

## Contractor PSM Panel Meeting Notes

May 17, 2017, Bellingham, WA

### Panel Members

June Coover – ERM - Working in refineries for 30 years environmental work

John Huntley – Mills Electric - Electrical work for 40 years.

Joe Wilson – Pederson Brothers - Heavy steel fabricator, supplies steel to most of the refineries.

Pete Romero – JH Kelly, started in 1999 at Tosco refinery. Works currently in two of them but has worked in all four refineries.

Chuck Mather – Rain for Rent - Piping systems, Sales rep, worked in refineries 40 years.

Eric Evans – Waste Management - Regulating waste from refineries, move material efficiently, last 5 years with Waste Management.

Ben Johnson WRS – Health and safety team, civil construction.

### Meeting Notes

Huntley – On the safety side of things the refineries are by far so much improved. We are part of the team. If something goes wrong it goes wrong for everyone. We have access to all PSM training that we want at the refineries. We get ample time for training. We have at least daily safety meetings. JSAs are occurring regularly. Refineries are active with us.

Wilson – In 1999 it was us and them. We were struggling with the right safety work.

Now there is a team approach. There is a lot of training required; they cover all the basics, all the PSM stuff and hazards.

Overall the refineries do a great job and they allow contractors to be involved in the safety committees and provide input.

I believe it is the safest, most safe place to work.

Coover – I have worked up here for 30 years. It has been an amazing improvement and I watched it improve over the years.

Safety is by far the most important thing.

Wilson – I have experience in refineries and paper mills across the west. We have meetings regular meetings. One thing I have found is that when people bring examples of what could happen that has a huge impact.

We have to have fines, but I am more an advocate of the carrot.

In another state we were able to give safety bonuses.

It would help if there were incentives from L&I to give bonuses to employees for their safe behavior.

Mather – You can't compare it to the culture that existed in the past.

If you need help with something safety related you can find someone who can help you with it.

Safety is a journey and it is continual improvement.

It is a never ending journey that we are on.

Evans – We operate on a safety plan called mission "0". We have over 40,000 employees company wide. We don't see accident reports from refineries, but they do come from other industries.

The culture now is to get the job done safely first then correctly second.

It has been seamless. Our workers can stop work, red flag/red card and evaluate. I am really happy that when I send my people down there that they are being taken care of.

I don't have to ever feel that my people are at risk.

Johnson WRS - I have seen both sides of it. I do the meet and greets with Phillips.

With all the training they put you through you feel a lot more confident.

It is a huge help.

From the operations side I was taught to notify them of hazards.

Coover – At ERM we have a robust Safety Management System.

We had an incident where a gate came down on someone's foot. It was late Friday afternoon.

One thing we forgot to do was tell our client. We told them on Monday. They were not happy that we didn't tell them right away.

Huntley – If we have an incident we have safety stand downs. We go over what happened and make sure those things don't happen again. We have stop work authority in our training. If there is something that is not right they have the authority to stop work.

Wilson – Here in northern Washington we have some of the safest sites I have ever seen.

Romero – We do a lot of the same, daily life is show up and start a shift and start with a safety meeting, we discuss any incidents in the last day or last week. Near misses are shared across the company. Shared weekly on the site.

We have a program called life-savers. It is an incentive program encouraging people to present their safety ideas. \$100 gift card to those ideas.

We expect people to report what they see, for example a board with a nail in it.

Mather – Rain for rent has a great safety program, our branch has 12 people in it. The majority of our problems come from vehicles on the road.

We do a JHA before we start out work. The communication between our guys and the client is the key to finding things out.

Nobody is going to criticize you for stopping work.

It was looked at positively.

Evans – It is my job to identify what safety issues might exist. We identify exactly what the sequencing might be.

It has always been a positive experience.

I have never had an experience where someone was argumentative.

We share information internally then our safety people work something out then share the information through the Intranet.

After the fact we study the safety issues, it has been more of a global view on how we address it

Johnson – At WRS We do have stop work power. When something does happen we do document it for review for the morning safety meetings. We work to turn in the events right away so they can start working on a correction right away. It's an open communication line.

Wilson – Each refinery here in the PNW whole heartedly supports our stop work authority.

Every so often an operator may be unhappy but the management team backs our authority to do this.

Coover – We found that our processes are different, the refinery actually wants us to go to their medical. So we flow charted how to make that happen.

Huntley – If an employee sees a leaky flange and they will clear the area then go to operations, from there they notify our management team and they work to clear up the issue.

Wilson – We have meetings about why it happened and how it can be prevented.

Pete – We notify the refinery and as well as upper management, it has to be done same day. We have to fill out a report. If there is an accident with a vehicle we have to do a drug test. There is always a communication channel for each job.

Mather- We basically deliver stuff then we are leaving. Our time on site is pretty limited.

Evans – We report we investigate and find resolution.

Johnson – Most of my experience has been at Phillips 66. They have a risk analysis meeting (RAM) every person who has information on that area. They are very good about handling safety issues and willing to throw their team at it. There is a contact person for each job. The refineries come and visit you, an operator or a safety rep. The line of communication is always clear.

Coover – Cherry point is in turnaround now. Dropped objects have been a problem – this most recent turnaround, they put up all this snow fencing, putting lanyards on tools, nothing loose up high.

Huntley –We had many, many hand injuries

But because of trending and what went on we cut that by I would say 90 percent

We have gotten much better gloves that they can work with –we had a problem and we dealt with hit.

Wilson – Common injuries are eye injuries – The young guys feel like they are invincible – I think the state should incentivize employees.

Romero – We had seven hand injuries last year. All in Idaho and Montana. We are a multi-craft contractor.

We continue to have hand injuries. Produced our own hand safety video. Just produced a new safety orientation video.

The low risk tolerance has helped improve the industry.

Evans – We practice safety at work but a lot of us don't do it at home. I did have a situation working for a company several years ago. Confined space sand blasting – we had to get it done faster. Foreman sent some guys in to do vacuuming.

I was told to stay out of it after complaining – I had become friends with a safety guy and and I told him it wasn't inline. The corrective action was made and we all continued on.

I thought I was going to be in trouble.

I don't see that kind of work anymore, everybody is really in line and the last turnaround I was at I was really impressed with the store they had to get the appropriate items to do the work the right way.

There is no profit margin that makes up for the loss of life.

Johnson – They have built hose boards, there is a lot of stuff in their policies to help prevent it from happening it again.

Wilson – Protocol is important, how to deal with issues, there is no dumb comment someone can make about something that is being done unsafe.

Johnson - The immediate intervention is important.

Mather – It is a new thing for us contractors to speak up.

Coover – As a contractor with the refineries we are highly vetted.

One of the trends we observed was insect bites, not in the Northwest as much.

We started a policy for insect and tick bites. We found material with insecticide.

BP pays us to be on safety committees and they give us a work order to bill time to . It is very much party of the culture.

Huntley - We have our hourly people participate in our safety meetings --- We also have our monthly safety meetings that they participate in. I feel that from way back to now, over the last four and five years they feel more and more empowered.

Near miss reporting has been abused in the past but nowadays it is not attached to a contractor it is attached to a refinery.

Three or four or five years ago you would see it come back on that worker or contractor.

They embrace it now, our hourly embrace it and it has been a huge success story from our standpoint.

We have contractors participate with other contractors in safety meetings.

Wilson – We have safety meetings and our employees are on the clock and they participate.

If someone is unsafe the first person to talk to them is an employee then a manager

Romero – We have a stretch and flex program – we expect folks and get a lot of participation from our staff.

It's an open book out there because you are working next to another contractor, you want to know what they are doing next to you. The folks that don't like to do that, they don't work there.

Mather – Most of the good ideas come from the guys on the tools. A lot of good stuff comes out of the audits.

Evans – I know a lot of drivers attend refinery specific training before they are qualified. They are following their protocol as drivers. We did have a situation in a 90-day hazard yard, they felt free liquids

in the container, turned out it was rainwater, it wasn't a big deal but it triggered a protocol. It's only 20 more minutes to verify what it is we are moving.

Johnson – When it comes down to a technical task the refineries have been very good about bringing us in to discuss what is going on and the state of the refinery. I know the contractor safety council will roll out what's changed.

The issues we see happen when you bring people that come from other industries that don't have the experience in refineries.

Romero – A contractor and other contractors review each others JHA and the refineries encourage it.

Johnson – Operators are trained to look at what the operations are going into the areas to ensure their job does not make other contractors or workers unsafe working in the same area.

Coover – We do some source testing in the refinery. When you show up on site they go over the work plan again and again.

Evans – We get a google earth map with the route mapped out, they have been very good on planning

Mather – Maybe way back when we didn't get along all so well. It has just gotten to be a lot better and we all work together now.

Coover – We stick to what our competencies are. We know what we should and shouldn't do. It's more about the tasks.

Wilson – I think the rules are working – When it comes to safety and PSM there is change

We should have you as part of the team and a team with the contractors.

Instead of worrying about L&I. There is a stigma that goes along with you guys.

No one wants to see anyone get hurt.

I think if you guys are part of this team, that we could improve what we have now.

Mather – I have seen the collaboration with construction and I think that not seeing you guys as police and seeing you as a collaborator would mean a lot.

Evans – L&I has always had that safety police but having that partnership. Is it through monthly e-mail blasts. Monthly quarterly reports. I think it would be helpful if there was a sharing of information.

Romero- Make sure it is black and white, make sure the owners and the contractors understand what it means. We don't want to go from refinery A, B or C and have different interpretations of the rules.

Advertise voluntary audits (consultation) more.

Evans – We had guys doing an abatement on a hot line, noticed a bulge, they reported it and it turned out to be a big problem, and the refinery wrote it up how great it was to have more eyes in the field. There hasn't been any retaliation.

Mather – No retaliation or suppression for decades.

Johnson – A lot of times it comes from a person's perception on how quick action should be taken. Bringing issues up is encouraged.

Huntley – For us as contractors, we are held to a high standard and we are able to hold refineries to a high standard but we can always improve. I would love to see us more proactive than reactive.

If we can figure out a way to bring you guys on board, there isn't a contractor here that doesn't do everything right but we try to do everything right.