Safe Work Program

Critical to the operation of Lubrizol’s Painesville plant is the continuous improvement of safety performance. Management at the plant recognized the need to fundamentally transform the plant’s Safe Work Program due to there being a number of incidents where the process and execution of the Safe Work Program was inadequate, resulting in a potential hazardous situation.

On October 15, 2018, Lubrizol’s Painesville plant launched their Safe Work Program revamp initiative. A cross-functional team was assembled to review and update Lubrizol’s Painesville plant Safe Work Program. The team was comprised of 10 individuals varying from roles of all levels (operator/technician to department head) and various departments including; Mechanical Services, Electrical, Instrumentation, Manufacturing, Safety, and Training.

The team was driving towards achieving 3 target conditions. The table below indicates the initial condition and associated target condition.

<table>
<thead>
<tr>
<th>Initial Condition</th>
<th>Target Condition</th>
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<tbody>
<tr>
<td>Procedures are complex and misunderstood</td>
<td>Procedures are simplified and understood</td>
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<tr>
<td>We are not consistently ensuring that accurate standards exist and are being followed</td>
<td>Consistently ensure accurate standards exist and are followed</td>
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<tr>
<td>Multiple barriers and obstacles exist preventing successful execution 100% of the time</td>
<td>100% control of the hazards</td>
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Over the course of a year the new Safe Work Program was developed. During this time the team gathered for a dedicated week every month, performed trials by the team at our training center, rolled out the new program within one section of the Manufacturing area for a 3-month trial to gather feedback and provided 5, 8-hour training sessions to ensure the entire plant was trained on the new program. The new Safe Work Program was launched sitewide on November 4th, 2019. During the launch the team supported the plant by being dedicated to the field to assist with performing the new process and answering any questions.

The major changes made to revamp the Safe Work Program were as follows:

- Moved from having 12 individual permits to having 1 permit that covered all aspects of Safe Work (General Work, Line Equipment Opening, Hot Work, and Confined Space) and 1 form for Special Confined Space
- Moved from having 5 procedures to having 1 procedure
• Developed 5 standards to drive consistency (Scope of Work, Equipment Preparation, Pre-Job Face to Face, Post-Job Face to Face, and an Escalation Process)
• A built-in hazard assessment with the associated mitigation
• Requiring Face to Face meetings between the Primary Process Owner (PPO) and Work Crew when the permit is being issued and at the end when the permit is being closed
• Built in Escalation Process to replace our previous non-standard permit
• Built in Return to Service with agreement on the verification method being required before the permit is issued
• Requiring single block and bleed except Highly Hazardous Chemicals (HHC) will still require double block and bleed
• Approved and trained Nested Contractor will be allowed to be the permit recipient
• Allowing qualified C-level operators to issue General Work permit

The program that the team developed has setup Lubrizol’s Painesville plant to be successful in executing work with a high-risk potential in a safe manner, ensuring everyone goes home alive and well.