

Not Invented Here—Continuous Improvement

- Failure of management to consider change
- Inflexibility undermines an open, questioning environment
- The good can keep us from the best

BACKGROUND

A new Process Safety Management System (PSMS) Coordinator attempted to incorporate several good practices from the facility where he previously worked. He believed the facility could benefit from these ideas and they would be a relatively good fit with his new site's PSMS, personnel, and policies.

His manager disagreed, saying the Coordinator's previous company was different, the practices were actually poor fits, and they would be too time-consuming and upsetting to implement something different when the current PSMS seemed to be running smoothly.

WHAT HAPPENED

Over time the Coordinator noticed the PSMS elements had become rigid and the Manager resisted any improvement ideas, regardless of the source. The Manager even rejected improvement suggestions from the corporate process safety team. It became clear the Manager's inflexibility was simply protecting his turf.

When is being rigid about maintaining consistent practices good, and when is it bad?

SAFETY CULTURE FOCUS

- ✓ Strong leadership is necessary to promote safety and empower employees.
- ✓ Fostering an open, questioning environment is crucial to establishing mutual trust.
- ✓ Willingness to change is an element of continuous improvement.

****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>