Safety Culture

**Process Safety Site Visit to Improve PSM Culture**
Ipek Isteben, Tupras, Turkey

Workplace learning on hazard management from the Tupras Izmit oil refinery in Turkey. Discover how collaborative process unit site visits have contributed to the safety culture development within the organisation.

**Influencing Improvements in Safety Culture Using Qualitative Research Methods: a Regulatory Perspective**
Nick Shaw, Office for Nuclear Regulation, UK

As the competent legal authority, ONR has a legal duty to take measures to promote and enhance an effective nuclear safety culture. One recent addition to ONR’s regulatory toolkit to assist it in meeting this legal duty is a suite of qualitative research methods to enable its specialist inspectors to undertake targeted assessments of safety culture, culture change, or to diagnose problems which may be affecting safety or security performance. ONR’s newly published methodology for doing this is documented in an ONR Guidance Document, RD-HOC-GD-001, *Examining Culture in Organisations: Guidance on Utilising Qualitative Methods in Organisational Research*

This presentation will briefly introduce the audience to the research methodology outlined in the guide, to demonstrate how these methods have been used in a real-world context to identify cultural improvements, to show how they are applicable across industries, and have benefits for both safety and business performance and outcomes.

**Process Safety Cards "A Good Deal Safer"**
David Hatch, PS Integrity, UK

How do we put knowledge into the right hands? In order to gain and sustain the attention and participation of the workforce, which may range from novices who need to be informed to veterans who need to be reminded, it is becoming more common to use gamification methods. These employ game design elements e.g., point scoring, competition with others, rules of play to improve user engagement, learning and knowledge retention. However, many games require considerable time to set up and play or often cannot be played in the workplace due to the cost and complexity of deploying electronic devices e.g., laptops or tablets to host the games safely (flammable atmosphere ignition potential).

Process Safety Cards offer an alternative approach which presents the benefits of gamification without the time and cost burdens and is based on microlearning eg small learning units absorbed in small time units.

**The Safety Culture of the Regulator**
Marc McBride, Office for Nuclear Regulation, UK

This presentation will set out work recently completed by the Nuclear Energy Agency’s Working Group on Safety Culture, an international group of nuclear regulators, to develop guidance on how regulators can assess and strengthen their safety culture. It will focus on methods regulators can use to assess and reflect on their safety culture, using quantitative and/or qualitative methods (such as surveys and focus groups, with supporting data analysis) and build competence of staff in this area, for example through training and structured workshops. The guidance was developed through a survey and analysis of methods developed by nuclear regulators worldwide and lessons learned in their application.

**Leadership Matters – Real World Examples of Process Safety Leadership Good Practice**
Ashley Hynds & Colin Chambers, WSP, UK
Senior leaders play a critical role in ensuring that process safety risks are well managed within their businesses. Successive major accidents, including those at Piper Alpha, Texas City, Longford, and Buncefield have graphically demonstrated the catastrophic consequences that can occur when senior leaders fail to set the right culture within their organisations, and are not sufficiently connected with activities at the front line.

This paper will present several ‘real world’ case studies of process safety leadership good practices from different sectors. These include examples in the areas of increasing workforce engagement, delivering more effective audits and site leadership visits, ensuring adequate process safety competency, and measures to help build a positive safety culture. The authors have many years of experience to draw upon, having worked within the process industries, as operator, consultant and regulator.

With the HSE committed to programmes of process safety leadership inspections at both COMAH and offshore installations in the coming years, it is becoming increasingly important for individual operators to be able to practically demonstrate the role that their leadership plays, in the effective delivery of their major accident policies. It is hoped that the paper will provide such operators with several practical suggestions to help implement such policies, strengthen their organisational culture, and ultimately improve their overall process safety performance.

*From Zero Accidents to Safety, Quality and Productivity*

Urbain Bruyere, Consultant, UK

The author has worked as a safety executive at BP, Anglo American and GSK, and was part of the initial response team to the BP Texas City Refinery explosion. Over his career, his approach to safety has evolved from ‘zero accidents’ to ‘safety, quality and productivity’. He will reflect on the limitations of a ‘zero accidents’ approach and how to rise above them, and how to bring human performance and process safety together, and work across silos to engage employees and deliver safety, quality and productivity.