



3 questions for GÉRARD ROUSSEL, General Manager of the Normandy refinery and head of the task force

#### Where do you see most of the untapped potential for improving safety?

Accidents happen when a number of safety barriers — technical, organizational or human — fail. We spend heavily to maintain the integrity of facilities. Our organization and tools are robust. We must safeguard those strengths, but people remain the heart of the system. A better understanding of the complex relationship among technical, organizational and human factors is probably the main avenue for capturing further improvements.

#### What were your recommendations to spur improvement?

I'll mention one: encourage personnel, including service providers, to let us know about any problems they have applying procedures and get them more involved in improving them.

Safety depends on following precise, often demanding rules. Frontline employees find rules easier to adopt when they've helped write them. Managers must do more than just model exemplary behavior — they must provide more direction and more leadership. Employees and people have to be discouraged from bending or breaking safety rules through closer supervision in the field.

#### What role do employee representatives play in this process?

We must all move towards a common set of fundamental rules. In France, members of the Health, Safety & Working Conditions Committees are already helping us get there.

But here, too, we can do better, by stepping up dialogue, by making the initiatives deployed as a result of their own audits more intelligible, and by laying out the facts of problems so that we can find solutions. When it comes to safety, managers, personnel and employee representatives are on the same page, focused on the same issues: risk management and an absolute priority on safety.