

BEST LARGE PROJECT

cEU Lyosphere Project– Oss, Netherlands in the EMEA Region

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The project scope was to provide MSD, in Oss, a Lyosphere suite including support functions. Project was executed in existing operating CO building. The project planned stages included:

- Shutdown to isolate construction areas.
- Demolition of existing redundant facilities.
- Construction of upgrades to existing facilities.
- Commissioning & Qualification of new facilities.

Project achieved a zero harm goal as follows:

- Isolated the project from the existing systems using local LOTO and permits.
- Took ownership of the areas in order to be able to use a project specific permit system once clean isolation had been established.
- Increase effectiveness, ownership and efficiency of safety program.
- Risk assessments and permits for all works.
- Coordination of all works within the limited project space and taking into account site events such as shutdowns, Inspections, holidays and weekends.
- Improvement of behavioral safety and awareness by positive interactions.

Additional Programs and Procedures:

- Safety kick-off meeting with each contractor/vendor.
- Project specific induction in addition to plant and gate inductions.
- Last planner was utilized to schedule, coordinate and communicate the weekly works to stakeholders.
- Morning safety coordination meetings to keep personnel abreast of changes in environment.
- The project ensured a highly visible boots on the ground approach with a 100% safety presence.

Measuring and Monitoring:

- Monthly contractor safety evaluations and incentive/awards.
- Safety Management by walking around (SMBWA) twice a week, combination of CM, client & Contractors.
- Peer safety audits (8 performed on the project which due to size should have attracted only 3).
- Dynamic SOR system with participation from and feedback to contractors.
- Action tracker compiled from, SMBWA walks, SOR cards, near misses and other incidents maintained on a weekly basis in order to get safety actions completed.

Cultural:

- Utilization of multiple nationalities and multi-lingual teams with emphasis on local content.
- Communication using pictograms where possible. Multi-lingual induction/trainers.
- Celebrated safety successes with lunches/prizes with local content.
- Coaching of behavior (as opposed to policing) with emphasis on positive. Hearts & Minds Sessions.

Runner-Up Best Large Project

cEU Capacity Increase Module 5, de Geer, Netherlands EMEA Region