

Safety Culture Model

Developed Using Microsoft CoPilot—August 2025

This outline can form the basis for a Safety Culture protocol to be developed and configured to the specific needs of the client organization.

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- 1 Here's your **BSEE Safety Culture “Barriers-to-Action” Matrix** tailored for a **small oil refinery**. It pairs each of the nine BSEE characteristics with the most likely challenges you'll face — and a targeted countermeasure to keep momentum going.

BSEE Safety Culture Characteristic	Likely Small-Refinery Challenge	Targeted Countermeasure
1. Leadership Commitment to Safety Values and Actions	Leaders verbally support safety but still push production over safety in practice.	Require leaders to participate in visible safety actions (e.g., leading hazard hunts, stopping unsafe work) and track these as KPIs.
2. Hazard Identification and Risk Management	Limited staff time for formal hazard analyses; hazards spotted but not documented.	Use short, daily “hazard huddles” and a simple mobile/clipboard form to log and track hazards.
3. Personal Accountability	“It’s not my job” mindset, especially with contractors.	Embed safety responsibilities into every job description and contractor agreement; reinforce in onboarding.
4. Work Processes	Procedures exist but are outdated or ignored under time pressure.	Assign a rotating “procedure champion” to review and update one SOP per week; require sign-off before use.
5. Continuous Improvement	Lessons learned from incidents aren’t shared widely or acted on.	Hold monthly “learning from incidents” briefings; track closure of corrective actions.
6. Environment for Raising Concerns	Workers fear retaliation or think nothing will change.	Create anonymous reporting channels and publicly recognize hazard reports that prevent incidents.
7. Effective Safety and Environmental Communication	Shift changes cause information gaps; language barriers in diverse crews.	Standardize shift handover checklists and use bilingual signage/briefings.

BSEE Safety Culture Characteristic	Likely Small-Refinery Challenge	Targeted Countermeasure
8. Respectful Work Environment	Stress and interpersonal friction during high-demand periods.	Train supervisors in conflict resolution and schedule micro-breaks during peak workloads.
9. Inquiring Attitude	Complacency with “the way we’ve always done it.”	Encourage “what-if” drills for non-routine tasks; reward innovative safety suggestions.

How to Use This Matrix

- Prioritize:** Start with the top 2–3 barriers that pose the highest risk.
 - Assign Owners:** Give each countermeasure a responsible person and a deadline.
 - Track Progress:** Use a simple dashboard to show improvements in leading indicators (near-miss reports, hazard closures, training completion).
 - Review Quarterly:** Adjust actions based on what’s working and what’s stalling.
- 2 If you want, I can **turn this into a 90-day rollout plan** with week-by-week actions, so you can move from theory to measurable results without overwhelming your team. Do you want me to build that next?

Absolutely — let’s turn the **BSEE Safety Culture “Barriers-to-Action” Matrix** into a **practical 90-day rollout plan** for a small oil refinery.

The idea is to start small, build momentum, and layer in complexity as your team gains confidence.

90-Day Safety Culture Rollout Plan

Goal: Embed the 9 BSEE Safety Culture characteristics into daily refinery operations in a way that’s visible, measurable, and sustainable.

Phase	Timeline Focus	Key Actions	Deliverables / Metrics
Phase 1 – Foundation & Leadership Visibility	Weeks 1–4 Leadership commitment, communication, and quick wins	- Kick-off meeting with all staff explaining the 9 BSEE principles and why they matter. - Leaders conduct daily “Safety Walks” and log observations. - Launch simple hazard reporting form (paper or	- 100% of staff briefed. - At least 1 leader-led safety walk per day. - Hazard reporting system live. - Safety Champions

Phase	Timeline Focus	Key Actions	Deliverables / Metrics
Phase 2 – Process Integration & Contractor Alignment	Weeks 5–8	mobile). - Identify and named and train “Safety Champions” trained. in each shift.	
		- Review and update 3–5 high-risk SOPs (startup, shutdown, confined space, hot work). - Require contractors to attend same toolbox talks as employees. - Introduce bilingual safety signage and shift handover checklists. - Start monthly “Learning from Incidents” briefings. - Launch “Safety Recognition” program for proactive hazard reports. - Conduct “What-if” drills for non-routine tasks. - Track leading indicators (near-miss reports, hazard closures, training completion). - Hold a 90-day review meeting to assess progress and set next goals.	- Updated SOPs posted and in use. - Contractor attendance at toolbox talks ≥90%. - Bilingual signage installed in key areas. - First incident-learning session held. - ≥20% increase in hazard reports vs. baseline. - At least 1 drill per shift team. - Dashboard of leading indicators live. - 90-day review report completed.
Phase 3 – Culture Reinforcement & Continuous Improvement	Weeks 9–12	Encourage reporting, reward safe behaviors, measure progress	

Tips for Success

- **Keep it visible:** Post weekly progress charts in break rooms.
 - **Make it personal:** Share real stories of hazards caught before incidents.
 - **Stay consistent:** Even small lapses in leadership visibility can stall momentum.
 - **Celebrate wins:** Recognition is a low-cost, high-impact motivator.
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If you want, I can also **design a one-page visual “Safety Culture Roadmap”** you can post in the control room and workshops — so everyone sees exactly what’s happening each week and how it ties to the BSEE principles.

Do you want me to create that visual roadmap next?

90-DAY SAFETY CULTURE ROLLOUT PLAN		
9 BSEE SAFETY CULTURE CHARACTERISTICS		
Phase 1 – Foundation & Leadership Visibility	Weeks 5-8 Process Integration & Contractor Alignment	Weeks 9-12 Culture Reinforcement & Continuous Improvement
<p>Leadership commitment, communication, quick wins</p> <ul style="list-style-type: none"> • Kick-off meeting explaining 9 BSEE principles • Leaders conduct daily “Safety Walks” • Identify and training “Safety Champions” <p>DELIVERABLES/METRICS</p> <ul style="list-style-type: none"> • 100% of staff briefed • At least 1 leader-led safe walk per day 	<p>Embed safety into work processes and unify crews</p> <p>KEY ACTIONS</p> <ul style="list-style-type: none"> • Review and update 3-5 high-risk SOPs to require contractors • Introduce bilingual safety signage & shift handover checklists • Start monthly “Learning from Incidents” briefings <p>DELIVERABLES/METRICS</p> <ul style="list-style-type: none"> • Updated SOPs posted in use • Contractor attendance at 7OPx $\geq 90\%$ 	<p>Encouraging reporting, reward safe behaviors measure progress</p> <ul style="list-style-type: none"> • Launch “Safety Recognition” program for proactive hazard reports • “What-if” drills for non-routine tasks • Track leading indicators (near-miss reports, hazard closures) • 90-day review report • 9-day review report completed • 90-day review report complete

FIRIS

Safety Champion Checklist

Roles and responsibilities for refinery Safety Champions

Daily

- Maintain strong personal commitment to safety
- Lead “Hazard Huddle” to identify and discuss daily risks
- Assist workers in submitting hazard reports
- Mentor peers on safe work practices

Weekly

- Walk down one assigned SOP to check adherence
- Test implementation of procedure updates
- Lead “What-if” exercise or safety drill
- Recognize a worker for safety contribution

Weekly

- ≥20% increase in hazard reports baseline
- At least one shift team