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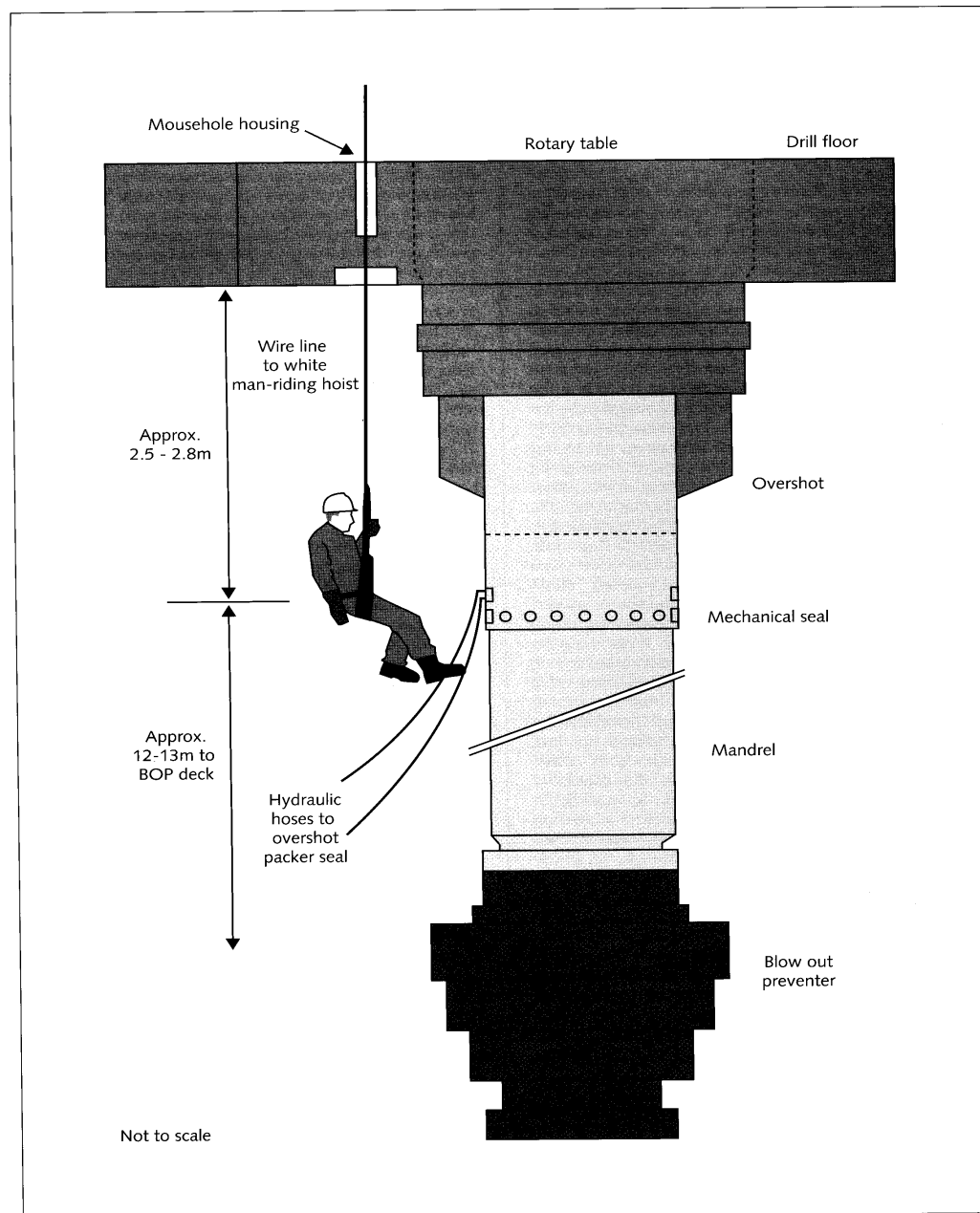
Workforce Engagement
a Safety Critical Element.

Occidental CEO;

**“I took the absence of information
indicating anything was wrong as
confirmation that all was ok!”**

A major maintenance programme was running alongside continued full production; emergency shut down systems were isolated; the deluge system was switched to manual; the permit to work system was managed in a way that negated its effectiveness; and the workforce was so frightened to speak out they were complicit in an event which had the potential to kill them all.

- The word unavailable is no longer in our vocabulary. But I will not compromise on safety.
- I am not in the business of maintaining equipment I do not want. But I will not compromise on safety.
- Less than 96% availability is not allowed. But I will not compromise on safety.
- I view the platform as an elastic band which I will stretch and stop before it snaps. But I will not compromise on safety.
- Sickness is not allowed above 3.5%. If your workmates are ill I shall make you work harder to cover for them. This is called peer pressure. But I will not compromise on safety.



- “The emphasis on form filling as a skill in itself has a real risk of distracting attention from thinking about the job in hand and assessing the possible consequences.”
- “The picture that emerges is of an accident that was waiting to happen. There really were no effective controls in place. The system of management of safety, if it ever worked, had broken down. That caused a wholly avoidable fatal accident.”

“Where there is a culture of deference to seniority and promotion depends on the approval of those with a greater competence, the realistic likelihood of any junior but alert employee calling "stop" is remote.”

- Leaks in various bits of pipe work. If you apply the same principles as the Incident Triangle then surely it's inevitable that a more serious leak is lurking around the corner.
- The prevailing concern this trip is undoubtedly the Maintenance Strategy. Concern also about a lack of direction with regards to pipe wrapping and leaks.
- The maintenance strategy is still very much on people's minds and is diluting focus elsewhere. Pipe wrapping is a constant source of questions.
- Technowrap. Several constituents were unhappy with the reported statements from management where it was suggested that on a wrap by wrap basis temporary repairs would be checked and if okay would be classified as permanent repairs.

“The changes do not present any imminent risks to the health and safety of those persons working on your installations.”

**Two workers die in September – in November the company finds;
Technical Integrity Review;**

- 6 Installations where the Riser ESDs either failed or hadn't been tested
- 5 more installations where riser ESD problems were identified
- Fire and gas systems with lengthy inhibits and inadequate maintenance and test histories on 9 installations
- Almost 500 temporary repairs in place, 205 of them on Hydrocarbon lines
- 214 of the temporary repairs had never been approved by the technical authorities, 73 of those 'unapproved' repairs were on Hydrocarbon lines

Managing Safety Effectively

SAFETY CULTURE MATURITY MODEL

Safety: how we run our business. Plus a healthy paranoia about hazards

GENERATIVE

Safety managed with workforce
Involvement – using leading indicators

PROACTIVE

Safety managed on the basis of procedures/
documentation/lagging indicators

CALCULATIVE

Safety an issue – only when an accident
has occurred

REACTIVE

Safety, something that prevents the
company doing business. Don't get caught

PATHOLOGICAL

Managing Safety Effectively

SAFETY CULTURE MATURITY MODEL

