

# Responsible Care Process Safety Webinar Series – Part 1

4 March 2021



# Operating Discipline - Definition

- ◇ Definition of roles and responsibilities, clear expectations, supervision, planned task observations and consequence management
- ◇ The execution of operational and managerial tasks in a structured way

**Doing the right thing at the right time**

# Incident 1- BP Texas City

# Aspects Of Operating Discipline

- ◇ The right people with the right skills
- ◇ A well-defined operating window
- ◇ Understanding risk and management thereof
- ◇ Understanding operating rhythm

# The Right People With The Right Skills

- ◇ Correct staffing levels
- ◇ Shift roster
- ◇ Shift handover
- ◇ Shift logs

# A Well-Defined Operating Window

- ◇ Procedures
  - A culture of operating the tower level above the high-level alarm during start up
  - PSSR process appears to have been lacking
- ◇ Monitoring of deviations in the process
  - Understanding of mass/volume balances by operators
  - Alarms were ignored
  - Incorrect assumptions / conclusions were reached when problem solving

# Incident 2 – Bhopal Disaster

# Understanding Risk And Management Thereof

- ◇ Understanding risks associated with start up and specific tasks
- ◇ Understanding risks associated with simultaneous operations
- ◇ Capacitating the organization with staff levels related to the risk – understand the competency profile of your workforce
  - Operators have to respond correctly to deviations
- ◇ Allowing time to focus on important processes and stages
  - The foreman left the refinery to attend to a personal matter
  - Flushing of lines was done during night shift as routine maintenance



# Understanding Risk And Management Thereof

- ◇ Involvement of operators in the review of procedures to include their experience
- ◇ Preparation of operators for key activities or activities which are non-routine through discussions and input from experienced operators
- ◇ Risk management competency is key at all levels of the organisation

# Understanding Operating Rhythm

- ◇ Different times / activities require different levels of focus from all layers in the organization
- ◇ Highlighting specific high-risk situations / tasks
- ◇ The standard “plan – do – review” cycle always works
- ◇ There should be daily, weekly, monthly, annual rhythms
- ◇ Create opportunities for input from the workforce

# In Conclusion

“Creating a culture where all employees expect the unexpected and strive for error-free work is absolutely essential for success in Process Safety.

This kind of culture is possible through demonstrated leadership at all levels of the organization”

Bob Hansen  
CEO Cow Corning

# Thank you

## Any questions?

