

Drilling Process Safety and Corporate Value Culture

De-centralized corporate structure puts a commercial business unit manager making budget decisions and accountable only to profit motives at the top of an engineering manager. The most centralized concept would be to put the engineering manager reporting directly to the CEO. This puts an impetus to focus on "commercial" risks at the expense of process safety risks. The engineering for the projects with the highest process safety risk exposure would benefit most from this centralized structure and the company would likewise benefit. The only proof you need of this "influence" existing should be the logic and intuition and yet if anyone needs proof then ask any engineer that sits in on an engineering morning meeting or weekly meeting that has a business unit managing the engineering team and they will tell you that managers look at their days versus depth curves as the key indicator of their performance. That in itself as proof would be negated if those managers also sought their process safety risk projections and performance controls and how they were mitigated on equal footing with "commercial" performance controls. My opinion on corporate value culture is that first it requires that the top executive possesses the value. Second, it recognizes that speeches, slogans, and mantras, while reinforcing to others possessing the same value, does nothing to convert others short of "band wagoners". It isn't enough to possess a value yet one must not only know the formalities and actions that will result in protecting the value, one must also be able to set not only an example and yet setup the formalities and enforce them and motivate the actions and maintain them. From these formalities and actions people will be inspired and adopt the value for themselves because they've been living the value that has now become visceral to them. My opinion follows that if a corporate value is morally superior and important than that of a national culture and the formalities and actions emplaced within that corporation to inspire adoption of said value by new hires exists, then heaven and earth will both work together to trump that national culture in regards to that superior value.