ORGANIZATIONAL PROCESS SAFETY

Taking Process Safety to the Next Level

DEKRA

How Confident Are You That Your Organization Is Doing Enough to Manage Risk?

Despite your best efforts, incidents continue to occur, putting workers and facilities at risk of catastrophic accidents. Whether you have an established Process Safety Management Program or are considering putting one in place, it is imperative to both implement certain management systems to reduce risk and verify the effectiveness of those systems.

Simply Having a Process Safety Program Is Not Enough

Having an effective Process Safety Program is essential to reduce the incidence of catastrophic events that impact worker health and safety. Over the past 20 years, there have been numerous government mandates for improved Process Safety performance. Despite a surge of activity, Process Safety endeavors appear to have stagnated within many organizations.

Traditional Auditing Does Not Adequately Evaluate an Organization's Capability or Culture

Traditional audits are effective at evaluating a program against a given standard. But they fall short on two interrelated elements: capability and culture. Organizational capability includes the knowledge, experience, data, skills and tools needed to support a Process Safety program, while organizational culture refers to the underlying, unstated, shared practices, beliefs and values that exist within an organization.

Organizational Process Safety (OPS) Identifies the Maturity of Your Organization

DEKRA brings together decades of global expertise in behavioral and Process Safety to produce a targeted assessment that gives organizations a measure of their risk management maturity along with pragmatic next steps necessary for them to start making progress toward their risk management goals.

DEKRA's objective, precise, repeatable and reproducible measure of the maturity level of a site or organization considers the technical, cultural and organizational factors that contribute to the success of any safety initiative.

Practical recommendations are developed from a targeted assessment that allows organizations to navigate a roadmap toward maturity, while progress is measured by a reliable benchmarking score that can be consistently applied over time.

The interrelationship between organizational capability and culture is the glue that holds an effective risk management program together.

And it is often overlooked.

Organizational Maturity :
Are You an Avoidance-Driven, Compliance-Driven or Values-Driven Organization?

While our methodology is based on the well-established, risk-based **Process Safety management** model developed by the Center for Chemical Process Safety (CCPS), this model does not provide a tool for measuring the maturity level of a site or organization.

DEKRA has designed a targeted assessment that, when used by our experienced specialists, evaluates a facility's maturity at managing Process Safety risk. Whether the site has an avoidance, compliance, or values-driven culture, our specialists provide practical recommendations to help the organization recognize the value of meeting their risk management goals.

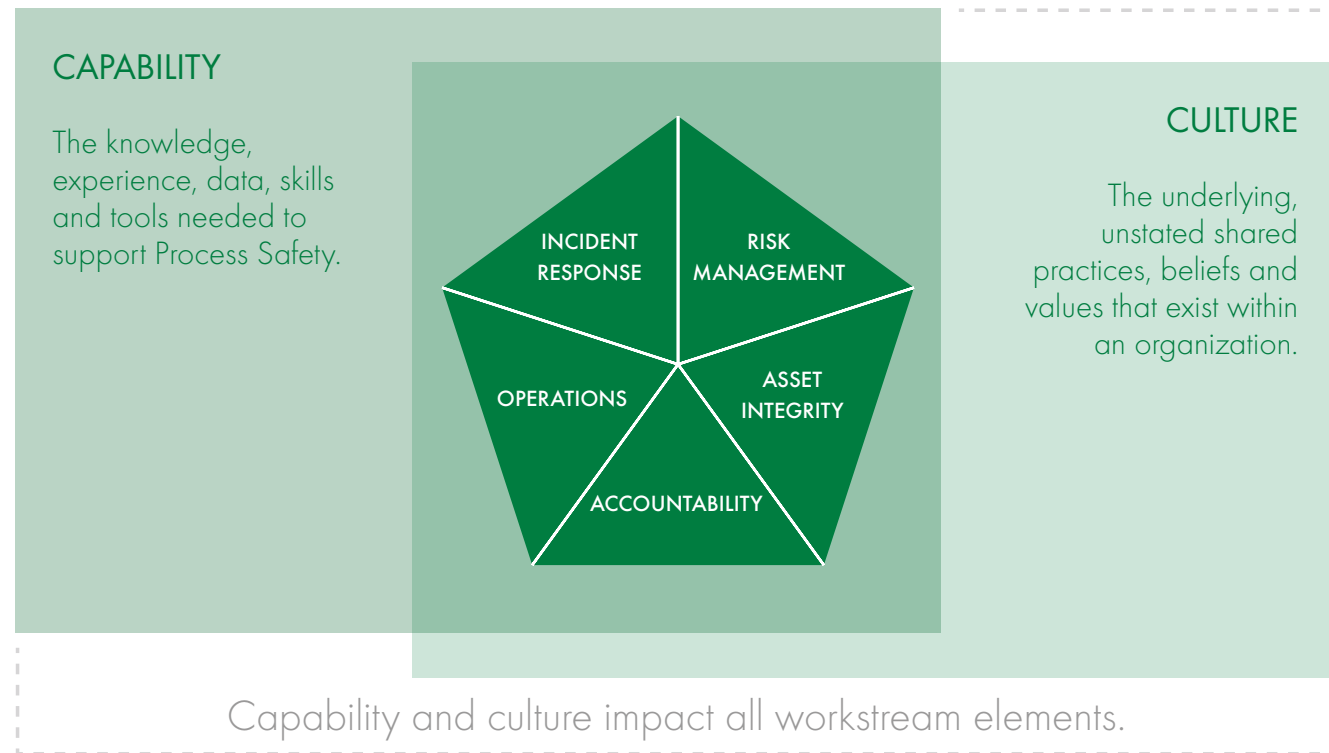| AVOIDANCE		COMPLIANCE		VALUES	
Burden Safety is viewed as a hindrance where incidents/errors are inevitable.	**Necessity** Safety is externally driven and reactive, focused on avoiding cost.	**Priority** Safety priority is susceptible to change. Leaders espouse reliability but tolerate poor performance.	**Goal** Leadership is accountable for safety. Workers report abnormal conditions and concerns.	**Values** Worker well-being has intrinsic worth. Leadership embraces risk mitigation. Safety is a key aspect to performance.	**World Class** Process Safety is integral and sensitive to subtle changes, with self-motivated workers, learning-oriented leaders and effective governance.
Organizational focus is on self-preservation with little or no Process Safety system in place.	There are pockets of good practice, but systems lack definition and consistent efficacy.	Process Safety systems exist and are documented, but effectiveness varies.	Auditing systems work and Process Safety procedures are followed.	Thorough systems exist with efforts that reinforce a strong organizational culture.	Mature systems exist within a healthy culture, sustained by an organization that has the expertise, skills, tools needed to adapt to future change

Assessment Methodology

At DEKRA, we listen to our clients and can scale our assessment to address the complexity of the technology, facility and unique workstreams of the organization under analysis. Our methodology was developed intentionally to remove subjectivity from the assessment and is:

> **Scalable**
The methodology can be used for any type of industry, across single or multiple facilities, and can be conducted for individual or multiple workstream components.

> **Practical**
Our specialists endeavor to spend most of their time with workers in the work environment to analyze how effective risk is being managed.

> **Precise, Repeatable & Reproducible**
The methodology is designed to produce results accurately and consistently across sites and assessment teams.

DEKRA OPS Workstream Elements

DEKRA uses seven key components to assess Process Safety maturity within an organization. It is not enough to simply have a program that contains these components. It is important that they interrelate and coordinate to adapt to subtle changes throughout the organization's life cycle.

CAPABILITY

The knowledge, experience, data, skills and tools needed to support Process Safety.

CULTURE

The underlying, unstated shared practices, beliefs and values that exist within an organization.

INCIDENT RESPONSE

RISK MANAGEMENT

OPERATIONS

ASSET INTEGRITY

ACCOUNTABILITY

Capability and culture impact all workstream elements.

How Does OPS Work?

An OPS assessment starts with a discussion to identify the scope – what parts of the organization do you want to analyze, and which workstream elements? An experienced team of DEKRA specialists, chosen based on their familiarity with your technology, performs a targeted assessment, which produces a picture of the organization's current maturity status within each workstream element.

The results are systematically prioritized to help identify the interventions needed for maturity to progress. Recommendations focus first on improving "weak" elements before turning to already "strong" ones. Each workstream element is given a benchmark score used to monitor implementation progress and movement toward the next maturity level.

DEKRA is committed to ensuring sustainable results with our clients. Our specialists will help support recommendation implementation, if desired. Once the organization feels it has achieved progress, the targeted assessment is performed again, identifying new actions to drive toward greater maturity. The period between assessments is determined by DEKRA and the client; typically, it should not exceed five years.

Building on the Foundation of CCPS

The Center for Chemical Process Safety (CCPS) created what is recognized as a leading industrial approach to the Process Safety management framework: Risk Based Process Safety (RBPS).

RBPS recognizes that all hazards and risks in an operation or facility are not equal, and that resources should be apportioned in a manner that first focuses effort on greater hazards and higher risks. This approach reduces the potential for assigning undue resources to managing lower-risk activities and frees up resources for tasks that address higher-risk activities. DEKRA specialists have streamlined the RBPS system, condensing the 20 CCPS elements into seven coordinated workstreams.

Our approach collects information that facilitates the design of high-priority, corporate-wide recommendations related to Process Safety.

DEKRA OPS **Workstream** Elements	**CCPS** Risk Based Process Safety Model **Elements**
1. Capability	> Compliance with Standards > Process Knowledge Management > Process Safety Competency > Training and Performance Assurance
2. Incident Response	> Stakeholder Outreach > Emergency Management > Incident Investigation
3. Risk Management	> Hazard Identification and Risk Analysis
4. Asset Integrity	> Asset Integrity and Reliability > Management of Change
5. Accountability	> Measurement and Metrics > Auditing > Management Review and Continuous Improvement
6. Operations	> Operating Procedures > Safe Work Practices > Operational Readiness > Contractor Management > Conduct of Operations – Operational Discipline
7. Culture and Organization	> Process Safety Culture > Workforce Involvement

Your Global Partner for a Safe World

We recognize that sustainable progress is only possible when there is a long-term commitment to engaging specialists with the right expertise and who understand your challenges. DEKRA has consultants who understand your industry, speak your language and engage with your workers in the field. Based on the foundation laid by CCPS, our impartial, targeted approach will help measure your organizational maturity in a reproducible way. The OPS assessment will provide three to five practical next steps and a road map that will effectively advance your Process Safety maturity.

PROCESS SAFETY RISK EXTENDS BEYOND THE CHEMICAL INDUSTRY

Unfortunately, the risk for catastrophic events (fires, explosions and hazardous releases) is not limited to the chemical or oil & gas industries. An increasing number of organizations are leveraging fundamental principles and tools that originated in the chemical industry as they recognize the need to adopt Process Safety management systems and apply them beyond the scope of regulatory requirements. Impacted industries include those that handle combustible dust, the food & beverage industry, mining companies and more.

The DEKRA Difference

You should have confidence that you are doing everything you can to protect workers from catastrophic accidents. DEKRA's holistic solution merges the knowledge and experience of our Process Safety and organizational safety experts.

Our methodology draws on internationally accepted structures and lessons learned over many years in the field to create a more objective and effective diagnostic tool. This puts **Organizational Process Safety** at the forefront of the next wave of Process Safety innovation.

Backed by an exceptional team of consultants and experts worldwide, DEKRA's services are as multi-faceted as your needs, resulting in scalable support and a robust approach to sustainable progress.

DEKRA OPS METHODOLOGY OFFERS DISTINCT ADVANTAGES

> DEKRA OPS is specifically designed to obtain the most accurate picture of Process Safety performance while efficiently engaging with the resources and personnel from your organization.

> DEKRA OPS provides an objective, precise, repeatable and reproducible measure of the maturity level of your site or organization.

> DEKRA OPS identifies the optimal interventions to improve organizational maturity and the benchmarking indicators to monitor progress.

> DEKRA OPS utilizes a reliable metric, allowing objective benchmarking across sites and geographic areas.

DEKRA: Let Us Be Your Trusted Advisors

The breadth and depth of our expertise in Process Safety make us globally recognized specialists and trusted advisors. We help our clients understand and evaluate their risks and work with them to develop pragmatic solutions.

Our practical, value-added approach integrates specialized Process Safety management, engineering and testing. We seek to educate clients and increase competence to facilitate continuous performance improvement.

Partnering with our clients, we combine technical expertise with a passion for protecting life and reducing harm.

Would you like more information?

Contact Us

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