ABSTRACT

In 2007, US OSHA initiated a Petroleum Refinery Process Safety Management National Emphasis Program. This was followed in 2009 with a similar program focused on chemical operations. These programs developed a series of findings, many of which were results of failure to implement OSHA 1910.119 PSM regulatory requirements. While many of these facilities had well documented programs, they had poor implementation.

In DuPont, it was recognized that implementation is an Operational Discipline issue. DuPont defines Operational Discipline (OD) as “the deeply rooted dedication and commitment by every member of an organization to carry out each task, the right way, every time”. In short, OD is the key to successfully implement a Process Safety Management program.

Typically, companies have addressed OD improvements through behavioral modifications. But, while the gains from programs to modify behavior can be substantial, they are difficult to sustain. On the other hand, cultural change is far more difficult to achieve, but it can produce more sustainable results. Therefore, when done together, substantial improvements in PSM performance can be both rapid and sustained over time.

This presentation will discuss the key attributes of operational discipline and outline the process to address behavioral and cultural changes.