

BOP Cyclics Recovery Project – Nobody Gets Hurt

David C. Krause



Project Manager,
ExxonMobil
Chemical Company

2005 Construction Industry Safety
Excellence Award from the Construction
Users Roundtable (CURT)

engineering & construction contracting conference

38TH ECC
CONFERENCE

THRIVING TODAY & TOMORROW



How We Achieved Nobody Gets Hurt

- Total Company Commitment to a Positive Safety Culture
- Contractor Qualification, Bidding, and Selection
- Safety Execution Planning
- Execute Safely

engineering & construction contracting conference

38TH ECC
CONFERENCE

THRIVING TODAY & TOMORROW



Total Company Commitment to a Positive Safety Culture

- Corporate – Operations Integrity Management System
- Projects Department – ExxonMobil Capital Project Management System
- Plant – BOP Safety Manual
- Project – Cyclics Safety Execution Plan
- Contractor – KBR and subcontractor plans

engineering & construction contracting conference

Contractor Qualification, Bidding, and Selection

- Screened contractors that had a 3-year average TRIR of less than 1.0
- Safety oriented pre-bid meetings
 - Engaged bidders in a thorough discussion of safety expectations from the earliest meetings
 - Developed a list of routinely misunderstood or overlooked safety requirements
- Clearly outlined the High Performance Team concept
 - Each contractor is responsible for their subcontractors
 - Every person is responsible for their own safety as well as the safety of their coworkers

engineering & construction contracting conference

Safety Execution Planning

- **Orientation Program**
 - Initial 1 ½ day training
 - Additional ad hoc training
- **Routine discussions of safety**
 - Daily toolbox sessions
 - Job Safety Analysis for each work task
 - Weekly status checks
 - Biweekly Safety Leadership Team
 - Monthly all-hands meeting
 - Safety stand downs when needed

engineering & construction contracting conference

Safety Execution Planning

- **Disciplinary action for unsafe work practices**
 - Graduated, positive discipline process
 - Zero tolerance on the Cardinal Safety Rules
- **Recognition of outstanding safety performance**
 - Applicable to everyone on the job
 - \$ 1 /hr safety incentive
 - On-the-spot recognition with gift card or gift item
 - Monthly breakfast for everyone
 - Major safety milestone celebrations
 - End of project pool of prizes

engineering & construction contracting conference

Safety Execution Planning

- Both regular and periodic safety audits and inspections
 - Constant presence of supervision
 - Safety personnel in the field more than their office
 - Behavior Based Safety observations
 - Hazard Elimination Action Team (HEAT)
 - Cold eyes reviews
 - Review of the data turned into actionable items – both leading and lagging indicators

engineering & construction contracting conference

Execute Safely

- Make sure everyone knows the plan
- Create and maintain the right safety culture
- Owner, contractor and subcontractor management to lead by example
- Incident reporting, analysis, and follow-up
- Follow the plan but watch, learn, and make adjustments

engineering & construction contracting conference