Chronic Unease—A method for Achieving Situation Awareness

API Pipeline Conference:
- What is Chronic Unease?
- Shell Pipeline’s implementation experience

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REV: 01
Introduction Chronic Unease

- Chronic Unease is a preoccupation with failure
  - It is about being very mindful of our risk
  - It is about resetting our tolerance to risk
  - It is about understanding that small failures are signs that something needs fixing

- Chronic Unease is NOT a new program or initiative
  - It is a behavioral adjustment that complements Situation Awareness and supports Process Safety

*Personal accountability—a major factor driving Goal Zero*
Chronic Unease

“Happy is the man that is feeling dread constantly, but he that is hardening his heart will fall into calamity.”

—Proverbs 28:14

Personal accountability—a major factor driving Goal Zero
Characteristics of a Well-Tuned Safety Culture

- **Informed**
  - Managers know what is really going on

- **Reporting**
  - The workforce is willing to report errors and near misses

- **Just**
  - A ‘no blame’ culture, with a clear line between the acceptable and unacceptable

**Personal accountability—a major factor driving Goal Zero**

- **Wary**
  - Ready for the unexpected

- **Flexible**
  - Operates according to need

- **Learning**
  - Willing to adapt and implement improvements
‘Normalized’ Risk

Why is Situation Awareness via Chronic Unease necessary?

After time:
- risk lacks visibility
- are forgotten, or (worse)
- are ignored.

Being Chronically Uneasy means being sensitive to the risks and accidents that could happen.

Personal accountability—a major factor driving Goal Zero
# External View – Risk Recognition Weaknesses (All Levels)

<table>
<thead>
<tr>
<th>Senior Leaders are weak because they . . .</th>
<th>Plant Manager are weak because they . . .</th>
<th>Front Line Staff are weak because they . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t understand risk</td>
<td>Focus on production/output</td>
<td>Don’t recognise or understand hazards</td>
</tr>
<tr>
<td>Trust the system design absolutely</td>
<td>Believe that process safety is delivered by specialists and not themselves</td>
<td>Don’t recognise critical process safety tasks from a background of many process/production tasks</td>
</tr>
<tr>
<td>Make business decisions without understanding the impact on process safety management</td>
<td>Take risks because often there are no immediate consequences</td>
<td>Gradually deviate from the agreed procedures, because there is no immediate adverse consequences</td>
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<tr>
<td>Don’t know how to challenge what they are being told</td>
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<tr>
<td>Have strong bias towards messages about success</td>
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*Ian Travers, Chemical Industries Strategy Unit – IMechE Conference 2011*

*Personal accountability—a major factor driving Goal Zero*
Artificial Safety Perception

- “We are doing more than enough regarding safety at our site”

- “We have never had any sort of serious incident at our site before.”

- “All our checklists show us that we are working safe enough.”

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Chronic Unease

- Situation Awareness means looking at something that seems to be innocent enough.

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... and seeing potential hazards that ought not be ignored.

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## Shell Pipeline’s Chronic Unease Implementation Plan

<table>
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<tr>
<th>Demonstrate your Chronic Unease out in the field</th>
<th>Don’t rely on past successes</th>
</tr>
</thead>
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<tr>
<td>Engage with those doing the work</td>
<td>Ask “What could go wrong, how did you assess the risk, and what controls are in place to prevent incidents?”</td>
</tr>
<tr>
<td>Welcome bad news</td>
<td>Ask “What do you not want to tell me?” React appropriately</td>
</tr>
<tr>
<td>Watch traffic light reporting</td>
<td>Challenge the greens and support the reds</td>
</tr>
<tr>
<td>Be on the lookout for weak signals</td>
<td>Tune into vague statements, unsure answers, quizzical looks</td>
</tr>
</tbody>
</table>

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At Shell Pipeline, we are on a journey to Goal Zero ... building Chronic Unease is the next step in that journey.

Increasingly informed --> Increasing Trust and Accountability -->

1. PATHOLOGICAL
   Who cares as long as we’re not caught

2. REACTIVE
   Safety is important, we do a lot every time we have an accident

3. CALCULATIVE
   We have systems in place to manage all hazards

4. PROACTIVE
   Safety leadership & values drive continuous improvement

5. GENERATIVE
   HSE is how we do business around here

Compliance
HSSE & SP controls fully implemented

HSE Leadership & culture

Commitment
Do the right thing
Chronic unease