSE attitudes and behaviours and helping to sustain the positive change. Coaching is Transformational Leadership in action. It will augment and enhance the way we do things by becoming fully integrating into existing project/team activities. Pulse Coaching is designed to complement the way we work and to enhance the effectiveness of the Pulse Program and will therefore be effective for everyone who has participated in Pulse. It will also be effective in encouraging and motivate those who have not yet participated in Pulse and those who require a “refresher” of the KLPs from courses they have attended.

**Pulse Coaches:**
The Pulse coaching skill-set will be provided to carefully selected individuals. Pulse Coaches will be selected on the following key criteria:
- Passion for and knowledge of the Pulse Program and HSE
- Desire to positively impact HSE attitudes and behaviours for lasting HSE climate change at Technip
- In a job/position of influence with the opportunity for regular interaction with the target coaching audience
- Existing skill-set and experience relevant to the target audience – will vary depending on where a coach will be coaching i.e. onshore, offshore, office, site etc. and the type of coach they will be (Strategic or Pulse@Work).

3 *CIPD = Chartered Institute of Personnel and Development*
Pulse Coaching will be targeted at all levels of personnel and will be structured primarily on two levels:

**Pulse Strategic Coaches**

Pulse Strategic Coaches will work with management (team leaders, project managers etc.) to assist with the roll-out of the Pulse Program for a project or team. They will support the planning process to ensure that the correct courses and workshops from the Pulse menu are attended by the right people, according to their role and level in the company. The Pulse strategic coaches will support management personnel with the implementation of actions, plans and personal commitments. They will work closely with the Pulse@Work coaches to ensure that there is a clear line of sight and an aligned coaching approach on a project/team.

**Pulse @ Work Coaches**

Pulse@Work Coaches will act as key HSE change agents on the ground. They will integrate coaching skills into their daily jobs to ensure that the correct attitudes and behaviours become second nature and are fully embedded as the way things are done. They will follow up directly with Pulse workshop and training course participants to review the learning retained and how well this is being actively applied. They will also review specific actions and personal commitments undertaken. On a project, for example, site supervision is most effectively positioned to be Pulse@Work coaches, dependent on their personal skill-set and experience.

**Pulse Coach Training**

The Pulse Coach training comprises:

- Initial selection process based on skills and experience and type and level of coaching
- A 4-day intensive training course provided by the Pulse core team and the Pulse SuperCoach (arranged consecutively or as two slots of two days’ duration)
- Post-course “Pulse in a Pod” work (approx. 10hrs of material recorded on an iPod), exam paper and case study reports

Successful completion of all of the above is required for the candidate to receive the Pulse Coach certification.

**Pulse Coaching roll out**

Pulse Coaching is currently under development. Two pilots are being run in different parts of the business to ensure that the training is effective and that the application and roll-out approach is refined to meet our business needs in the most impactful and efficient manner. The roll-out plan and process will be developed using a risk based approach.