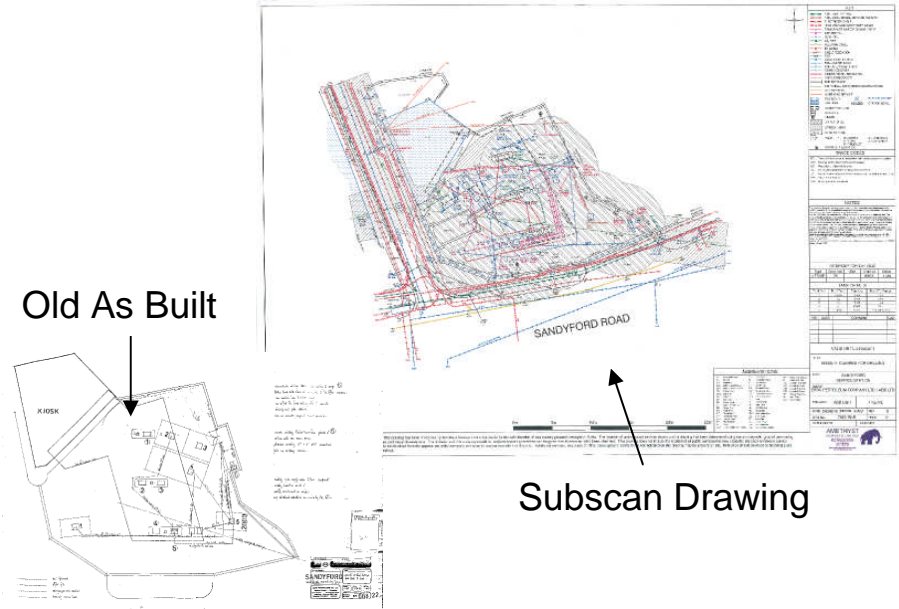


What Would Good Have Looked Like? Hazard Perception and Communication

ExxonMobil

What Happened?

- Due to initial confusion over conflict in complex drawing information and the use of an old as built drawing the “wrong” underground tank was excavated on site.
- The incident also highlighted the importance of a robust MOC/hand over procedure based on clear written instructions.



What's the Worst Thing That Could Happen?

Site sold with tank remaining in ground and inaccurate environmental information passed to the purchaser.

What could have been done differently ?

1) Better Work Planning

- ✓ Use drawings to communicate scope of work which are relevant to the scope of works to be carried out (Declutter by delayering)
- ✓ Identify which drawing is to be used for the work in the documented system of work.
- ✓ For underground tank and plant removal mark the agreed tank position by marking it on the ground on site at the prestart meeting.

2) Communication

- ✓ Should there be a change of site supervisor, request a repeat prestart meeting and agree the scope of work at the handover point.

3) Responsibility

- ✓ The contractor, environmental consultant and the project management representative need to agree and document the scope of works at the pre start meeting.

— Environmental Services —