

wesley ott associates, inc.

SAFETY MANAGEMENT CONSULTANTS
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December 4, 1981

To Strunk

Mr. J. F. Gay
Champlin Petroleum Company
P. O. Box 7
Fort Worth, TX 76101

Dear Joe:

Enclosed is my report resulting from the review of the Safety Management Program at the Corpus Christi refinery.

Significant progress has been made since the 1980 review and all members of management at the site are to be commended for their efforts. It was gratifying to hear other members of the Survey Team report similar conclusions, based on their review.

Please advise me if there are questions on the report contents or if there is any way I can provide assistance in specific areas requiring improvements.

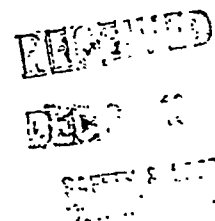
Best wishes for a joyous Holiday Season!

Sincerely yours,

Wesley Ott
Wesley L. Ott

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Enclosure



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SPECIAL SAFETY MANAGEMENT SURVEY

CHAMPLIN PETROLEUM COMPANY

CORPUS CHRISTI REFINERY

November 17-19, 1981

INTRODUCTION

A special survey of the safety management program at Champlin Petroleum Company's Corpus Christi refinery was made in conjunction with the annual Loss Control Survey on November 17-19, 1981. The primary purposes of the survey were to assess the current status of the overall safety management effort and implementation of activities outlined in Champlin's overall safety management guidelines.

OVERALL EVALUATION

A comprehensive safety management program is in existence at the Corpus Christi refinery. There is more consistent understanding of the line organization approach to safety management than has existed at any time in the past. As a result of actions taken since the previous loss control survey, the overall safety management program effectiveness has improved.

Members of management through the superintendent level appear to have obtained a good understanding of their role in safety and have an increased knowledge that safety is a line organization responsibility. Members of supervision at the supervisor and leading man level are also more involved in the safety effort and have obtained a clearer understanding of their safety responsibilities.

The plant safety organization is considered to be a "supportive" department and is effectively functioning in this capacity. The assignment of Safety Engineers to specific areas within the refinery has been a very positive program.

Most of the positive activities and programs that were underway (many of which were outlined in the 1980 report) are still ongoing and in some instances, have been refined. Additional pro-

grams and activities are continually being developed to meet recognized needs. An example is the training program on HF acid. One activity which has not been implemented is scheduled audits by members of the Central Safety Committee. The benefits of these planned tours cannot be achieved with the informal, or routine visits to the refinery areas being made by department managers. Another concern is that the "Safety Huddles", which were receiving emphasis one year ago, have been eliminated or reduced in the Process and Maintenance areas. An exception is the Terminal area, which recently initiated safety huddles on a weekly basis.

SPECIAL PROGRAMS

In addition to continuation of the positive programs highlighted in the 1980 survey report, additional programs of note that were brought to my attention during this survey, and worthy of mention, include:

- o Emphasis on off-the-job safety and tracking of lost-time injuries occurring away from work.
- o Mail outs, such as the Channing Bete booklets, on off-the-job subjects, first-aid manuals, etc.
- o Special off-the-job training such as CPR, First-Aid, and Defensive Driving Training, which is offered on a voluntary basis.
- o The video tape training program on HF acid and the Alky area safety, which was produced at the plant.
- o The program underway in the process area to review specific safety procedures with operators on a scheduled basis.
- o The intensified training and re-training program for process operators.

GENERAL COMMENTS AND SUGGESTIONS

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Emphasis was directed at discussions with management at the supervisory levels to review programs and activities underway in

performance, it is imperative that they be actively involved in the safety effort.

Consideration should be given to providing specific training to leading men to aid them in their holding the safety huddles.

Supervisor Safety Meeting Involvement

The involvement of supervisors in the monthly departmental or general safety meetings has improved. A brief review of records indicates that all members of supervision are not in attendance at these meetings and members of management at the superintendent level or above are seldom in attendance.

ACTION--Management should review the impact that attendance by line supervision at the monthly safety meetings could have, and establish a schedule for regular attendance, particularly for supervisors.

Safety Huddles

A program promoting weekly "Safety Huddles" between the first-line supervisors and members of his crew was begun in 1980 to involve line supervision in the safety effort to a greater extent than previously involved. A major objective was to have supervisors assume primary responsibility for the safety communication and performance of their employees, as opposed to the safety department personnel doing so. This was achieved largely by the safety huddles and by having supervisors assume more responsibility in the monthly safety meetings.

Recently, safety huddles have been discontinued in the process areas. An exception is in the Terminal area. Safety huddles are being held for Contract Maintenance employees on a weekly basis, but most Champlin maintenance employees are not involved in weekly safety huddles.

ACTION--Most companies with superior safety performance consider the regular safety contacts between first-line supervisors and members of their crew as a primary element in the overall safety.

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effort. Consideration should be given to reinstituting the safety huddles as a regular part of all area programs. Ideally, a planned weekly contact would be desirable, but a minimum of a monthly contact or meeting between the first-line supervisor and his crew should be established.

Management Audits

Scheduled audits by members of the Central Safety Committee have not been established. Members of management state that they are frequently in their respective areas on an informal basis, and this is good.

ACTION--Management should consider the many positive benefits that could be achieved via a scheduled "self audit" procedure, involving members of staff management. In addition to reviewing their own area, they would provide the advantage of having other members of management review status of programs and activities in different areas. The visible communication of top management commitment to safety that is conveyed by scheduled audits are another of the primary benefits. Also, unless decisions are made to monitor programs such as record keeping, and tour out-of-the-way areas, these often are overlooked in the regular, day-to-day, informal walk-thrus.

Emergency Procedure Review

This program has worked very well. Another member of the survey team commented about the operators knowledge of emergency procedures and availability of these in the operating areas. A good record keeping system was established to help insure that the reviews were thorough and maintained.

A review of the records shows that the review program has not received emphasis recently, and there are new operators who have not participated in the reviews.

ACTION--The need for continuation of the Emergency Review Program during 1982 should be reviewed and guidelines for conducting the reviews established, if it is continued. As a minimum, it would

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be beneficial to schedule procedure reviews with newly assigned operators as part of their on-going training. This would help insure that the chief operator maintained a thorough knowledge of procedures and would help to insure availability of current procedures in the areas.

Miscellaneous

A positive contribution to the safety effort at the refinery should result from the planned assignment of Process Engineers to the operating areas. This should increase the attention which can be given to area safety hazards, particularly of a process nature. Correction or improvement of process hazards, or operating difficulties not of a direct safety nature, should have a positive effect on employee attitude and awareness. Also, process engineers could supplement supervision in the area at times, which could allow for greater flexibility in supervisory training.

Another positive indicator is Mr. Schneck's emphasis on safety. Several comments were received that indicated a strong commitment to safety and emphasis on the line organization's responsibility for this area of performance.

The introductory pages of the Loss Control Survey Report contained several areas of recognized need for improvement, including the need for additional supervisory training and use of disciplinary procedures for safety infractions. Continued efforts to alleviate these weaknesses, and development of programs to do so, will further upgrade the overall loss control effort.

CONCLUSIONS

An effective safety organization is in existence and a good management structure for administering the safety and loss control program is established. Continuation of the comprehensive safety effort now established at the refinery should allow control of unplanned incidents at the site.

Many areas of the refinery have demonstrated success in the area

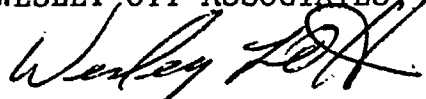
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of accident and loss control, as evidenced by their records of "days since the last lost-time injury" within their department.

Management must guard against decreasing the priority now devoted to the safety effort. As the West Plant expansion begins to demand more of management's day-to-day attention, the possibility of doing so will increase.

Respectfully submitted,

WESLEY OTT ASSOCIATES, INC.



Wesley L. Ott, CSP, P. E.

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