

Update PtW regulation on a multi-user petrochemical site

Together stronger to improve safety and efficiency performance

Diederik van Heugten, Chemelot Operational Board & Coen van Driel – New Behavior

14-12-2023

Flow of the session

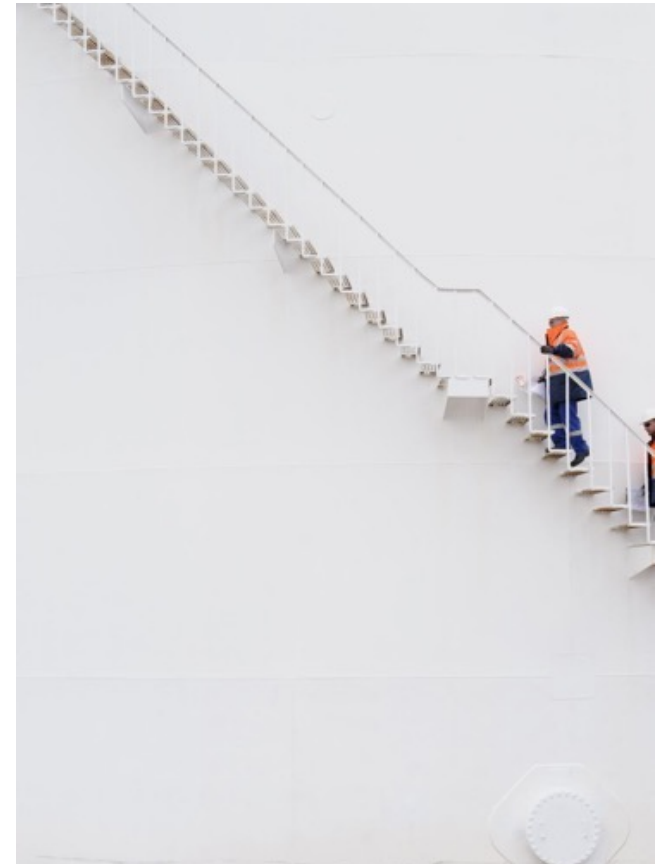
Introduction

Background Chemelot Permit to work

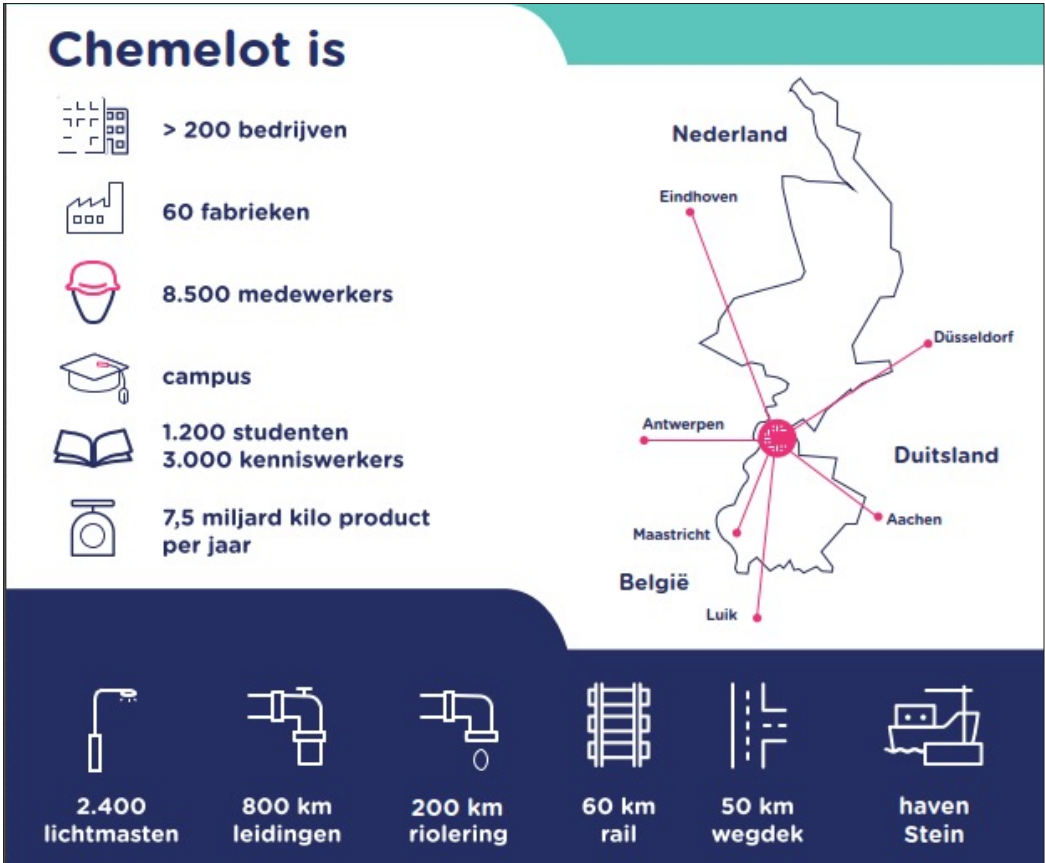
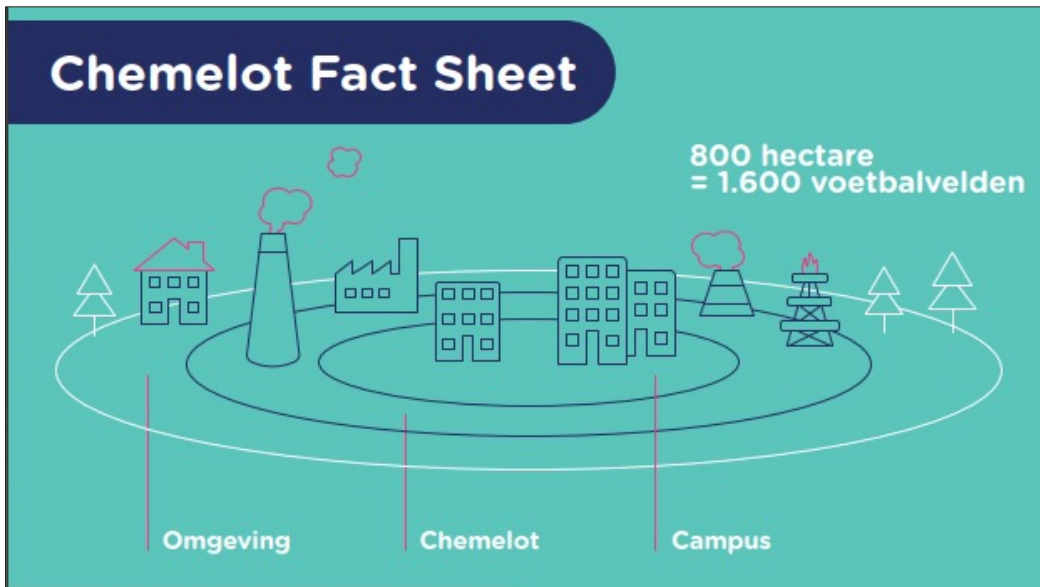
What is our approach: Engagement, behavior and cultural change

What did we achieve?

How do we want to proceed?



Introduction Chemelot

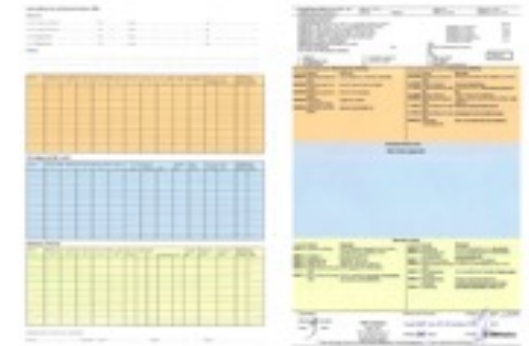


Project: Update permit to work



Background – sense of urgency

- Change is necessary to stay in line with industry best practices and corporate requirements of the parent companies
- Safety and process safety performance lags at Chemelot
- Efficiency and uniformity are eroding and require attention to address



Request from the Chemelot Operational Board

- Develop and implement a uniform approach for the work permit process embraced by the site users at Chemelot that will ensure less incidents while executing work.

Advantage

- Together stronger in developing a learning environment at a multi-user site
- Impact safety and process safety performance by integrating risk thinking in the PtW

People make the difference

New Behavior is a specialist Human Performance.

What do we deliver?

- Sustainable improvement in performance
- Specialist in the balance between behavioral change and performance improvement

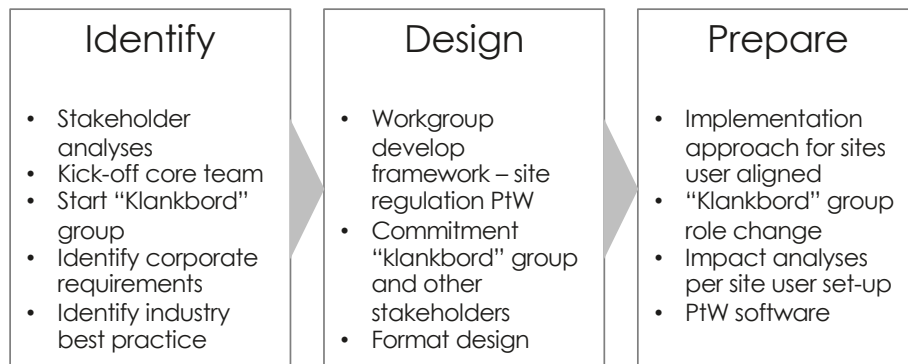
How do we do it?

- Change with sustainable impact – **target oriented.**
- Proven concepts – **evidence based.**
- Small groups with big impact – **keep it simple.**

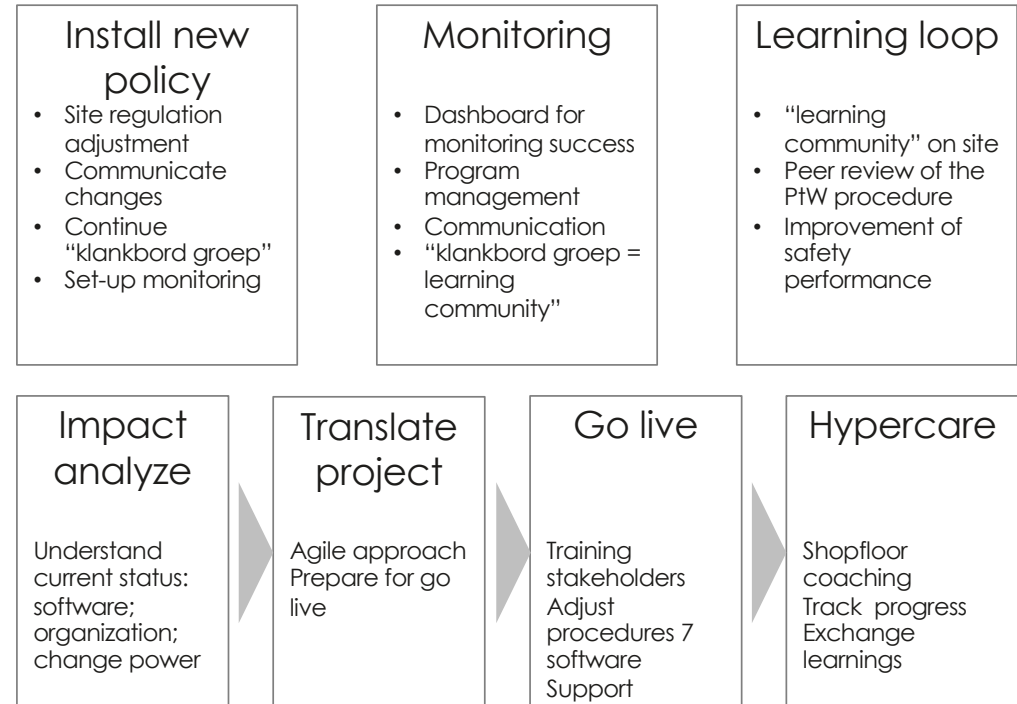


Project approach

Fase 1 creating Momentum and Framework



Fase 2 Implementatie uniforme werkwijze site users



Engagement methodology

1. Identification of stakeholders
2. Analysis of the interests and expectations of stakeholders
3. Development of a change and engage communication plan
4. Involvement of stakeholders in decision-making
5. Development of feedback mechanisms
6. Maintenance of relationships with stakeholders

What did we do in the project?

- Introduction interviews about corporate requirements HSE managers
- Structural approach – content development with working group
- Communication
- Klankbord groep - community



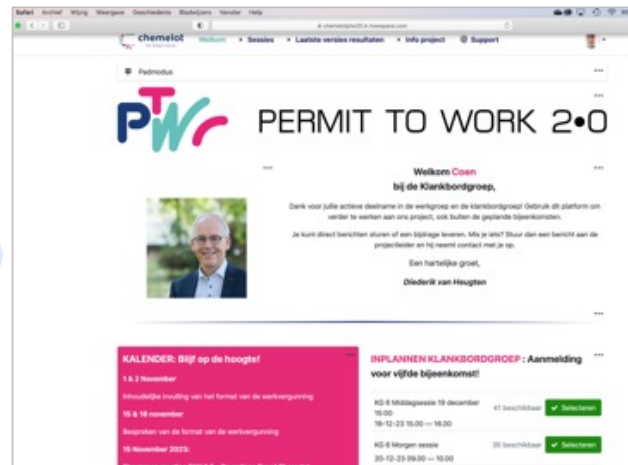
Keys to success?

- Clear path forward
- Listening to stakeholders
- Clear communication
- Active involvement

“Klankbord” group evolving into community of practice

Phase 1 – Development

- Interactive involvement in the development
- Communication tool
- Sharing of thoughts and concerns on topics



Phase 2 – Implementation

- Action learning exchange platform
- Continuous improvement
- Sharing of audits results permit to work
- Communication tool

Facilitating change:

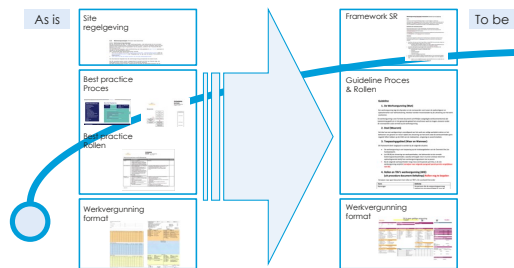
1. Awareness
2. Desire
3. Knowledge
4. Ability
5. Reinforcement

Results timeline

Safety & Efficiency

Changes realized:

- Risk based process
- Format and process updated based on industry best practices
- Separation roles identifying risk environment/process and activities



Asset owners and contractors:

- Work according to the requirements of the framework & guideline
- Continuous improvement in cooperation process level
- Exchange of best practice in PtW content started

Framework & Guideline update

Site wide implementation of uniform Permit to work approach (process level)

Uniform work permit to work (content level)

2023

Status

2024

2025 - ...

Time

Major step in the project – one format and content

A	B	C	D	E	G
Chemelot	Minimum requirement Risk level	Minimum requirement JSA	Minimum requirement Expert Cosign = stap 3	Minimum requirement Expert Coissue = stap 5	Explanation
Algemene condities	Normal	No	No	No	
IBL (inside battery limit)	Normal	No	No	No	
OBL (outside battery limit) + tekstveld	Normal	No	No	No	
Gebied met weinig/geen toezicht	Normal	No	No	No	
Spuitplaats	Normal	No	No	No	
Overig + tekstveld of picklist	Normal	No	No	No	
Werken in nabijheid spoor	Hoog	No	Yes	No	Haven Stein, Openbaar terrein, gebieden buiten eertseignshetwerk ofm SR (PVR etc) REGEL NAAR VOERTUIGBEWEGINGEN
Algemeen - Overige activiteiten					
(De-)monteren	Normal	No	No	No	
Isolatie werkzaamheden	Normal	No	No	No	
Steigerbouw	Normal	No	No	No	
Algemeen - aanvullende relevante documenten					
Productie programma/CL:	Normal	No	No	No	
JSA:	Normal	No	No	No	Bij Fibrant loopt werkproces vereenvoudigen JSA
TRA:	Normal	No	No	No	
Overig document: (textveld)	Normal	No	No	No	
Algemeen - Gevaren door activiteit					
Solifair werken	Normal	No	No	No	
Beknelingsgevaar	Normal	No	No	No	
Algemeen - Gevaren door omgeving					
Bewegende delen/apparatuur	Normal	No	No	No	
Ander werk boven/naast/onder	Normal	No	No	No	
Algemeen - Gevaren vanuit het proces					
Afbaas aanwezig	Normal	No	No	No	
Oppervlak: warm / koud	Normal	No	No	No	
Algemeen - Maatregelen verstrekkers					
LoTo	Verfener	Prior to job			TRY out vind plaats bij LMRA
Systeem spoelen/product vrijmaken	Verfener	Prior to job			
Algemeen - Maatregelen PBM					
Adembescherming	Holder	During the job			Specificatie volgens tekstveld of puldown
Beschermende kleding	Holder	During the job			Specificatie volgens tekstveld of puldown
Reddingsmasker (in bereik)	Holder	During the job			

Content behind PtW

Dit is geen geldige vergunning

Te bepalen

chemelot VERLENG LUIJ PermitNr /

Uitvoerende partij: ExecutingParty

REFERENTIES	WERK OMSCHRIJVING	PRODUCTIEN/AANVULLENDE INFORMATIE	GEWARENSPROELEN
TYPE: Type LOCATIE: Location TAG: Tag	DESCRIPTIE: Description OPERATIONELE AANDACHT: OperationalAttention	PRODUCTIEINFORMATIE: ProductInformation	
WERK-ORDER # WorkOrdernr			

DOCUMENTEN

STAP 1: RESICO BEOORDELING	STAP 2: MAATREGELEN VERSTREKKENDE AFDELING	STAP 3: MAATREGELEN HOUDER	STAP 4: VALIDITEIT
SPECIALE VERGOEDINGEN <input type="checkbox"/> Betreden besteden ruimte <input type="checkbox"/> Heet werk/brandveerbaarlijk werk <input type="checkbox"/> Gevaren <input type="checkbox"/> Hissen <input type="checkbox"/> Hogedruk reinigen	ALGEMEEN - MAATREGELEN VERSTREKKERS <input type="checkbox"/> LoTo <input type="checkbox"/> Systeem spoelen/product vrijmaken <input type="checkbox"/> Systeem drukloos/vacuüm opheffen <input type="checkbox"/> Tussicht ledere: <input type="checkbox"/> Radioactieve bron vervoeren/verwijderen <input type="checkbox"/> E-technisch veiligstellen/afsluiten trekken <input type="checkbox"/> Veiligheidsvlucht <input type="checkbox"/> Rayonwacht <input type="checkbox"/> Werkplek vermelden op WVG/medingskaart <input type="checkbox"/> Wiggewe ter plaatse	ALGEMEEN - MAATREGELEN HOUDERS <input type="checkbox"/> Persoonlijk slot aan Lockbox hangen <input type="checkbox"/> Niet solitaire werken <input type="checkbox"/> Werkplek afzetten <input type="checkbox"/> Werking gereedschap <input type="checkbox"/> MSDS ter plaatse <input type="checkbox"/> Gebruik lanyard <input type="checkbox"/> Werkplek vermelden op WVG/medingskaart <input type="checkbox"/> Aanvullende bij meetkamer <input type="checkbox"/> Aanvullende instructie door	PLAN Naam: _____ Tel. nr: _____ Afdeling: _____ VOORBEREID DOOR Naam: _____ Tel. nr: _____ Afdeling: _____ VERSTREKT DOOR Naam: _____ Tel. nr: _____ Afdeling: _____ WVG GELDIGHEID Opspre: _____ Lever vergunning in om: _____ UITGIFTE OP MEKOFLEX (OP PAPIER INVULLEN) Naam uitgever: _____ Handtekening: _____ Houders: _____ Handtekening: _____ Aantal personen: 0 Bedrijf: ExecutingParty Contactpersoon: _____ Tel. nr: _____ Afdeling: _____ FINDE WERK Is het werk afgerond en dient de vergunning gesloten te worden, of is verlenging nodig? <input type="checkbox"/> Sluit vergunning <input type="checkbox"/> Verleng vergunning <input type="checkbox"/> Goedgekeurd door verstrekkers Naam houder: _____ Datum: _____ Handtekening: _____ Naam verstrekkers: _____ Datum: _____ Handtekening: _____ DERDE PARTIJ (OP PAPIER INVULLEN) Derde partij welke bevoegd wordt door de werkzaamheden is geïnformeerd Bedrijfsnaam: _____ Handtekening: _____

GASMETINGEN

Frequentie	Tijd
<input type="checkbox"/>	
<input type="checkbox"/>	02% (20-21% O2)
<input type="checkbox"/>	Explosief 5 10% LEL
<input type="checkbox"/>	Gasmeting:

AANVULLENDE DOCUMENTEN

<input type="checkbox"/> Productie programma/CL:	<input type="checkbox"/> Matrix PAW's en zware metalen:
<input type="checkbox"/> JSA:	<input type="checkbox"/> Hjeplan/opstellingsplan:
<input type="checkbox"/> TRA's:	<input type="checkbox"/> Bodeminformatie:
<input type="checkbox"/> Bereidingsplan:	<input type="checkbox"/> Grafische informatie:
<input type="checkbox"/> VGM plan:	<input type="checkbox"/> MSDS kaart:
	<input type="checkbox"/> Overig document:

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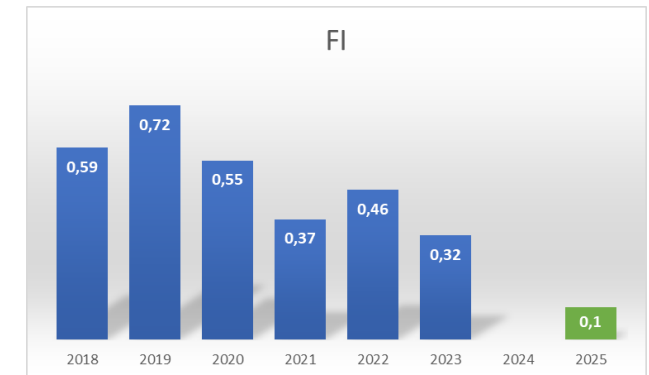
Desired results for Chemelot

Safer place to work

- 80% of the personal incidents related to
 - Risks related the job executed
 - Line of Fire, Hand Safety and Walking = working
- More focus on the risks related to the job needed

More professional way of working

- Smaller gap between risks mentioned in LMRA and work permit
- Roles in work permit process implemented as it should
- More uniformity on the site for similar jobs
- Management information for continuous improvement



Questions