United States Department of the Interior

BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT
WASHINGTON, DC 20240-0001

June 20, 2013

Memorandum

To: BSEE Employees Nationwide

From: James A. Watson
           Director

Subject: Safety Culture Policy Statement

The Bureau recently published a Final Safety Culture Policy Statement in the *Federal Register* that outlines our expectations for the establishment and maintenance of a positive safety culture within the Outer Continental Shelf industry. I fully endorse the safety culture movement and encourage all BSEE employees to adopt this Policy to build a strong, internal safety culture and lead the oil and gas industry by example. Together we must demonstrate to our stakeholders our commitment to take the necessary steps to build a safe working environment for all.

We have defined safety culture as the core values and behaviors of all members of an organization that reflect a commitment to conduct business in a manner that protects people and the environment. The nine safety culture characteristics associated with this definition, and outlined below, can be equally applied to the offshore industry and to BSEE activities. It is my expectation that both BSEE and industry will greatly benefit from embracing these characteristics.

1. **Leadership Commitment to Safety Values and Actions.** Leaders demonstrate a commitment to safety and environmental stewardship in their decisions and behaviors;
2. **Hazard Identification and Risk Management.** Issues potentially impacting safety and environmental stewardship are promptly identified, fully evaluated, and promptly addressed or corrected commensurate with their significance;
3. **Personal Accountability.** All individuals take personal responsibility for process and personal safety, as well as environmental stewardship;
4. **Work Processes.** The process of planning and controlling work activities is implemented so that safety and environmental stewardship are maintained while ensuring the correct equipment for the correct work;
5. **Continuous Improvement.** Opportunities to learn about ways to ensure safety and environmental stewardship are sought out and implemented;

6. **Environment for Raising Concerns.** A work environment is maintained where personnel feel free to raise safety and environmental concerns without fear of retaliation, intimidation, harassment, or discrimination;

7. **Effective Safety and Environmental Communication.** Communications maintain a focus on safety and environmental stewardship;

8. **Respectful Work Environment.** Trust and respect permeate the organization with a focus on teamwork and collaboration; and

9. **Inquiring Attitude.** Individuals avoid complacency and continuously consider and review existing conditions and activities in order to identify discrepancies that might result in error or inappropriate action.

In essence, BSEE employees must serve as advocates for safety culture and take charge in leading this effort. As with any philosophical change, it will not be easy and it may present some challenges before everyone fully adopts the ideals of the safety culture movement. However, there are some things that you and I can do as safety advocates to exemplify the change, including:

- Personally promote and expect safety in the workplace;
- Accentuate the positive when you see the safety culture in practice;
- Remove complacency;
- Emphasize the consequences of risk-taking;
- Remain open to feedback; and
- Before each and every meeting, hold a safety brief to remind everyone of the importance of safety in our workplace.

Managers and supervisors will serve as the driving force behind this Policy by demonstrating a high level of commitment and creating a safe environment necessary for robust culture building. I expect and encourage everyone in BSEE embrace change, to speak up when necessary, and provide insight for improvement as we build a safety culture in our organization that is world-class.

9 Characteristics of a Robust Safety Culture

BSEE — Bureau of Safety and Environmental Enforcement

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Environment for Raising Concerns: A work environment is maintained where personnel feel free to raise safety and environmental concerns without fear of retaliation, intimidation, harassment, or discrimination.

Effective Safety and Environmental Communication: Communications maintain a focus on safety and environmental stewardship.

Respectful Work Environment: Trust and respect permeate the Organization with a focus on teamwork and collaboration.

TRUST HONESTY RESPECT

Inquiring Attitude: Individuals avoid complacency and continuously consider and review existing conditions and activities in order to identify discrepancies that might result in error or inappropriate action.