



“How to achieve a real improvement in the operation through the Process Safety Culture Survey. Keys to use the tool effectively.”

“如何通过过程安全文化调查真正改善操作。
有效使用该工具的关键。”

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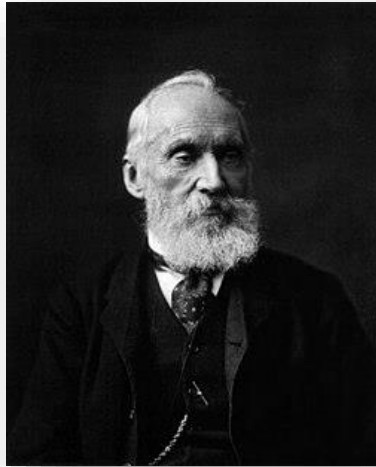
www.Whycomm.com.ar

Sentosa, Singapore, October 22-23, 2019

Measuring the Process Safety Culture is a global need
but also a global opportunity to share knowledge

衡量过程安全文化是全球必要的，也是共享知识的全球机会





"What cannot be measured cannot be improved"

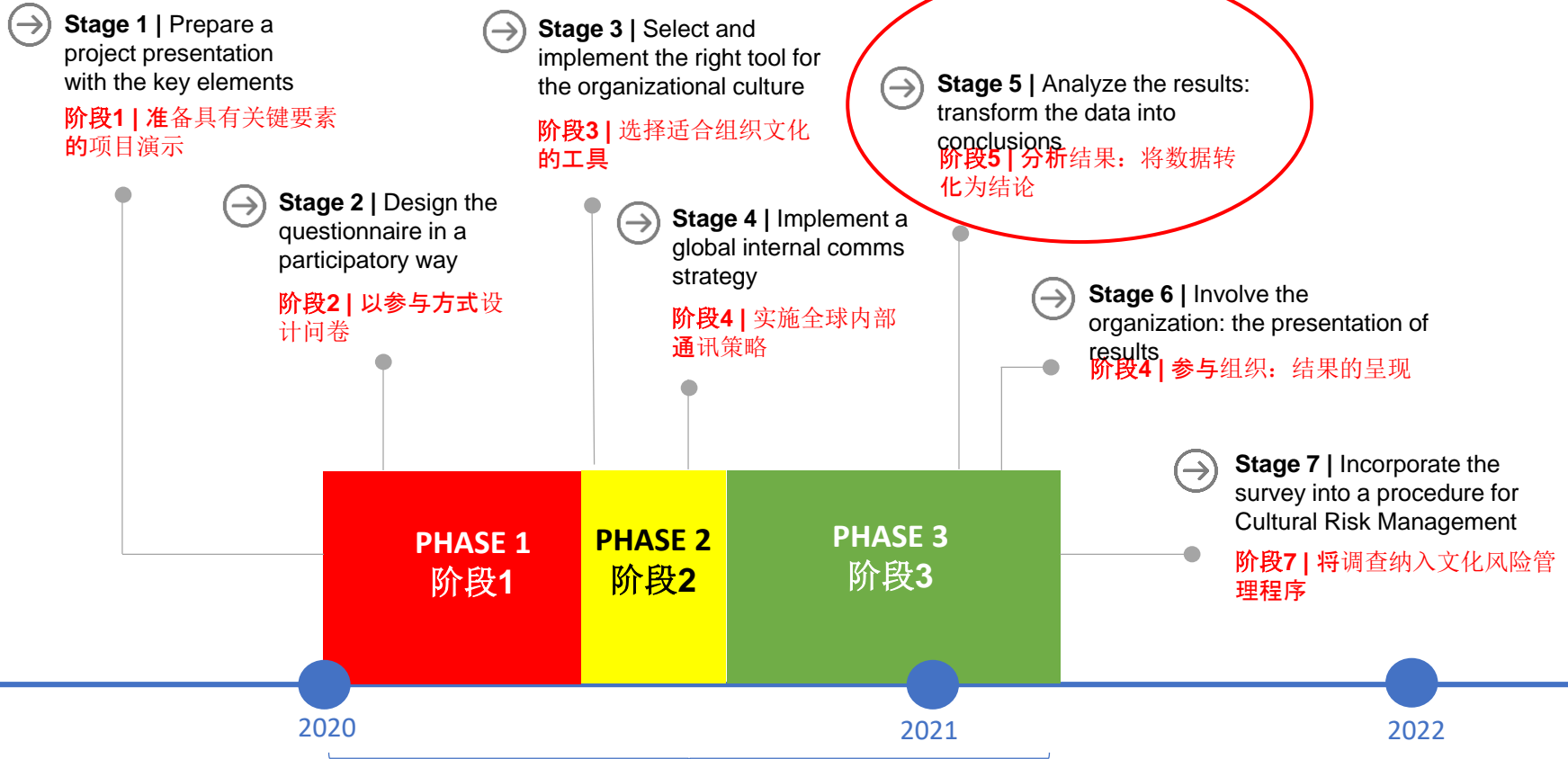
- William Thomson, Irish physicist and mathematician (1824-1907)

“无法衡量的东西无法改善”

-爱尔兰物理学家和数学家William Thomson (1824年至1907年)

The most valuable function of a Process Safety Culture Survey, even before measurement, is that culture becomes visible.

甚至在进行测量之前，过程安全文化调查的最有价值的功能就是使文化变得可见。



A complete fifteen-month cycle: three phases and seven consecutive stages

完整的十五个月周期：三个阶段和七个连续阶段

An exercise to transform the data into conclusions...

将数据转化为结论的练习...

How to do an analysis exercise? 如何进行分析练习？

The Likert scale allows us to do ascending assessments in sentences that are expressed in a positive way.

利克特量表使我们能够以积极的方式对句子进行评估。



An example of a sentence expressed in a positive way:
以肯定的方式表达的句子示例：

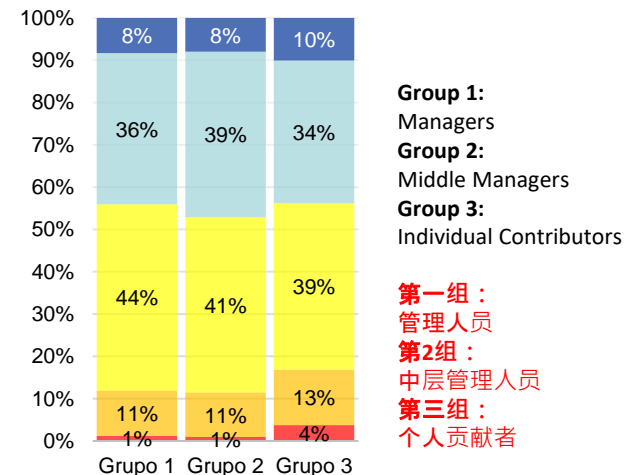
“In our company, operating in a sustainable way is a rooted value for all employees”.

“在我们公司，以可持续方式运营是所有员工的根本价值”。

We can "totally disagree", "disagree", "neutral", "agree" or "totally agree".

“在我们公司，以可持续方式运营是所有员工的根本价值”。

- Strongly Agree 非常同意
- Agree 同意
- Neutral 中性
- Disagree 不同意
- Strongly Disagree 强烈反对



DIMENSION 1

ESTABLISH AN IMPERATIVE FOR PROCESS SAFETY

维度1

建立过程安全的必要条件

Over time, the company has evolved as an organization committed to operating in a sustainable way.

随着时间的流逝，该公司已经发展成为致力于以可持续方式运营的组织。

The people who work in the company, **year by year**, are **increasingly aware** of our responsibilities to operate in a sustainable way.

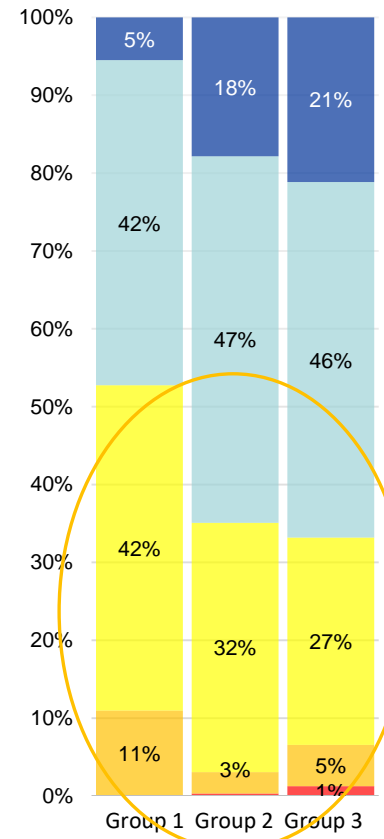
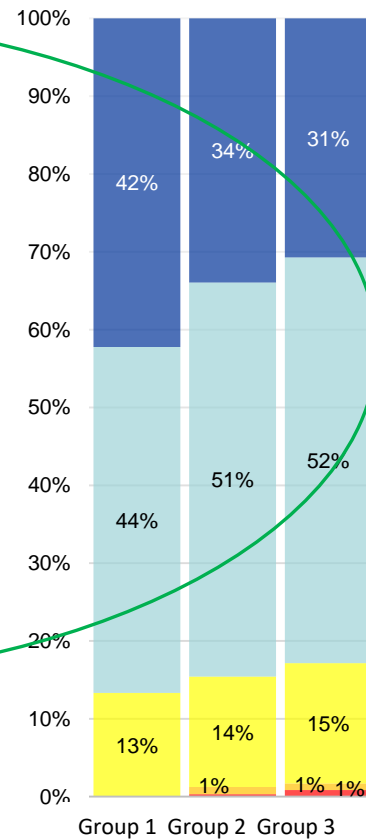
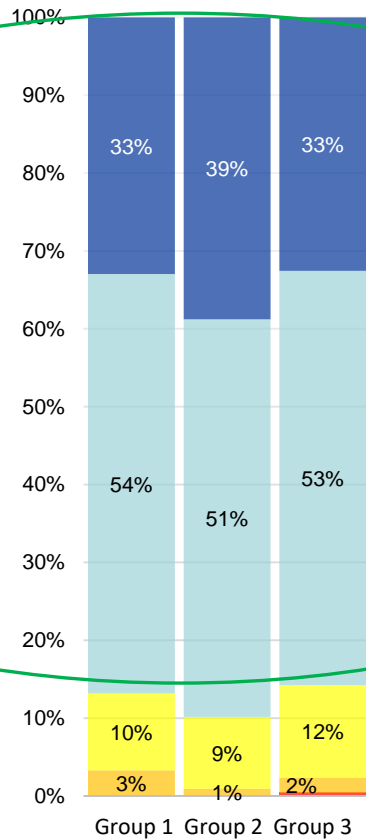
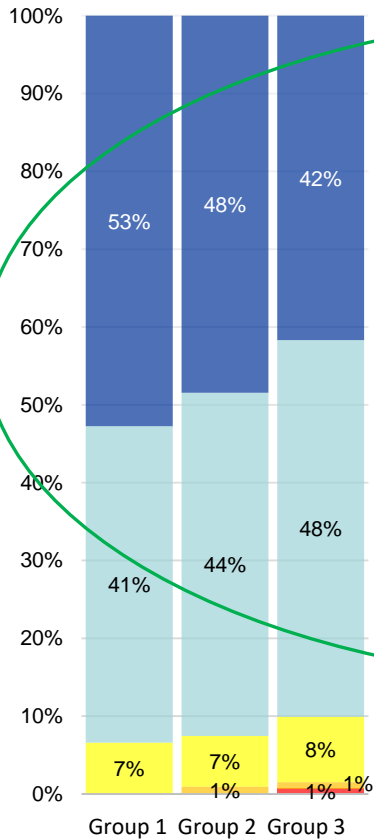
每年在公司工作的人们越来越意识到我们以可持续方式运营的责任。

Every day in my work sector we perform the tasks **complying with** the rules and procedures, to ensure a sustainable operation.

在我的工作部门，我们执行符合规则和程序的任务，以确保可持续发展。

In our company, **operating in a sustainable way is a rooted-value for all employees.**

在我们公司，以可持续的方式运营是所有员工的根本价值。



DIMENSION 2

PROVIDE STRONG (AND COMMITTED) LEADERSHIP

维度2

提供强大（和承诺）的领导权

DIMENSION 2

PROVIDE STRONG (AND COMMITTED) LEADERSHIP



My direct leader delegates me the necessary authority to make decisions based on risks, according to my level of responsibility.

My direct leader **makes decisions** understanding the risks of the areas under his responsibility.

My direct leader **considers in my career development** my understanding to manage based on risks.

My direct leader **ensure the necessary resources** to manage based on risks.

My direct leader **works as a team with other sectors and contractors** to manage based on risk.

Management teams **visit operations frequently to strengthen the sustainability message.**

我的直接领导根据我的责任等级，委派必要的权力根据风险做出决策。

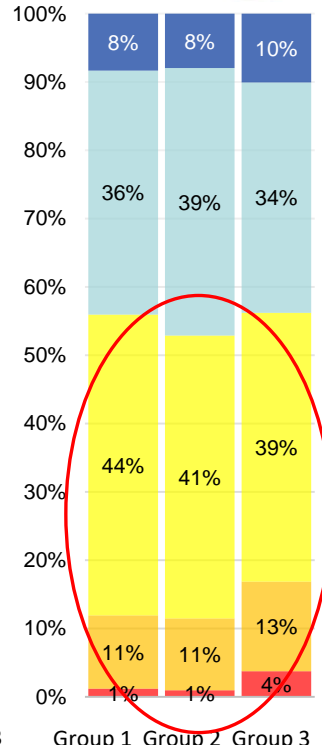
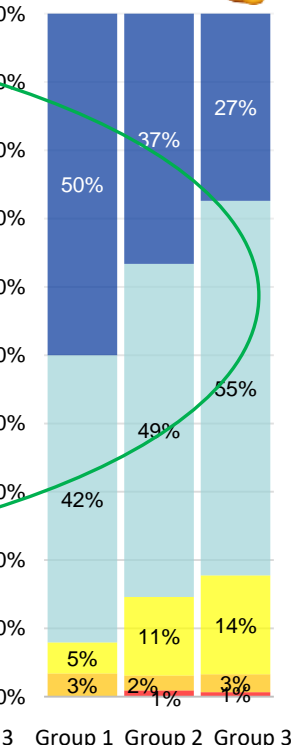
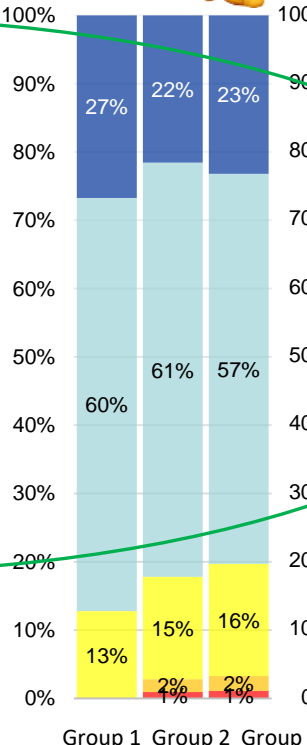
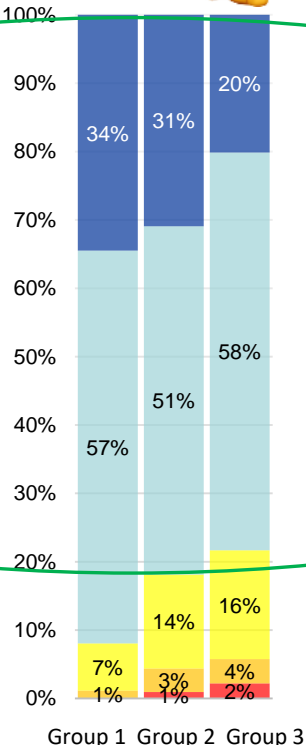
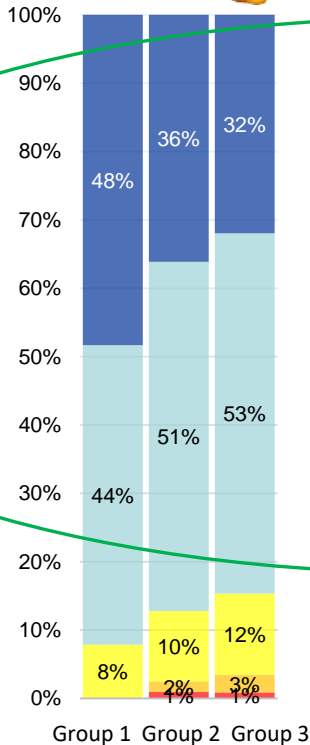
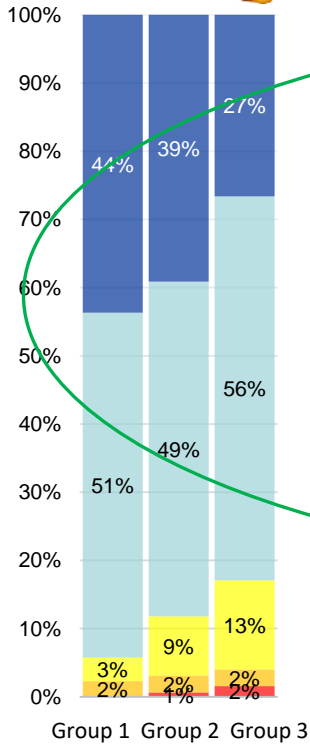
我的直接领导者会做出决策，以了解他所负责区域的风险。

我的直接领导者在我的职业发展中考考虑了我对基于管理的理解风险。

我的直接负责人确保根据风险进行管理所需的必要资源。

我的直接领导与其他部门 and 承包商合作，根据风险进行管理。

管理团队经常拜访运营部门，以增强可持续性信息。



DIMENSION 3

MAINTAIN A SENSE OF VULNERABILITY

维度3

保持脆弱性

In my work sector, **people apply the Stop Work Authority Policy** when a situation occurs that has the potential to negatively impact people, the environment and assets, to retake it after a new risk analysis.

在我的工作部门中，当情况发生可能会对人员、环境和资产产生负面影响的情况发生后，人们将应用“停止工作授权机构政策”，并在进行新的风险分析后重新采用该政策。

Quality simulacrum are practiced in my work sector to minimize the consequences of possible accidents.

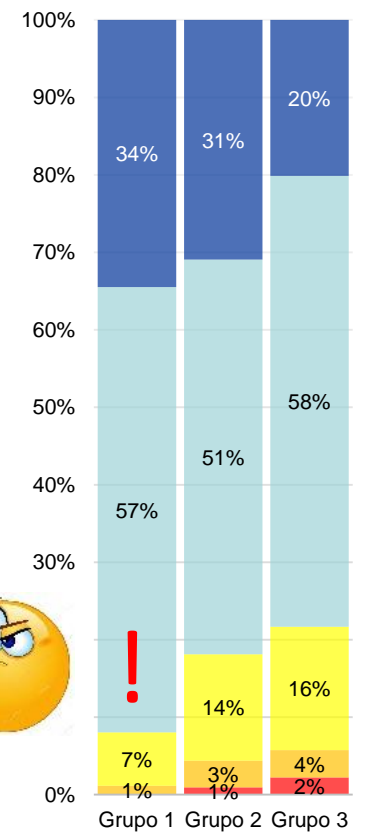
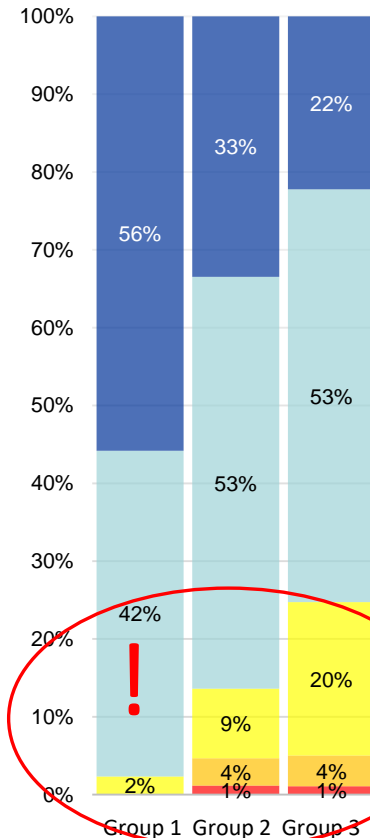
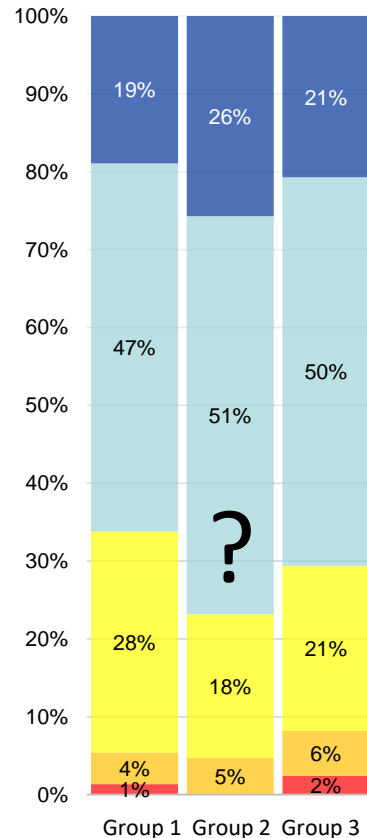
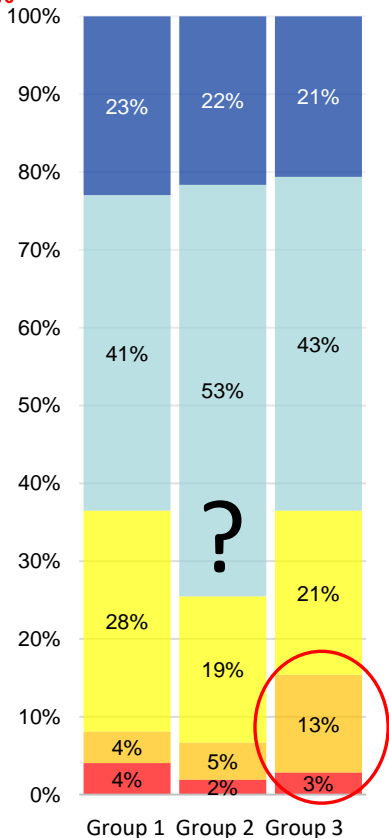
在我的工作部门中实行质量模拟，以最大程度地减少可能发生的事故的后果。

My direct leader gives me the support to make risk-based decisions, even when **they affect production**.

我的直接领导者支持我做出基于风险的决策，即使这些决策影响生产。

Management is **personally involved in monitoring the major risks** of the processes together with operators and experts.

管理层亲自与操作员和专家一起监视过程的主要风险。



DIMENSION 4

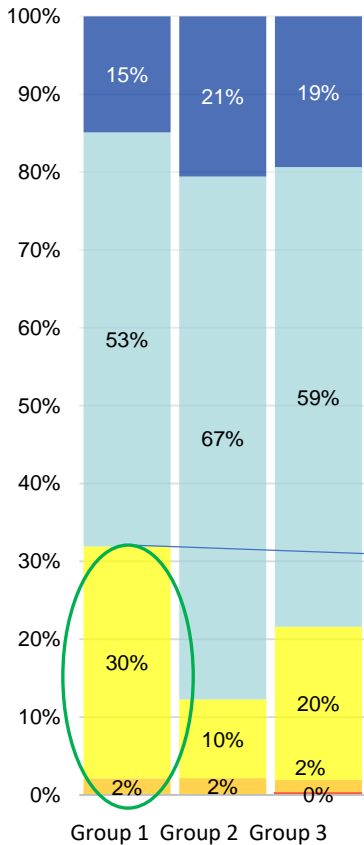
UNDERSTAND AND ACT UPON HAZARDS/ RISKS

维度4

了解和采取措施应对危险/风险

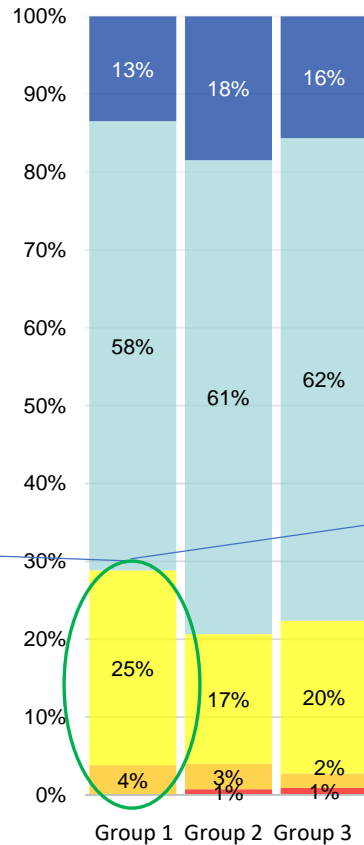
In my work sector, risk analysis represents faithfully what is being executed.

在我的工作领域，风险分析代表忠实执行什么。



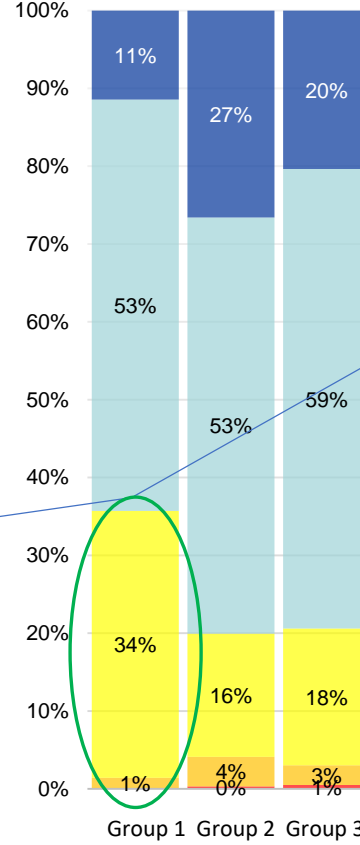
In my work sector the risks associated with major events are known in depth

在我的工作部门中事件相关的风险已知。



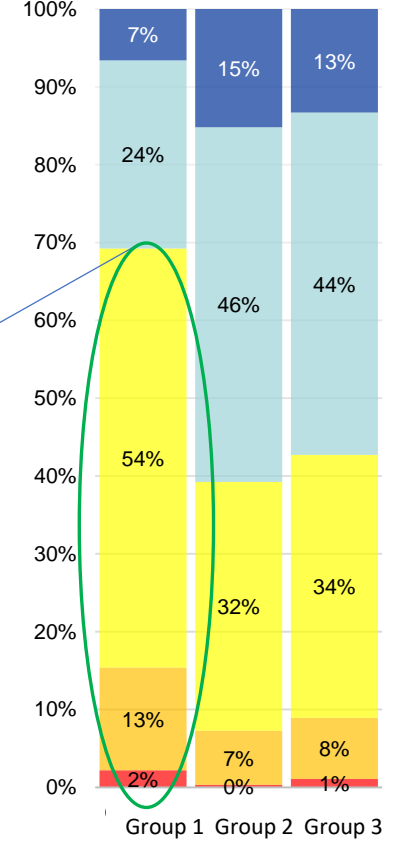
My direct leader ensures the necessary barriers (prevention, control and mitigation) aimed at reducing risks.

我的直接负责人确保了旨在降低风险的必要障碍（预防、控制和缓解）。



All the company's operational workers have a clear understanding to make decisions based on risks.

公司的所有运营工人都具有明确的理解，可以根据风险做出决策。



DIMENSION 5

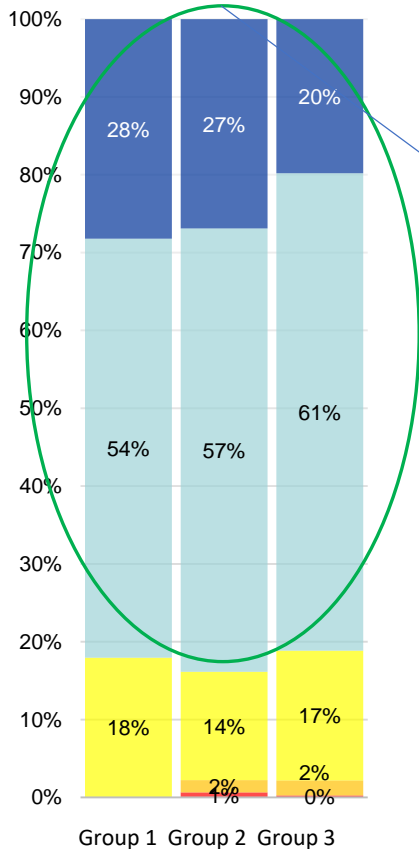
*EMPOWER INDIVIDUALS TO SUCCESSFULLY FULFILL
THEIR PROCESS SAFETY RESPONSIBILITIES*

维度5

*员工个人可成功实现
他们的过程安全责任*

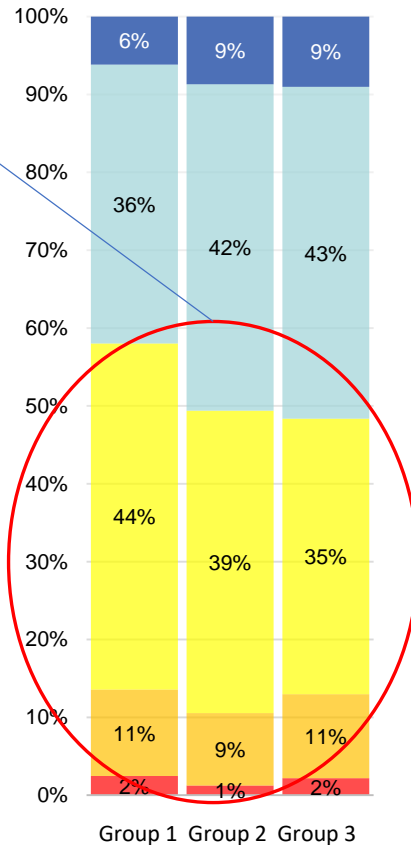
In my work sector, people have knowledge to manage based on risks.

在我的工作部门中，人们具有基于风险进行管理的知识。



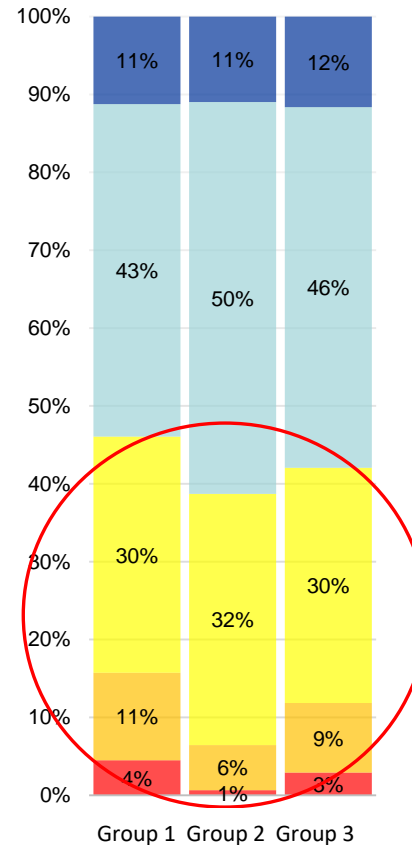
In my work sector the training to manage based on risks is enough and is sustained over time.

在我的工作部门中，基于风险进行管理的培训是足够的，并且会随着时间的流逝而持续下去。



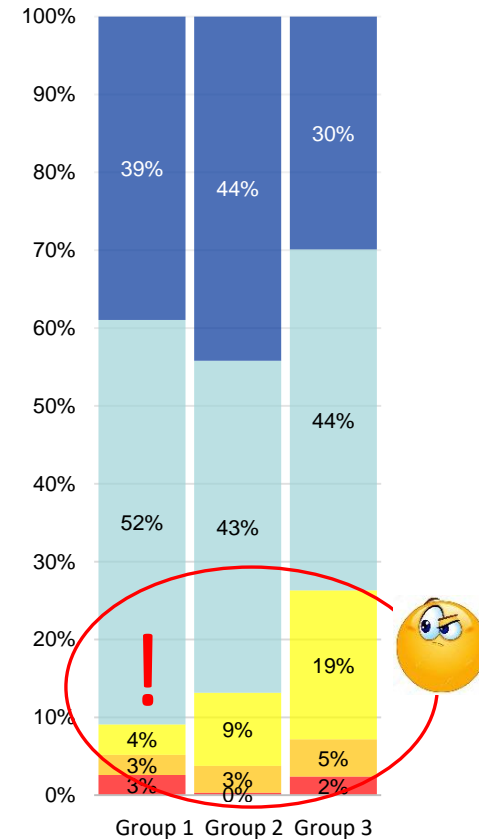
In our company, risk-based management for offices is effective.

在我们公司中，基于风险的办公室管理是有效的。



In my work sector, people have the delegation of enough authority to suspend a task, without fear of reprisals.

在我的工作部门中，人们拥有足够的权限来中止任务，而不必担心遭到报复。



DIMENSION 6

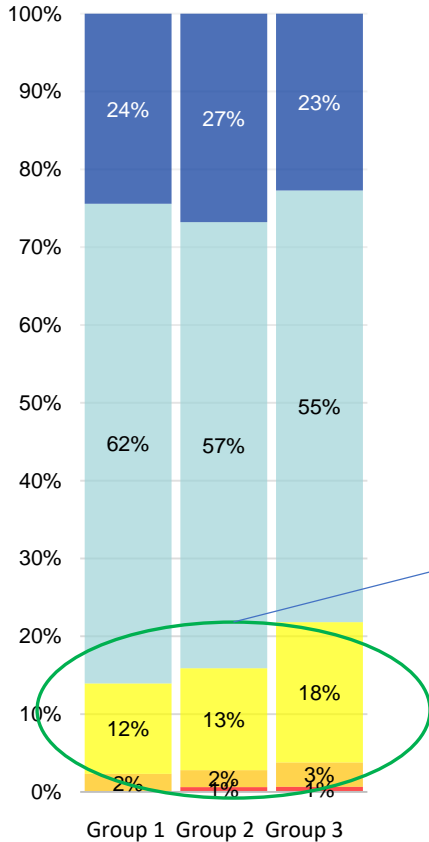
ENSURE OPEN AND FRANK COMMUNICATIONS

维度6

确保开放和边缘通信

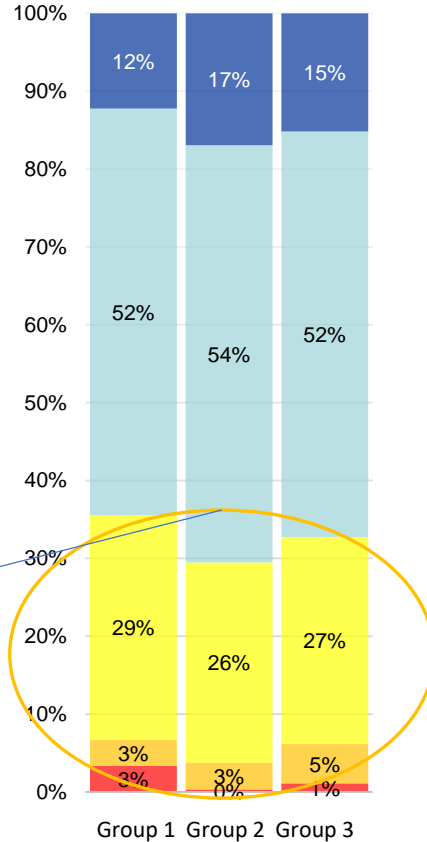
In my work sector there is an environment of mutual trust for the exchange of information, to take decision based on risks.

在我的工作部门中，有一个相互信任的环境，用于信息交流和协作，可以根据风险做出决策。



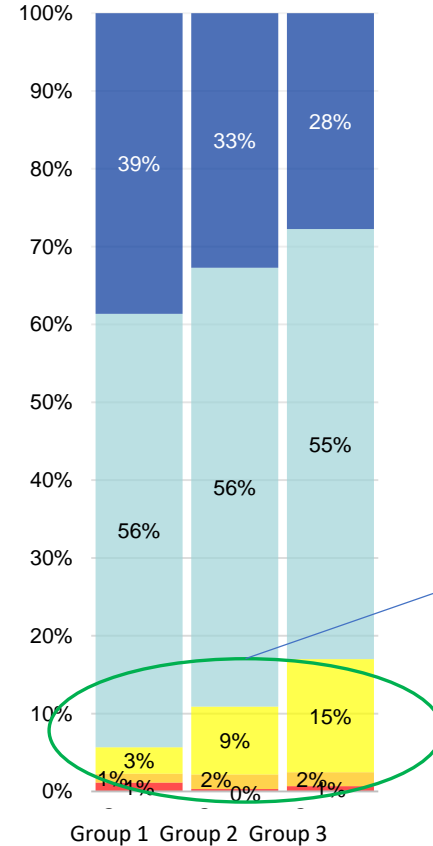
Between my work sector and the rest of the company sectors there is an environment of mutual trust for the exchange of information, to take decision based on risks.

在我的工作部门和公司的其他部门之间，存在着相互信任的环境，用于信息交流和协作，以便根据风险做出决策。



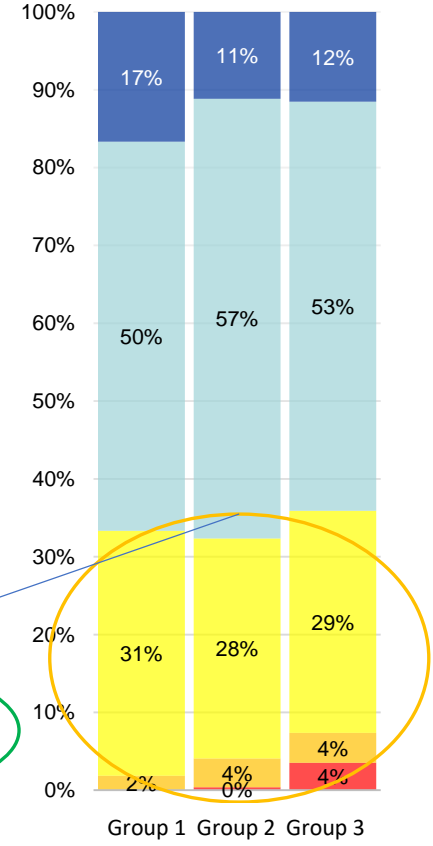
My direct leader listen my concerns related to risk management.

我的直接领导倾听我对风险管理的担忧。



My direct leader gives me concrete answers to the concerns I raise about risk management.

我的直接领导给我有关我对风险管理提出的担忧的具体答案。



DIMENSION 7

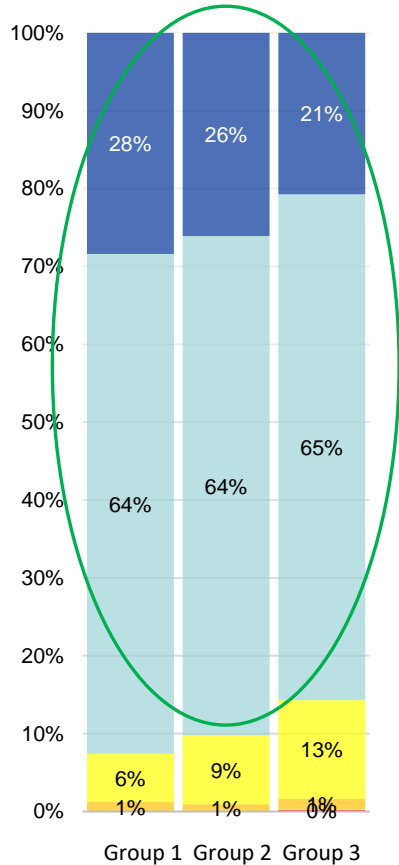
COMBAT THE NORMALIZATION OF DEVIANCE

维度7

打击设备规范化

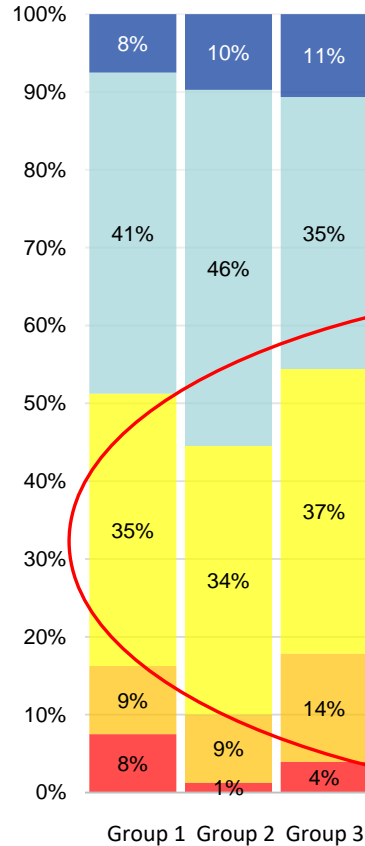
My direct leader is committed to a strong sense of operational discipline to combat the normalization of deviance.

我的直接领导者致力于以强烈的操作纪律来应对偏差的正常化。



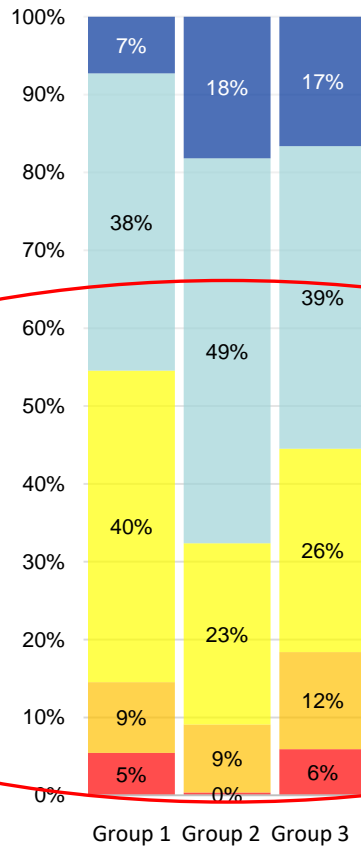
In my work sector, all employees and contractors know and apply with discipline the procedures that allow them to perform tasks safely.

在我的工作部门中，所有员工和承包商都知道并严格遵守允许他们安全执行任务的程序。



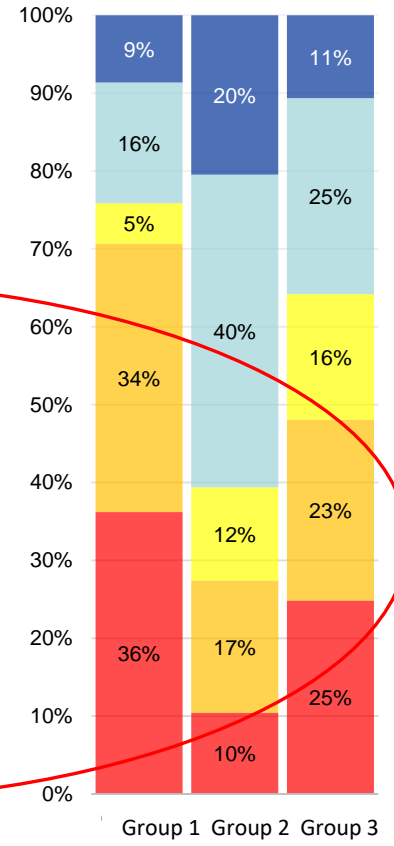
In my work sector, given a change in procedures, everyone involved receives adequate training.

在我的工作部门中，随着程序的更改，每个参与人员都接受了适当的培训。



In the last ninety days I reported at least one deviance or near-miss.

在过去的90天里，我至少报告了一次偏差或未命中。



DIMENSION 8

*ENSURE RISK-BASED MANAGEMENT
WITH OUR CONTRACTORS*

维度8

与我们的承包商确保基于风险的管理

In my work sector we ensure that the workers of the contracting companies understand the risks of the tasks.

在我的工作部门，我们确保签约公司的工人了解任务的风险。

In my work sector we carry out a correct supervision of the tasks performed by the workers of the contractor companies in the field.

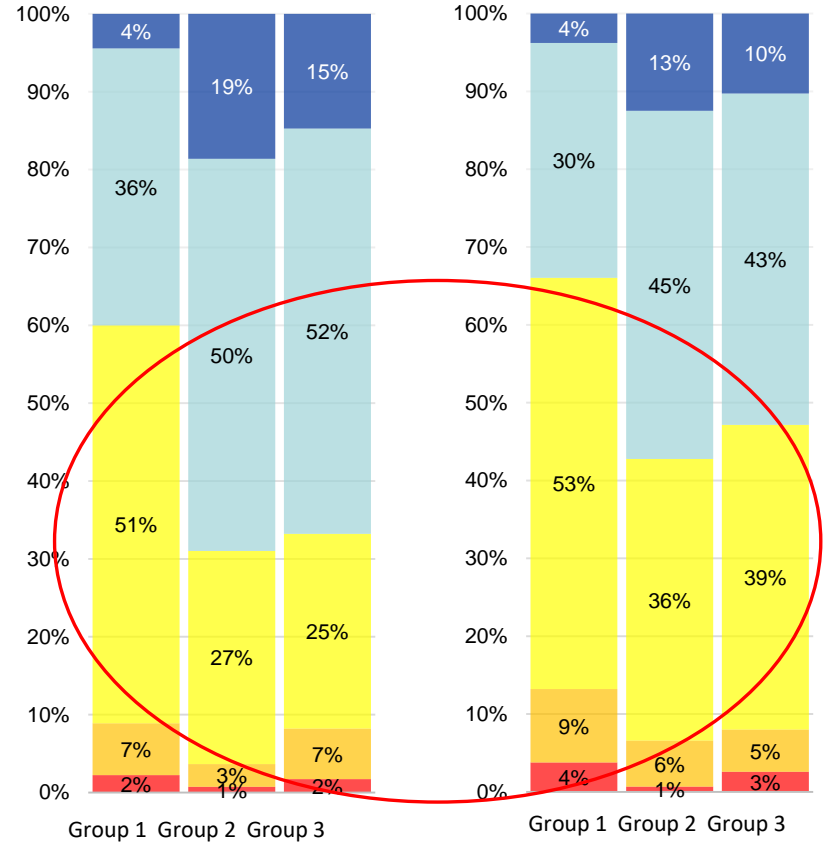
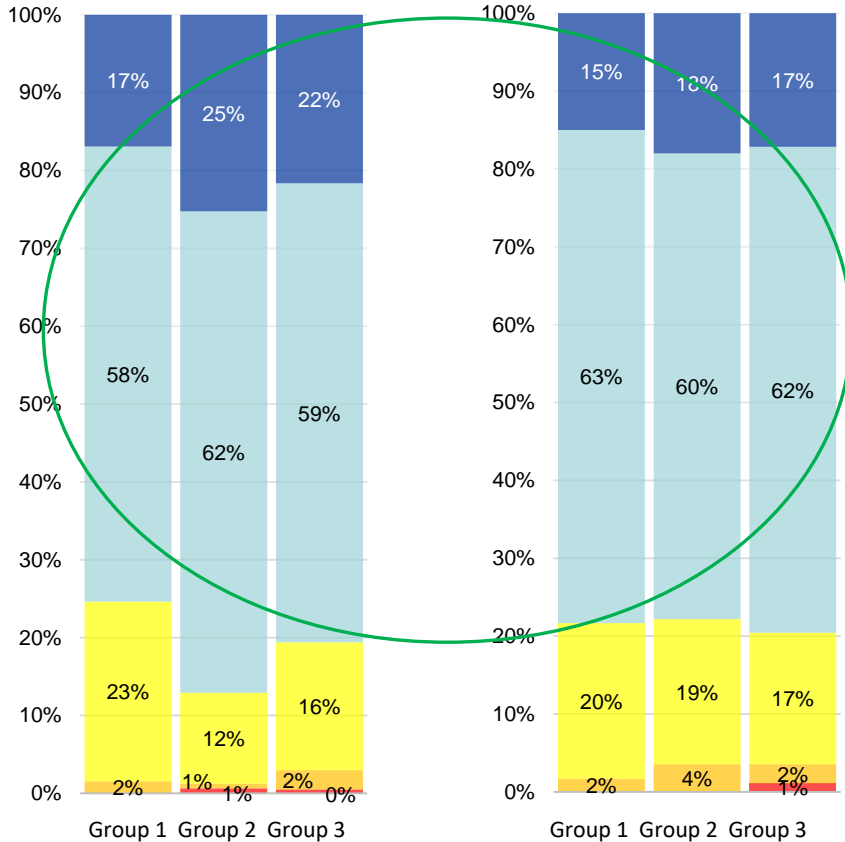
在我的工作部门中，我们对承包商公司在现场的工人执行的任务进行正确的监督。

The workers of the contractor companies with whom I interact apply the Stop Work Authority Policy

与我互动的承包商公司的工人适用《停工授权政策》

The workers of the contracting companies with whom I interact report all deviations (unsafe acts and conditions) without fear of reprisals.

与我互动的承包公司的工人报告所有偏差（不安全的行为和条件），而不必担心遭到报复。

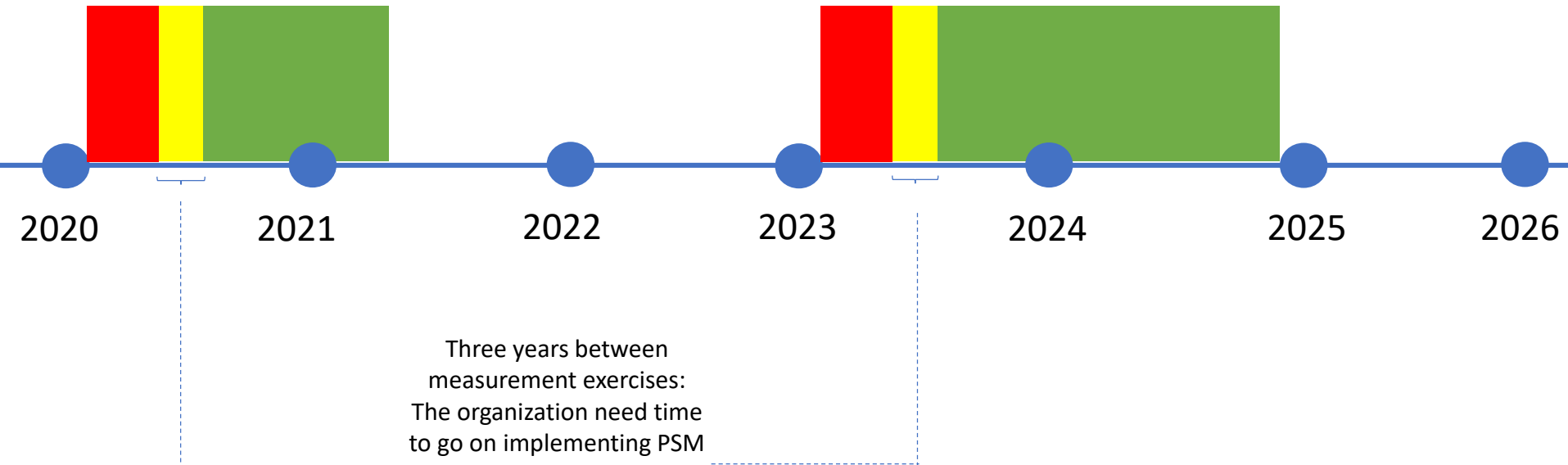


Progress in two complete cycle...

在两个完整的周期中取得进展...

In a second exercise we can involve key contractors; but first we have to learn how to manage the tool in our culture

在第二次练习中
我们可以让主要承包商参与其中；
但首先我们必须学习
如何在我们的文化中管理工具



两次测量练习之间的三年：
组织需要时间来继续实施PSM

Conclusions

结论

Final words...

A Process Safety Culture Survey allows data to be transformed into a new organizational memory, which must be based on a collective construction.

Operational Discipline should not be based on the goodwill of leaders, but on organizations that have formal mechanisms to become the Process Safety Culture visible.

最后的话.....

过程安全文化调查允许将数据转换为新的组织内存，该内存必须基于集体构造。

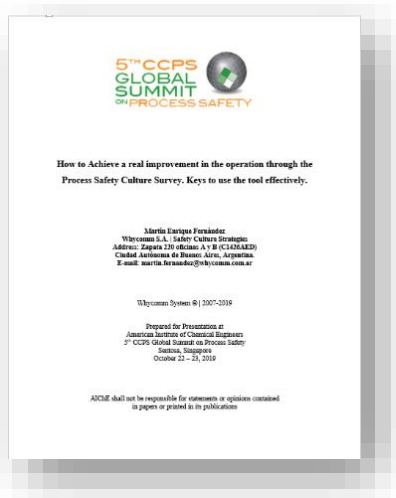
操作纪律不应基于领导者的善意，而应基于具有正式机制以使过程安全文化可见的组织。

Questions? 有什么问题吗

The following resources are available in the Paper, in two different languages (English and Chinese):

本文以两种不同的语言（英语和中文）提供以下资源：

- A complete questionnaire
- A complete guide to implement a Process Safety Culture Survey
- 完整的问卷
- 实施过程安全文化调查的完整指南



Download at: 下载地址：
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THANK YOU!

谢谢

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