

7 points of leadership

We all need to all raise the bar on process safety management, leadership and safety culture across the whole industry, and it all begins with **Leadership**.

To prevent major incidents HSE recommends that major hazard organisations should focus on process safety leadership built around 7 key elements:

- 1 Leadership** which is demonstrated through actions from the top, so that all managers and staff know that process safety is being taken seriously. See the HSE publication “Leadership for the major hazard industries”, INDG277 (rev1). Staff must **see and hear** the right messages, with the **right tone** and level of **commitment**. Managers must **walk the talk**, and be seen to listen to staff and to value their insights. Need to encourage no-blame/open relationships, promote the control of risk and accident prevention, recognize safe behaviour and challenge unsafe practices.
- 2 Process safety management taking place at all business levels.** Process safety is a Company Board issue and requires clear accountabilities at all levels, together with effective measurement systems, including indicators of process safety performance (allowing learning from near misses and pre-cursor events, and avoiding major incidents). The recent HSE/Chemical Industries Association publication HSG 254 outlines an approach for “Developing Process Safety Indicators for the chemical and major hazard industries”.
- 3 Real and dynamic risk assessments** to ensure that staff understand the links between hazards and the risks they create, and the control measures that are in place to control them (the barriers to failure).
- 4 Robust management of change approaches** that capture real time plant and operational issues so that today’s plant and operating envelope are properly understood by those that ‘need to know it’.
- 5 Sustainability**, with the business focussing on long term performance, so that investment and maintenance decisions, in particular, are focussed on the longer term, whilst also maintaining a responsible customer approach to any activities that are contracted out.
- 6. Well trained and competent people** at all levels in the organisation and in sufficient numbers to address steady state operation, periods of change and emergency situations, and the infrastructure to ensure sustained competency.
- 7 A learning organisation** that not only values and encourages learning from its own experiences, but looks beyond itself for lessons, and avoids complacency.