



Intertek

Valued Quality. Delivered.

Safe Operations & Performance Profiling Toolkit

Moving from conversations to action

*Self assessment process for measuring and improving
safe operations and performance*

*Presenter: Maxine Fawcett-Sloan,
Director of Performance Safety, Intertek Consulting & Training*

THE ISSUES

- The industry needs to see more deep rooted change in safety performance
- Lessons not always being learned and change not happening deep enough, despite support from senior managers
- Needs to be more opportunities for managers/workforce working together at the worksite to improve safety
- Concern about decommissioning projects – how to maintain high safety performance when people and teams come and go, and the worksite is disappearing
- Want to ensure that existing, new and temporary workers and teams know ‘what good looks like’ at every stage of the project, and exactly what needs to improve to have cost-effective and safe operations.

FINDING THE ELEMENTS FOR A SAFE OPERATIONS & PERFORMANCE PROFILING TOOL

MEASUREMENT & PERFORMANCE IMPROVEMENT

- > You get what you put your attention on – ie what you measure delivers what is important to you
- > Traditional measures use lagging indicators – measures of *unexpected failures*
- > We wanted to focus on LEADING indicators to tell us that something is heading in the wrong direction *before* something actually goes wrong – and to show what change needs to be implemented that is effective and sustainable
- > We wanted to build a tool based on the *predictive properties of a system of leading indicators*. This was to be a framework that could be used systematically to make real change happen and to help clients improve safety
- > Our development is based on work carried out by the OECD for the chemical industry.
- > We have spent almost a man-year's research & development effort on our SOP™ Profiling Toolkit and Process.



Intertek

Valued Quality. Delivered.

INITIAL DESIGN FOR SOP™ PROFILING TOOL BASED ON LEADING INDICATORS



Valued Quality. Delivered.



- > The five lead indicators break down into functional elements which, if carried out fully and well, and to a high level of maturity, will enable the continuous improvement of safe operations and performance.
- > These elements follow a life-cycle logic of an employee's journey from recruitment through to competently performing tasks in an environment that supports safe operations and performance

PROTOTYPING A PROFILING TOOL FOR SAFETY AND OPERATIONAL PERFORMANCE



Valued Quality. Delivered.

We designed a Safe Operations & Performance Profiling process as an holistic approach to self-assessment of safety and operational performance. It uses a structured, collaborative, outcome-focused methodology which enables cost effective prioritisation for future investment in safety.



COLLABORATIVE SELF-ASSESSMENT



OPERATIONALLY FOCUSED



TARGET DRIVEN



ROOM FOR INNOVATION



FROM CONVERSATIONS TO ACTION

LEADING INDICATORS – QUESTION SETS



Valued Quality. Delivered.

Question sets for each of the 5 leading indicators have been designed to encourage open and honest debate, and enable employees and managers to score the extent to which your organisation meets the statement.

3.01 Process Safety		An effective Process Safety Management System is in place that establishes and monitors safe operational limits and documents responses to out-of-limits conditions.		YES	Green = 3	Target Year 1	Target Year 2	Target Year 3
3.01.A	A Process Safety Management System is in place with elements designed to provide proactive identification, evaluation and mitigation or prevention of hazards that could occur as a result of failures in processes, procedures or equipment.	Use a traffic light system to indicate whether the answer is:	SOMETIMES / NOT ALWAYS NO / WE DON'T KNOW	Yellow = 2	Red = 0			
	Is there evidence of a process safety management plan on the worksite that focuses on proactively identifying, evaluation and mitigating or preventing potential hazards due to failures in processes, procedures or equipment?							
	Is the importance of consistently following the process safety management plan continually reinforced to all personnel?							
	Have all personnel been deemed competent in performing their roles and responsibilities in process safety management?							
3.01.B	Safe operational limits or tolerances are set for all elements of a hazardous process (especially high risk, low probability hazards) and predefined actions or responses to deviations or out-of-limits conditions are documented and followed.							
	On the worksite, is there documented evidence of safe operational limits on systems within hazardous processes?							
	Are predefined actions and responses to out-of-limits conditions documented and followed?							
	Do all personnel perform the predefined actions and responses to out-of-limits conditions every time they occur?							
3.01.C	The Company has established specific process safety lag and lead indicators with tolerances that are consistently measured, monitored, reported and acted upon.							
	Is there evidence of lead and lag indicator monitoring ongoing at the worksite?							
	Are routine checks conducted during high-risk activities to document and track frequency of lead indicators?							
	Are adverse lead indicator findings always responded to in order to rectify faults in the process safety management system?							

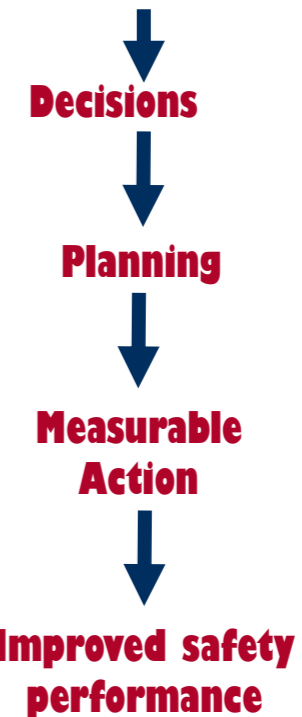
FROM CONVERSATIONS TO ACTION

Many safety initiatives fail because the energy dries up before the right actions are taken. The SOP™ Profiling process enables organisations to move from conversations to actions that make a difference.

Workshop Outputs



Criteria
Options/Solutions
Weighting
Score

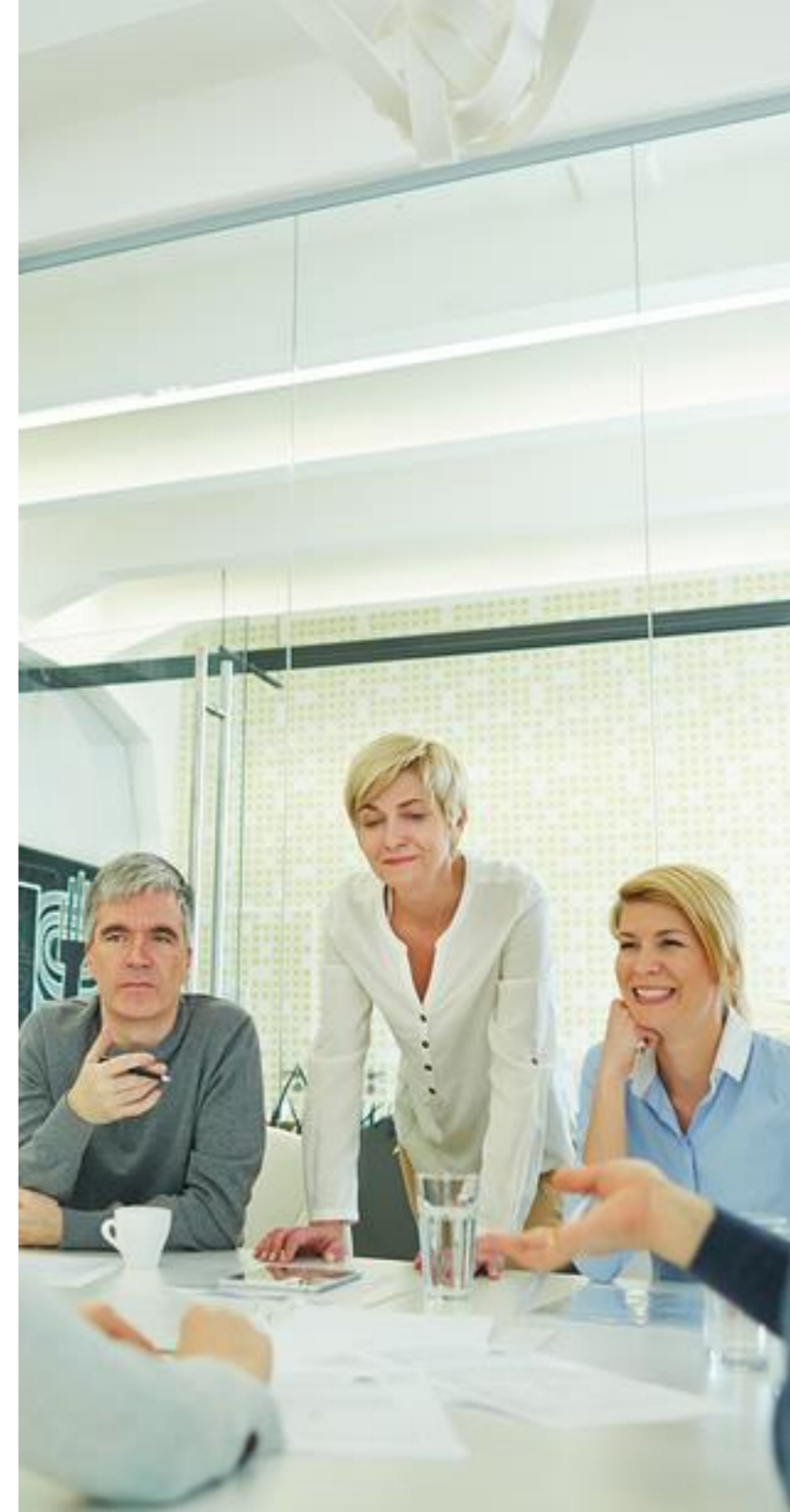


**Safe Operations &
Performance Profile**

BENEFITS OF SOP™ PROFILING

Making choices about priorities for improvement of safety through to long-term planning and accountability – operational improvement, safety improvement and tight cost management can go hand in hand

- Real-time insight into the current state of safety performance
- The measures are predictive, in that they show what may be about to fail
- Indicates aspects of operational functioning that needs to be improved
- Highlights gaps left by the current cut-backs in experienced personnel – shows where inexperience is opening operations to risk
- Profiling process helps organisations to understand the extent to which they are exposed to risk and gives a methodology for addressing this
- The outputs of this profiling process enables an organisation to prioritise and focus on those activities and improvements that will have the biggest impact on safety performance and is cost effective





Valued Quality. Delivered.

CURRENT STATUS OF TOOLKIT

- > Rolled out globally to Intertek consultants to deliver facilitated sessions
- > Looking for organisations willing to participate in pilot project
- > Want to look at using the toolkit in decommissioning consortium to see what benefits can be derived in getting all parties speaking the same language and working towards the same goals during the life cycle of the project

COME AND TALK

Maxine Fawcett-Sloan, Director of Performance Safety,
Intertek Consulting & Training
07771 906963
Maxine.fawcett@intertek.com