Manage The Change Afterwards—Procedures

- Failure to identify the need for change
- Failure to implement the management of change process
- Vulnerabilities inherently increase

BACKGROUND

A large facility with multiple units processed approximately 100 Management Of Changes (MOCs) each month. The Process Safety Management System(PSMS)Manager for the facility ran the MOC program in addition to being directly responsible for several PSMS elements and being deeply involved in the remaining elements

WHAT HAPPENED

An audit revealed several MOCs had been approved after the physical change had been made. During interviews with the PSMS Manager and others, there was not much concern about this and it apparently had been the norm for years. The prevailing belief was that MOC was satisfactory if the documentation was complete.

How can a facility cope with a large flow of MOCs and still treat each one with the appropriate sense of vulnerability?

SAFETY CULTURE FOCUS

✓ Everyone in the company has the responsibility for safety and following procedures.

✓ A questioning environment is critical to overcoming practices that undermine safety.

✓ Process reviews are necessary to identify weaknesses for continuous improvement.

Only 37% of those surveyed indicated management of change 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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