Managing Forward the Future - Preventing Disaster
Creating organizational energy to find defective Safety Culture and overcome organizational inertia

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ABSTRACT

The 2010 Deepwater Horizon explosion and loss and the Piper Alpha Disaster of 1988 resulted in sweeping changes across the industry both in their respective countries and around the world. The industry changed in reaction to these major events from the event itself and the governmental actions that compelled changes to the industry. The sweeping changes came about by events too horrific for the public to contemplate or to absorb and the government projected this public reaction into regulations and new oversight structures to allow the industry to move forward, protect people, environment and property and restore economies, public trust and work. The events define themselves into boxes that each contain the same relationship of tragedy, grief, anger, reaction, response, questions and answers, followed by resolve, regulation and restoration.

Latent in these histories is an unsolved and pragmatic question that is not answered which is disaster avoidance by internal company culture where management shapes culture and made permanent to not lose the rationale or articulation of risks. An answer is provided to us by governmental mandate through their reorganization and regulations that bind a cohesive framework that endeavor to fit an industry into expanded and ever encompassing tasks. The better answer is for industry to “Manage Forward its Future” by each company creating its own plan which is incentivized, organized, staffed and resourced to deliver a safety culture future, in expected timeframes, through management champions and a comprehensive and integrated Integrity Management program.

The authors’ use career experiences while offering rational pragmatic options illustrated through case histories for the delivery of this performance management process including how management accepts its responsibilities for culture and controls as a concreted permanent vision which includes the integrated components of the human element and equipment failures. Conclusions and recommendations for methodologies are provided as these are integrated into the modern Integrity Management Process which includes organizational strategies and Integrity Management assessment software technologies.

The directed organizational strategies assisted by software tools are the new parts of Integrity Management that in its self has already evolved largely over the past 30 years or so and which has been vital in the support role by the implementation of the analysis of modes of failure such as loss of material properties, corrosion, erosion, and environmental cracking that are especially critical in deepwater and frontier arctic projects. In such cases mechanical integrity management is considered the significant issue since environmental damage can be almost irreversible and critically so in a major loss of containment mishap.