SAFESTART HUMAN FACTORS

SAFESTART®

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Transformational Leadership Safety Culture in Disguise

Dorian R. Patton Greater Minds Think Consulting - SafetyAnwhere™

TRANSFORMATIONAL LEADERSHIP SAFETY CULTURE IN DISGUISE

It is recognized that leadership is important in the creation of a culture that supports and promotes the strong health and safety performance of an organization.

Leadership

Alignment, Collaboration, Accountability

Establishing Expectations

Role + Responsibilities = Accountable

Developing Safety Leadership

Demonstrating Commitment

SAFETY CULTURE AND ADVERSE EVENTS

When incidents occur, it is important to identify what factors may have contributed to the outcome in order to avoid similar incidents in the future.

Common symptoms of poor culture:

- Widespread routine breaking of safety rules
- Failure to comply with policies
- Management decisions to put production or cost before safety
- Managers/Team Leaders not engaging in proactive safety behaviors

SO, WHAT EXACTLY IS CULTURE?

Culture is based on the shared attitudes, beliefs and customs, rules that have been developed over time and are considered valid.

Safety Culture- (Simple Definition)

The attitudes, values, norms and beliefs which a particular group of people share with respect to risk and safety.

CREATING A GOOD SAFETY CULTURE REQUIRES A COMMON VISION AND EFFORT FROM EVERYONE IN AN ORGANIZATION.

- Common to Culture:
  - Language
  - Experience
  - Vision/Objectives/Goal
  - Accountability
  - Enforce/Rules/Cultural Norms
  - Passion
  - Values
  - Behaviors
  - Respect
  - Inclusion

SAFETY CULTURE WHY CHANGE?

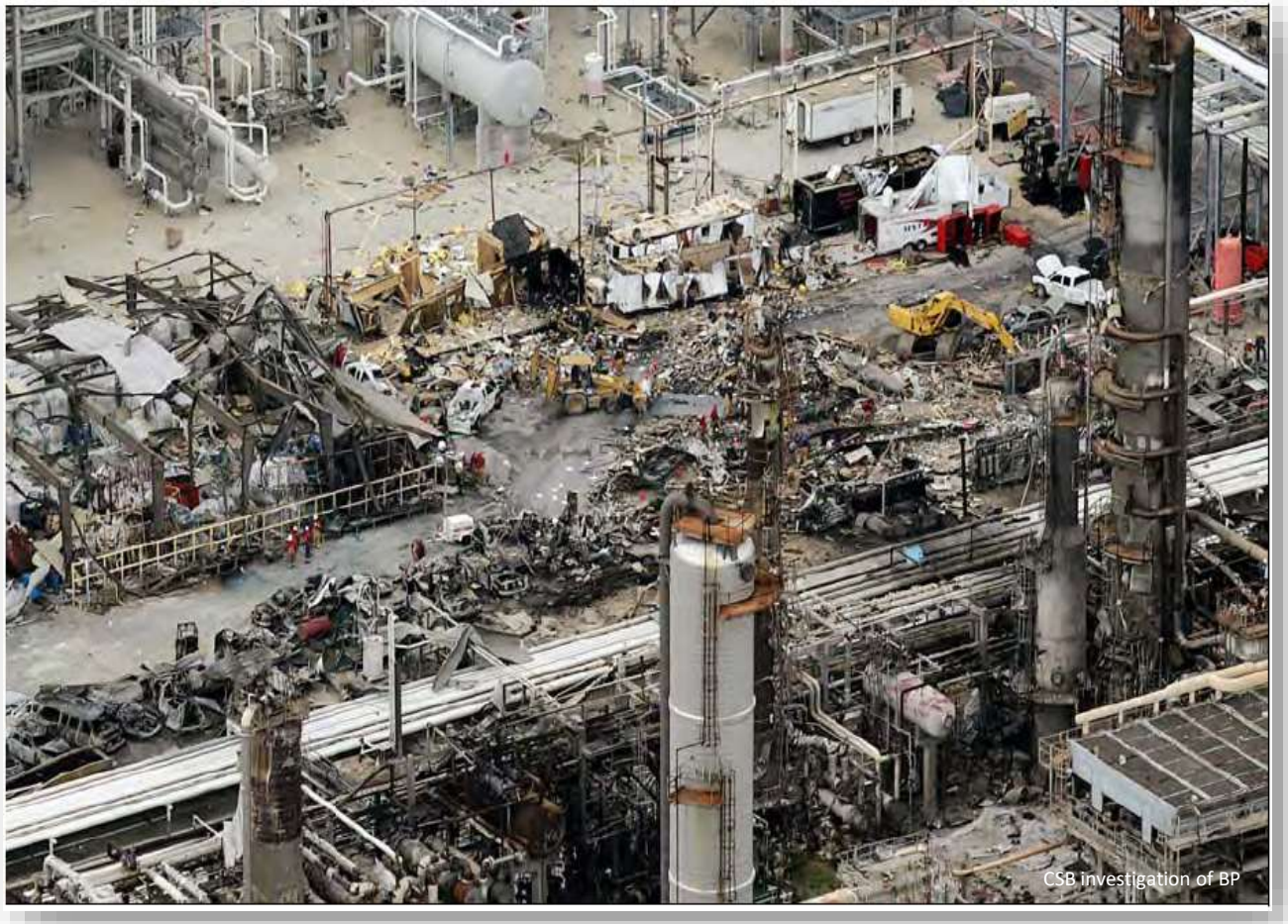
BP America Refinery Explosion

MARCH 23, 2005

(15 Killed, 180 Injured)

KEY ISSUES: BP

- SAFETY CULTURE
- REGULATORY OVERSIGHT
- PROCESS SAFETY METRICS
- HUMAN FACTORS


CSB investigation of BP

SAFETY CULTURE WHY CHANGE?

TESORO ANACORTES REFINERY

APRIL 2, 2010

(SEVEN FATALITIES)

- KEY ISSUES
- INHERENTLY SAFER DESIGN
- TESORO PROCESS SAFETY CULTURE
- CONTROL OF NONROUTINE WORK
- MECHANICAL INTEGRITY INDUSTRY STANDARD DEFICIENCIES
- REGULATORY OVERSIGHT OF PETROLEUM REFINERIES

"The refinery process safety culture required proof of danger rather than proof of effective safety implementation,"

CSB investigation of BP

SAFETY CULTURE WHY CHANGE?

A culture of risk denial can include the following characteristics:

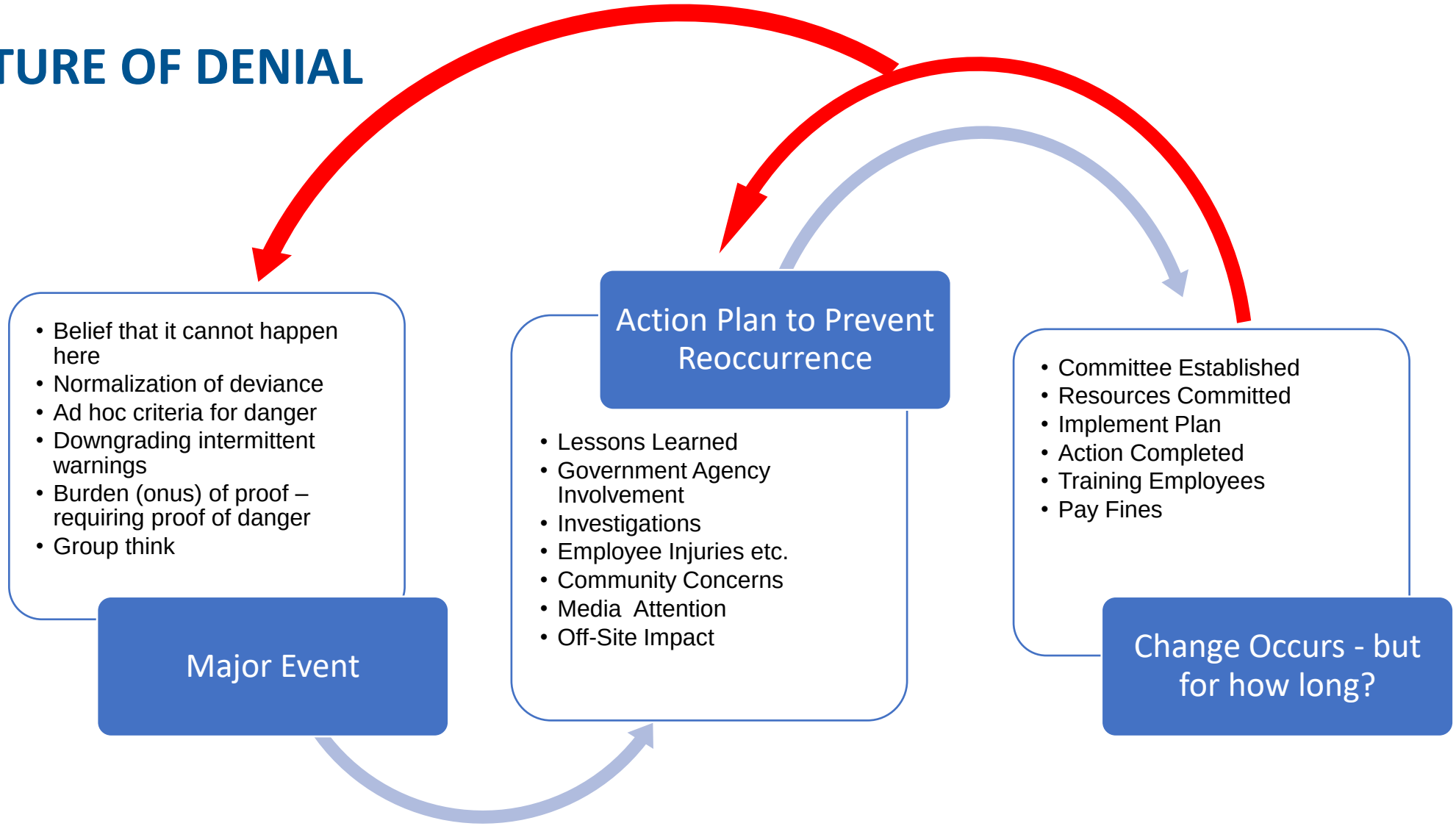
Belief that it cannot happen here

- Normalization of deviance
- Ad hoc criteria for danger
- Downgrading intermittent warnings
- Proof of danger rather than safety
- Group think

“The idea of a culture of safety as opposed to safety culture”.

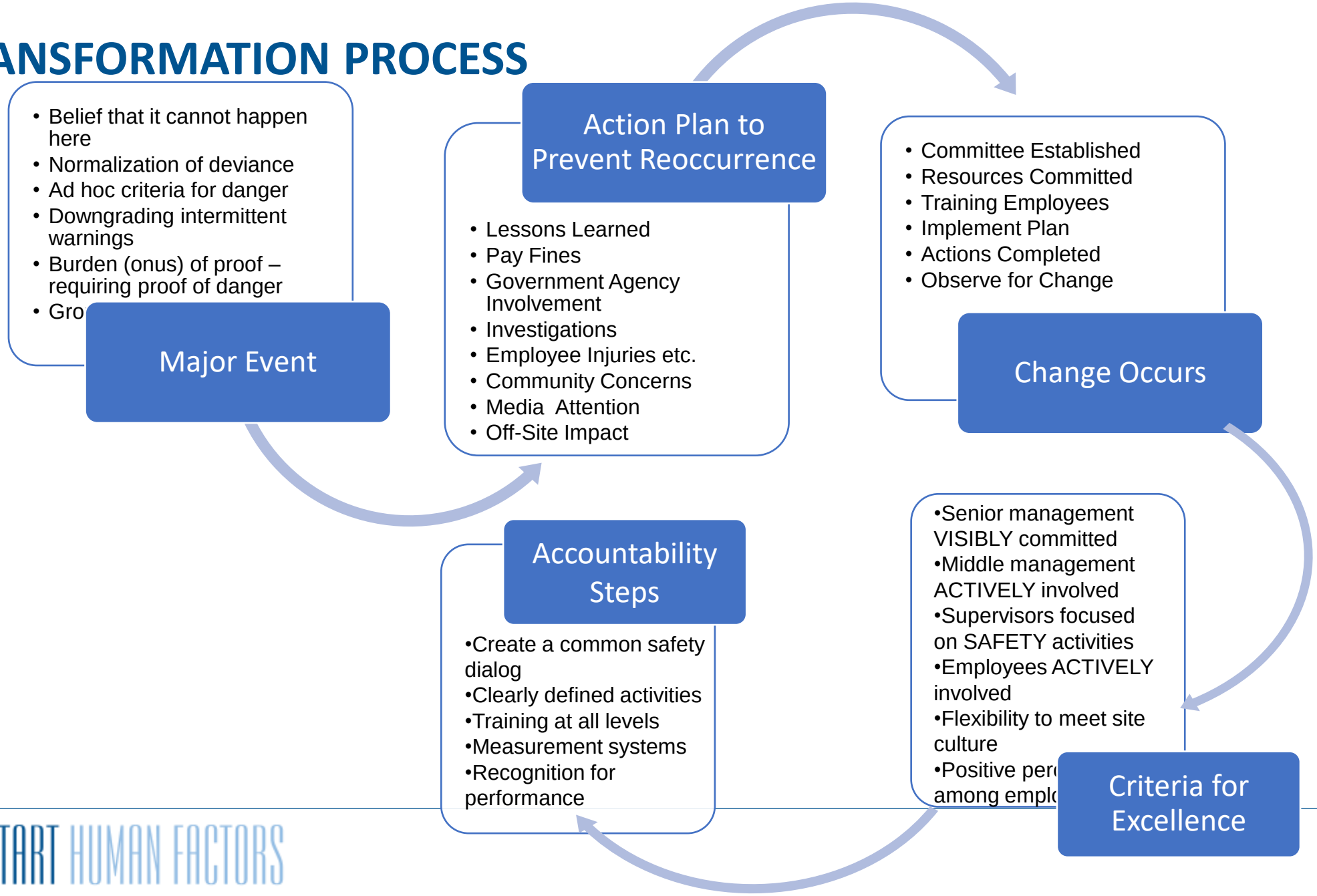
Rafael Moure-Eraso, Ph.D., Chairman of the CSB

A CULTURE OF DENIAL

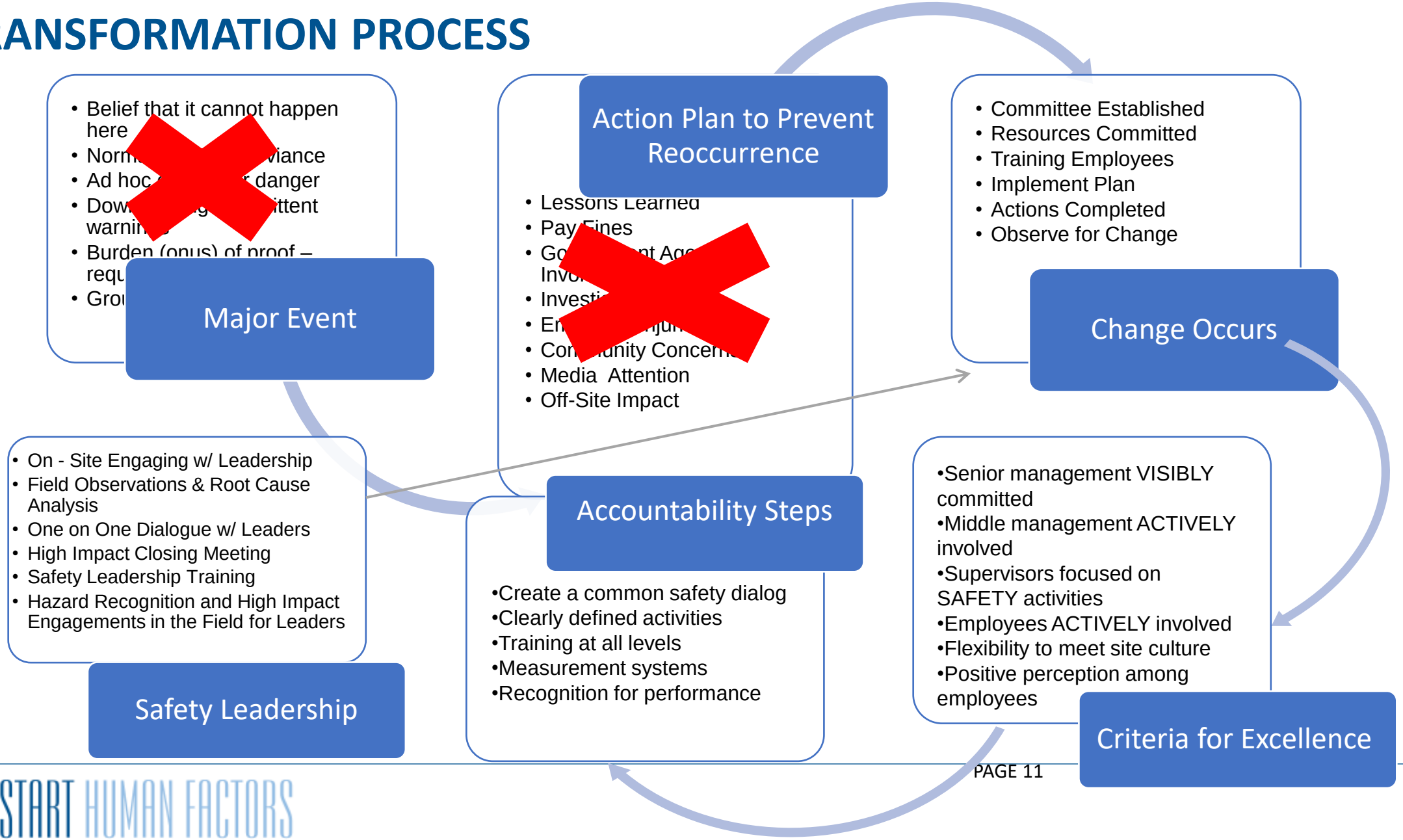


Excepts from Rafael Moure-Eraso, Ph.D., Chairman of the CSB, "The idea of a culture of safety as opposed to safety culture".

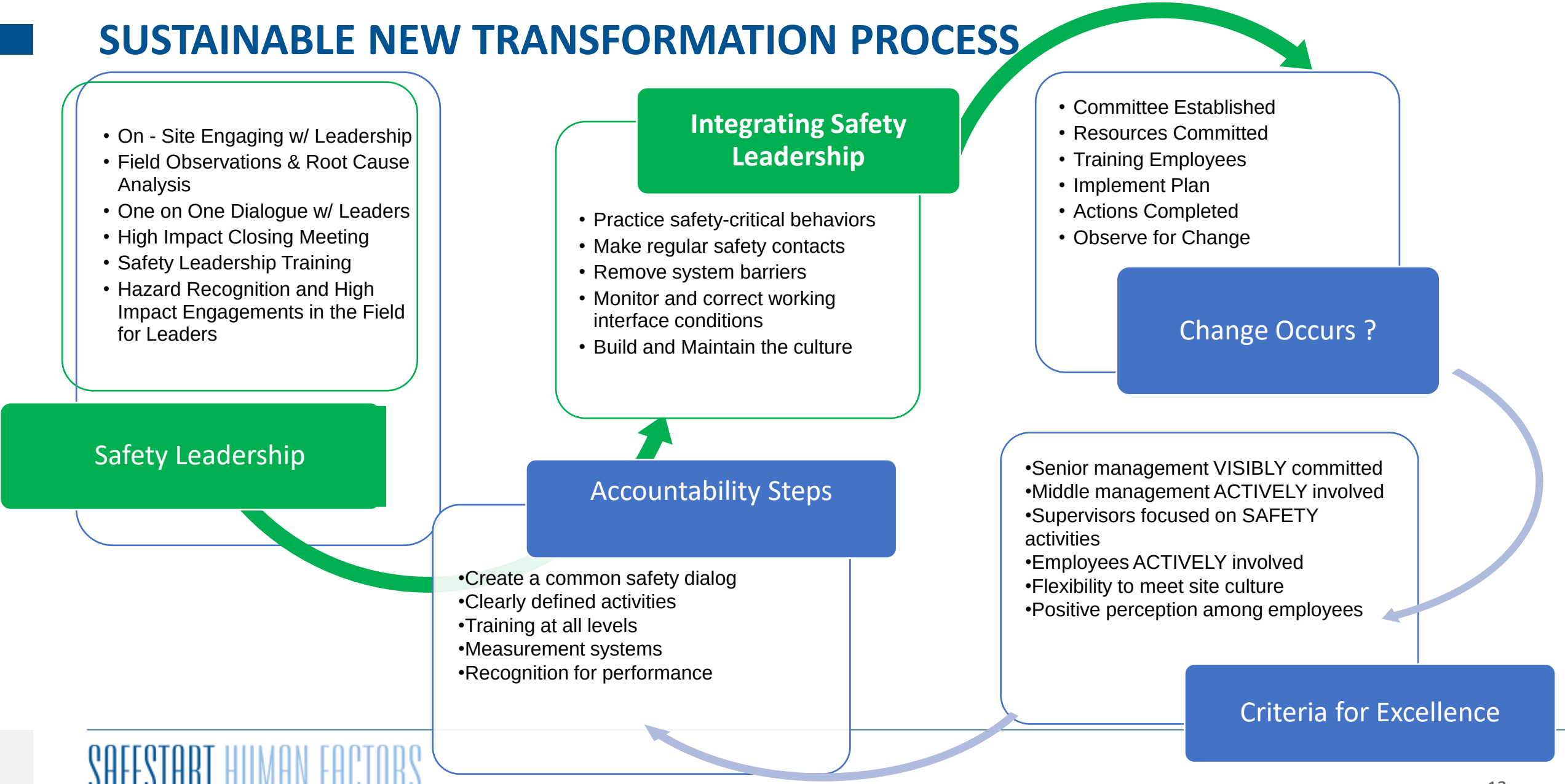
TRANSFORMATION PROCESS



TRANSFORMATION PROCESS



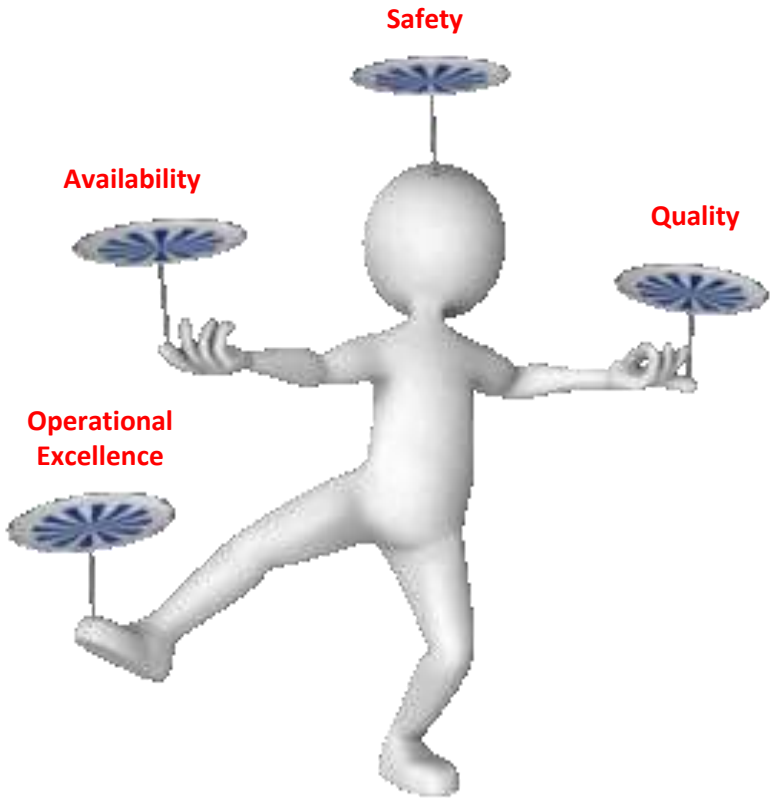
SUSTAINABLE NEW TRANSFORMATION PROCESS



CULTURE OF SAFETY DEFINED

- Safety
- Availability
- Quality
- Operational Excellence

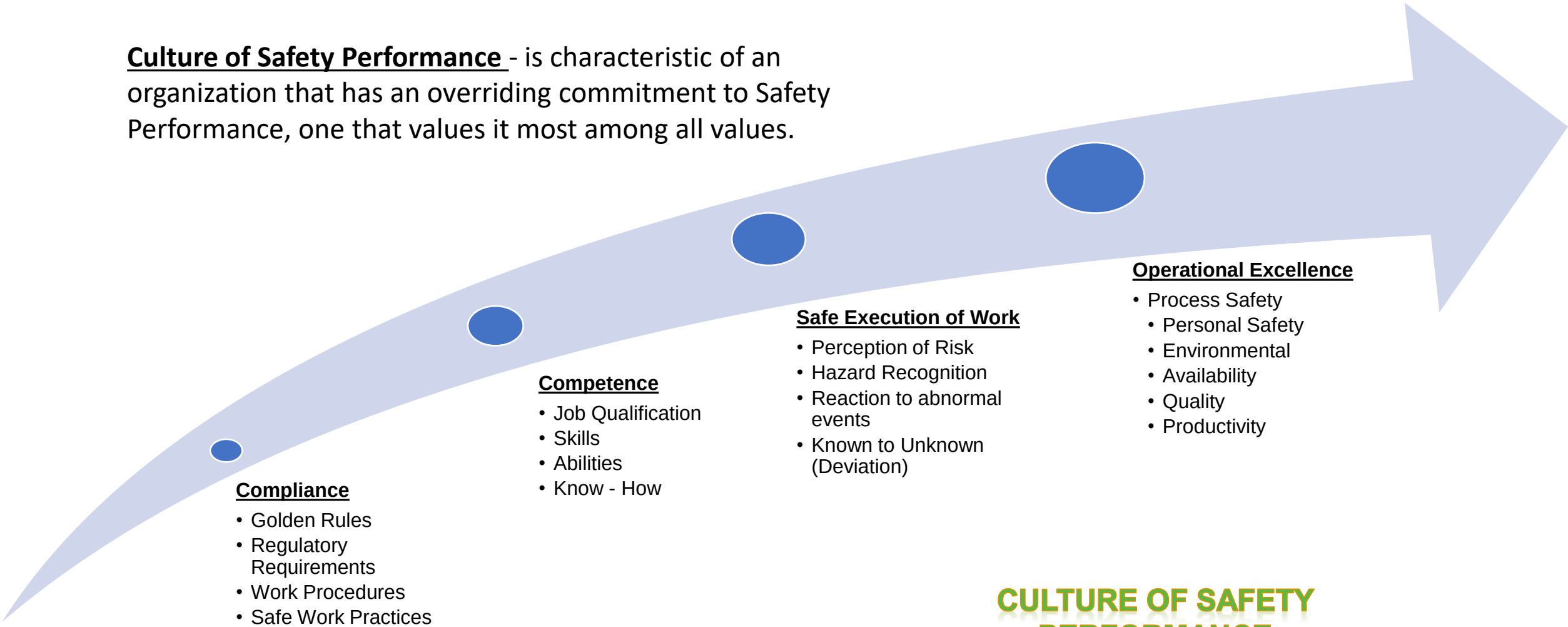
A Culture of ????



SAFETY PERFORMANCE

CULTURE OF SAFETY PERFORMANCE

Culture of Safety Performance - is characteristic of an organization that has an overriding commitment to Safety Performance, one that values it most among all values.



Compliance
- Golden Rules
- Regulatory Requirements
- Work Procedures
- Safe Work Practices

Competence
- Job Qualification
- Skills
- Abilities
- Know - How

Safe Execution of Work
- Perception of Risk
- Hazard Recognition
- Reaction to abnormal events
- Known to Unknown (Deviation)

Operational Excellence
- Process Safety
  - Personal Safety
  - Environmental
  - Availability
  - Quality
  - Productivity

CULTURE OF SAFETY PERFORMANCE

HOW TO TRANSFORM TO A CULTURE OF SAFETY PERFORMANCE

Accepting Ownership – everyone is responsible for their own Safety and those around them.

- Criteria for Excellence
  - Senior management VISIBLY committed
  - Middle management ACTIVELY involved
  - Supervisors focused on SAFETY activities
  - Employees ACTIVELY involved
  - Flexibility to meet site culture
  - Positive perception among employees

- Accountability Steps
  - Create a common Safety Dialog
  - Clearly defined activities
  - Training at all levels
  - Measurement systems
  - Recognition of performance

BEST PRACTICE LEADING INDICATORS FOR A CULTURE OF SAFETY

- Management Commitment
  - *Plant Senior Managers Tours
  - Safety Walkabouts
- Key procedure audits
  - Annual Operating Procedure Review
  - Critical Task Procedures
- Worker engagement actions
  - *Safety Meetings Scheduled
  - *Loss Control Meetings
  - SafeStart® Steering Committee
- Training
  - SafeStart® Advance Hazard Awareness
  - Safety / Regulatory
  - Operator Qualification
- Corrective action items
  - Hazard Eliminations
  - Safety Related Work Order Completion
  - Safety Suggestion Responses
- BBS observations
  - *Safety observations
  - *Safety conversations
  - SafeStart® Rate Your State
- Near miss reporting
  - *Number of reports of anomalies

IMPLEMENTATION OF A CULTURE OF SAFETY PERFORMANCE

Safety Leadership

- On - Site Engaging w/ Leadership
- Field Observations & Root Cause Analysis
- One on One Dialogue w/ Leaders
- High Impact Closing Meeting
- Safety Leadership Training
- Hazard Recognition and High Impact Engagements in the Field for Leaders

Integrating Safety Leadership

- Practice safety-critical behaviors
- Make regular safety contacts
- Remove system barriers
- Monitor and correct working interface conditions
- Create a common safety dialog
- Build and Maintain the culture

Criteria for Excellence

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Accountability Steps

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SUMMARY

The Transformative Process starts when the leadership becomes engaged and accountability steps are implemented. Creating a Culture of Safety performance requires a common vision and effort from everyone in our organization. We must work with Safety Leaders to ensure they understand their roles, in creating and sustaining a Culture of Safety performance.

REFERENCES

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CSB investigation of the BP chemical Refinery Texas City 2005

CSB Investigations of the Tesoro Anacortes Refinery ANACORTES,WASHINGTON 2010

Managing Risk of Organizational Accidents 2011 - James Reason

Rafael Moure-Eraso, Ph.D., Chairman of the CSB, “The idea of a culture of safety as opposed to safety culture”.

Transforming EHS Performance Measurement Through Leading Indicators – The Campbell Institute

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THANK YOU FOR ATTENDING!

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