

EVOLUTION OF HSE CULTURE IN POL- A CASE STUDY

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Pakistan Oilfields Limited, formerly Attock Oil Company, is the oldest E&P company in Pakistan. The company has lot of experiences in Health, Safety and Environment (HSE), which have been learned with the passage of long standing time. This has now become the strength of the company.

The HSE culture in national E&P companies can be compared with multinational companies for number of reasons and factors, which is discussed in detail in this paper. This change in culture has been achieved progressively through hard way of learning and experiences because one should not expect any company to change its HSE culture suddenly. It is even more difficult when a company has to develop its own systems progressively and consistently without earlier reference, much guidance and external support.

Resistance to change is a proven fact as well as universal problem that every organization has to face while going to change its culture. This problem shall also be focused and factors shall be highlighted that caused friction in cultural change.

Accidents are not a good way of learning HSE lessons, However, they nevertheless compel to improve practices and develop systems in order to avoid recurrences. How POL learned from accidents shall be discussed in this case study. Discussion of real happenings, incidents and management decisions support the development of various phases of HSE culture in POL. Management commitment, their decisions to implement HSE policies, awareness among workforce and training shall be reflecting the gradual developments in HSE culture in the company.

The gradual development of HSE culture in POL remained quite slow but consistent in the past. This, however, improved during the last decade due to extensive exploration, extended operations, technological advancements and above all the desire to reach at a level where it accomplishes the target comparable with multinationals.