



CENTER FOR
OFFSHORE
SAFETY

SEMS & Safety Culture A Journey of Continuous Improvement

Marine Board

Offshore Oil and Gas
Operations: Safety
Culture Focus Session

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Safety and Environmental Management System

API Recommended Practice 75

Elements



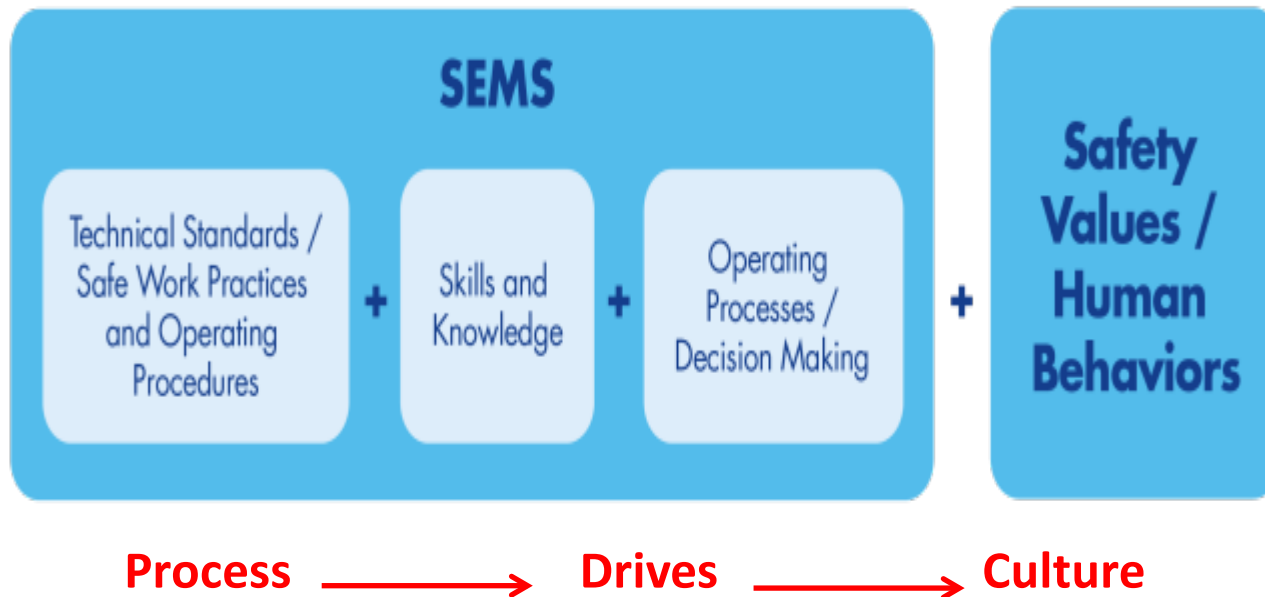
- General
- Safety and Environmental Information
- Hazards Analysis
- MOC
- Operating Procedures
- Safe Work Practices
- Training
- Mechanical Integrity
- Pre-Start Up Review
- Emergency Response and Control
- Incident Investigation
- Audit
- Document Control and Records

SEMS II - 4 New Elements



- Stop Work Authority
- Ultimate Work Authority
- Employee Participation Program
- Reporting Unsafe Conditions

Safety and Environmental Management Systems (SEMS)



- Key enabler of Safe & Reliable Operations if Effectively Implemented
- Key mechanism to reduce the likelihood of major incidents

Why SEMS – Safety and Environmental Management System?

- Manage safety with same planning, organization, implementation, & investigation that is in all business functions
- SEMS includes Process Safety, Personal Safety, and all safety programs



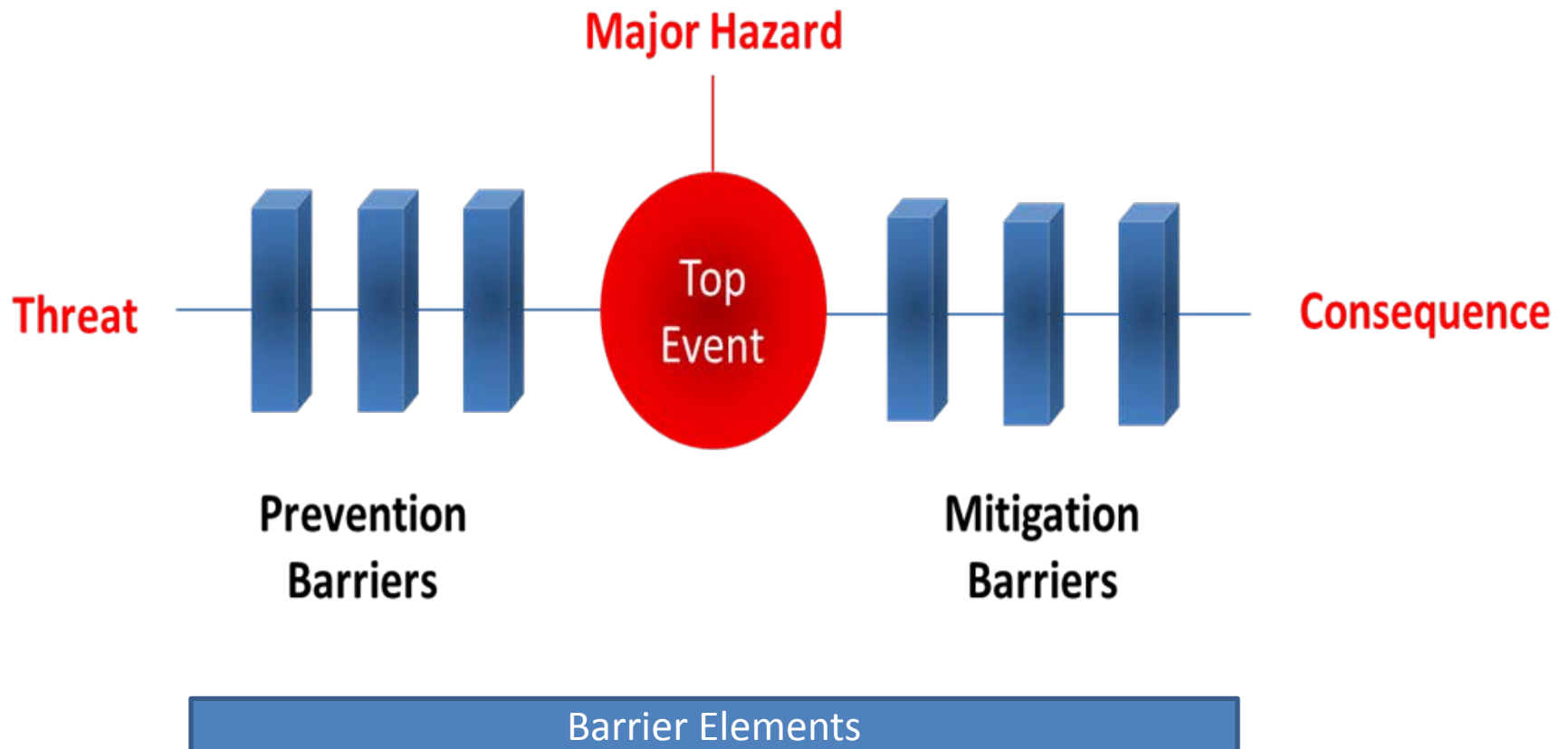
Elements of Effective SEMS

Effective SEMS Programs:

- Assess through discussions with personnel at all levels how the elements of the SEMS are actually implemented
- Are major safety and environmental risks being managed effectively?
- Are there systemic deficiencies or serious hazards?
- Is SEMS effective in meeting desired results and is it continually improved?



Bow Tie Approach





LFI

Areas for improvement

- Physical Facility, Equipment and Process
- Administrative Processes
- People
- Lessons Learned





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COS Good Practices – Leadership Site Engagements

How Office-based Operations Leaders and Senior Level Leaders should show up offshore and effectively lead safety

- Demonstrate visible commitment to safe operations
- Evaluate the health of the site safety and environmental management system
- Evaluate site safety culture
- What are the major hazards?
- Who is accountable for the integrity of barriers?
- How are operating procedures used and maintained?
- How are individuals and team knowledge and skills verified?
- How is 'stop work authority' exercised?
- How do the site verification processes demonstrate systematic control and reliability of the barriers?



Leadership Site Engagements – Cultural Characteristics

INFORMED

- Communications – good and bad, 2 –way
- Know what is really going on
- Errors and near-misses are reported

MINDFUL

- What could go wrong and looks for weak signals
- Process safety and system integrity issues
- Prepared for the unexpected
- Deference to expertise

LEARNING

- Continuous improvement
- Procedures are under constant scrutiny
- Training creates skills and knowledge

FAIRNESS

- Clear boundaries
- Clear expectations
- Clear consequences
- Mistakes and errors are opportunities for improvement

RESPECTFUL

- People are involved
- People's ideas are sought out
- People are treated with dignity
- People don't fear retaliation, intimidation, harassment or discrimination



COS Safety Culture Work Group

- Leadership commitment to safety values and action
- Respectful work environment
- Environment for raising concern
- Effective safety and environmental communication
- Personal accountability
- Inquiring attitude



- Hazard ID and risk management
- Work processes
- Continuous improvement



Environment for Raising Concerns

Description

Value and Purpose

Characteristics of Success

- Leaders visibly and proactively encourage personnel to raise concerns, issues, and observations without fear by implementing policies, setting expectations, and providing the necessary resources
- Boundaries between acceptable and unacceptable behaviors are clearly understood and the same for everyone
- Reporting systems allow for the safe and confidential reporting of concerns and issues
- Concerns and issues are addressed visibly and in a timely manner
- -----



COS and its members continue to collaborate with other organizations and industries to improve safety performance and culture by:

- Developing good practices
- Sharing the knowledge
- Industry is on a journey of continual improvement through SEMS
- Data, rather than perception, should drive continual improvement work
- Focus should be on measuring the integrity of barriers that prevent and mitigate major incidents



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Leaning Forward



Thank you