



Sailing the supertanker – Charting a safer course

Ashley Hynds – Senior Principal Consultant – Process Safety

OEUK HSE Conference Aberdeen 6 February 2025







NO SMOKING

SAFETY POINT

SOUNION

SOUNION



Process Safety Leadership

- Where are we now? What are our current risks and weaknesses?
- Where do we want to get to? What do we need to fix?
- How will we get there? What resources do we need and what are the priorities?
- Are we still on course? What are our people, audits, KPIs and reports telling us?



Management Control and Reporting Systems (MCRS)

- What information gets collected within the organisation
- What gets reported to who
- Where decisions are made
- Where performance is measured and reviewed
- Where direction is set
- Who is responsible for each of these stages



Management Control and Reporting Systems Failure

Exxon *Valdez* Disaster

DNV's MCRS improvement process

EXPLORE

- Explain the process to the project team
- Individual preparation
- Mapping workshop(s)
- Follow-up 1:1 conversations to fill in the gaps

DESIGN

- Follow-up workshop(s) to critique and identify improvements
- Trial new process and adjust

IMPLEMENT

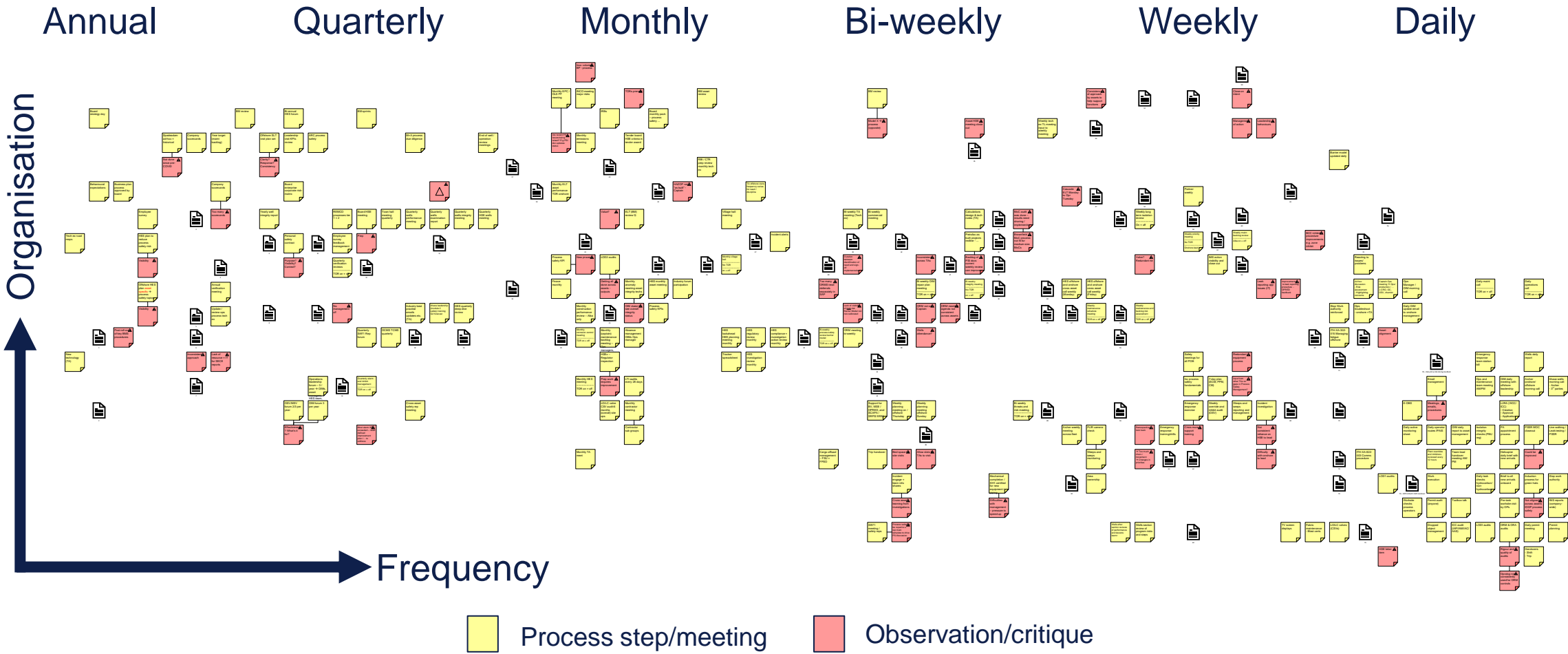
- Define new processes and update reference documentation
- Establish business as usual
- Move to continuous improvement

Process Safety Mapping Workshop



Is there a clear line of sight between the board room and control room?

Process Safety Workshop Method



Critique the processes

How effective is the overall structure at managing process safety?

- *Are there any gaps or duplication?*
- *Are decisions being taken at the right level in the organisation?*
- *How and when do senior leaders*
 - *know that key risk control and mitigation systems are working effectively?*
 - *formally review major hazard performance?*
 - *approve risks?*
 - *communicate with the front line?*

What more should we do?





Stress testing

For a given piece of process safety data, identify how the 'system' manages it

- *Where does it get reviewed and by whom?*
- *What authority to act do they have?*
- *Do they have sufficient oversight of related information to make a good decision?*
- *Is the outcome sufficient given the risk level/significance of the information?*

Do weak signals get through?

Typical findings



MCRS is not an integrated system



Tortuous path for bad news



Ignorance is bliss?



Confusing processes



Limited leadership visibility

Some solutions



Terms of Reference



Tiered KPIs system



Leadership site visits



3-layer audit programme



“ACTION!” management



Tiered management approval



Whistle-blowing policy



Process Safety Mapping – Charting a safer course

Ashley Hynds
ashley.hynds@DNV.com