## Management Of Change Not Managed—Procedures

- Failure to question business as usual

- Inadequate review process results in potential risks

### BACKGROUND

A specialty chemical facility had several reactors that make various products. When the research group needs to trial a new product or when a new product is launched, a Management Of Change (MOC) was written addressing the introduction of the new products

### WHAT HAPPENED

The MOC considered the new feed materials and the processing conditions would be examined. However, it did not normally require the rupture disks be verified to ensure they would adequately relieve the pressure excursions that could occur with the new chemistry. This would only happen when a Process Hazards Analysis was performed and a high-pressure deviation was identified.

What holes exist in this approach?

### SAFETY CULTURE FOCUS

✓ A questioning environment is essential when managing change to identify potential risks.

✓ Integration of review/analysis processes are necessary to effectively mitigate risk.

**\*\*Only 54% of those surveyed indicated risk planning 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

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