



AFPM

2017 National Occupational & Process Safety Conference

The Essentials of a Robust Process Safety Culture

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Today's key messages:

- ◆ A positive process safety culture requires:
 - ◆ engagement of all stakeholders
 - ◆ Shared beliefs and behaviors
- ◆ Process safety culture is people-powered
 - ◆ Trust
 - ◆ Caring
 - ◆ Ownership

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Culture is all about the rules, norms, beliefs and assumptions that influence the behavior of groups of people.



Today's conversation will address:

- I. Describing a healthy process safety culture
- II. What is working for Tesoro at Kenai
- III. How your organization can develop a healthy process safety culture
 - A. Role of leadership
 - B. Role of supervisors
 - C. Role of frontline employees



Acknowledgement:

- ◆ We are on our way to Destination Zero
- ◆ We will learn and share as we go

Tesoro refinery in Kenai, Alaska

- ◆ 72,000 bpd petroleum refinery
 - ◆ Crude/vacuum distillation, reformer, hydrocracker, diesel desulfurization, Isomerization
- ◆ 220 Tesoro employees
- ◆ 250-300 average daily headcount

What is a *healthy* process safety culture?

◆ Your turn:

- ◆ Supports and fosters the necessary beliefs and behaviors that produce sustainable safe operations
- ◆ ALL stakeholders embrace the effort
- ◆ The value is in the collaboration



How do you know whether your process safety culture is healthy?

- ◆ Tesoro has used a survey to assess culture
 - ◆ Do facility leaders take process safety seriously?
 - ◆ Do supervisors take process safety seriously?
 - ◆ Do frontline employees take process safety seriously?

Tesoro's 2016 Process Safety Culture Assessment

- ◆ Kenai's survey results were generally positive compared to industry benchmarks
- ◆ Why?
 - ◆ Shared beliefs and behaviors

Shared Beliefs and Behaviors

- ◆ We own it!
- ◆ We care
 - ◆ About personal safety
 - ◆ About co-workers' safety
 - ◆ About safety of refinery
- ◆ Leadership is accessible

How can your organization create a healthy, effective process safety culture?

- ◆ Develop a sense of ownership and caring
- ◆ Roles for:
 - ◆ Site leaders
 - ◆ Supervisors
 - ◆ Frontline employees

Formal Leaders

- ◆ Keep your word



Formal Leaders

- ◆ Fulfill expectations, perceived as well as explicit



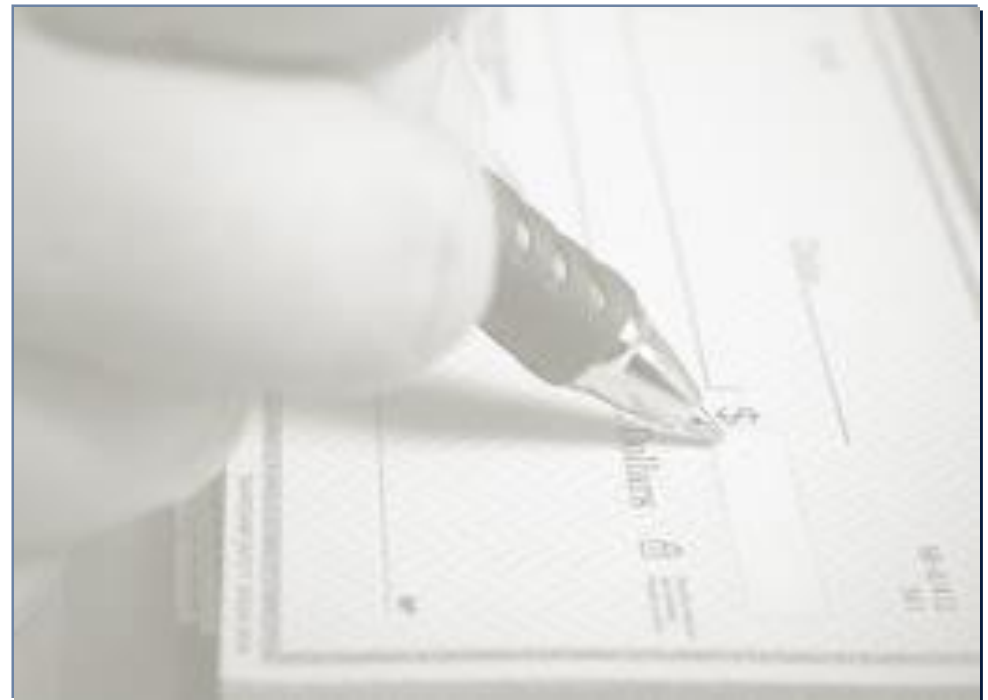
Formal Leaders

- ◆ Care genuinely for employees



Formal Leaders

- ◆ Find a way to pay for process safety prevention.



Supervisors

- ◆ Build relationships
- ◆ Recognize/Reinforce the value of every employee

Build Relationships – Divide and Connect



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Ensure they know that their efforts **MATTER!**

Frontline Employees

- ◆ Participate fully
 - Let go of the past
 - be a part of a better future



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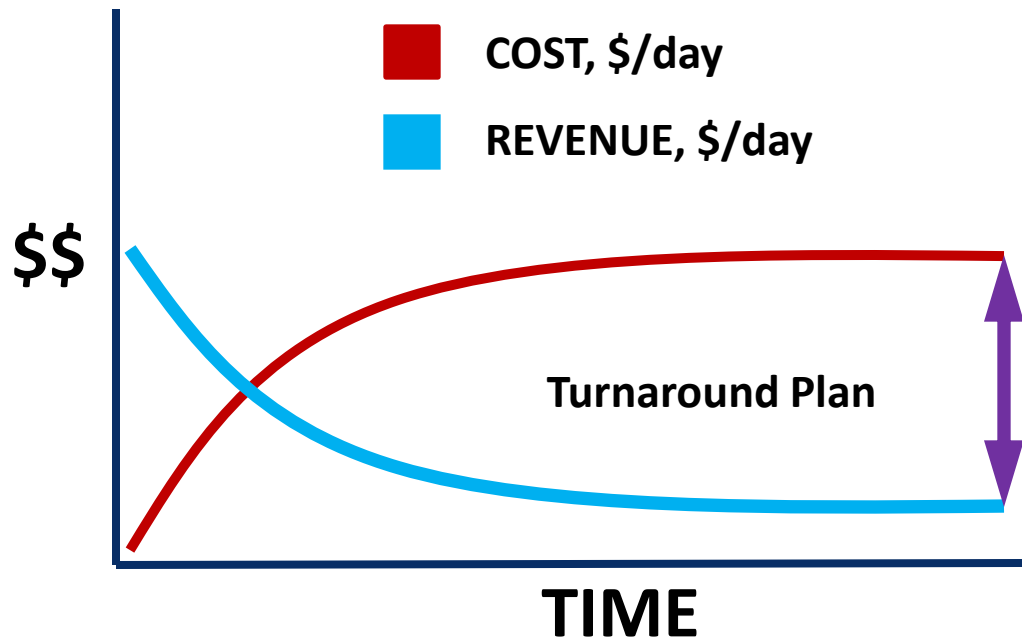
The R-205 Story

Leadership must take the right actions at the right time in the right way to create and maintain a healthy process safety culture.



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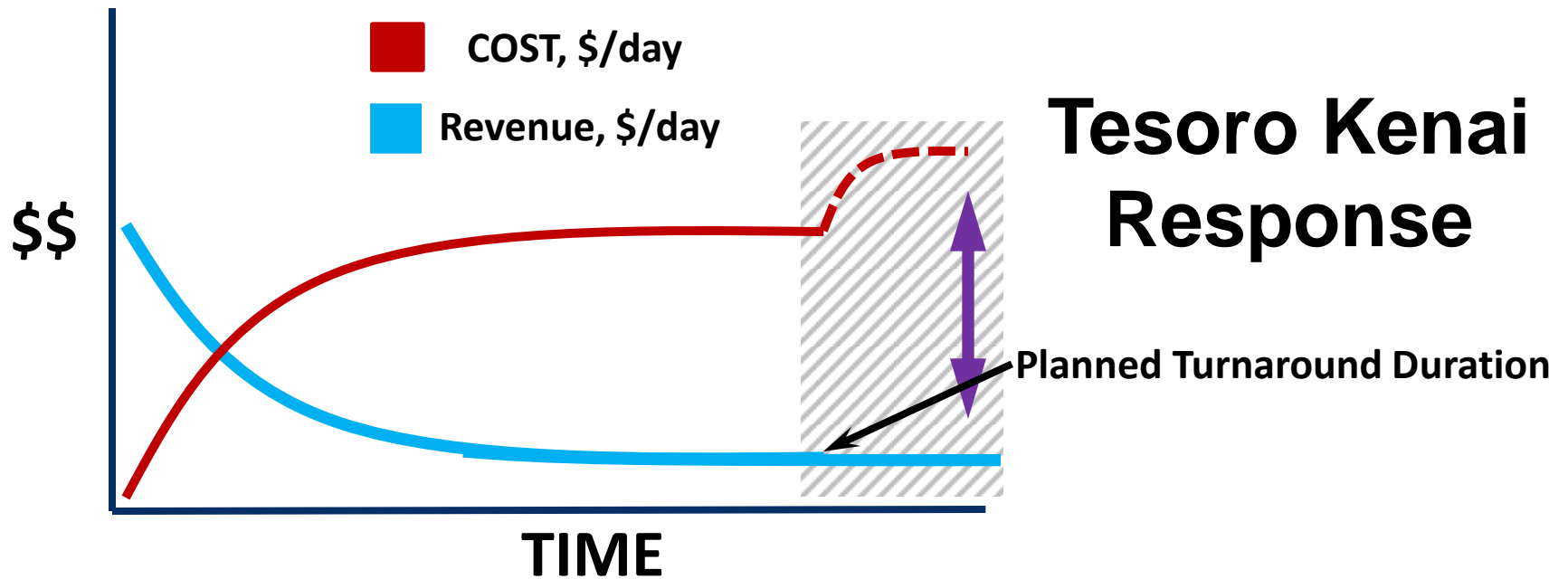
Turnaround: Facility-wide shutdown: 1,200 additional people



**The
Management
Pressure
Cooker**

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Turnaround: Facility-wide shutdown: 1,200 additional people





Questions and Discussion