

Grey Paper THE REFINERY OF TOMORROW

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The structure of transportation fuel production is changing throughout the world, influenced by environmental, political, security, and other forces beyond the control of petroleum refiners. What factors should executives and board members consider for existing and new assets – what will the refinery of the future look like? Discover the answers to these questions and many more in the Pilko Grey Paper, "The Refinery of the Future."



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Part One in our series, "The Safety Problem - Do We Have a Solution?" posed the question "Why are fatality rates rising?" Solutions are developed in **Part Two** which include studying accidents (and non-accidents), listening to weak signals, and fostering organizational resilience to create a learning environment to adapt to changing situations.

Art Colwell, a 30-year veteran of the chemical industry, continues this three-part series reviewing advanced research and insights in the field of Human Factors.

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Executives and Leaders!

Safety is in a crisis but there is a New Safety Perspective, creating a more resilient and streamlined work environment, one capable of learning and adapting to evolving events. Reflect on the "Make it Happen" list and then find the reliance and leading safety performance in your business.

In the final chapter of our three-part Grey Paper, the learnings, observations, and ideas discussed in Parts 1 and 2 are brought together under the umbrella of "A New View".

Art Colwell, a 30-year veteran of the chemical industry, concludes this Grey Paper series by taking a "New View" of solving The Safety Problem and offers some guidelines to leaders about how to "Make it Happen."



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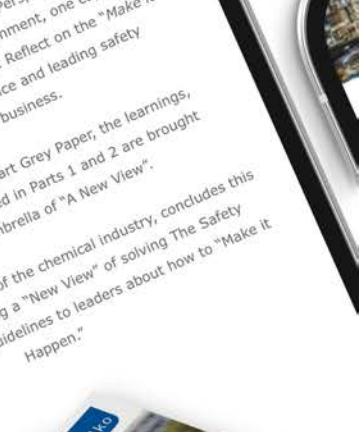
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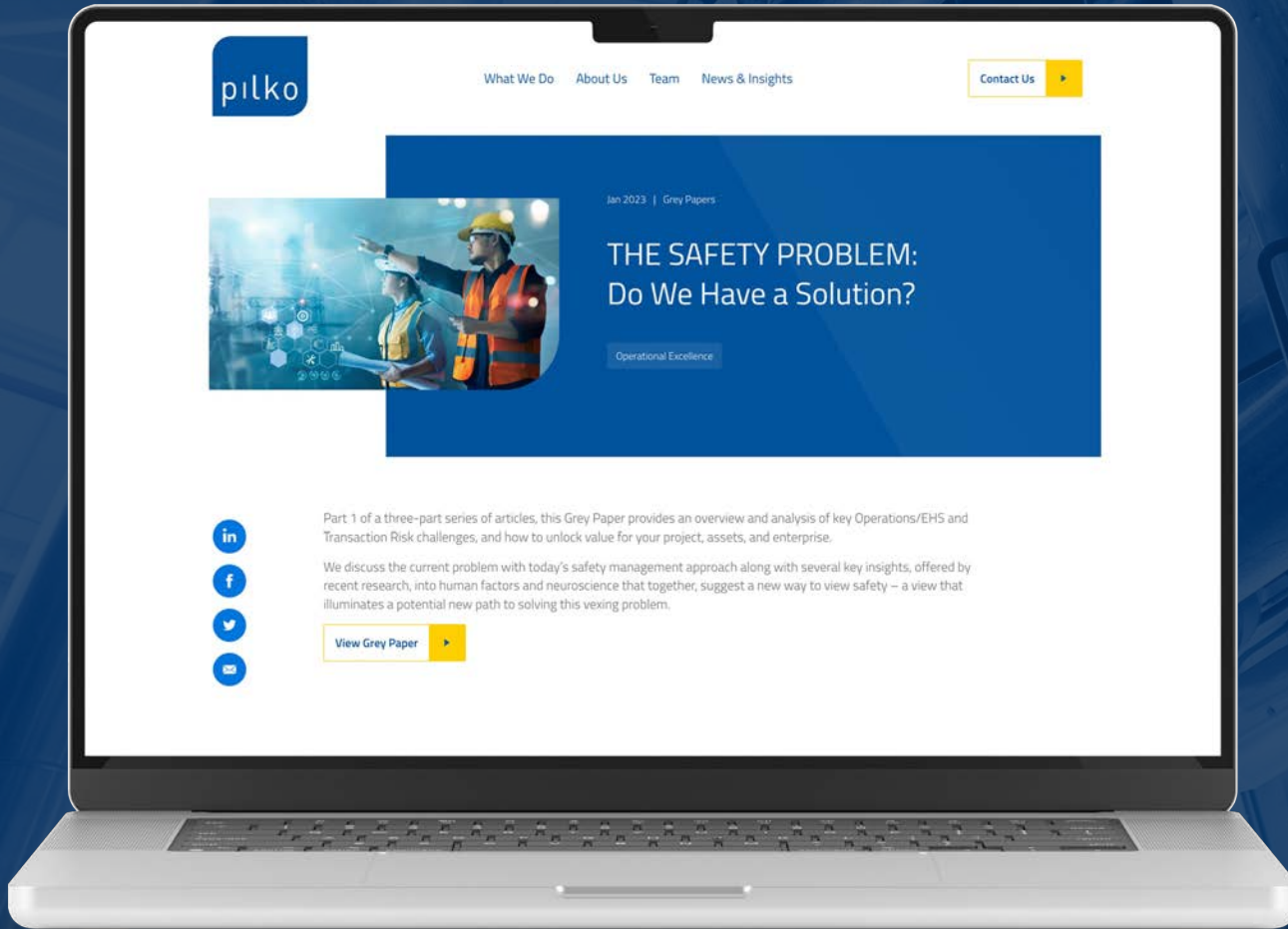
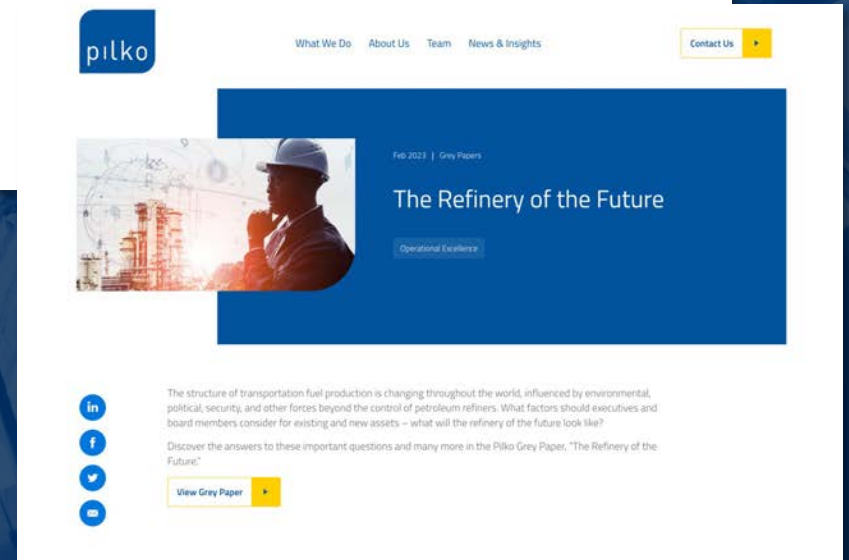
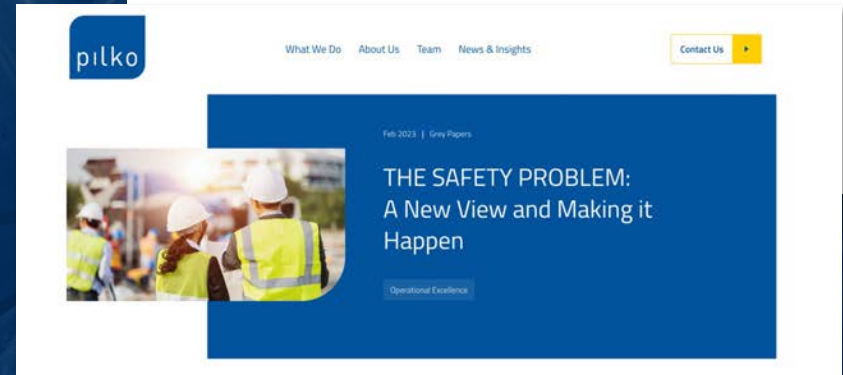


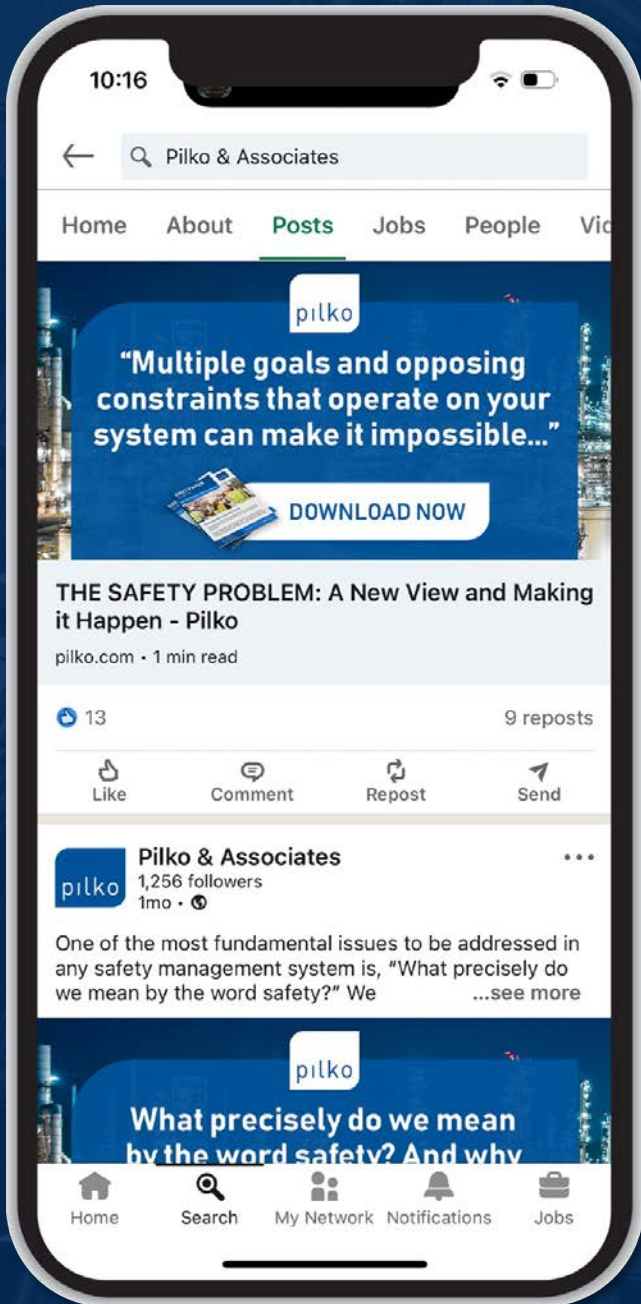
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