PLANNING TO SUCCEED

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THIS PRESENTATION IS INTENDED TO :

1. Identify common barriers to successful projects.

1. Provide basic tools for planning

1. Identify common attributes of successful projects.

1. Open Discussion

Common Barriers to Successful Projects

1- A Lack of Project/Scope Review? How do we determine human and equipment resources needed for the project.

2- Unclear communication - Who talks to who? What information is being shared?

3- Qualification of Safety Personnel-   How many people do we need? How do we determine qualifications? Who determines? Any interviews needed or required?

4. Special Orientation Needs: Reciprocal Safety Councils, TappiSafe, Browz, Online, DVD,etc.

Common Barriers to Successful Projects

1- Either a lack of JSA or a JSA process that is not clear.

2- Permitting requirements that are overly complicated. Who-What-When-Where etc. Adding "extras" on to the process that do not affect safety.

3. Control of Hazardous Entry Procedures that are not communicated well and have extra requirements that may not be adding a level of safety.

4. Confined Space Entry programs without clear expectations or space specific procedures.

Common Barriers to Successful Projects

5. Crane Operations- Not a part of the planning phase of the project. Not sure who is responsible for what?

6. Stance on fall protection is that this is a 100% tie off project. Go figure it out.

7. Air Monitoring- What kind of air monitor is being specified, is needed. Is a PID needed? Specific Gas?

8. Safety Observations: Is everyone required to do them trained? How many must be done? Who do they go to?

Common Barriers to Successful Projects

1. Lack of post-action critiques. Moving on to the next project or just glad to be finished!
2. Documentation/ retention of documentation is not consistent.
3. Cannot feedforward what we learned if we don't know for sure what that is.

Have a Plan to Succeed

Review and Revise
After action critiques, revision and training to new requirements

Plan
Pre Job Planning
Have the right people involved from the beginning

SAFE Projects

Execute
Manage LOTO Fall Protection-CSE-Hot Work-Cranes- Efficiently Audit-Inspect-Communicate

Communicate
What the requirements are.
What is the Scope
Who is accountable for what?

Common Attributes of Successful Projects.

Planning

1. Communication Lines. Communicate clearly what your Values are. Who is in charge of what? What is the chain of Command? Address the span of control.
2. Clear expectations and accountability to expectations.
3. Planning Phase addresses Scope, Resources, Previous pitfalls, JSA-JHA Development and review (Fall protection, walking surfaces, hot work, hazardous chemicals) Cross-functional group involved. Safety-Planning-Maintenance-Operations etc.
4. Permit System Requirements. The process of obtaining, and closing are clear.

Common Attributes of Successful Projects.

Planning
Internal Meetings

1- Safety Representation should be an integral part of project planning. Review of past project action plans for issues and successes.

2. Identify special equipment needs or internal improvements needed. (I.e. Installation of anchor points, platforms, purchase or rent special equipment etc.)

3. Meet with plant contractor representatives and identify contractor issues via past history, observations, pre-qualification services ratings,

4. Identify safety resource needs. (ERT- Safety Observers, Fire Watch-CSE Attendees, Permit writers,)

Common Attributes of Successful Projects. (Plants)

Planning

External Meetings

1- Plant Safety Team Leader leads an expectation communication meeting with contractors and mill contractor representatives. Communicate meeting attendance expectations before this meeting.

2. Convey Expectations scope and timing of the shutdown

3. High Performing plants ensure contractor safety personnel KNOW that they are part of the Safety Team.

Planning Tools

1. Provide accurate scope, length, and difficulty of tasks/projects

1. Set objectives and goals

1. Break down task/project into basic process steps

1. Develop accurate schedules and task/personnel assignments

Planning Tools

1. Anticipate and adjust for problems, roadblocks, and unforeseen issues

1. Measure performance/progress against objectives/goals

1. Regular evaluation of progress and results

Common Attributes of Successful Projects.

Execution

1. Frequent review of specific JSAs.

2. LOTO procedures-   Walk downs, special requirements, deviations

3. Line-breaking procedures-   SDS Review, PPE,LOTO Review, Process/Method Review

4. Fall Protection Plans-   Imagined vs Real anchor points, installed horizontal lifelines, scaffold installed and process for proper inspection/repair, fall protection rating letters for scaffold

Common Attributes of Successful Projects.

Execution

5.   Confined Space Entry - Clear specific entry procedures. Who to call, What was/is in the tank, who monitors prior to entry, during entry, who issues permit, who is the assigned rescue team

6. Crane Operations -Inspection/Records Review Rigging/Lift Plans, Operator qualifications, ground and overhead conditions

7. Hot work Procedures- Permits- SDS Review-Air Monitoring

8. Clear work area coordination. Who makes priority decisions.

Common Attributes of Successful Projects.

Execution

1. Other permits I.e. Trenching, blue flag, radiation,

2. Frequent Information sharing. (daily or every shift) . Communicate meeting attendance expectations before this meeting. Who needs to attend, What needs to be covered during the meeting

3. Scope/Progress Review Cover what's next on an ongoing basis. Helps to identify changes in scope, possible delays, interference etc.

4. Direct communication of meeting minutes to all affected parties

Common Attributes of Successful Projects

Review/ Revise

1. Have an after-action Critique. Communicate clearly who needs to attend, when, where and what time the event starts?
2. Communicate what is the intent of the critique. What information each party is responsible for.
3. Provide as proper a clear critique summary to all necessary parties.
4. Ensure a comparison with past lessons learned is completed and documented?

Common Attributes of Successful Projects

Review/ Revise

1. Develop as necessary a corrective action plan with scheduled review and closure assessment.
2. Revise necessary procedures and work instructions to prevent any issues that may have occurred.
3. Train or communicate changes as necessary to all affected individuals.
4. Don't forget to Communicate Successes!

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Communicate
What are the Requirements?
What is the Scope
Who is accountable for what?

REMEMBER

TO PLAN YOUR WORK

THEN

WORK YOUR PLAN!

QUESTIONS

OR

DISCUSSION

THANK YOU FOR ATTENDING.

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