Let's talk safety – beyond rule based requirements

by

Finn Primdahl Brodersen

Power-to-X Safety Network Meeting

Artelia, Søborg, 6th February 2024

Safety and effectiveness belong together

Stuart McGill, President of ExxonMobil Production Co., said companies with high HSE standards often do well financially.

"I think it's safe to say that companies that get HSE right get other things right too"…
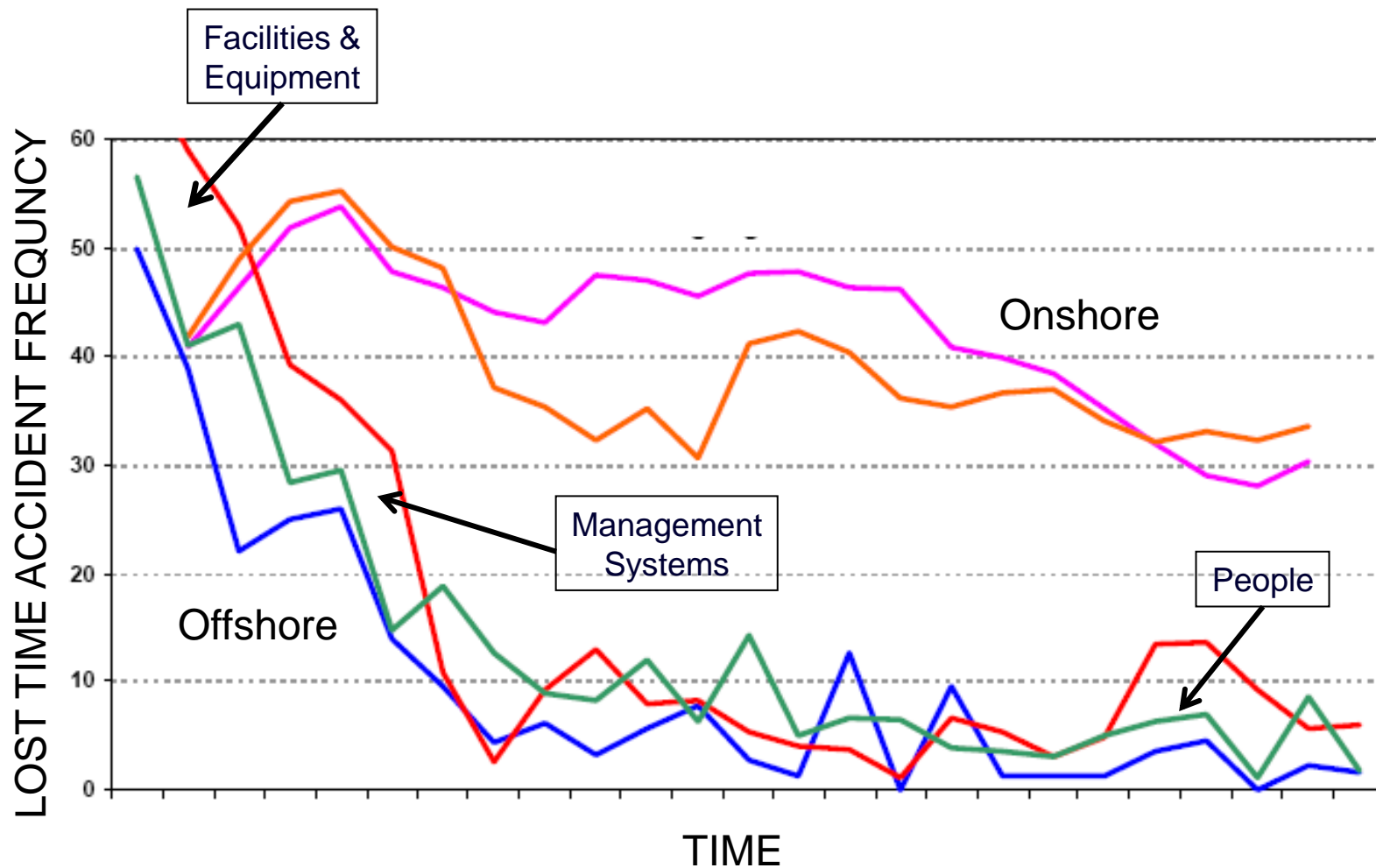
Excellent HSE standards "deliver value to the bottom line and say a lot about a company as a whole"

2004 SPE International Conference on HSE in Oil and Gas Exploration and Production.
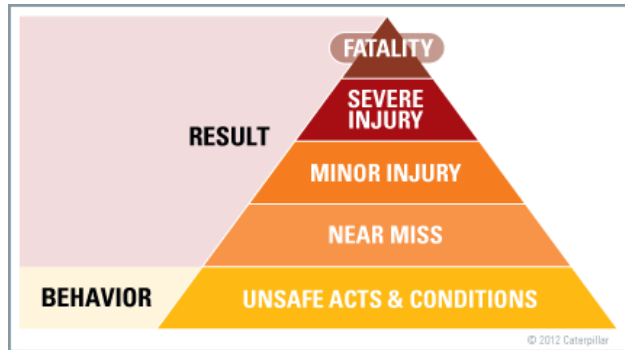
Safety Management
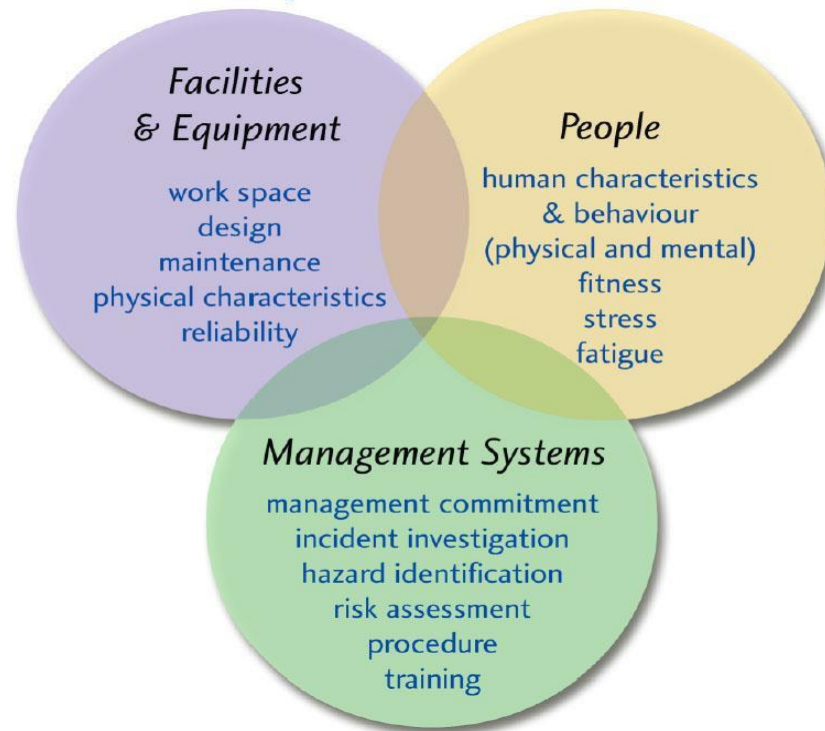
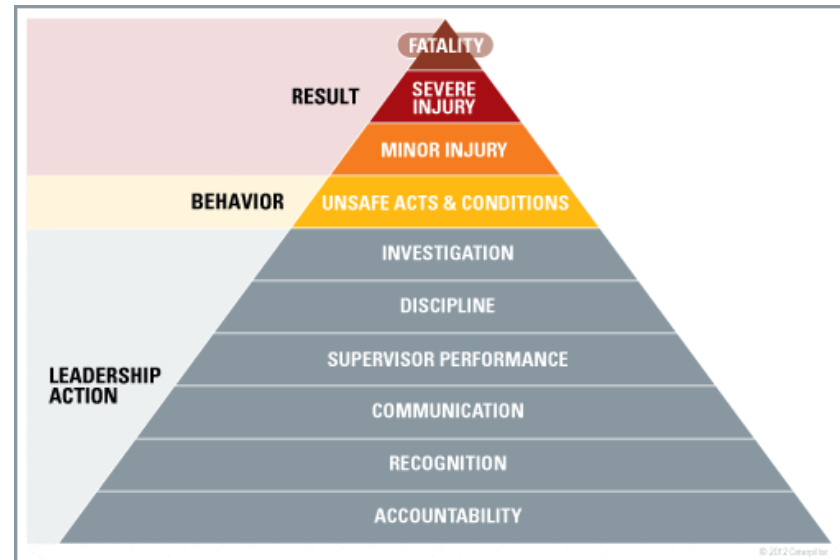# The Personal Lost Time Accident Statistics over time

Historical data from Denmark

Understanding the nature of unwanted incidents

H. W. Heinrich, 1930's
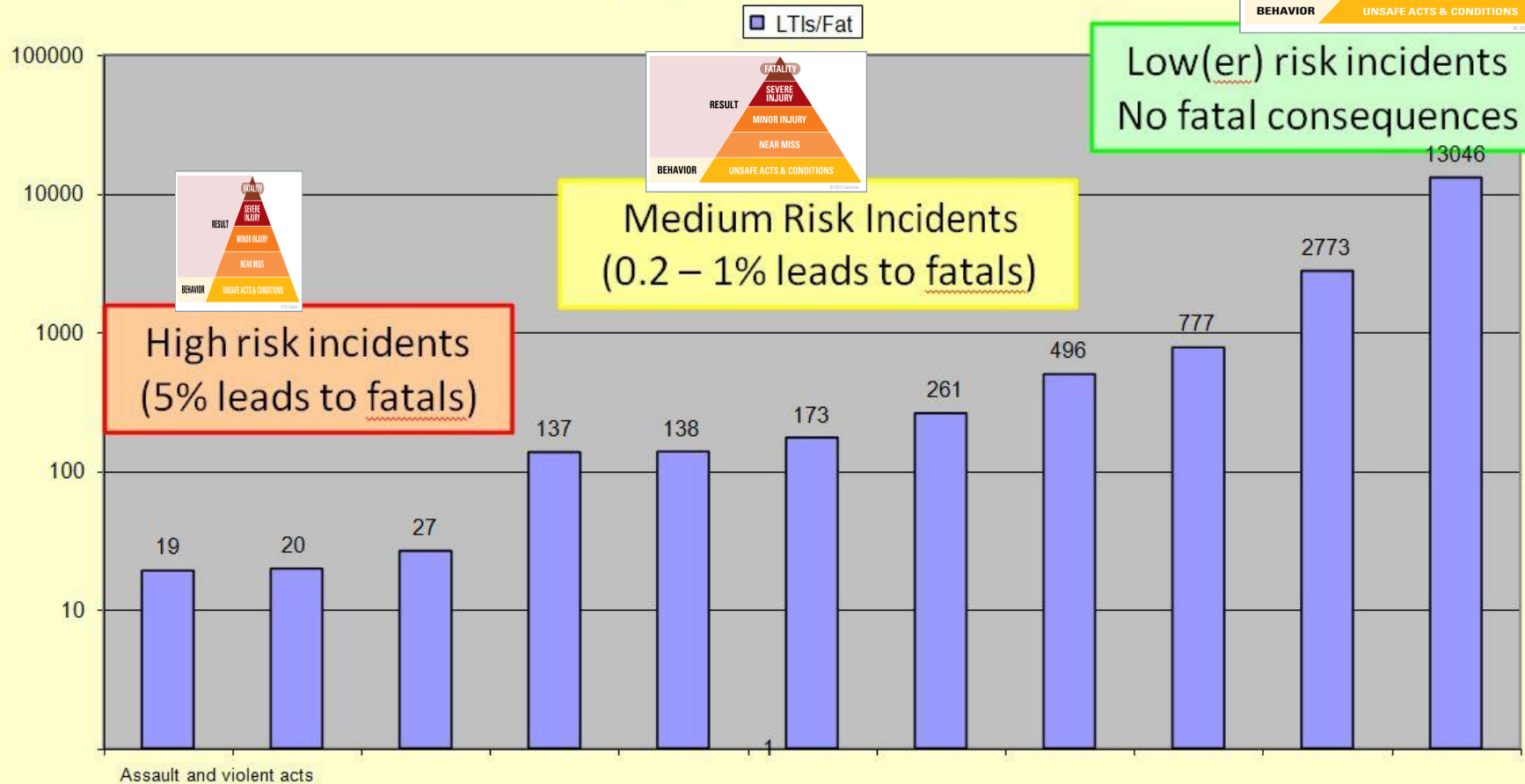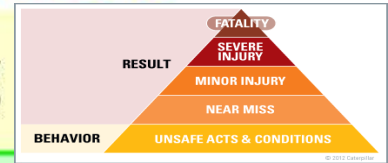
Managements Engagement

Knowledge based

Rule based

Skill based

Catastrophes and disasters

Personal injuries

Number of incidents

Management involvement:
Risk management
Process knowledge
Maintenance strategy
Operational strategy

Management support:
People based behavior
Human Factor
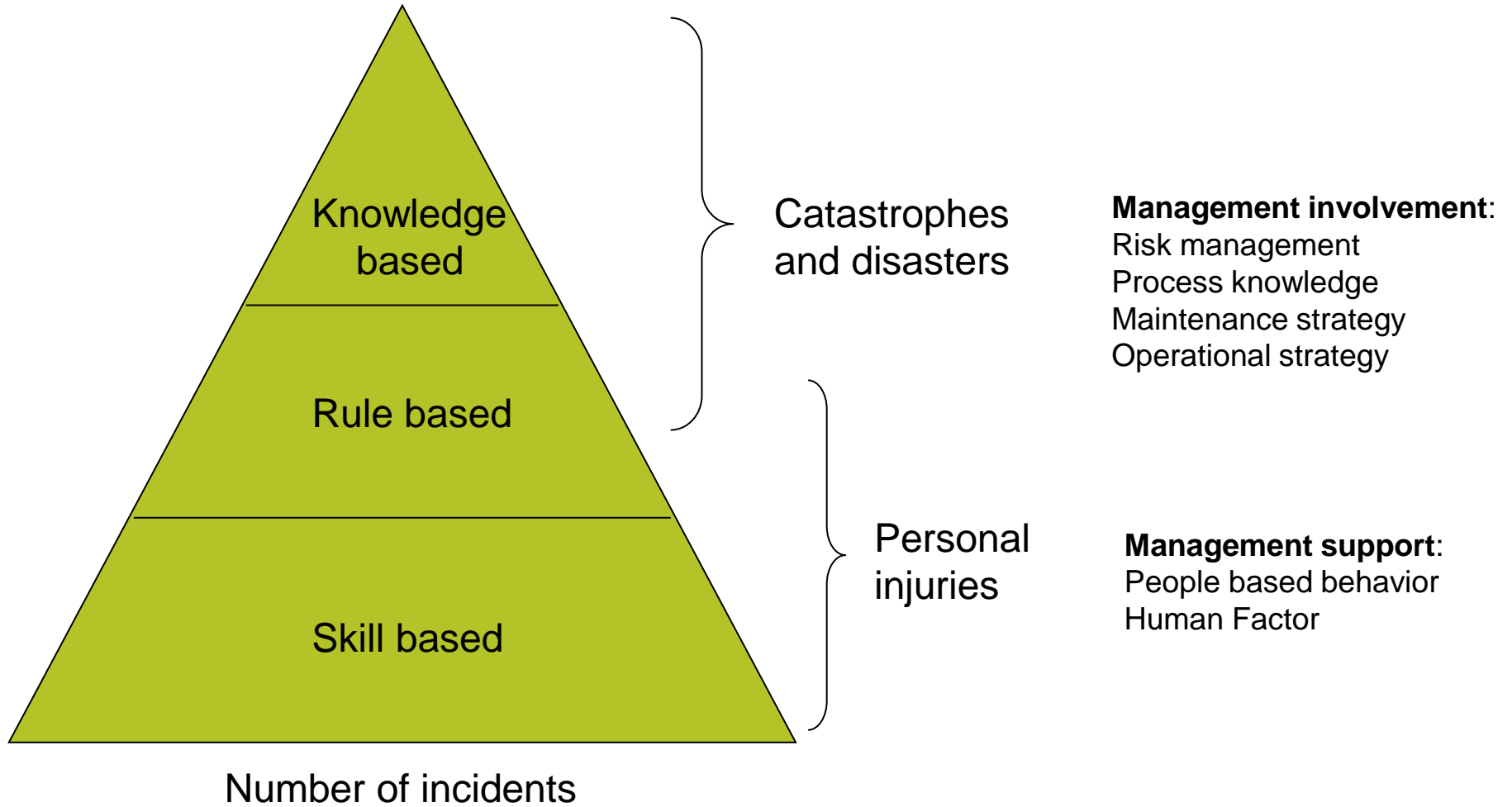
Safety Management

Barriers

Risks

Safety policy

Good industry practice

Management Systems

Training and competence

Risk assessments

Reportering, analysis and audits

People and mindset

Safety Management

People controlled

Office controlled

Workplace controlled

SJA

Systems

Residual Risks

Safe Job Analysis

Management Systems
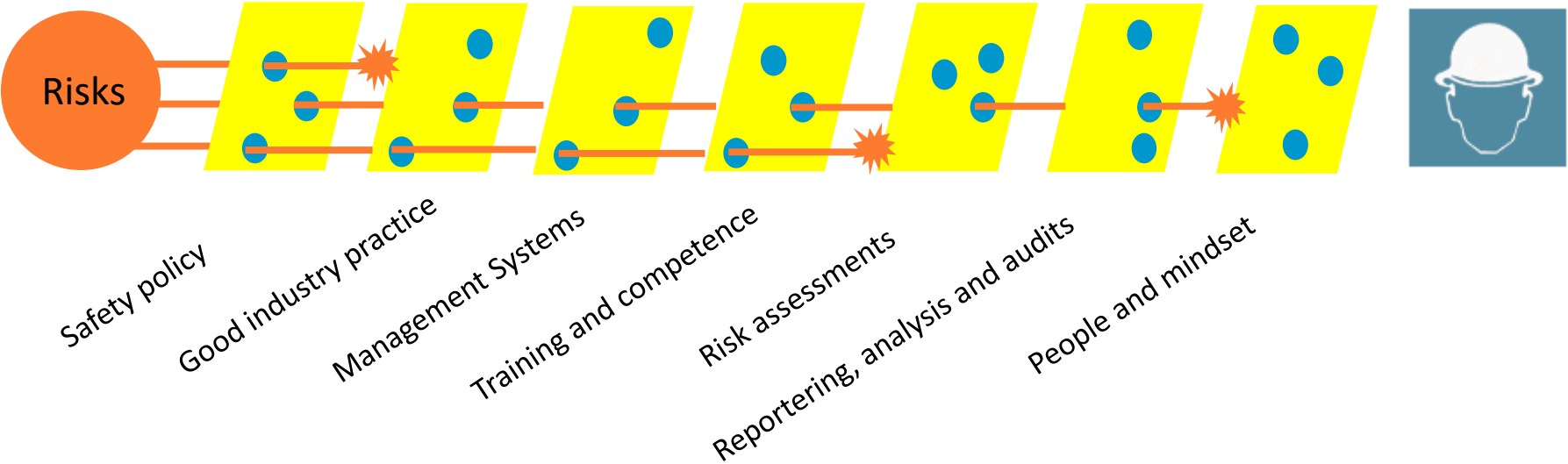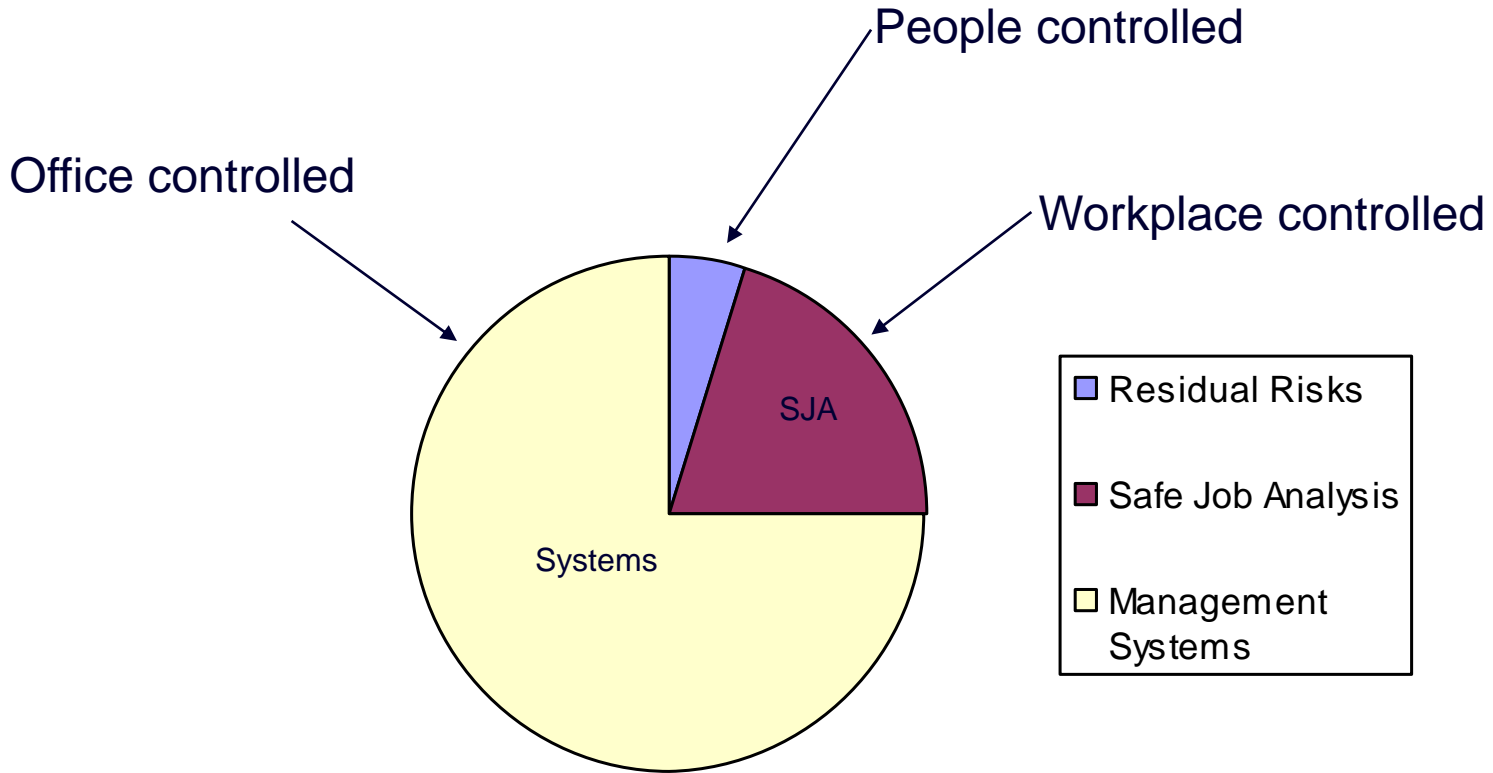
Risk Control

Safety culture maturity

Increasingly informed, increasing trust →

5: Generative — Safety is how we do business around here

4: Proactive — We work on the problems that we still find

3: Calculative — We have systems in place to manage all hazards

2: Reactive — Safety is important, we do a lot every time we have an accident

1: Pathological — Who cares as long as we're not caught

Striving for continuous improvement
Safety seen as profit center
New ideas are welcome

Resources are available to fix things before an accident
Management is open but still obsessed with statistics
Procedures are ´owned´ by the workforce

We cracked it!
Lots and lots of audits
HSE advisors chasing statistics

We are serious, but why don´t they do what they are told?
Endless discussions to re-classify accidents
Safety is high on the agenda after an accident

The lawyers said it was OK!
Of course we have accidents -
It´s a dangerous business!
Sack the idiot who had the accident!

Improving your Safety Culture

- Top management must be fully committed to safety

- The line managers must take responsibility for safety

- Qualified Safety Management support

- Understanding and manage the risks in your business

- Involve ALL individuals in the organisation

Building Safe Way Conduct

Evaluation
Process to support actions to reinforce safety beliefs and accountability

Safe Way Drivers
Global conducts described as general behavioural means to support and drive safety and improvements
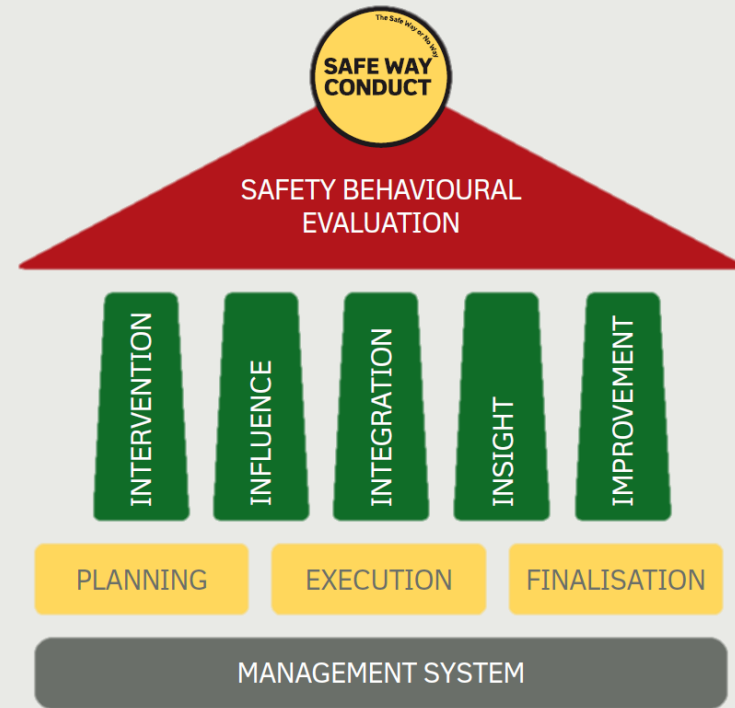
Safe Way Controls
Specific considerations and reflection points to ensure safe and efficient job execution and accountability

Existing systems and processes
- Required basic compliance

SAFE WAY CONDUCT

SAFETY BEHAVIOURAL EVALUATION

INTERVENTION

INFLUENCE

INTEGRATION

INSIGHT

IMPROVEMENT

PLANNING

EXECUTION

FINALISATION

MANAGEMENT SYSTEM

DONG energy

Safety Drivers and Controls

Intervention

Influence

Integration

Insight

Improvement

Planning

Execution

Finalisation

DONG energy

Key steps for safety through the line and organisation

SAFE WAY CONDUCT
The Safe Way or No Way

Integration of the Safe Way principles

Safe Way principles shall be fully integrated in all relevant safety and performance appraisal processes

Employee understanding and engagement

Employees shall find the framework to be easy to understand, transparent and fair. They shall understand how Safe Way Conduct will drive safety performance

Manager buy-in and commitment

Managers are the key drivers of the Safe Way process. They shall buy-in on the philosophy of the concept and commit to execute the processes in the right manner

Executive management support

Executive management shall support and promote the Safe Way Conduct Framework so that all employees know that this is a company priority

DONG energy

Thank you!

SEEK SAFETY,
AIM SAFETY,
FOLLOW SAFETY,
ENSURE SAFETY,
TEACH SAFETY,
YIELD SAFETY.

Contact: e-mail fpb@fpb.dk

Workshop 2

- Who has the organizational responsibility for safety in a project and in the individual companies, and are there advantages and disadvantages to delegating responsibility?

- How can you measure the stage and maturity of the safety culture in a company?

- Which factors and conditions are important in order to develop and improve a safety culture in a company and which measures are necessary?