



WHY JOIN FONCSI 4

FonCSI is a not-for-profit research foundation that leads an international network of academics and industrialists. We share and disseminate the latest theoretical and practical innovations in industrial safety governance.

FonCSI identifies and summarizes emerging ideas that, in many cases, have been tested in an industry, on a particular continent, or by a nation, but have not yet been widely adopted. The aim is to take a new look at foreseeable developments over the next 5-10 years from a critical perspective, and provide food for thought for decision-makers in the industrial world.

AN INNOVATIVE METHOD

- We compare the views of **academia** (leading universities, experts) with those of practitioners in the **field** (industry, national and regional authorities),
- On an **international scale**,
- In a **multi-sector approach** (nuclear, oil & gas, construction, aviation, guided transport, finance, health, etc.).

THE BENEFITS FOR YOU

Opportunities to access, and interact with a vast international network of academic, institutional, and industrial experts.

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Exposure to innovative ideas and original experiments.

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Quick results

With our completely new research method you can see results in around 18 months.

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Visible improvement as part of a CSR/ESG policy.

CUTTING-EDGE TOPICS THAT CAN CHANGE PRACTICES

Changing safety models, cultural models, globalization, the impact of the digital revolution on risk governance, the social acceptability of risk and participatory processes in risk governance, new safety challenges (the ecological transition, socially responsible investment, cybersecurity), the new relationship between safety authorities and firms, revisiting the autonomy given to companies by authorities, and the autonomy given by companies to their network in terms of risk management, changing subcontracting models, safety training, crisis management and resilience, demographic changes, etc.

SOME OF FONCSI'S ACHIEVEMENTS

SAFETY CULTURE

>> While the concept of safety culture remains relevant, it is often unclear how to interpret it, and how to go about implementing it in practice in the industry.

FonCSI brought together the world's leading experts to provide practical insight into this concept. Three key points emerged:

1. The company's safety culture must be understood and evaluated in the context of its overall corporate culture. **We must abandon visions that are too siloed.**
2. The most important challenges are: (a) to understand the culture that characterizes the company, the reason for this culture (its history), and how it can support an improvement in safety, but remains compatible with the company's expansion in a competitive market; and (b) to trace the path, either directly or indirectly, towards a desired target.
3. The analysis confirmed that in all cases, change is slow, and must be part of a global corporate strategy rather than simply an isolated project managed by company's HSE department.

APPLICATIONS: Air transport in 2020.

CITIZEN CONSULTATION

>> **Regulatory consultation mechanisms and public policies for the prevention of industrial risks are ineffective with respect to providing information and encouraging public participation.** Improvements are possible, and rely on :

1. Strong links between the central government and local initiatives (elected officials, industrialists, residents) that are tailored to the local context;
2. Extending the consultation to other risks and opportunities that go beyond the risk of a major industrial accident;
3. Developing a culture of participation among all actors, adopting a less technocratic, less top-down approach that is more based on the social sciences.

APPLICATIONS: The Feyzin Residents' Conference (a consultation process put in place at a refinery near to Lyon, France); the Riskopolis serious game, for training in consultation.*

SKILLS & COMPETENCIES

>> In high hazard industries, the most effective ways to develop professional safety skills are based on:

1. **Simultaneous training at different hierarchical levels**, which includes managing trade-offs;
2. **The inclusion of safety issues into professional training**, rather than as additional, safety-specific training;
3. Being open to the development of **professional skills in the field**, going beyond formal training mechanisms (for example, based on simulations);
4. Improving **social relations** within the company.

APPLICATIONS: Oil & Gas since 2016; Air transport since 2020.

HOF EXPERTISE

>> The role of human and organizational factors (HOF) in safety management is evolving, driven by both past achievements (the institutionalization of methods, training, etc.), and changes in the industry itself (digitalization, remote work, the environmental crisis, etc.).

Consequently, the role of HOF experts, who have historically been focused on operators, must change. Their work must focus on strategic and governance levels, in order to directly impact organizational decisions and interactions with regulators.

APPLICATIONS: Nuclear and aeronautical industries.

WORK PREPARATION

>> The efficiency, along with the real and perceived usefulness of onsite preparations for interventions can be significantly improved by the implementation of an approach that takes account of everything that is likely to happen - from the time the decision is taken to go ahead, to the day the project finally ends.

This approach:

1. Links planning and execution: an upstream risk analysis and real time assessment; pre-job briefings and traceability;

2. Facilitates the links between anticipation and (re)activity, making the latter more resilient when execution conditions are unreliable.

APPLICATIONS: Service industries, construction and Oil & Gas in 2020.*

**In collaboration with ICSI.*

SAFETY MODELS

>> Ongoing transformations in the industry (globalization, financialization, fragmentation and the reassembly of systems into networks and networks of networks, digitalization, remote work, crises and the ecological transition, etc.) are driving an exponential increase in complexity.

This increase in complexity inevitably means an increase in uncertainty and unpredictability and, therefore, the likelihood that a crisis will occur.

Current safety models, which are based almost exclusively on anticipation and linear causation, are already no longer a sufficient approximation of reality.

Corporate strategists will need to integrate complexity into their view of safety, along with the associated resilience needs.

APPLICATIONS: Training of several executive committees in large companies.*

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