

### Small Things Don't Matter – Overdue Tasks

- Delinquent Inspection, Testing and Preventive Maintenance (ITPM) tasks minimized by leadership
- Noncompliance justified by past experience
- Good work is criticized rather than praised

#### BACKGROUND

A new process safety engineer was performing an audit of the Maintenance and Inspection program of a facility. The Maintenance Manager had 35 years of experience at the plant and the Chief Inspector had 25 years of experience.

The engineer found a very small number of overdue ITPM tasks that had not aged very long.

#### WHAT HAPPENED

In a meeting to discuss his findings, the Maintenance Manager and the Chief Inspector called the number overdue trivial, and said the engineer was being overly picky. They reminded the young safety engineer they have been around many years and this was the best ITPM completion performance they ever had. Certainly, these findings should not be in the audit report. Should they be? What symptoms of culture problems does this scenario exhibit?

#### SAFETY CULTURE FOCUS

- ✓ Strong leadership should welcome findings and praise audits that are thorough and complete.
- ✓ An open and questioning environment is undermined when past experience is used as a basis for not taking needed action.
- ✓ Continuous improvement is hindered when past successes impedes corrective actions and future enhancements.

**\*\*Only 37% of those surveyed indicated management involvement was a strength in their organization.\*\***

## IMPROVING HYDROGEN SAFETY CULTURE

*LEARNING OPPORTUNITIES FROM OTHER'S EXPERIENCES*

***“Safety culture is how the organization behaves...  
...when no one is watching.”***

## **Safety Culture Framework**

- ▶ Safety is everyone's responsibility
- ▶ Strong leadership support
- ▶ Integrated into all activities
- ▶ Open, timely, effective communications
- ▶ Questioning/learning environment
- ▶ Mutual trust
- ▶ Continuous improvement

## **What are the benefits?**

- ✓ Eliminates common weaknesses identified as contributing factors to catastrophic events.
- ✓ Promotes trust in the hydrogen energy industry's ability to deliver safe, reliable, quality products and services.
- ✓ Supports a sustainable legacy for companies and the hydrogen industry.
- ✓ Fosters efficiency and productivity in the workplace.

## **Resources**

- ✓ For further information and resources on safety culture, see: <https://www.aiche.org/ccps/safety-culture-what-stake>
- ✓ For further case studies on safety culture, see: <https://h2tools.org>