

Beyond Risk Limited



Experiences with Business-Wide Human Factors Integration on a Global Scale

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About The Keil Centre...

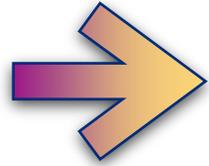


- Based in the UK & Australia
- 20 staff & associates
- International client base
- EPSC PRISM project 2001 - 2006

*Applying psychology to
promote organisational
success since 1983*



Agenda



1. Organisational considerations

- Vision for human factors - the essential overlap of leadership and strategy.
- Organisational commitment and structure options

2. Creating a human factors road map.

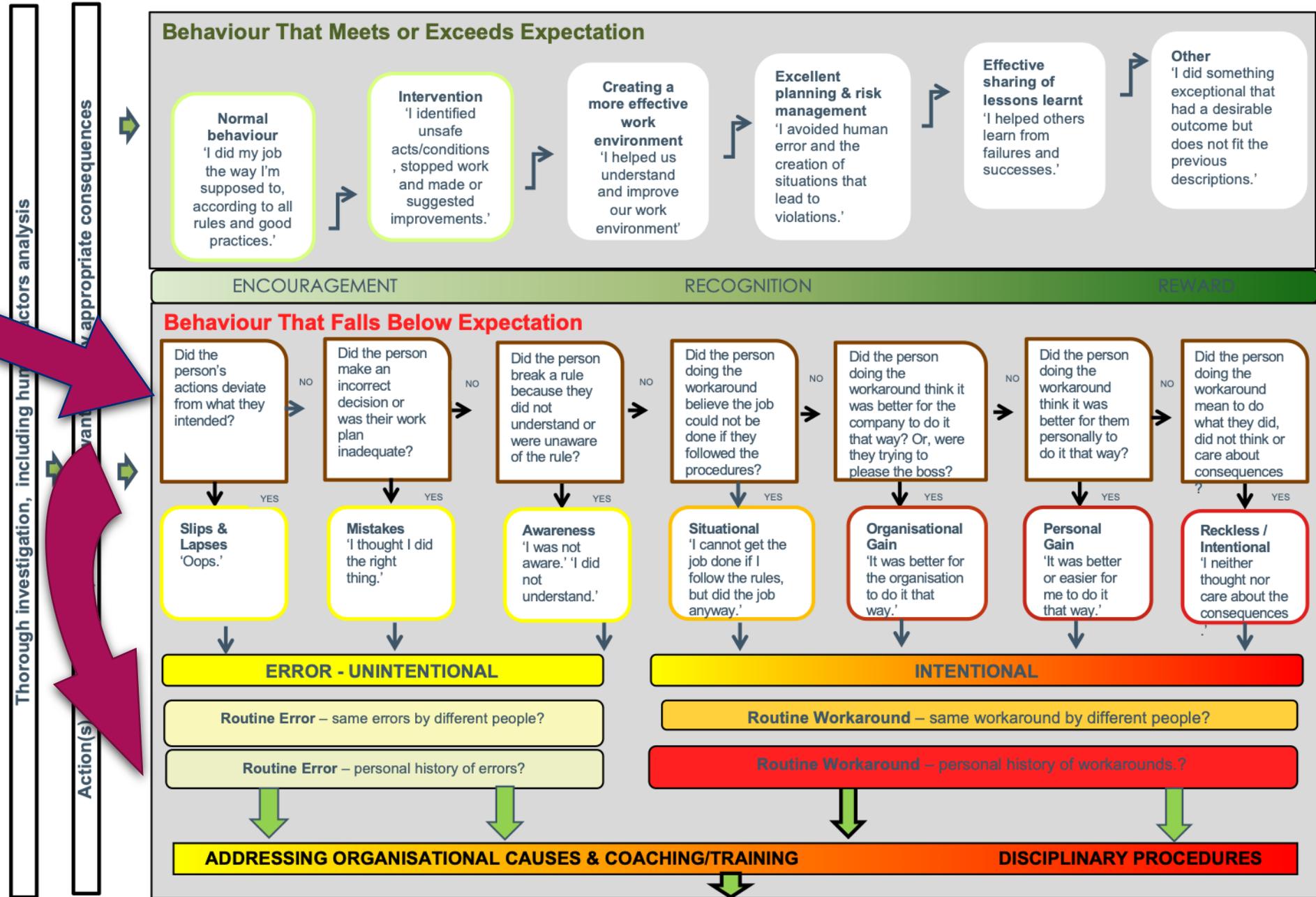
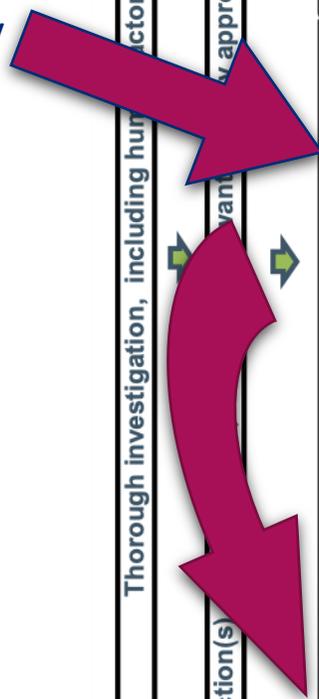
3. How to develop human factors solutions



I will leave you with four learnings.

Meeting Expectations: A Model for a Just and Fair Culture

“Did the person’s actions deviate from what they intended?”



A typical specification for leadership in the context of **business management**.

1. Model the way



2. Inspire a shared vision



3. Challenge the process



4. Enable others to act



5. Encourage the heart



Kouzes J. and Posner B (2007).

A typical specification for leadership in the context of **process safety**.

We need to import some business management leadership skills into process safety.

Start with the **vision**.

Learning objectives:

1. Understand the business case for effective process safety management.
2. Understand the nature of major accidents and how hazards and risks are defined and quantified.
3. Understand the key elements of process safety management systems.
4. Understand assurance processes for effective risk management.
5. Understand how to promote a positive process safety culture through effective engagement of the workforce.
6. Understand the importance of good process safety leadership principles and how to implement them.
7. Understand how to achieve continuous improvement in process safety performance.



- **Vision** is comprised of*:
 - *Core values* - the timeless guiding principles of the organization.
 - *Core purpose* - the organization's reason for being.
 - *An envisioned future*
 - Big Hairy Ambitious Goals (BHAGs)
 - Vivid descriptions of what it will be like to achieve the BHAGs

Learning 1; Start by getting your senior leaders aligned on a vision for human factors in process safety.

*Collins C., Porras J. (2011)

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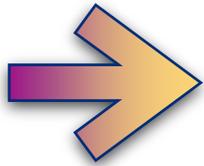
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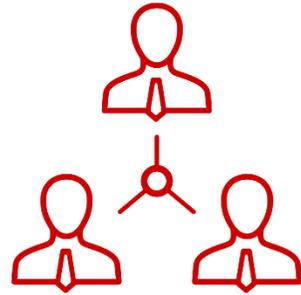
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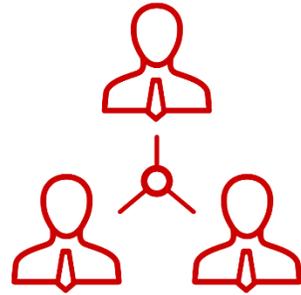
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- **Steering teams**
 - No new positions required or changes to individual accountabilities
 - Vulnerable to decay as members leave or meeting frequency declines
 - Shared responsibility
 - Accountability is diffuse
- **Focal point and subject matter experts**
 - NATS has dedicated HF unit.
 - Some O&G and petrochemical companies have dedicated small HF teams
- **Reporting lines**
 - Direct line to the top of the organisation. Independence from the business.
 - Matrix considerations.



- A steering team on its own is insufficient.
- You need:
 - Someone who is accountable; and
 - Subject matter experts with accountabilities; and
 - Independent reporting lines.
- This is a question not only of what organisational structure works best but also of management commitment.

Learning 2; To ensure effective sustained progress, human factors needs to be built into the organisation in the same way as any other core discipline.

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- Carry out an opportunity assessment to determine what you already have and what are the gaps.
- Involve a horizontal and vertical cross section of the organisation.
- Facilitated by a human factors expert
- Key deliverable is a prioritised action plan.

Learning 3; Start working on one or two key topics and build on your strengths, e.g. human factors in incident investigation or safety critical tasks.

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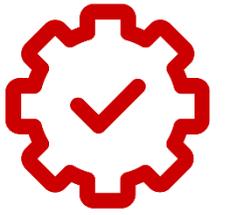
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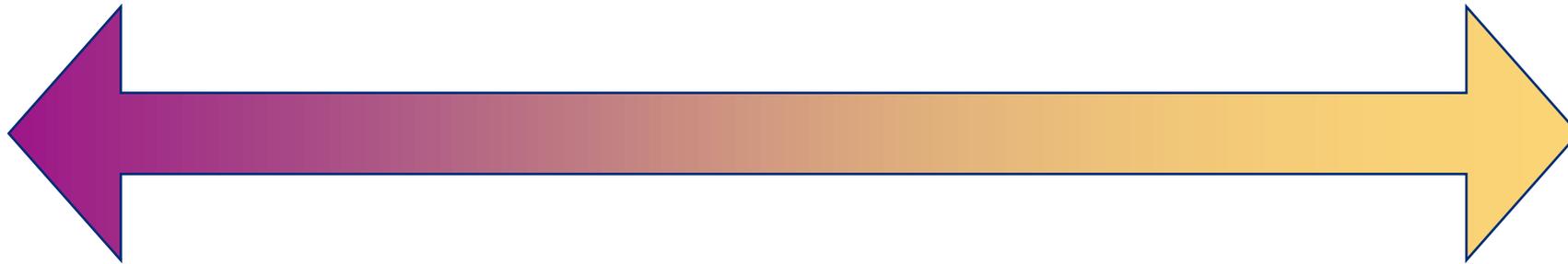
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Off the shelf solution

Adapt an off the shelf solution

Develop in house solution from first principles



Learning 4; Even if you don't have a human factors expert in your organisation, you need to be an intelligent customer.

References

- Cogent Skills, *Process Safety Leadership for Senior Executives*; <https://www.cogentskills.solutions/courses/implementing-process-safety-leadership/>
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- Kouzes J., Posner B, (2007) *The Leadership Challenge*. Jossey-Bass.
- McLeod R., Araujo D., Meireles A., Thompson T. (2019), *Developing and implementing a Human Reliability improvement program for a multinational petrochemicals company*. Chemical Engineering Transactions Vol 75.
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Thank you.

Questions?

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