

## 2.2 WHY IT MAKES GOOD BUSINESS SENSE

A protective management system makes good business sense because it is the most efficient way to achieve consistent, predictable results from process operation, while providing:

- More consistent application of the core attributes to each protection layer,
- More opportunity to achieve business objectives such as improved process availability, fewer incidents, and increased market share,
- Greater chance to motivate, educate, and retain personnel,
- Greater likelihood to be viewed as a good neighbor, a good employer, a reliable supplier, and a strong competitor, and
- Better opportunity to gain a competitive advantage and lead the industry.

An effective management system takes a systematic approach to safe and reliable operation. The objective of the management system is to define the overall lifecycle and work process expectations. Many owner/operators are already executing many of the activities recommended by these guidelines, but in a somewhat fragmented manner. The task is to tie the existing policies, procedures, and practices into a comprehensive program, streamlining work execution and reducing implementation cost.

With a systematic approach, the process design, IPS design, operation and maintenance procedures, training programs, change management, and continuous improvement activities are considered appropriately during each lifecycle stage. When the management system incorporates quality control checkpoints, verifications, and validations, there is greater assurance that the process design and construction achieves risk management goals and regulatory compliance. A management system produces positive effects on the process operation and offers significant benefits.

Achieving safe and reliable operation requires resources to create a sustainable management system, to audit performance, and to initiate improvement, when necessary. It requires a substantial commitment from the top to provide the resources necessary for the effort and commitment from the bottom to make it work. However, many owner/operators have recognized significant benefits from implementing a management system, including:

- Reduced manufacturing costs,
- Increased reliability,
- Increased production, product yield and product quality,
- Reduced incident rate and severity,
- Reduced liability,

- Improved operability, functionality and maintainability,
- Increased efficiency in assessing changes,
- Improved design and management processes that lower project costs, and
- More effective regulatory compliance.