

مهندسی فرهنگ HSE و نقش آن در کاهش رویدادها

Title:
ASA and RCA 2 Tools
for improving HSE
Culture

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Summary:

Manager of organization can not stand for instructions or procedures. They have to apply practical measures in this regard, so in hazardous conditions, they must change their approach to implementing HSE. Only inspection approach to the HSE courses not executing the rules as a belief, but ASA and RCA are measures which convince personnel to do their job safely by heart.

Vocabulary Key:

- Leader
- Manager
- BP(British Petroleum)
- ASA(Advanced Safety Audit)
- RCA(Root Cause Analysis)
- PC(Performance Contract)
- CLC(Check List of Causes)
- DAFWC(Days Away From Work Cases)

Managers and leaders of companies like to improve HSE culture in their atmosphere. However , this aspiration needs practical measures for accomplishing .

ASA(Advanced Safety Audit) and RCA(Root Cause Analysis) are two major and effective measures under control of managers which promote the conditions.

In giant oil companies including : Total, BP (British Petroleum), it is mandatory and it is part of their PC(Performance Contract), to report at least an ASA quarterly.

ASA is different type of Audit which has completely new format in oil companies.

ASA is demonstrating that "Actions speak louder than words".

ASA contains following steps:

- 1.Preparation
- 2.Observation
- 3.Discussion
- 4.Briefing
- 5.Registration
- 6.Follow - up

It is worthy saying that in supervisory and managerial levels, the persons in charges should encounter ASA as part of job descriptions .

It is not something as options. They must report ASA for promotions in their job and position. As ASA has got 2 faces positive and negative , so if there is not anything as hazardous situations, they can concentrate on good jobs and motivating personnel for keeping on good actions. ASA classifies hazardous situation to 6 categories. Approach of supervisors, managers to the 6 categories are not police approach. It is convincing the personnel for acting HSE rules not pushing mandatory for them. A typical filled ASA has been attached.[fig:4]

As, effects of this audit is on right side of semi-sphere of brain, so all managers and supervisors should be trained in this regard. The Author as International trainer of ASA have taught this approach in so many companies and they have done it in different ways. Before training they rushed to the hazardous conditions in aggressive measures which had reverse outcomes.

It should be mentioned that ASA training was started from Mines industries in UK. Mines are the most hazardous places for working .By running ASA rate of incidents showed dramatically reductions in the industries. Reduction of DAFWC in oil companies after ASA & RCA have been attached. [fig:1,2,3]

Types of the questions and approach of raising are very important. In stages of ASA "open questions" could do miracles for increasing co operations of people. when personnel trust that way of developing safe place is done by their ideas, so they will concentrate on their behaviors and they accept that management really follow up the cases. Following up the cases and rectifying gaps promote teamwork in horizon of HSE culture progress and promotions. ASA will announce learning points to all managers and connect subordinates personnel with high layers of management.

Format of an ASA reported in BP has been attached. RCA(Root Cause Analysis) is another systematic measures for improving HSE culture in Oil Companies. Managers and supervisors should be trained about RCA. In occurrence of incidents, managers from other segments of business should be part of team in deep investigations.

When subordinates observe that team leaders are in charge of investigation and their approach is "No blame style" they will be more keen on HSE measures.

I have attached a RCA report which was prepared in India. [Ref.5]

Author of article, as trainer of RCA, has trained so many managers and supervisors in this regard. Advantages of RCA is coming as follows:

- 1.Finding Immediate causes and Root causes.
- 2.Easy referring to the causes of incidents.
- 3.Access to Personnel Factors and Job factors classifications.
- 4.Perceptions of unsafe conditions and unsafe behaviors.
- 5.Having all causes of all type of incidents in a chart , CLC.(check lists of causes)

All in all , ASA and RCA in giant oil companies including :Dupont caused reduction in DAFWC (Day Away From Work Case).

The graph and comparison of them has been attached.

ASA and RCA are innovative measures for proving Management Commitment and their communications about learning points.

The Author as trainer of ASA & RCA has tried to customize training in Farsi for better understanding .

For any type of questions, please keep in touch. The Author believes for prevention of incident we should consider (No one plans to fail, but some one fails to plan,)

So act by running training in NPC for preventions.

Reference :

- [1]BP training texts
- [2]Total reporting sheets
- [3]OSHA annual reporting
- [4]Castrol reporting network
- [5]Castrol India RCA report
- [6]BP ASA report

Fig1:BP Group H&S Performance Indicators

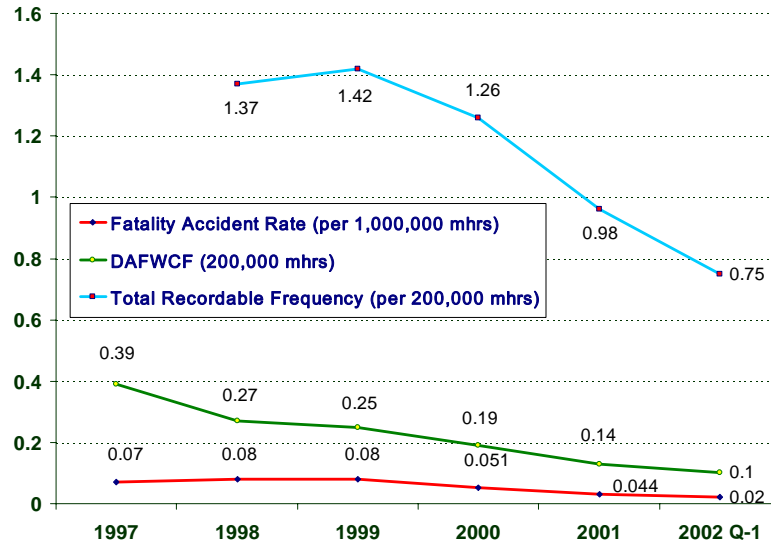
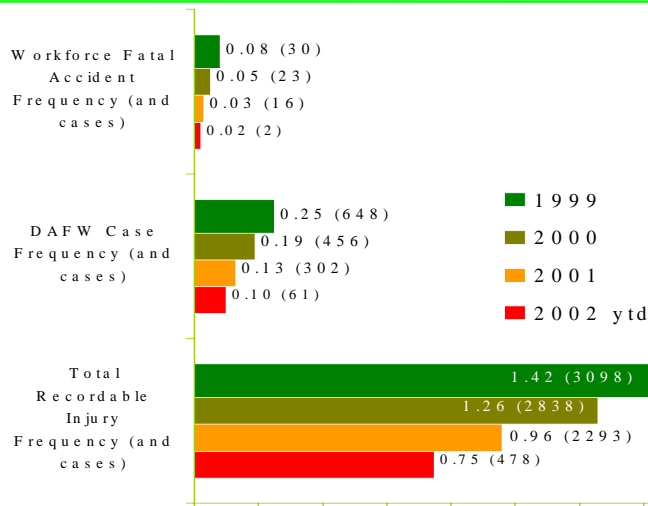


Fig2:BP Group Worldwide HSSE Performance



All 2002 data is reported using OSHA 300 Log

Fig3: How we, the BP Group compare in our industry...



Our Days Away From Work Case
Frequency in 1Q2002 at 0.10 is
better than:

- > ExxonMobil (0.11)
- > Shell (0.23)
- > Chevron Texaco (0.29)
- > TotalFinaElf (1.32)

(Competitors 4Q2001 data)

Dupont reported a DAFWCF of 0.10
in 2001

All 2002 data is reported using OSHA 300 Log

