

INTEROFFICE MEMORANDUM

JANUARY 28, 1988

FROM: SUPERINTENDENT - HEALTH, SAFETY & ENVIRONMENTAL
DEER PARK MANUFACTURING COMPLEX

TO: ALL MANAGERS

SUBJECT: H&S REVIEW PRESENTATION

Attached are the viewgraphs from this morning's presentation on the upcoming Health & Safety Review scheduled to take place February 29 through March 11, 1988. A videotape of the presentation is also available for those who were unable to attend. If you would like a copy, please contact Mary Hamilton on ext. 6903.

Following the viewgraphs are 3 documents: a survey form for technical staff and two questionnaires. One questionnaire will be sent to the Managers and Supervisors who have scheduled interviews. It has been designed to help improve the efficiency of the interview. The second questionnaire is a guideline for the review team members to use in the field. These three documents are from 1987 reviews and may be changed somewhat prior to our review, but they help give you a feel for what the review team will be looking at.

Please contact us if you have any questions.



T. E. Gillespie

TEG:ljb
Attachments

cc: W/Attachments:
M. T. Hamilton
Safety Satellite

W/O Attachments:
C. M. Hutchings
A. F. Schmit
B. T. Waggoner

LAM 002782

HEALTH & SAFETY REVIEW TEAM MEMBERS

COORDINATOR

K. C. (KEN) CRAWFORD - H&S, MFG & TECH - HEAD OFFICE

H&S REVIEW TEAM MEMBERS

J. D. (JOHN) HARRIS	- CORPORATE HS&E
J. H. (HENRY) BLUNT	- H&S, MFG & TECH - HEAD OFFICE
H. L. (HARRY) FIDOE	- MAINTENANCE MANAGER - NORCO
A. (AMIR) FARID	- PROCESS MANAGER - WILMINGTON
R. C. (BOB) NEWELL	- H&S MANAGER - WOOD RIVER
R. E. (ELVIS) GREEN	- CORPORATE HS&E, IND HYG
T. E. (TOM) MEYER	- FIELD TEAM MANAGER - DEER PARK
T. A. (TOM) ROBERTS	- MAINTENANCE MANAGER - DEER PARK

MEDICAL C.A.R.

DR. R. S. (BOB) MARNOY - CORPORATE MEDICAL

PART-TIME*

P. J. (PHIL) SNYDER

REPORT-OUT

A. D. (ARNOLD) DITMAR - MGR H&S, MFG & TECH

PHIL WILL BE HERE ON FEB 18, 19, 22, AND 23 TO EXAMINE
IH PROGRAMS

LAM 002783

DPMC-08911

A HEALTH AND SAFETY REVIEW IS:

- A MANAGEMENT CONSULTANCY
- A SYSTEMS REVIEW
- A PEER REVIEW
- A PERFORMANCE SAMPLING
- COMPREHENSIVE IN SCOPE
- RESTRICTED IN DETAIL

LAM 002784

DPMC-08912

A HEALTH AND SAFETY REVIEW IS NOT

- A WALL TO WALL INSPECTION.
- AN INTENSIVE PROCESS REVIEW.
- AN ENVIRONMENTAL REVIEW.
- A SECURITY REVIEW.

LAM 002785

DPMC-08913

HEALTH AND SAFETY REVIEW FOLLOW-UP

- LIST OF OBSERVATIONS AND RECOMMENDATIONS WILL BE GIVEN TO THE LOCATION AT THE CONCLUSION OF THE REVIEW.
- DRAFT REPORT WILL BE FURNISHED TO LOCATION IN 3-4 WEEKS.
- FINAL REPORT ISSUED AFTER LOCATION COMMENTS RECEIVED ON DRAFT.
- ACTION PLAN DEVELOPED BY LOCATION.
- QUARTERLY STATUS REPORT UPDATES FURNISHED TO APPROPRIATE SHELL MANAGEMENT. HEALTH & SAFETY M&T WILL COORDINATE FOLLOW UP.

LAM 002786

DPMC-08914

MANAGEMENT EMPHASIS

FORMALIZED HEALTH AND SAFETY EXPECTATIONS

- SAFETY PHILOSOPHY STATEMENT
- INTEGRATED PART OF FORMAL PERFORMANCE REVIEW PROCESS
- EXPECTATIONS CLEARLY DEFINED

MANAGEMENT PRESENCE

- DO EMPLOYEES SEE MANAGEMENT IN THE FIELD?
- DOES MANAGER AUDIT HIS AREA TO UNDERSTAND PROBLEMS, STRENGTHS, AND OPPORTUNITIES FOR IMPROVEMENT?

HEALTH & SAFETY REWARDS/DISCIPLINE SYSTEM

- PROCESS APPLIED UNIFORMLY/CONSISTENTLY
- DISCIPLINE FOR DISREGARD OF RULES, PROCEDURES AND STANDARDS EVEN WHEN NO ONE GETS HURT
- HAVE SYSTEM FOR APPROPRIATE RECOGNITION, GROUP OR INDIVIDUAL

MANAGEMENT EMPHASIS

HEALTH AND SAFETY GOALS

- PROBLEMS vs GOALS
- HEALTH AND SAFETY GOALS ARE UNDERSTOOD BY THE WORKGROUP

PRIORITIES

- PROBLEMS vs GOALS vs PRIORITIES
- ENVIRONMENT IN WHICH EMPLOYEES WILL SHUT DOWN A JOB BECAUSE OF AN UNSAFE CONDITION

MANAGEMENT PARTICIPATION

- SAFETY INCORPORATED IN ONGOING BUSINESS ACTIVITIES, MEETINGS, AND REVIEWS

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DPMC-08916

LINE RESPONSIBILITY FOR H&S **PERFORMANCE**

EMPLOYEE H&S TRAINING

- OWNERSHIP FOR AND ENSURES THAT EMPLOYEES ARE TRAINED IN ALL ASPECTS OF THEIR JOB
- EMPLOYEES ARE TRAINED TO RESPOND TO EMERGENCIES

LEADERSHIP IN H&S ACTIVITIES

- PERSONAL FOLLOWUP ON INJURED EMPLOYEES
- PROVIDES FOR PROMPT, THOROUGH ACCIDENT INVESTIGATION
- AREA OF RESPONSIBILITY IS IN A SAFE CONDITION AT ALL TIMES (HOUSEKEEPING, MAINTENANCE, OPERATING CONDITION, ETC.)

EMPHASIS ON "DOING JOB RIGHT"

- EMPLOYEES HAVE AND USE GOOD PROCEDURES
- NON-ACCEPTANCE OF NON-COMPLIANCE

AWARENESS

EMPLOYEE PARTICIPATION

- **EMPLOYEE PARTICIPATION IN SAFETY MEETINGS**
- **GOAL SETTING**
- **DEPARTMENTAL SAFETY COMMITTEES**
- **SLOGANS, PERSONAL AWARDS, DINNERS, ETC.**

INCIDENT REPORTING

- **FOUND SYSTEM THAT CAPTURES 'REAL' NEAR-MISSES AND COMMUNICATES TIMELY**

SAFETY MEETINGS

- **SCHEDULED REGULARLY**
- **QUALITY MEETINGS**

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EMERGENCY RESPONSE

- **EMERGENCY EQUIPMENT INSPECTIONS**
- **SCENARIO BASED PROCESS EMERGENCY DRILLS**
- **BUILDING EVACUATION PLANS/DRILLS**
- **SUPPORT OF DPMC EMERGENCY RESPONSE ORGANIZATION**

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DPMC-08919

HEALTH & SAFETY REVIEW COMPLEX PROCEDURES/PROGRAMS

**PURPOSE: PROVIDE YOU WITH AN OVERVIEW OF ITEMS WHICH
ARE LIKELY TO BE EVALUATED DURING THE REVIEW.**

- 1. Asbestos**
- 2. Benzene**
- 3. Embryo-Fetus Program**
- 4. HAZCOM/MSDS Program**
- 5. Hearing Conservation Program**
- 6. Exposure Monitoring Program**
- 7. Safety Glasses/Shoes**
- 8. Work Permits**
- 9. Respiratory Protection Program**

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ASBESTOS PROGRAM

- 1. Written Program**
- 2. Training Records**
- 3. Signs & Labels**
- 4. Work Practices**
- 5. Personal Protective Equipment**
- 6. Disposal & Housekeeping**
- 7. Medical Surveillance Program**

BENZENE PROGRAM

- 1. Written Program (To Be Developed)**
- 2. Training Records**
- 3. Signs & Labels**
- 4. Work Practices**
- 5. Personal Protective Equipment**
- 6. Exposure Monitoring Program**
- 7. Medical Surveillance Program**

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DPMC-08922

EMBRYO-FETUS PROGRAM

- 1. Written Program**
- 2. Training/Counseling Records**
- 3. Lists of Embryo-Fetus Toxins Present**
- 4. Review Female Employee Familiarity With Program**

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DPMC-08923

HAZCOM/MSDS PROGRAM

- 1. Written Programs (S-110 & S-130)**
- 2. Training Records - Initial & New Assignments/Hazard**
- 3. CHID/WPA Current**
- 4. MSDS Manuals Current**
- 5. MSDS User's Guide Available**
- 6. Labeling**
 - a. portable containers**
 - b. laboratory samples**
- 7. Contractor Procedures**

HEARING CONSERVATION PROGRAM

- 1. Written Program(S-124)**
- 2. Training Records - Initial & Annual (High Noise Area)**
- 3. Signs - "Hearing Protection Required"**
- 4. Noise Contour Maps - Posted & Current**
- 5. Annual Audiometric Exams**
- 6. Audiometric Followup For STS**

EXPOSURE MONITORING PROGRAM

- 1. Routine Monitoring Strategy**
- 2. Exposure Monitoring Results**
 - a. Employee access to monitoring results**
 - b. Employee awareness of monitoring program**
- 3. Corrective Actions Resulting From Results**
 - a. Engineering controls**
 - b. Work practices**
 - c. Personal protective equipment**

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DPMC-08926

SAFETY GLASSES/SHOES

- 1. Written Programs (S-117 & S-120)**
- 2. Location policy for use**
- 3. Enforcement of policy**
- 4. Availability to employees**
- 5. Employee awareness of programs**
- 6. Prescription safety glass policy**
- 7. Prescription inserts for full-face respirators**

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DPMC-08927

WORK PERMITS

- 1. Written Program(S-103)**
- 2. Review Actual Use**
- 3. Audit Completeness of Active/Recent Permits**
- 4. Audit Use of WPA Where Appropriate**
- 5. Review Permit Authorization Procedure**
 - a. who signs permit/authority level**
 - b. are job site inspections performed by operator & craftsman**

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DPMC-08928

RESPIRATORY PROGRAM

- 1. Respirator Training Records**
- 2. Fit Test Records**
- 3. Respirator Usage**
 - a. correct respirator for contaminant**
 - b. size & model fit tested for**
- 4. Respirator Storage & Maintenance**

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1988 HEALTH & SAFETY REVIEW

TRAINING AND DOCUMENTATION

1. DEFINED REQUIREMENTS

- COMPLEX REQUIREMENTS
- DEPARTMENTAL REQUIREMENTS

2. JOB TRAINING PROGRAM

- ASSESSMENT OF OVERALL JOB KNOWLEDGE

3. HEALTH & SAFETY TRAINING PROGRAM

- NEW EMPLOYEE H&S ORIENTATION
- WHO CONDUCTS YOUR H&S TRAINING
- DEPARTMENTAL H&S TRAINING SYSTEM IN PLACE?

4. DOCUMENTATION

- TRAINING SESSIONS AND SAFETY MEETINGS
- CONTENT OF RECORD - NAME
EMPLOYEE NUMBER
SUBJECT(S) COVERED
DATE
- CENTRALLY LOCATED WITHIN DEPARTMENT
- RETENTION SCHEDULES

5. EVALUATION OF EFFECTIVENESS

- INTERVIEW EMPLOYEES ON KNOWLEDGE OF PROGRAMS INCLUDING
HAZ COMM RESPIRATORY PROTECTION
HEARING CONSERVATION PROTECTIVE CLOTHING
IH MONITORING EMBRYO-FETUS POLICY
EMERGENCY RESPONSE ASBESTOS

1988 HEALTH & SAFETY REVIEW

EQUIPMENT AND ENGINEERING

1. INSPECTION

- INSPECTION DEPARTMENT PROGRAMS

**PRESSURE RELIEF VALVES
PRESSURE VESSELS
TANKS**

- ARE THESE PROGRAMS FOLLOWED IN THE FIELD?

- CRANE INSPECTION

2. EQUIPMENT INTEGRITY

- UNIT SAFETY EQUIPMENT CONDITION

- GENERAL PLANT CONDITION AND APPEARANCE

**LINE LABELING
HOUSEKEEPING
BLEEDERS PLUGGED
EVIDENCE OF CORROSION, DETERIORATION
ETC.**

3. PROJECT REVIEW

- PROJECT HANDLING PROCEDURES EMPHASIZE SAFETY?

- HOW WELL ARE PROCEDURES FOLLOWED?

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1988 HEALTH & SAFETY REVIEW

EQUIPMENT AND ENGINEERING

4. DOCUMENTATION

- P&IDs AND ONE-LINE DIAGRAMS UP-TO-DATE

5. CONTROL OF TEMPORARY INSTALLATIONS

6. VENTILATION SYSTEMS

7. RAILROAD - DEFICIENCIES FROM LAST REVIEW

- POOR QUALITY IMPROVISED CHOCKS
- SOME DROP RAMPS HAVE LOOSE HANDRAILS, TWISTED MOUNTS, IMPROPER FIT ON CAR
- SLIP TUBES SOURCE OF EXPOSURE
- VCM CARS NOT PROPERLY LABELED

8. SURVEY FOR TECHNICAL STAFF

- SURVEYS H&S RELATED TRAINING, DUTIES, DECISIONS, GOALS, MEETINGS, KNOWLEDGE, ETC.

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1988 HEALTH & SAFETY REVIEW

INTERNAL AUDITS

- 1. H&S COMPLIANCE AUDITS**
 - CORRECTIVE ACTIONS
 - FOLLOW-UP
 - ANY DEPARTMENTAL H&S AUDITS?
- 2. WORK PERMITTING**
 - JOB SITE PROPERLY AUDITED?
- 3. REVIEW OF CHECKLISTS AND LOGS**
 - UNIT SAFETY EQUIPMENT CHECKLISTS
 - RESPIRATOR & FIRE EXTINGUISHER TAGS
- 4. EQUIPMENT CONDITION**
 - DEPARTMENTAL SYSTEMS FOR EQUIPMENT AUDITING, E.G., VENTILATION SYSTEMS
- 5. STRUCTURED PROGRAMS AND SAFE WORK PRACTICES**
 - COMMONLY USED CORRECTIVE ACTIONS FOR AUDIT DEFICIENCIES

DPMC 1987 H&S AUDIT PROGRAM

- 1ST QTR.**
1. SAFETY ORDER BOOKS
 2. PERSONAL PROTECTIVE EQUIPMENT
 3. RESPIRATORY PROTECTION AND BREATHING AIR
 4. DSW PERMITS AND FIRE AND SAFETY PERMITS
 5. ELECTRICAL LOCK-OUTS
- 2ND QTR.**
6. HEARING CONSERVATION
 7. HAZARD COMMUNICATION
 8. STATIC GROUNDS
 9. GAS CYLINDERS
 10. WORK SURFACES, PLATFORMS, AND SCAFFOLDS
 11. SOUR TANK PROCEDURES
 12. ASBESTOS
- 3RD QTR.**
13. TRAINING RECORDS
 14. EMERGENCY RESPONSE
 15. CRANE INSPECTION RECORDS
 16. SLINGS/CRADLES INSPECTION RECORDS
 17. OTHER EQUIPMENT INSPECTION RECORDS
- 4TH QTR.**
18. EQUIPMENT ISOLATION
 19. UNIT FIRE & SAFETY EQUIPMENT
 20. GUARDS ON EQUIPMENT
 21. VENTILATION SYSTEMS
 22. EMBRYO-FETUS PROTECTION RECORDS

LAM 002806

SAFETY EXPERIENCE INVENTORY SURVEY FOR TECHNICAL STAFF

Your name _____ Title _____
Department _____

How many years have you worked since finishing school? _____
Years with Shell? _____ At this location? _____ Current job? _____

What do you do in your job: _____

How often do you visit plant operating areas?
Daily _____ Weekly _____ Infrequently _____ Never _____

On visits, who do you deal with (approximate %): Process manager _____
Supervisor/foreman _____ Technician/hourly _____ Crafts _____

What decisions do you make which affect employee health and safety?

Do you have personal _____ or departmental _____ safety goals? (Attach a copy if possible, please.)

Have you had any formal Process Safety education?
Part of college degree program? _____ Other college work? _____
Was this part of other courses or separate? _____
Subjects? _____

Shell "Safety in Design & Operations" (P.E.T.C.) _____
A.P.I. Seminar _____ Other: (Source/Subject) _____

Do you use any form of "System Safety" eg. MORT, etc in your job?
What? _____

Have you ever had a course in Industrial Hygiene? _____
If yes, what subject & duration? _____

Have you had recent personal Health and Safety training in:
Respiratory protection _____ Hearing protection _____
Fire suppression _____ First aid _____ CPR _____
MSDS's _____ Office safety _____ Specific chemical hazards _____
If yes, what chemicals? _____

Do you participate in regular safety meetings? _____

Is safety included in your job performance evaluation? _____

What could the company do to help you in your personal and professional health and safety activities? _____

SHORT QUIZ:

Without looking them up, could you define the following? **LAM 002807**
Carcinogen vs mutagen vs teratogen? _____
Deflagration vs detonation? _____

If the answer was "no" to either, could you quickly find the answer from your readily available references? _____

THANKS. Please return to HEALTH & SAFETY REVIEW TEAM

DPMC-08935

YOU WILL SOON BE INTERVIEWED BY A TEAM REVIEWING HEALTH & SAFETY AT YOUR FACILITY. YOUR PRE-INTERVIEW WORK CAN IMPROVE THE EFFICIENCY OF THE PROCESS. IF THE SYSTEM "WORKS RIGHT" THIS WILL EASE YOUR BURDEN - AND PROVIDE AN INDICATION OF YOUR INTEREST IN THE HEALTH AND SAFETY PROGRAMS AFFECTING EMPLOYEES IN YOUR AREA.

(FOR MANAGERS +
SUPERVISORS)

These are typical questions you will be asked.

Please provide WRITTEN copies of background information (like safety committee notes or departmental goals).

What is your departmental or unit historical safety performance?

How does current performance compare? Is it going up or down? Why?

Do you have departmental H&S goals? Written down? How are they developed?

Who participates? Staff? Technicians? Both? How?

How do you track performance vs goals? Is information published?

Is there a department safety committee? If yes, what do they do?

Do they have any budget or other discretionary authority?

Are both hourly and staff employees included?

Are there unit/departmental safety meetings?

Frequency? Duration? Location? Subjects? Leaders?

Are records of subject material and attendance kept?

Are internal safety audits done? By whom? Corrective action items developed?

Action parties assigned? Timing? Followup?

Who does department Health & Safety training? Where are records kept?

Is there a list of Mandatory training?

How does unit "catch up" on mandatory training which is missed?

Are there any Emergency Response Team members in department?

How are they assigned? What training must they have?

Is training current? Who keeps records?

What are physical qualifications for assignment?

How are they qualified? Who keeps records?

What materials in your workplace provide the greatest health concerns?

Is industrial hygiene monitoring done?

By whom? How often? For what materials?

To whom are the monitoring results provided? How?

Do you keep departmental IH monitoring records?

Who is responsible for OSHA compliance for the department?

Has discipline ever been used to address safety related conduct?

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Staff? Hourly? Both? Contractor? None?

What of your personal safety activities do you feel is most effective?

What major problem inhibits improved (unit/location) safety performance?

What is being done to address it?

Do you need more support from other departments to improve H&S performance?

If so, from whom?

Could an incident on your unit have an effect on the public (over the fence?)

If Yes, What? Have you developed an emergency response plan? Written?

DPMC-08936

H&S REVIEW TEAM
HEALTH ISSUE QUESTIONS FOR THE FIELD

RESPIRATORY PROTECTION

- QU¹ 1. Are there requirements to wear respirators for certain jobs or tasks? Example(s) for your job? Have employee show you the written requirement(s).
- QU 2. From what chemicals/health hazards do the respirators protect you?
- QU 3. How do you inspect your respirator? What do you do if you find a defect?
- QU 4. What respirator(s) are provided in the event of an emergency? Who would be expected to use respirators?
- OB² 5. Note the apparent cleanliness/integrity of respirators and where they are stored.

HEARING CONSERVATION PROGRAM

- OB 1. Note if noise contour maps are readily available to employees and up-to-date?
- OB 2. Note use of hearing protectors by employees and contractors in posted high noise areas.
- OB 3. Note if high noise areas are clearly defined (posted).
- QU 4. If signs require hearing protection after a specific time (e.g. 2 hours), how is this enforced?
- QU 5. Do you receive an annual hearing test? If so, do you receive and understand the results of the test?
- QU 6. For maintenance dept: Are there any tasks for which hearing protectors are required during operation of equipment which generates high noise? Example(s)?

HAZARD COMMUNICATION

- QU 1. What are the major chemical hazards in your unit? How could these chemicals potentially harm you?
- QU 2. How do you identify the presence of chemical "x" and protect yourself from overexposure to it?
- QU 3. Can an operator identify the contents of any given vessel, tank, "container" and show you the MSDS(s) for the chemical(s) in that "container"?
- QU 4. Ask maintenance and operations: How does a maintenance employee or contractor get information on potential health hazard(s) associated with a piece of equipment he plans to work on?

OTHER

- QU 1. CHEMICAL PROTECTIVE CLOTHING: Are there established requirements for wearing chemical protective clothing by job or by task? Example(s)?
- QU 2. INDUSTRIAL HYGIENE MONITORING: Is routine air monitoring or noise monitoring done in your department? Do you see the results? Do you understand the results?
- QU 3. EMBRYO-FETUS POLICY: For female employees: Are you aware of the Shell Embryo-Fetus Policy? If you should become pregnant, how does the policy affect your job?
- QU 4. ASBESTOS: Is there any asbestos in the unit? How do you know whether or not asbestos is present? What are the established procedures for removing asbestos insulation?
- QU 5. TRAINING: Ask manager: Is there a system in place to ensure that all required health and safety training is done? Are make-up sessions available? Where are training records kept? Is health and safety orientation included in training given to employees assigned to a new department?

¹QU = question to ask employee(s)
²OB = field observation by team member(s)