Richmond Operational Discipline: Procedures

Q1 2011 Proactive Event
Richmond Refinery

week of February 28

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Operational Discipline - Procedures

During our last OE audit we found that we have gaps in the application of procedures. At times they are not used, not followed as written, or may be incorrect. The OD program clarifies when to use them, ensures they are followed as written, or updated if required. The Operational Discipline program will focus on these three key areas in order to improve and eliminated the gaps identified.

The Richmond Operational Discipline program will integrate a start-of-shift crew leadership discussion. Part of that discussion will be dedicated to identifying the Procedures that will be followed. The need for the use of a Job Aid will be evaluated during that discussion as well.

The OD program will ensure that the procedure is followed until the task has been completed. And that Procedures are reviewed, updated and sent to a review process to generate a new Procedure - if a Procedure doesn't accurately reflect the job.

Every Task, the Right Way, Every Time

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Operational Discipline - Procedures

A few interesting facts about Procedures:

- The purpose of the Procedure is to ensure that the work is executed in the safest possible way each and every time.
- Using procedures is helpful with low frequency tasks, high criticality tasks, and for less experienced employees.
- Procedures are living documents that are owned and managed by the people who use them. Procedures describe a series of steps to be executed in order, signed off, and turned in… so we have a safe work environment.

There's always time to do it right

Do it safely or not at all

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Targeted Discussion Topics:

Maintenance

- Under what conditions would your require someone to use a job aid?

Operations

- If a procedure isn't accurate, what should you do about it? Does the scenario warrant the use of Stop/ Pause Work Authority?

Technical Services and Others

- What actions do you take when you discover a procedure needs to be updated?

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