

Corporate Leadership

and the Covid-19 Pandemic on Hazardous Sites

EC JRC MAHB TWG2

Webinar

Seveso Enforcement and Site Risk Management during the Covid-19 Pandemic

9th February 2021

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Sharing Best Practices

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Books and Publications



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Conferences and Training

Industry-wide Tools, Programs and Guidelines

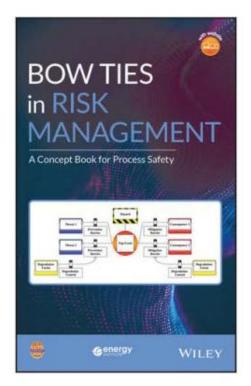
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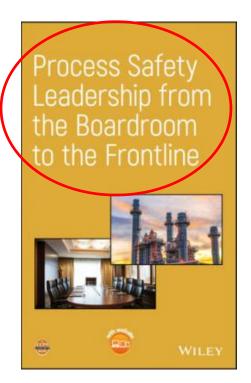
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Some new books



Published 2018



Published 2019

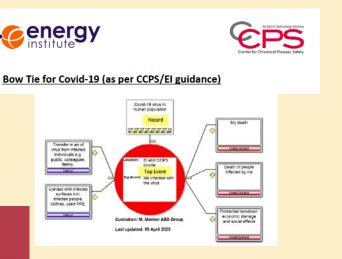
Human Factors Handbook for Process Plant Operations

To be published in 2021



Three recent Covid-related guidance publications





These are available on the CCPS website <u>here</u>



Covid effects on the working environment, examples:

- Reduced staff availability... Management of Organizational Change (MOOC)
- Distractions: social distancing & hygiene at work; issues outside of work
- More frequent plant shutdowns and start-ups extra risk
- Remote homeworking technical support communication challenges

Corporate Leadership support in mitigating these:

- Lead the crisis response: implement Business Continuity Plans, **flexibly** as needed
- Communicate often and simply: what is changing / not changing, build **shared situation awareness**
- Compensate for impacts on human performance: manage workload with **flexible** working practices
- Build trust: create **psychological safety** with respect, fairness and honesty
- Maintain a sense of vulnerability amid the crisis: compensate for potential degradation of barriers



Leadership for Process Safety

The dominant traditional view:

• Operational Discipline: procedures, compliance, 'command and control'



Published 2012





Leadership for Process Safety

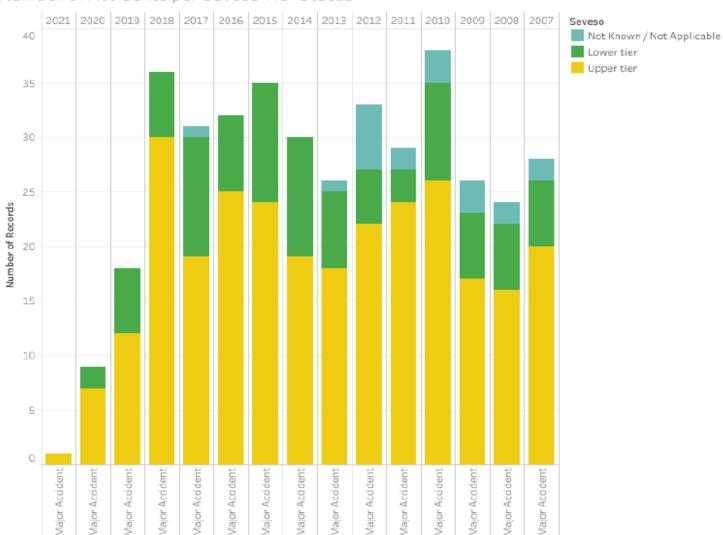
The dominant traditional view:

- Operational Discipline: procedures, compliance, 'command and control'
- Corporate leaders:





Extract from eMARS – 8 Feb 2021



Number of Accidents per Seveso Tier Status



The dominant traditional view:

• Operational Discipline: procedures, compliance, 'command and control'

All this is not wrong, but it is not enough...

the many repeat incidents indicate widespread ineffective organizational learning

An alternative view:

• Need for more **adaptive** practices: reliant on flexible organizing and leadership

- High Reliability Organizing	(Weick & Sutcliffe)		
- System Safety	(Leveson)		
- Safety II	(Hollnagel)		



4 year Empirical Research Project



Fieldwork:

- Interviews with 70+ people at the operational sharp end
- Collection of 100+ Incident Documents
- Conducted at 3 different sites:
 - Large petrochemicals complex in the Middle East
 - Onshore oil & gas production in Asia-Pacific
 - Offshore oil & gas production in Europe



ENHANCED Leadership for Process Safety



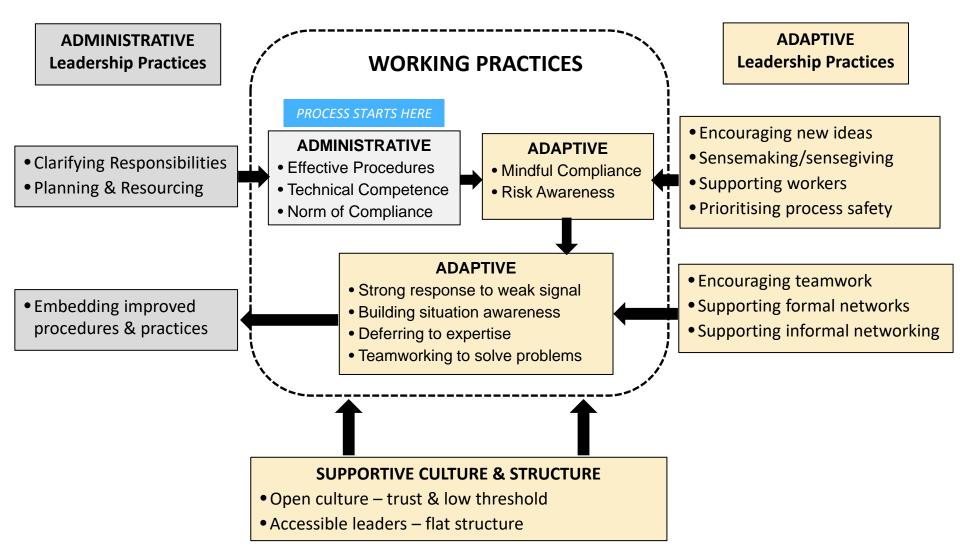
Key Findings and Conclusions

- Organizational Learning is being inhibited by institutionalised norms of high reliance on procedures and compliance by command and control. These norms can lead to overdirective leadership practices - creating a culture of blame and an over-emphasis of work pressure
- Effective Organizational Learning does take placein a climate of psychological safety, created by a mutually trusting open culture with a low threshold for speaking up, and supported by a combination of administrative and adaptive leadership practices
- Both ADMINISTRATIVE and ADAPTIVE practices are important for process safety
 and can be mutually reinforcing...





Collaborative Competent Improvisation / Adaptation





ENHANCED Leadership for Process Safety



KEY TAKE-AWAYS

- The dominant traditional view of process safety leadership: Operational Discipline: procedures, compliance, 'command and control' *is not enough…* the many repeat incidents indicate **widespread ineffective organizational learning**
- Organizational Learning is inhibited by over-reliance on procedures, compliance and leadership of command and control. Effective Organizational Learning needs a climate of psychological safety, supported by a combination of administrative and adaptive leadership practices
- Both ADMINISTRATIVE and ADAPTIVE practices are important for process safety and can be mutually reinforcing by **collaborative competent improvisation**

• This matters even more in abnormal conditions such as a pandemic







Thank you! Questions?

If you know a company operating a Seveso site that is <u>not yet a member of CCPS</u>, **please ask them to contact me** and I will be glad to explain the benefits ...THANK YOU

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