Abstract

Huntsman is an organization, like many, that has taken shape largely through acquisitions and divestitures. There are five divisions with seventy plus manufacturing facilities operating across five continents. With emphasis on regulatory compliance and loss prevention, Huntsman implemented a global performance based Environmental, Health and Safety (EHS) Management System. Metrics were established and a governance process implemented to monitor and control EHS performance. Facilities were given flexibility on their approach to compliance with the Global EHS Standards, and monitoring achieved through the internal audit program.

Internalizing the lessons learned from BP’s Texas City incident and recognizing the potential of process safety related risks across business units, Huntsman established a forward looking global Vision for Process Safety in 2007: 1) Embed Process Safety as a Core Value for Huntsman; 2) Eliminate Process Safety Related Incidents; and 3) Standardize Process Safety Globally.

To further enable active management and drive process safety performance across the organization, Huntsman recognized the need to be more prescriptive on “How” facilities comply with the Global EHS Standards. A technical advisory group comprised of representatives with process, engineering, and EHS experience across all divisions was formed to identify and develop a prioritized list of “Process Safety” (PS) Procedures that would be rolled out globally to all sites with the potential for a process safety related incident. A Steering Team comprised of senior management and chaired by the Senior VP of EHS provided direction, oversight and approval from the highest levels of the organization.

Concurrent with procedure development, Huntsman identified and began tracking key process safety performance indicators. These have served to reinforce and help drive culture change within the organization in addition to monitoring status and progress, and to facilitate goal setting.

The PS Procedures were finalized and are being rolled out to sites based on their relative EHS risk ranking over the next few years. A governance process has been implemented to sustain the implementation process and manage process safety performance across the organization. A Process Safety scorecard has been implemented with board level reporting and visibility. The internal auditing program is being updated to incorporate the procedure requirements.

The paper will be written to share the journey Huntsman has undertaken to make a stepwise improvement in process safety effectiveness and culture globally. We will share the procedure development and pilot process, commitment of internal resources, and lessons learned. We will present the set of metrics now being tracked, and the value of being more prescriptive internally for program management purposes. The hard part of follow-through on implementation is yet to take full shape, but the paper will conclude with the governance process to ensure sustainability of the investments well into the future.