

Case Study.  
Polypropylene Producer.  
Indonesia.  
Chemicals.

## Synergy Journey Phase 2 Process Safety and Culture Transformation



As a major producer of polypropylene with a strong safety performance record, the client undertook a process safety management and safety culture assessment as the first step in creating synergy around safety and driving

growth. Phase 1 of the project resulted in a multi-year transformation roadmap designed to implement four key initiatives.

### TRANSFORMATION ROADMAP

#### Year 1 Risk Mindset

Mobilising plant-site senior leadership to drive a mindset shift, using risk-containment practices and strengthened governance (PSM Committee) to oversee all program initiatives.

#### Year 2 Risk System

Establishing the foundational pillars of the PSM system through structured coaching of the Sub-Committees.

#### Year 3 Embedding Risk Thinking

Empowering the frontline as the foundational layer to drive effective risk controls at the workplace.

#### The Challenge

Once recognised the following four initiatives for improvement, the company engaged dss+ to ensure effective implementation of their roadmap:

- Risk containment to mitigate catastrophic incidents
- Development of leadership and frontline operational risk management competencies
- Technical and capability enhancement around process safety management
- Governance, integration, and accountability for strengthening safe operations

The dss+ team collaborated with leadership and frontline personnel to develop capabilities and improve safety culture across the operation.

#### The dss+ Approach

The transformation roadmap was divided into three stages, allowing for gradual mindset shifts and growth in the capacity of site personnel.

##### 1: Risk Mindset

Ensuring that risk thinking is always top of mind for site management through:

- Governance to monitor risk status and program progress
- Risk containment of selected top risks—demonstrating tangible impacts and safeguarding the transformation by preventing catastrophic incidents
- Process safety competency management for key personnel, including development of competency requirements and baseline assessment

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#### 2: Risk System

- Establishing a process safety management framework and manual
- Achieving safe operation through training and coaching PSM subcommittees to identify gaps and develop and deploy fit-for-purpose procedures to close them

#### 3: Risk Thinking

- Embedding risk thinking among frontline personnel through hands-on coaching and empowering them to proactively own the risks



#### Impact

Advances were seen across the organisation, including:

- Five top process safety risks and one top occupational safety risk were contained in year one and a Risk Containment Playbook was created to ensure continued efforts
- A Governance for PSM Committee, PSM Element Subcommittee, and Risk Containment Subcommittee were established
- Process safety indicators were identified and monitoring set up
- A tailored Process Safety Management Manual with elements and expectations was developed
- Procedures were developed and subcommittee members received coaching around process safety information, change management, permit to work, emergency preparedness, and life saving rules
- More than 100 members of site leadership and frontline personnel received coaching tailored to their roles in the transformation program



#### Leadership Perspective: Voice from Senior Manager

*'Changes emerged as a result of several new initiatives. Not all of them originated from this program, however, dss+ helped shape leaders' mindsets in how they think about initiatives and the decisions they make.'*

Senior Manager

SEE HOW THE JOURNEY BEGAN IN THE  
CASE STUDY FOR PHASE 1.

# dss+

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