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We are delighted at the exciting feedback we obtained from our earlier publications. Consequently this edition is dedicated to first batch of lessons learnt from previous plant losses. These lessons arose from contributing factors revealed during investigations of a number of losses by Commissions of Enquiries.

LESSONS LEARNT FROM PREVIOUS PLANT LOSSES

FIRST BATCH

- The company's safety management system was judged incomplete. This included lack of operator training on circumstances in which losses could occur.
- Company's safety management oversight system did not detect or correct serious deficiencies in the execution of maintenance and review of process changes.
- The methodology employed by the assessment team was flawed and failed to identify significant deficiencies. The Audit and Review functions of Safety Management Systems should provide opportunity to discover gaps and the conduct of challenging rigorous corporate audits is imperative.
- Organizational changes were not subject to management of change security. Management did not conduct an MOC review of operational changes that led to the losses.
- The physical isolation of engineers from the plant deprived operations personnel of engineering expertise and knowledge.
- The manufacturing process was not subjected to a specialized design review to identify hazards from unintended and uncontrolled process events.
- Inadequate effort to completely eliminate and control identified hazards rather than taking chances.
- Need for safety management of
 - Exothermic mixing and reaction processes
 - Static electricity
 - Activities where inert gas (es) are used to pacify flammables/explosibles
- Management did not recognize the hazards posed by performing non-routine repair work while the plant was running
- Management did not have a planning and authorization process to ensure that the job received appropriate management /safety personnel reviews/approvals.



More lessons will be featured in subsequent edition.

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