

CONTENTS

List of Figures	xvii
List of Tables	xviii
Acronyms and Abbreviations	xx
Glossary	xxviii
Acknowledgments	xxxii
Files on the Web	xxxiv
Preface	xxxvi

1	INTRODUCTION	1
1.1	Background and Scope	2
1.2	Why Integrating Process Safety is Important	3
1.3	What Type of Projects Are Included?	5
1.4	Project Life Cycle	7
1.5	Relationship to Other Programs	10
1.6	Structure of this Document	13
2	PROJECT MANAGEMENT CONCEPTS AND PRINCIPLES	16
2.1	Common Principles and Structure	16
2.1.1	Statement of Requirements	16
2.1.2	Project Scope	17
2.1.3	Basis of Design	17
2.1.4	Project Budget	18
2.1.5	Project Plan	18
2.1.6	Project Life Cycle	19
2.2	Project Management	20
2.3	Project Governance	21
2.4	Types of Project	22
2.4.1	Greenfield Projects	22
2.4.2	Brownfield Projects	22

2.4.3	Retrofit / Expansion Projects	23
2.4.4	Control System Upgrade Projects	24
2.4.5	Demolition Projects	24
2.4.6	Management of Change Projects	24
2.4.7	Mothballing Projects	25
2.4.8	Re-Commissioning Projects	25
2.4.9	Restarting a Project	25
2.4.10	Post-Incident Projects	26
2.5	Project Organization	26
2.5.1	Pre-Project Team	26
2.5.2	Typical Project Team	27
2.5.3	Unit Based Team	28
2.5.4	Equipment Based Team	28
2.5.5	Site Based Team	28
2.5.6	Small Projects	28
2.5.7	Roles and Responsibilities	29
2.6	Strategies for Implementation	32
2.6.1	Contractor Selection	35
2.6.2	Engineering Only	36
2.6.3	Engineering and Procurement	36
2.6.4	Engineering, Procurement and Construction	36
2.6.5	Operation	37
2.6.6	Contractor Oversight	37
2.7	Risk Management	38
2.8	Project Controls	40
2.8.1	Planning and Progress	40
2.8.2	Estimates, Budgets and Cost Control	41
2.8.3	Reporting	41
2.8.4	Metrics	41
2.8.5	Action Tracking	42
2.8.6	Change Management	42
2.9	Other Considerations	43
2.9.1	Materials Management	43
2.9.2	Quality Management	43
2.9.3	Lessons Learned	43
2.9.4	Post-Project Close-Out	44
2.10	Stage Gate Reviews	44

3	FRONT END LOADING 1	46
3.1	Preliminary Hazard Identification	48
3.2	Preliminary Inherently Safer Design Review	49
3.3	Concept Risk Analysis	51
3.4	Other Activities	52
3.4.1	Process Safety and EHS Plan	52
3.4.2	Risk Register	52
3.4.3	Action Tracking	52
3.5	Stage Gate Review	53
3.6	Summary	54
4	FRONT END LOADING 2	56
4.1	Evaluation of Development Options	58
4.1.1	Hazard Identification	59
4.1.2	Preliminary Inherently Safer Design Review	59
4.1.3	Concept Risk Analysis	60
4.1.4	Selection of the Development Option	60
4.2	Further Definition of the Selected Option	63
4.2.1	Design Hazard Management Process	63
4.2.2	Preliminary Inherently Safer Design (ISD)	68
4.2.3	Hazard Identification and Risk Analysis (HIRA)	68
4.2.4	Engineering Design Regulations, Codes, and Standards	69
4.2.5	Design Philosophies/Strategies	70
4.2.6	Preliminary Facility Siting Study	71
4.2.7	Preliminary Fire and Explosion Analysis	72
4.2.8	Transportation Studies	72
4.2.9	Preliminary Blowdown and Depressurization Study	74
4.2.10	Preliminary Fire & Gas Detection Study	74
4.2.11	Preliminary Fire Hazard Analysis	74
4.2.12	Preliminary Firewater Analysis	75
4.2.13	Preliminary Security Vulnerability Analysis	75
4.2.14	Other Engineering Design Considerations	75
4.3	Other Activities	76
4.3.1	EHS and Process Safety Plan	76
4.3.2	Risk Register	76
4.3.3	Action Tracking	76
4.3.4	HIRA Strategy	76
4.3.5	Documentation	77

4.3.6	Stage Gate Review	77
4.4	Summary	79
5	FRONT END LOADING 3	80
5.1	Evaluation of Development Options	82
5.2	Further Definition of the Selected Option	82
5.2.1	Design Hazard Management Process	84
5.2.2	Inherently Safer Design Optimization	85
5.2.3	Facility Siting and Layout	86
5.2.4	Refine Design Safety Measures	93
5.2.5	Set Performance Standards	94
5.2.6	Hazard Identification and Risk Analysis (HIRA)	95
5.2.7	Safety Assessments	102
5.2.8	Re-Evaluate Major Accident Risk	113
5.2.9	Finalize Important Safety Decisions	113
5.2.10	Finalize Basis of Design	113
5.3	Other Engineering Considerations	114
5.3.1	Asset Integrity Management	114
5.3.2	Quality Management	115
5.3.3	Contractor Selection	115
5.3.4	Brownfield Developments	116
5.4	Other Activities	116
5.4.1	EHS and Process Safety Plans	116
5.4.2	Risk Register	116
5.4.3	Action Tracking	116
5.4.4	Change Management	116
5.4.5	Documentation	117
5.4.6	Preparation for Project Execution	117
5.5	Case for Safety	119
5.6	Stage Gate Review	119
5.7	Summary	120
6	DETAILED DESIGN STAGE	121
6.1	Detailed Design	124
6.1.1	Design Hazard Management Process	124
6.1.2	Inherently Safer Design Optimization	125
6.1.3	Site Layout	126
6.1.4	Design Safety Measures	126

6.1.5	Set Performance Standards	127
6.1.6	Hazard Identification and Risk Analysis (HIRA)	127
6.1.7	Safety Assessments	128
6.1.8	Re-Evaluate Major Accident Risk	129
6.1.9	Other Design Reviews	129
6.2	Procurement	130
6.3	Asset Integrity Management	131
6.4	Other Process Safety Activities	132
6.4.1	Case For Safety	132
6.5	Other Project Activities	133
6.5.1	EHS and Process Safety Plans	133
6.5.2	Risk Register	134
6.5.3	Action Tracking	134
6.5.4	Change Management	134
6.5.5	Documentation	135
6.5.6	Constructability	136
6.5.7	Contractor Selection	137
6.6	Preparation for Construction	138
6.7	Preparation for Pre-Commissioning, Commissioning, and Startup	139
6.8	Stage Gate Review	140
6.9	Summary	141

7 CONSTRUCTION 143

7.1	Planning	146
7.2	Pre-Mobilization	147
7.3	Mobilization	149
7.4	Execution	150
7.4.1	Procurement	151
7.4.2	Fabrication	151
7.4.3	Safety Culture	151
7.4.4	Workforce Involvement	152
7.4.5	Stakeholder Outreach	152
7.4.6	Contractor Management	152
7.4.7	Transportation	153
7.4.8	Equipment and Materials Handling	153
7.4.9	Hazard Evaluation	154
7.4.10	Engineering Design	156

7.4.11	Safe Work Practices	157
7.4.12	Operating, EHS and Process Safety Procedures	159
7.4.13	Training and Competence Assurance	159
7.4.14	Asset Integrity Management	160
7.4.15	Change Management	161
7.4.16	Emergency Response	162
7.4.17	Incident Investigation	163
7.4.18	Auditing	164
7.4.19	Performance Measurement	164
7.4.20	Operations Case for Safety	165
7.4.21	Pre-Commissioning	166
7.4.22	Mechanical Completion	170
7.4.23	Documentation	171
7.5	Other Project Activities	172
7.5.1	EHS and Process Safety Plans	172
7.5.2	Risk Register	172
7.5.3	Action Tracking	172
7.5.4	General Construction Management	172
7.6	De-Mobilization	173
7.7	Preparation for Commissioning and Startup	174
7.8	Final Evaluation and Close-out	175
7.9	Stage Gate Review	175
7.10	Summary	177
8	QUALITY MANAGEMENT	178
8.1	Design/Engineering	183
8.2	Procurement	186
8.3	Fabrication	187
8.4	Receipt	189
8.5	Storage and Retrieval	190
8.6	Construction and Installation	191
8.7	Operation	193
8.8	Documentation	194
8.9	Summary	194
9	COMMISSIONING AND STARTUP	196
9.1	Preparation	199
9.1.1	Planning	199
9.1.2	Safety	201

9.2	Operational Readiness	202
9.2.1	Pre-Startup Stage Gate Review	203
9.2.2	Operational Readiness Review	204
9.2.3	Start-Up Efficiency Review	207
9.3	Commissioning	208
9.3.1	Equipment Testing	209
9.3.2	Commissioning Procedures	211
9.4	Startup	213
9.4.1	Preparation for Startup	213
9.4.2	Calibration of Instruments and Analyzers	213
9.4.3	Startup with Process Chemicals/Fluids	214
9.5	Common Process Safety Elements	215
9.5.1	Hazard Evaluation	215
9.5.2	Safe Work Practices	216
9.5.3	Procedures	217
9.5.4	Training and Competence Assurance	217
9.5.5	Management of Change	218
9.5.6	Incident Investigation	219
9.5.7	Emergency Response	220
9.5.8	Auditing	221
9.5.9	Documentation	221
9.5.10	Performance Measurement	222
9.6	Other Project Activities	222
9.6.1	EHS and Process Safety Plans	222
9.6.2	Risk Register	223
9.6.3	Action Tracking	223
9.7	Performance Test Runs	223
9.8	Handover	224
9.9	Preparation for Ongoing Operation	225
9.10	Project Close-Out	226
9.10.1	Close Out Report	226
9.10.2	Post-Project Evaluation	226
9.11	Summary	227

10 OPERATION 228

10.1	Process Safety Management System	231
10.1.1	Process Safety Culture	233
10.1.2	Compliance with Standards	233

10.1.3	Process Safety Competency	233
10.1.4	Workforce Involvement	234
10.1.5	Stakeholder Outreach	234
10.1.6	Process Knowledge Management	234
10.1.7	Hazard Identification and Risk Analysis	234
10.1.8	Operating Procedures	235
10.1.9	Safe Work Practices	235
10.1.10	Asset Integrity and Reliability	236
10.1.11	Contractor Management	238
10.1.12	Training and Performance Assurance	239
10.1.13	Management of Change	239
10.1.14	Operational Readiness	239
10.1.15	Conduct of Operations	240
10.1.16	Emergency Management	240
10.1.17	Incident Investigation	240
10.1.18	Measurement and Metrics	241
10.1.19	Auditing	242
10.1.20	Management Review and Continuous Improvement	242
10.1.21	EHS and Process Safety Procedures	243
10.2	Other Project Activities	243
10.2.1	EHS and Process Safety Plans	243
10.2.2	Risk Register	243
10.2.3	Action Tracking	243
10.3	Technical Support	243
10.4	Performance Test Runs	244
10.5	Operation Stage Gate Review	244
10.6	Post-Operational Review	245
10.7	Project Close-Out	246
10.8	Summary	246
11	END OF LIFE	247
11.1	Design for Decommissioning	249
11.2	Planning for Decommissioning	250
11.2.1	Engineering Survey	251
11.2.2	Hazard Evaluation	254
11.2.3	Hazardous Materials	254
11.2.4	Process Safety Plan	255
11.2.5	Utilities	255

11.2.6	Re-Engineering	256
11.3	Decommissioning Procedures	256
11.3.1	Late-Life Operations	257
11.3.2	Cessation of Production	258
11.3.3	Cleaning and Decontamination	258
11.3.4	Mothballed Facilities And Equipment	258
11.4	Deconstruction and Demolition	259
11.4.1	Deconstruction	259
11.4.2	Demolition	260
11.5	Process Safety for Decommissioning	261
11.5.1	Contractor Management	261
11.5.2	Safety Culture	262
11.5.3	Workforce Involvement	263
11.5.4	Stakeholder Outreach	263
11.5.5	Hazard Evaluation	263
11.5.6	Safe Work Practices	264
11.5.7	EHS and Process Safety Procedures	265
11.5.8	Training and Competence Assurance	266
11.5.9	Asset Integrity Management	267
11.5.10	Change Management	267
11.5.11	Operational Readiness Review	267
11.5.12	Emergency Management	268
11.5.13	Incident Investigation	269
11.5.14	Auditing	269
11.5.15	Disposal	270
11.5.16	Remediation	270
11.6	Other Project Activities	271
11.6.1	EHS and Process Safety Plans	271
11.6.2	Risk Register	271
11.6.3	Action Tracking	271
11.6.4	General Decommissioning Management	272
11.6.5	Stage Gate Reviews	272
11.7	Summary	274
12	DOCUMENTATION	275
12.1	Document Management	275
12.2	Process Knowledge Management	278
12.2.1	Front End Loading 1 Stage	278

12.2.2	Front End Loading 2 Stage	279
12.2.3	Front End Loading 3 Stage	280
12.2.4	Detailed Design Stage	281
12.2.5	Construction Stage	283
12.2.6	Commissioning and Startup Stage	286
12.2.7	Handover	287
12.2.8	Operation Stage	288
12.2.9	End of Life Stage	291
12.3	Summary	292
APPENDIX A. TYPICAL PROCESS SAFETY STUDIES OVER PROJECT LIFE CYCLE		293
APPENDIX B. PROJECT PROCESS SAFETY PLAN		295
APPENDIX C. TYPICAL HAZARD & RISK REGISTER		298
APPENDIX D. SAFETY CHECKLIST FOR PROCESS PLANTS		301
APPENDIX E. EXAMPLE OF SITE-SPECIFIC DECOMMISSIONING CHECKLIST / QUESTIONNAIRE		315
APPENDIX F. TYPICAL PROJECT DOCUMENTATION		322
APPENDIX G. STAGE GATE REVIEW PROTOCOL FOR PROCESS SAFETY		337
REFERENCES		365
INDEX		379