

# Martinez Renewables' Safety Culture Assessment Report

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## Key Findings & Recommendations

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# Introduction

## The Assessment Team



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# Martinez Renewables 11.19.2023 Incident Overview

- An operator was troubleshooting a recycle furnace (F-20) as it was starting up the first time after the plant was modified to process renewable fuels
- A furnace tube in the recycle furnace ruptured releasing a diesel-type material that caught on fire
- The fire engulfed the operator resulting in 3rd-degree burns over 80% of his body
- The incident was classified as a Community Warning System (CWS) Level 2 incident and met the definition of a Major Chemical Accident or Release (MCAR)
- As a result, a third-party evaluation of the refinery's management system and safety culture was implemented by Contra Costa Health



# Today's Objectives

To provide an overview of  
the Safety Culture  
Maturity Assessment

Present key findings and  
recommendations

Receive public feedback  
for incorporation into the  
final Assessment report



# Background on Martinez Renewables Assessment



- Project Kick-off held in **January 2025**
- On site assessment, follow-up interviews, and online survey conducted in **February** and **March 2025**
- **Safety Culture Maturity Assessment report:**  
<https://together.cchealth.org/27086/widgets/92678/documents/70040>
- **Goal:** To identify strengths and areas for improvement in Martinez Renewables safety culture and management systems through a Safety Culture Maturity Assessment

# Scope & Approach

## Assessment Scope

Evaluation of management systems, human factors, and safety culture.

## Sample

Workforce size: 280  
# of Engagements:  
191

## Methodology Approach

- Historical Safety document review
- In-person workshops
- In-person and virtual interviews
- On-site observation & discussions
- Online survey

## Data Processing

Transcription, standardization, qualitative and quantitative data analysis

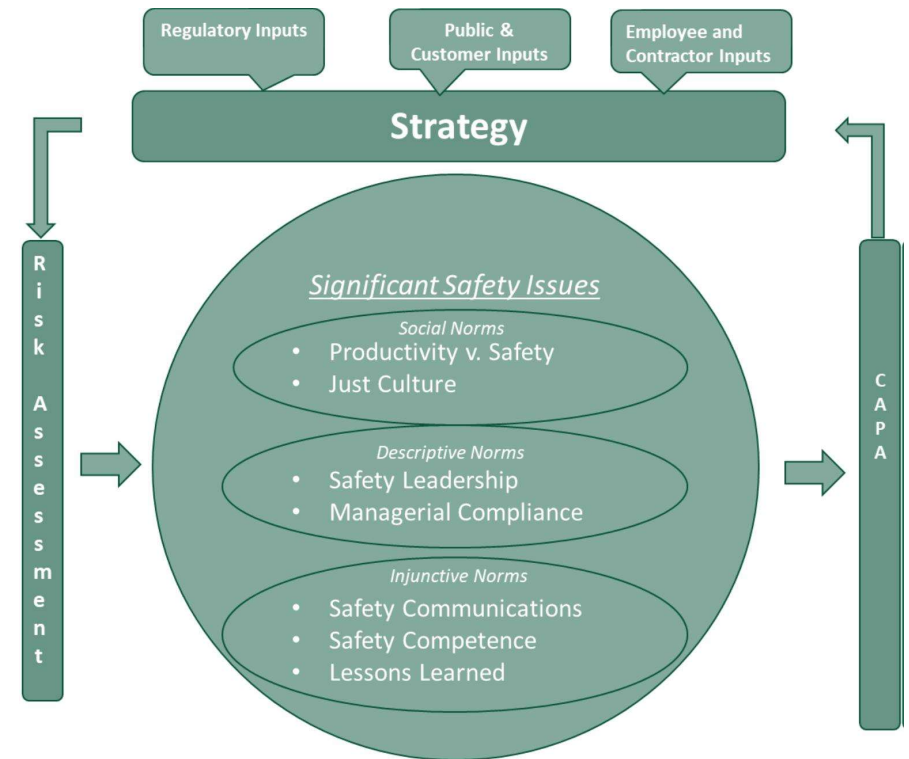
## Safety Culture Assessment Report

# Safety Culture Maturity Model

The Safety Culture Maturity Model contains seven Safety Culture Root Cause Areas and three Core Business Processes, to establish the 10 domains that were assessed

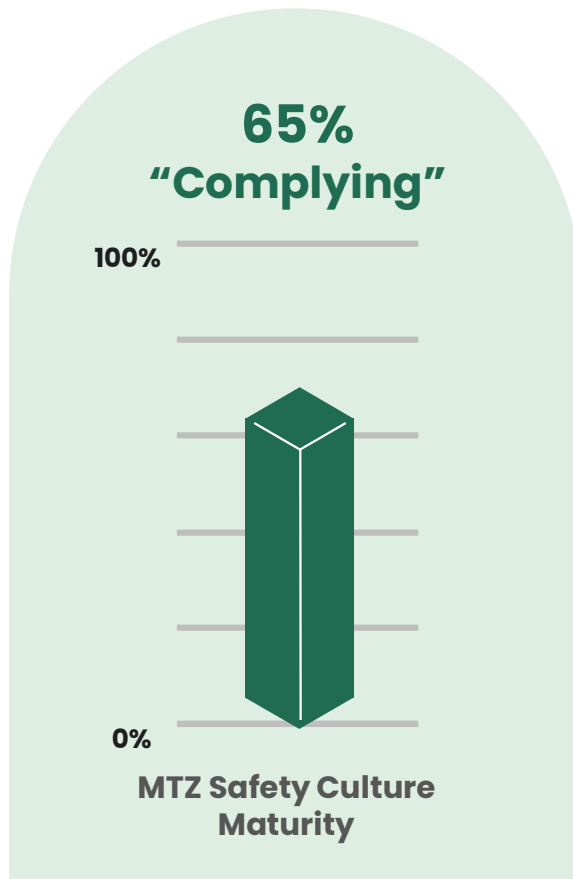
Participants rated the 10 key safety culture domains across a five-point maturity scale

1. Commencing (0-30%)
2. Coasting (31-60%)
3. Complying (61-80%)
4. Committing (81-90%)
5. Commanding (91-100%)



CAPA-Corrective And Preventative Action

# Key Findings



## Overall Safety Culture Maturity Score

- Martinez Renewables safety culture maturity was rated at **65%**, placing it in the "Complying" stage.
- This is **lower than a global mix of industry peers** (40th percentile compared to 82nd percentile for Oil & Gas and 75th percentile for petrochemical refineries).



# Key Findings

Through predictive analytics of Martinez Renewables safety culture assessment data and past personal injury records, the following key safety culture domains were highlighted as significant predictors of future personal injury incidents and process safety incidents.

- **Personal injury incidents:**
  - Productivity Before Safety
  - Just Culture
  - Safety Leadership
- **Process safety incidents:**
  - Productivity Before Safety
  - Risk Assessment
  - Safety Leadership

# Key Findings

Divergence between managerial and operational perspectives

Deficiencies in communication flow

Training and shadowing gaps

Concerns about resource allocation and employee morale

*Reactive* rather than *proactive* safety management

# Recommendations and Action Items Summary

No.	Recommendation	Priority
1	<b>Prioritizing Safety and Resource Allocation:</b> Conduct a comprehensive staffing review, improve employee retention, and ensure adequate resources for safety initiatives. Establish metrics to track safety and production performance.	High

## Action Item Summary

- Establish **structured processes** for prioritizing safety funding, conducting staffing reviews, and aligning resources based on workload analysis.
- Develop and **communicate key policies**, including a safe-production policy and employee retention strategies tied to compensation and career growth.
- Implement measurable safety metrics at the department level and integrate them into **performance evaluations and ongoing monitoring**.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
2	<b>Fostering a Just Culture:</b> Enhance the anonymous reporting system, implement a clear non-retaliation policy, and establish accountability measures for safety performance.	High

## Action Item Summary

- Develop and communicate a **non-retaliation policy**, with written guidelines, mandatory training, and tracking to protect employees who report safety issues.
- Implement a transparent safety concern investigation process, with clear procedures, **feedback mechanisms (including anonymous)**, and defined timelines.
- Establish **organization-wide safety accountability**, outlining specific safety responsibilities for individuals and teams.



# Recommendations and Action Items Summary

No.	Recommendation	Priority
3	<b>Improving Communication:</b> Develop a comprehensive communication plan, improve feedback mechanisms, and provide safety communication leadership training to supervisors and managers.	High

## Action Item Summary

- Create a safety communication plan that defines methods, channels, and tracking to ensure **effective information flow** to all employee levels.
- Deliver safety leadership training to supervisors and managers, emphasizing **communication skills** and measuring impact on safety engagement.
- Implement an **action item tracking system** with assigned responsibilities, deadlines, and effectiveness monitoring.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
4	<b>Enhancing Safety Leadership:</b> Strengthen leadership's commitment to safety, improve accountability, and provide leadership training focused on SMS responsibilities and effective safety practices.	Medium

## Action Item Summary

- Define and enforce **safety accountability for leaders**, including clear consequences for unsafe behaviors and consistent policy application.
- Provide targeted leadership training on **safety management system (SMS) roles**, accountability, and best practices.
- Establish systems for leaders to engage in safety activities and **consistently model safe behaviors** for their teams.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
5	<b>Enhancing Risk Assessment Practices:</b> Cultivate a proactive and comprehensive approach to risk management, ensure consistent application of risk control measures, and provide risk assessment training.	Medium

## Action Item Summary

- Standardize risk assessment procedures, including **definitions for critical/non-critical tasks** and proactive hazard identification across operations.
- Ensure qualified personnel conduct risk assessments, with **clear competency requirements**, training, and regular refresher courses.
- Implement and monitor a risk control system, applying the hierarchy of controls and **integrating incident history** to inform risk severity and likelihood.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
6	<b>Enhancing Training Effectiveness and Competency:</b> Adopt a multifaceted approach to improve training methods and content, including reducing reliance on CBT, increasing hands-on training, and implementing a competency assessment program.	Medium

## Action Item Summary

- Align training with job roles, enhancing onboarding and safety training to reflect **specific duties, hazards, and responsibilities**.
- Expand hands-on learning, **integrating job shadowing** and practical experience to strengthen operator qualification and skill transfer.
- Implement a **competency assessment program**, including practical evaluations, tracking systems, refresher training, and trainer effectiveness reviews.



# Recommendations and Action Items Summary

No.	Recommendation	Priority
7	<b>Aligning Practices with County ISO and OEMS:</b> Address gaps in lone worker policies, worker participation, and hazard identification practices, and integrate improvements into OEMS.	Medium

## Action Item Summary

- **Identify and assess gaps** in lone worker safety, worker participation, and risk assessment practices against recognized safety standards.
- Develop and assign a clear improvement plan within OEMS, with defined responsibilities and timelines for **addressing the gaps**.
- Establish a monitoring system with metrics to track implementation **progress and effectiveness** of the safety improvements.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
8	<b>Incorporating Pre-Meeting Safety Discussions:</b> Establish proactive safety discussions at the start of all meetings using standardized templates and visual aids.	Low

## Action Item Summary

- **Develop** and pilot standardized **pre-meeting safety discussion** tools, including templates, checklists, and visual aids for use both in the office and in the field.
- **Train** all employees on the purpose and process of conducting effective pre-meeting safety discussions.
- Establish a **continuous improvement process** to evaluate, refine, and enhance the program based on feedback and results.

# Recommendations and Action Items Summary

No.	Recommendation	Priority
9	<b>Improving Data Integration and Analysis:</b> Add an "Area Team" column to Intellex PSM data reports, track work density and exposure hours, and analyze incident rates for better safety management.	Low

## Action Item Summary

- **Add "Area Team" data** to PSM reports to link incidents with specific locations and teams for improved analysis.
- **Integrate 2024 work density** and turnaround data into **incident reviews** to validate historical safety trends.
- Establish ongoing tracking of **work density and exposure hours** to enhance accuracy of safety performance analysis.

# 2025 Safety Culture Assessment Roadmap

