

## **ICAAMC – HSE Committee Meeting Minutes**

**Wednesday 4 November 2015**

**Amsterdam Airport – Sheraton Hotel**

Attendees:-

Ateliers Francois – Hugues Rolin  
Siemens Dresser Rand – Ronan le Bayon  
GE Oil & Gas – Luke Tow  
Hitachi – Akiko Makiguchi  
ICAAMC Chairman - Philip Daubeney  
ICAAMC General Secretary - Crispin Dunn-Meynell  
Ingersoll-Rand – Tamas Doczi  
MAN Diesel & Turbo – Daniel Querin  
MHI – Greg Littleton  
Neuman & Esser – Anton Schmidt  
Neuman & Esser – Christian Michels  
SIAD – Giacomo Rota

### **Meeting Notes**

#### **04-11-15/1. Opening**

Opening Remarks – PD.  
LT welcomed members to Amsterdam.  
Corporate Compliance procedure signed by all attendees.  
Notes on meeting 11 March 2015 approved.

#### **04-11-15/2. Safety Moment**

LT shared that **General Motors** are now concentrating on ‘events’ rather than metrics. They felt KPI performance indicators were not reducing serious injury and fatalities. They will still investigate injuries and near misses, but their new approach is to seek to identify, and concentrate, on high potential for events.

#### **04-11-15/3. Notes of Meeting 11 March and Matters Arising**

##### **a). Hand in Rotating Equipment**

This had been a topic at the previous meeting. It is felt that we have this quite well developed for new parts, but repair / refurbishment is the bigger challenge.

Every company should have a clear policy of not touching moving parts, for polishing or other requirements. Need to get across that everyone is involved. This needs engagement with employees and clear leadership from management.

The ideal is a position where any temptation to touch a moving part is avoided:-

- technical solutions that remove the temptation that hand touching is a way to get the job completed properly,
- remove the possibility for touching or the part to be moving, such as cut-off if anything is changed that allows hand touching (such as design guards so the machine cannot operate if the guard is raised). Grade defenses weak, medium or strong, with the objective is to have everything as a high defense.

**Action:** Agreed we need to challenge ourselves. LT / RleB to draft a statement for ICAAMC to circulate. Should have this legally checked to ensure we are not impacting liability.

To continue to share and exchange solutions

#### **04-11-15/4. Cell (Mobile) Phones**

Following on from the discussion at the previous meeting, there was further sharing of company rules on cell phone use.

The main risk comes from distraction. Use in cars is banned in many countries and tends to be company policy (unless hand's free). Some site rules and some companies ban cell phones at work or a rule to stop activity and move away from equipment to a safe area when you take a call.

IR policy is no use of phones on stairs or in corridors globally for the compressor air business.

Siemens Dresser-Rand plan guidance as a chapter in their slip, trip and fall policy.

#### **04-11-15/5. Compressed Air Piping Start-up**

There was a discussion around a member's question on this issue. All companies have procedures for receipt of equipment and preparation for load tests, but specific air piping start up tends not to be a set procedure. GR to ask if he can share the SIAD procedure and checklist.

#### **04-11-15/6. HOP (Human Organizational Performance)**

LT gave an overview of this operating philosophy adopted by GE since 2011. It concentrates on practical techniques that enhance the effectiveness of safety performance focused on protecting people, products and property from human error. It recognizes that human error is part of the human condition and aims at removing the possibility for mistakes whilst driving a culture that strives for continuous improvement.

Historically, if an individual makes a mistake we seek to attribute blame with the focus concentrated on the final act before the incident, rather than what led up to it. The HOP philosophy is to see an error as a deeper issue within the system. To explain the failure you don't try to find where the people went wrong but why it meant sense to the person who took the decision to take that step.

Highlight risk and how to mitigate it by managing systems and behaviors in parallel. Assume people will not make mistakes unless the process allows them to do so, and then sooner or later it is inevitable. Look at the mistake and see how things can be rearranged so the possibility for the error cannot happen again.

Performance improvement is pursued through identifying hidden weaknesses and traps associated with the operating systems that workers must navigate to do their jobs. If there is an identified risk, record it as a near miss and try to evaluate controls to make it impossible to happen again. Don't depend on culture as the only defense, look to other defenses, engineering etc. to the process.

Be aware of change and accumulated deviations over time There could be hidden dangers in the process. Normal practice which seems safe may not always be.

Background reading:-

“The Field Guide to Understanding Human Error” and “Safety Differently: Human Factors for a New Era, Second Edition” both by Sidney Decker.

HOP builds on previous work:- GR highlighted that EIGA have developed material safety information human factors (on website) and guidelines developed around 12 years ago for safety investigation developed by European Safety and Reliability Association  
[www.esrahomepage.org](http://www.esrahomepage.org)

GA proposed defining a safety observation system and to choose a standard task to study. LT felt that at the moment we need an equal understanding of the philosophy before trying to build something new.

LT offered to share his presentation.

**Action:** LT / DQ to bring to next meeting a worked case, how the old and new approaches look at these, and should how HOP could be beneficial.

#### **04-11-15/7. LTI (Lost Time Incidents)**

Members highlighted some accident reports, notably:-

GR brought to the attention of the meeting an accident with a pepper spray which ignited in a bag in a pocket with a cell phone. It needs more investigation to determine if the mobile phone caused the ignition. However the spray was marked as non-flammable. Should not assume just because something is labeled as safe it necessarily is.

LT brought to the meeting's attention an accident in Brazil, where an operative going to work fell through a grating which had been in place during the previous shift but had been removed. Despite a 7 meter fall, the operative did not suffer a serious injury although it could have been fatal. This highlighted the need for a procedure to check at the end and beginning of every shift.

RleB brought to the meetings attention a small fire from flammable dust whilst welding in a small area. The extraction equipment is designed with multiple nozzles, but the operatives had put the other nozzles on the floor to maximize efficiency of the nozzle collecting the dust, resulting in a flammable dust concentration. Such equipment is common, need to be aware of risk of inflammability from concentrated dust.

### **04-11-15/8. Near Miss Definition**

A discussion has been started the previous meeting on how to record near misses.

LT said that in GE near misses are classified according to concern; property damage, 1<sup>st</sup> aid non-medical. If they have happened then they are recorded as lost time incidents or fatalities. Over the last 6 months GE have added a definition of high potential; if an outcome could have resulted in a medical incident then the near miss is high potential. You can't investigate all near misses in detail (some of which are very minor), so from 2015 high potential near misses are investigated more thoroughly. This mirrors the EXXON 'Mining the Diamond' approach to assess the potential consequence of an incidence, and the similar SHELL initiative.

DQ said MAN have a similar approach looking at each event's potential severity and if it merits a deeper assessment.

RleB said Siemens Dresser-Rand record 3 levels of severity which determine the seniority of who is involved in the investigation and the conclusion meeting, with the executive involved at the highest level.

The meeting felt that when sharing LTIs, photos are imperative to put the incident into context so that lessons can be learnt.

### **04-11-15/9. Crisis Management**

The Executive Committee had welcomed the crisis management procedure but asked the H&S Forum for a process for coordinating and sharing information between contractors on site if there is a crisis incident. Companies have different approaches but the aim would be to work together when you activate your security team.

Each company will know where their people are (although this may not be coordinated between individuals within a company). It is felt to be impracticable for ICAAMC to collect and maintain a database of all sites at which members are working, and there are potential competition issues. What is needed is a protocol, when there is a crisis and you activate your security team there is

a reach-out to other security teams to find out if they need help. Security people are likely to already know each other and are the right people to co-ordinate. Trigger is if you are evacuating the security experts in each company should talk, and to start that process an email to a matrix of security contacts.

**Action:** Need to draw up a matrix of the security contacts in each member company. Secretary to liaise with member companies.

#### **04-11-15/10. EIGA**

The next EIGA Symposium in May 2017 will be on the topic of human factors. This could be an opportunity for ICAAMC to present. CDM / LT / PD to consider if we have anything collectively we can present and GR to liaise with EIGA whether they would welcome this.

#### **04-11-15/11. Actions for Next Meeting**

##### **Actions**

- Hand in Rotating Equipment – LT / RleB to work on drafting a common statement
- HOP (Human organization performance) – for next meeting to bring examples
- Crisis management – Secretary to create a matrix on key security contacts
- EIGA – to consider if we have a topic to present at their next symposium
- New topics for next meeting - all

#### **04-11-15/12. Next H&S Forum Meetings**

**Wednesday 30 March 2015** – GR offered Bergamo, Italy; a meeting at the SIAD HQ and visit to a gas plant. GR to co-ordinate with Secretary.