

“How Leaders Drive Process Safety in Your Organization”

Moderator

Shakeel Kadri

Executive Director and CEO, CCPS

11:05 – 11:15

- Overview of Panel Discussion Topics
- Panel Members
- Moderator Opening Comments

11:15 – 11:45

- Comments from panel members

11:45 – 12:25

- Moderated discussion with audience Q&As

12:25 – 12:30

- Panel summary and thanks

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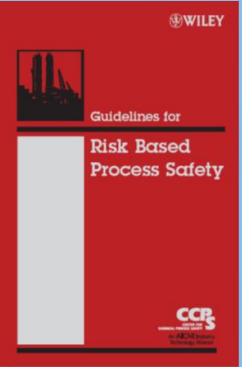
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- **Ms. Anne O'Neal**, General Manager, Enterprise Process Safety, Chevron Corporation,
- **Er. Lucas Ng Hong Kiang**, General Manager, Petrochemical Corporation of Singapore (Private) Limited,
- **Mr. Rick Emerson**, Manufacturing Director of BST, a subsidiary of SCG Chemicals, Thailand,
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APCI: Air Products & Chemicals, Inc.
AICHE: American Institute of Chemical Engineers
CCPS: Center for Chemical Process Safety



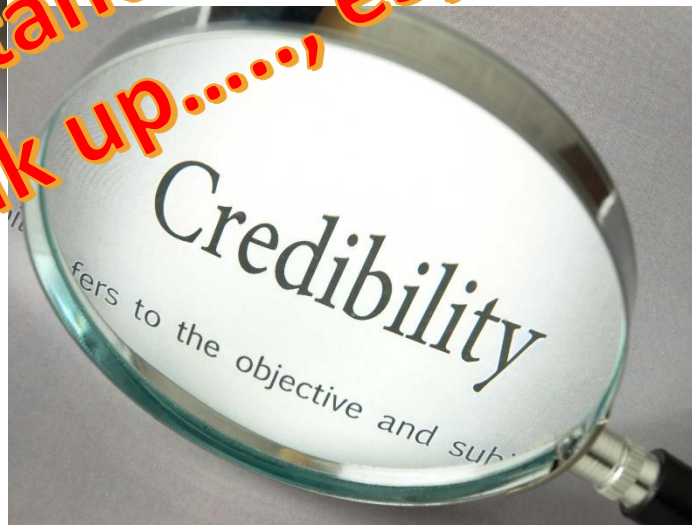
- Nothing is more important than safety ... not production, not sales, not profit...
- CEO is the chief safety officer – Line Responsibility
- Total Safety approach requires to prevent both occupational and process safety related incidents
- Human life “value” is same anywhere in the world
- Apply Risk Based Process Safety - “How Safe is safe Enough”
- Get emotionally and passionately involved in safety
- Instill courage in team to bring up the “bad news”
- Create a “Safe to Say” environment

Leaders' treasure....

Process Safety
Leadership



Most importantly to instill courage in them to speak up....., especially bad news



What
your
people
are
looking
from
leaders

How Leaders Drive Process Safety in Your Organization

- Leadership Characteristics
- Where are your leaders, and where do they need to be?
 - In the boardroom?
 - In the business line?
 - In the engineering team or EPC?
 - In the control room?
 - In the maintenance/turnaround team?
 - Where else.....?

**We now move to our panel members
to make their opening comments**

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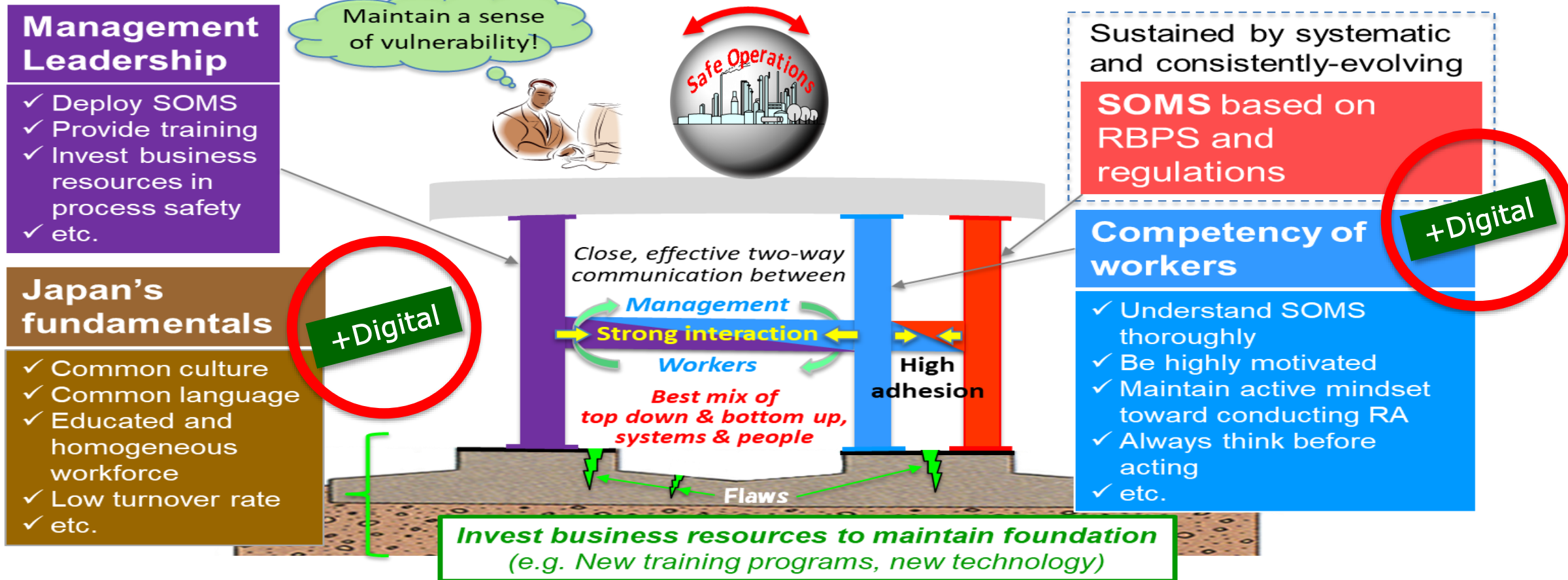
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JXTG's approach to process safety - Conceptual aspect

Sustainable Safe Operations – Constructing a Solid Safety Culture

Not easy to maintain stability without strenuous effort



My concerns

- ✓ Securing and fostering process safety engineers (esp. Senior PSE who can lead corporate-wide RBPS)
- ✓ Introduction of DX to enhance process safety

Expectations for CCPS

- ✓ Provide training program for senior process safety engineers
- ✓ Share examples of successful DX introduction for enhancing process safety

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O'Neal Discussion Slide... Transfer to CCPS Format

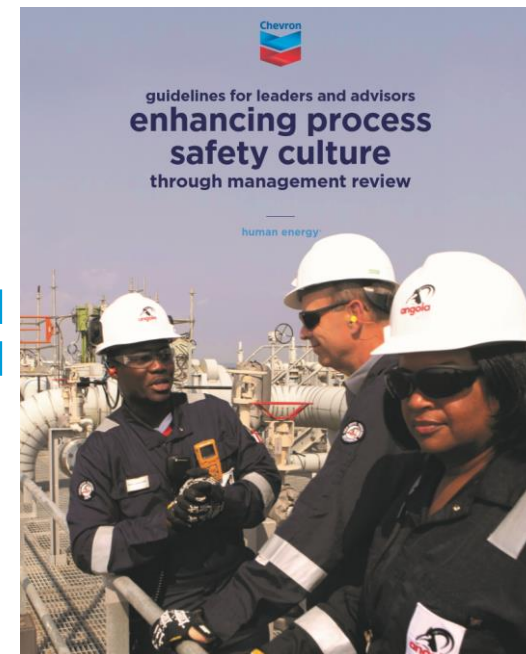
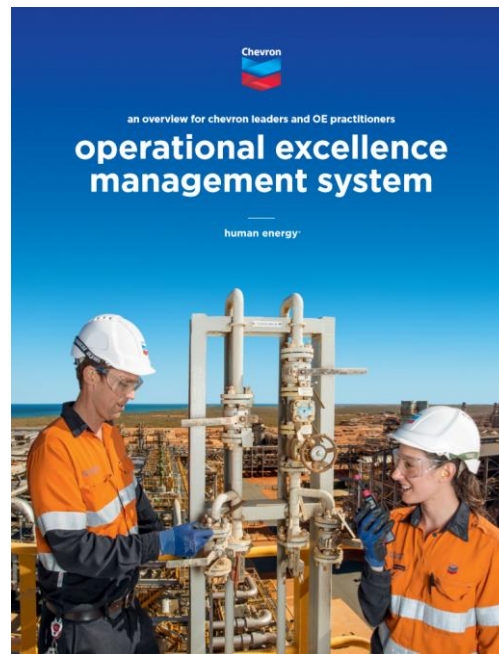
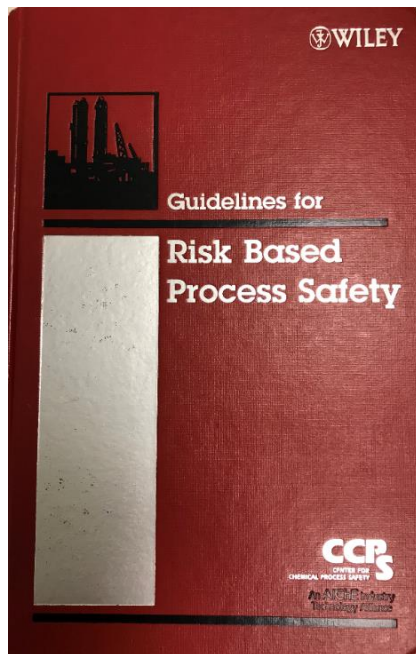
Anne O'Neal

General Manager, Process Safety
Chevron Corporation

5th Global Summit on Process Safety
Singapore, October 2019

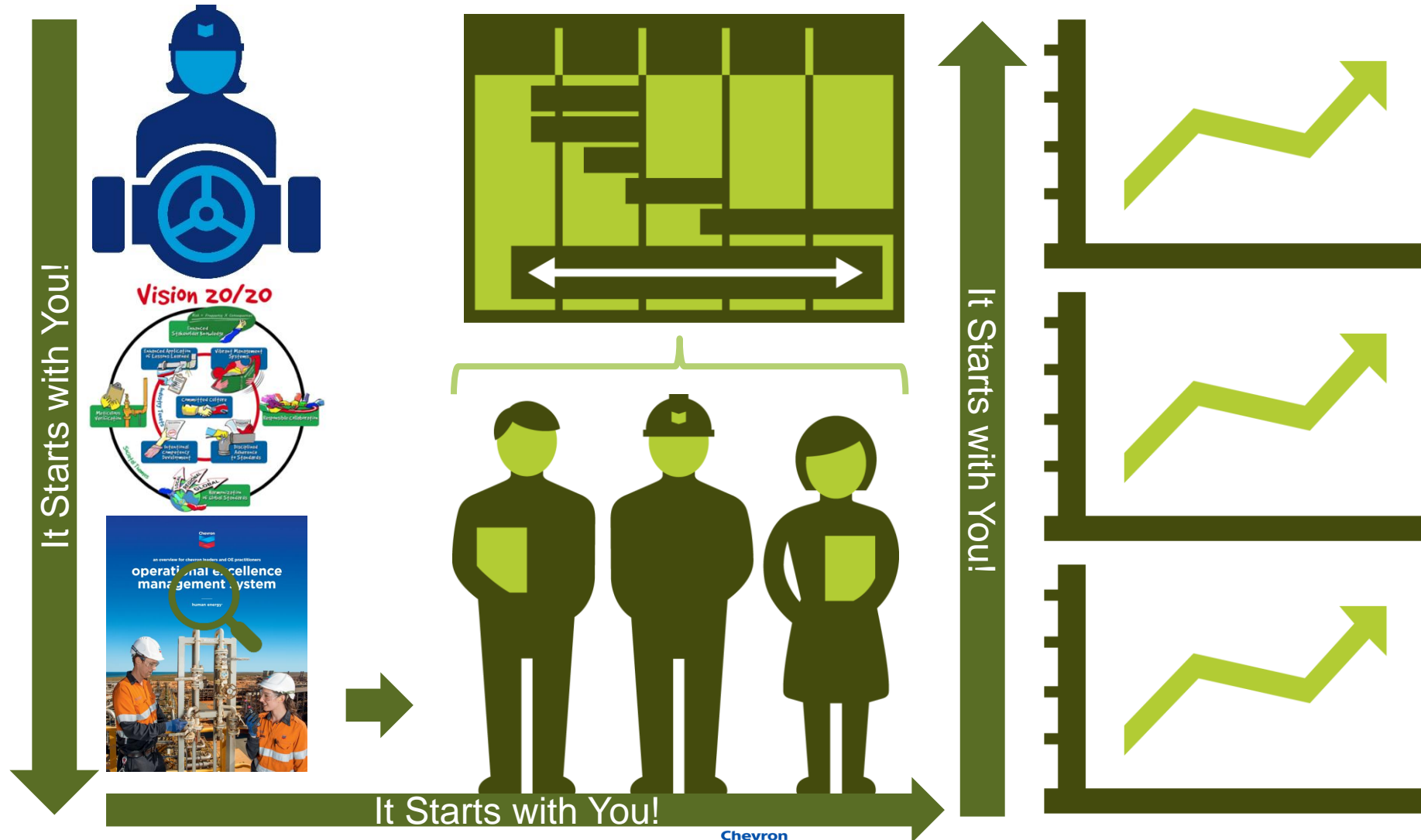
CCPS products

enhancing the content of your Management System



Vision 20/20 – It Starts With You

enhancing the effectiveness of Process Safety



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Petrochemical Corporation of Singapore (Private) Limited

Leaders' Panel Discussion on Process Safety – How Leaders drive Process Safety in Organisation?

Er. Lucas NG Hong Kiang
General Manager of Plant, PCS &
Chairman, SCIC – GSPS Organising Committee



**Resorts World
Sentosa, Singapore**



Be Learning Organisation

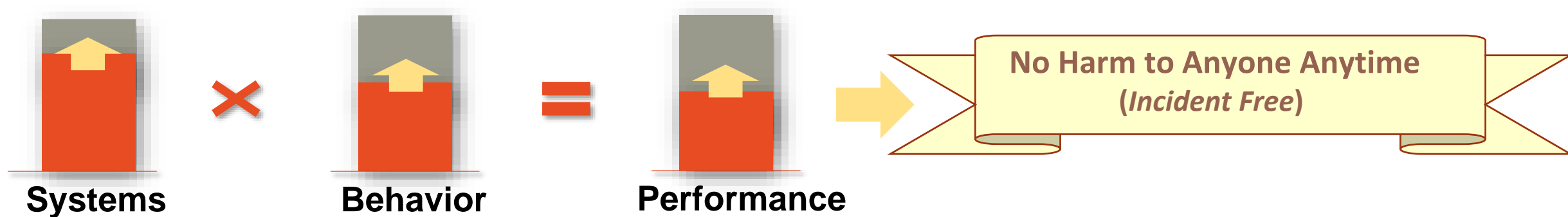
- Leaders must have Process Safety Ownership
 - ✓ Take lead in the organisation, NEVER simply delegate to safety personnel
 - ✓ Cultivate safety culture – set clear, achievable and measurable goals
 - ✓ Recognise the importance; commit sufficient time and resources; monitor performance
 - ✓ Adopt safety performance and reward system

- Leaders at all Functions in the Hierarchy of Management
 - ✓ Boardroom – place safety in the first agenda of board meetings
 - ✓ Senior Management, e.g. CEO chairs Responsible Care Committee Meeting quarterly
 - ✓ Engineering Team works seamlessly with EPC contractors for projects – both big green field project and smaller Capex project
 - ✓ Operations Control Room – shift leaders (e.g. superintendent and supervisor) begin with safety moment including incident lessons learning
 - ✓ Maintenance Team, Turnaround Team – provides one-stop communication channel for all safety related issues at workplace for the entire workforce; permit to work management and control

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Driving Process Safety within BST Organization

BST's Context for Process Safety Management



- “Management is Accountable for Preventing Harm”

Driving Process Safety within BST Organization

- “All Incidents can be Prevented”
 - Pro-Active Behaviors (e.g. *PSM Governance Team; SOT, Safe Project Execution*)
 - Low Tolerance for Risk (e.g. *Risk Awareness Workshop - “See it, Eliminate it”*)
- “Management is Accountable for Preventing Harm”
 - Company Culture, not Manufacturing (only) Culture (***SHE Cascades***)
 - Make Safety “part of the process”, not an “Add-On” afterwards”
 - ***SHE Moment at meeting start***
 - ***PHA consideration for ALL MOCs***
 - ***Regular review of Performance and Issues; Audit, Audit, Audit***
 - Cannot Delegate Accountability, but can Assign Responsibilities
 - ***Differentiate Management and Individual Behaviors***
 - ***Management is responsible for effective Systems AND Behaviors (at ALL Levels)***
 - ***Improve both Skills and Wills***

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How I Drive Process Safety in My Organisation

5th CCPS Global Summit on Process Safety

Presented by:
Rosfinah Ab Kadir
HOP/CEO
PETRONAS Chemicals Ethylene Sdn Bhd
PETRONAS Chemicals Polyethylene Sdn Bhd

22 October 2019

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Establish Common Goals

1. STRATEGIC FOCUS

- 1. Compliance to Agreed Procedures and Practices**
- 2. Risk Based Approach**
- 3. HSE/Process Safety Leadership**

2. R2: RESULTS

- 1. ZERO Injury**
- 2. ZERO Incident**
- 3. ZERO Non-Compliance**

Prioritisation and Focus

- Assess the state of Health on Process safety at the site
- Establish Dashboard
- Establish the necessary control (System and Work Process)
- Plan rectification programs if needed
- Lessons Learned from Past Incidents
- Embark on Competency and Culture Building
- Secure the Funds and Necessary Governance Processes
- CREATE A SENSE OF URGENCY AND IMPORTANCE

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Challenges: ASU/HyCO vs. Gasification Ops

- Sustain Process Safety focus in ASU Operations (traditional portfolio of Air Products) vs. implement Process Safety basics in Gasification operations (new portfolio)
 - Counter sense of complacency vs. instill sense of vulnerability
 - Human psychology ... knowledge leadership in one area; knowledge gap in other
 - Acceptance ... Subject Matter Expertise vs. I need to learn new things (beginner)
 - Culture and Scale are different ... mindset change
 - Excellence vs. Foundational

Strategies: Gasification Ops

- Realize and accept that Gasification is different and knowledge gap exists with current resources/ work processes
- Expand/ Build knowledge base
- Drive engagement ... site teams, technical teams, engineering, vendors
- Tweak Work Processes – adopt as-is/ modify/ replace ... be practical
- Keep core value in focus ... “Nothing Is More Important Than Safety, ...” and demonstrate that (attention to details/ engagement)
- 2 prong approach: Team Knowledge **and** Work Processes ... both are critical
- LEADERSHIP ... LEADERSHIP ... LEADERSHIP

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