



# 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



Incidents :

- **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 compliments Situation Awareness and supports Process Safety

*Personal accountability—a major factor driving Goal Zero*

***“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

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## ■ Wary

- Ready for the unexpected

## ■ Flexible

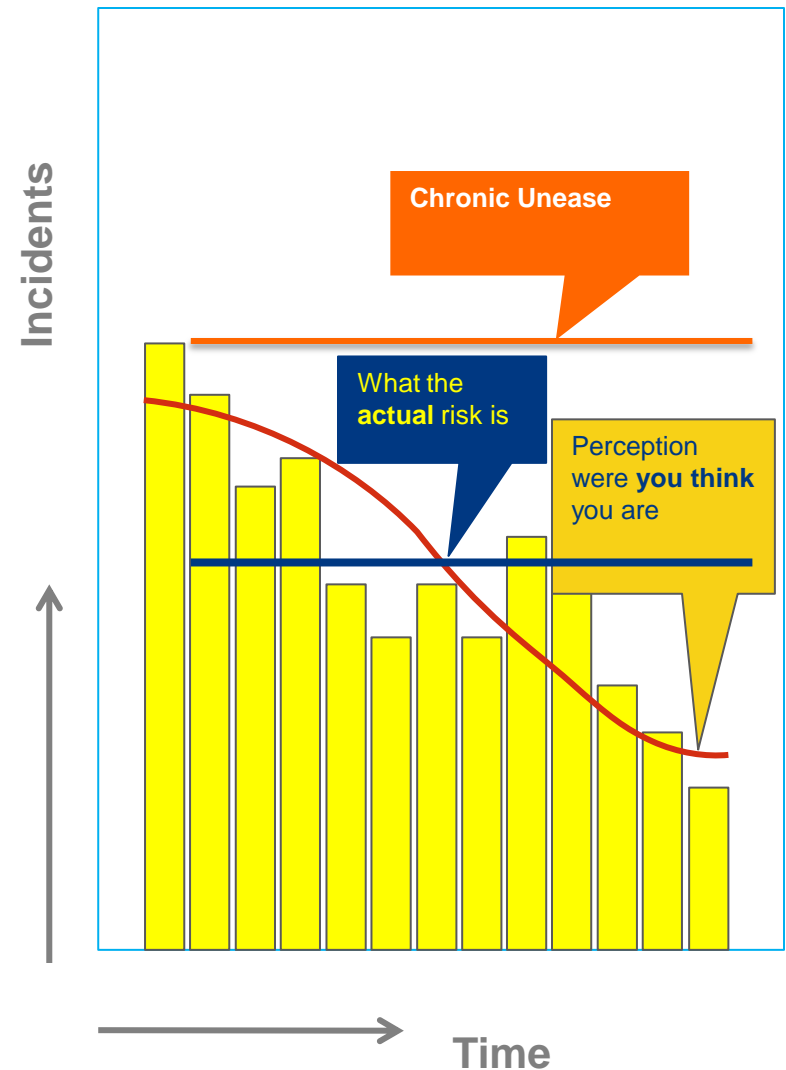
- Operates according to need

## ■ 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.



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# External View – Risk Recognition Weaknesses (All Levels)

Senior Leaders are weak because they . . .	Plant Manager are weak because they . . .	Front Line Staff are weak because they . . .
Don't understand risk	Focus on production/output	Don't recognise or understand hazards
Trust the system design absolutely	Believe that process safety is delivered by specialists and not themselves	Don't recognise critical process safety tasks from a background of many process/production tasks
Make business decisions without understanding the impact on process safety management	Take risks because often there are no immediate consequences	Gradually deviate from the agreed procedures, because there is no immediate adverse consequences
Don't know how to challenge what they are being told		
Have strong bias towards		

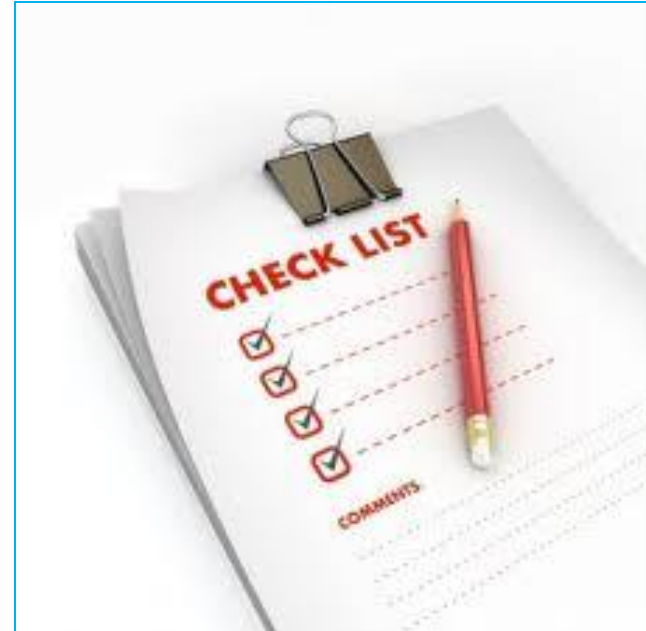
Ian Travers, Chemical Industries Strategy Unit – IMechE Conference

2011

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# 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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# Chronic Unease

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



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# Shell Pipeline's Chronic Unease Implementation Plan

- **Demonstrate your Chronic Unease out in the field**    ➤ **Don't rely on past successes**

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- **Engage with those doing the work**    ➤ **Ask "What could go wrong, how did you assess the risk, and what controls are in place to prevent incidents?"**

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- **Welcome bad news**    ➤ **Ask "What do you not want to tell me?" React appropriately**

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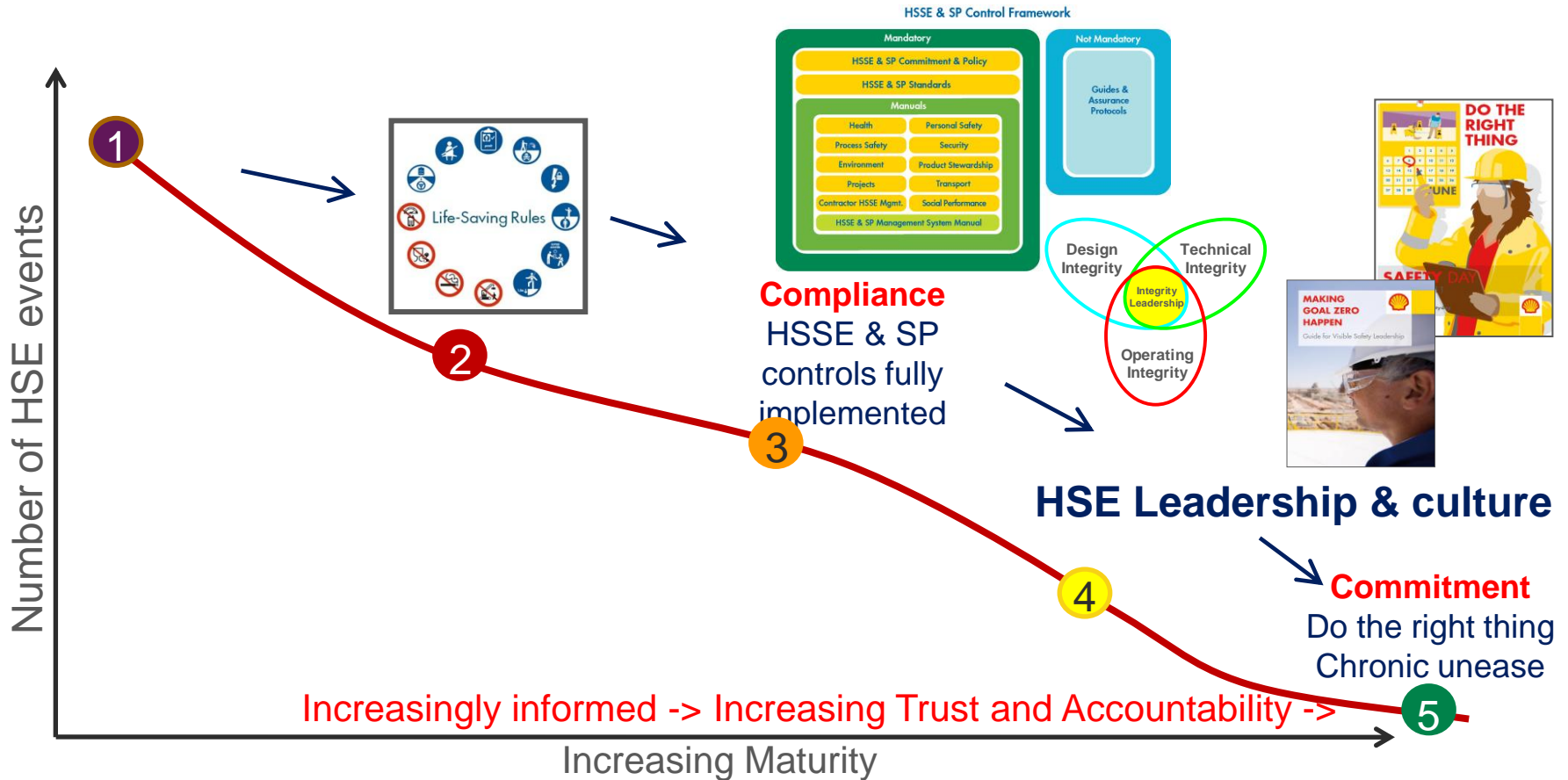
- **Watch traffic light reporting**    ➤ **Challenge the greens and support the reds**

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- **Be on the lookout for weak signals**    ➤ **Tune into vague statements, unsure answers, quizzical looks**

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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



**PATHOLOGICAL**  
Who cares as long as we're not caught

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

**CALCULATIVE**  
We have systems in place to manage all hazards

**PROACTIVE**  
Safety leadership & values drive continuous improvement

**GENERATIVE**  
HSE is how we do business around here

