

# Procedure Snapshot

We Make a New Cover Page for Your Safety Procedures

<h2 style="text-align: center;">Line Break</h2> 	<h3 style="text-align: center;">Get Everything Out</h3> <p>Before opening any equipment (line, piping, tank) be sure...</p> <p>Everything dangerous is out:</p> <ul style="list-style-type: none"> <li>• liquids</li> <li>• gases</li> <li>• solids</li> <li>• energy</li> </ul> 	<h3 style="text-align: center;">Assume You Failed</h3> <p>Act as if dangerous material is still in the equipment.</p>  <p>Stand where escaping material will not hit you</p>  <p>PPE: wear the right kind</p>  <p>Barricade or tape area</p>  <p>Splash pan to protect anyone working below</p>
<h3 style="text-align: center;">No Relaxing PPE Until...</h3> <p>One or more of these is true.</p> <p>All liquids and vapors gone</p>  <p>½ inch air gap between flanges</p>  <p>Neutral pH - flush water</p> 	<h3 style="text-align: center;">Some Routine Work is Not "Line Break"</h3> <p>For example:</p> <ul style="list-style-type: none"> <li>cleaning filters</li> <li>disconnecting hoses</li> <li>pulling samples</li> </ul>  <p>Routine work must be covered by a procedure.</p>	<p>PPE: wear the right kind</p>  <p>Barricade or tape area</p>  <p>Splash pan to protect anyone working below</p>
<h3 style="text-align: center;">No Relaxing PPE Until...</h3> <p>All required test results are written down in the permit.</p>  <p>No PPE removed until area operator gives permission to do so.</p> 	<h3 style="text-align: center;">Hot Work &amp; Line Break</h3> <p>Hot work included?</p> <p>Isolation points must have:</p> <p>Block &amp; Blind</p>  <p>Or</p> <p>Double Block &amp; Bleed</p> 	<h3 style="text-align: center;">Reopening a Line is a New Line Break</h3> <ol style="list-style-type: none"> <li><b>1</b> You opened a line. </li> <li><b>2</b> You closed the line. </li> <li><b>3</b> Now you want to reopen the line. </li> </ol> <p>This reopening must be treated as a brand new line break. Even if the closed line was not put back into service.</p>

**We Leave the Inside of Your Procedure the Same—No Rewriting  
But...We Add an Easy-to-Use Picture-Based Cover Page**

# Using Procedure Snapshots



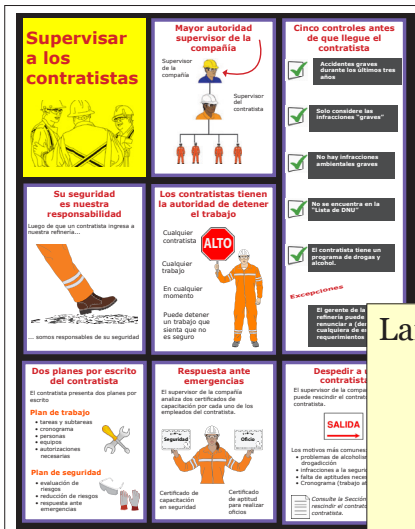
**Stapled to Permits**

Permit writers select the relevant Procedure Snapshot (confined space, hot work, working at height, etc.) and staple it to the work permit.



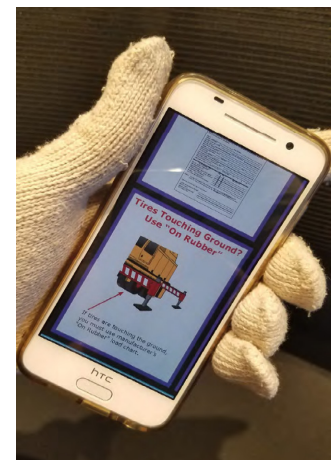
**Posters**

Procedure Snapshots are enlarged and displayed in control rooms.



**Languages**

Communicating in pictures means translations are easy.



**Phones**

Procedure Snapshots downloaded into phones and used in the field.



# Using Procedure Snapshots



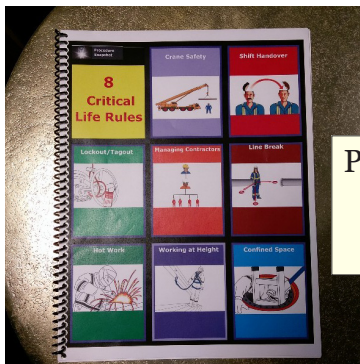
## International Sites

Ratio of text to pictures is variable. Rely more on pictures for non-English speakers.



## Training

Procedure Snapshots are projected for training sessions or toolbox talks.

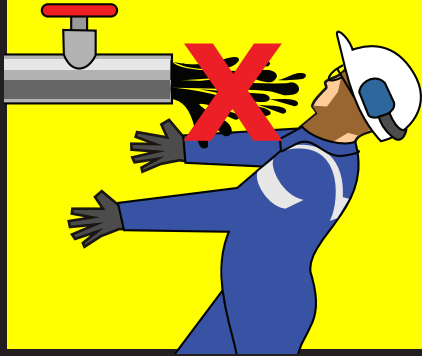


## Pocket-Size Spiral Book

Usually given to contractors.

# Sample: Line Break

## Line Break

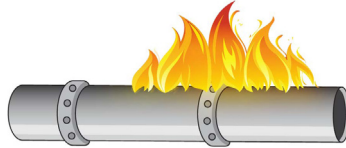


### Get Everything Out

Before opening any equipment (line, piping, tank) be sure...

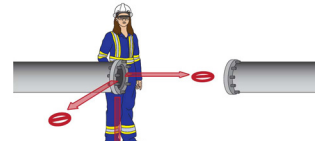
Everything dangerous is out:

- liquids
- gases
- solids
- energy



### Assume You Failed

Act as if dangerous material is still in the equipment.



Stand where escaping material will not hit you



PPE: wear the right kind



Barricade or tape area



Splash pan to protect anyone working below

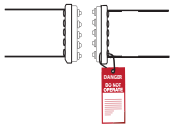
### No Relaxing PPE Until...

One or more of these is true.

All liquids and vapors gone



1/2 inch air gap between flanges



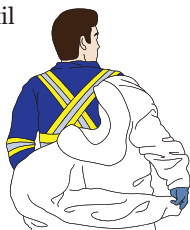
Neutral pH - flush water



All required test results are written down in the permit.



No PPE removed until area operator gives permission to do so.



### Some Routine Work is Not "Line Break"

For example:



cleaning filters

disconnecting hoses



pulling samples

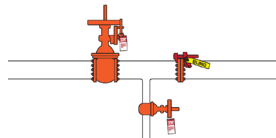
Routine work must be covered by a procedure.

### Hot Work & Line Break

Hot work included?

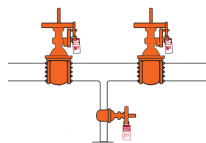
Isolation points must have:

Block & Blind



Or

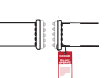
Double Block & Bleed



### ReOpening a Line is a New Line Break

**1** You opened a line. 

**2** You closed the line. 

**3** Now you want to reopen the line. 

This reopening must be treated as a brand new line break.

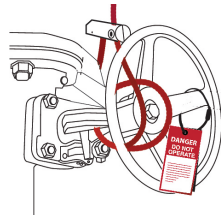
Even if the closed line was not put back into service.

# Sample: Lockout/Tagout

## Lockout Tagout



### Lockout Means You Can't Open It



You cannot turn the wheel.



You cannot lift the handle.

### Locks



- Individual Lock
- red
  - your picture
  - only you have the key

### Group Locks

- black
- no pictures
- only one key for all the locks in the group.



### Lockout Plan for Every Lockout

East Plant: Lockout/Tagout Plan

EPN-4

Work Plan 565 - Change Caplin

Lockout Location: *Level 2/3*

Equipment: *Level 2/3*

Lockout/Tagout Device: *Level 2/3*

Isolation Method:  Hydraulic  Pneumatic  Electrical  Gravity  Pressure

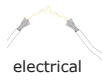
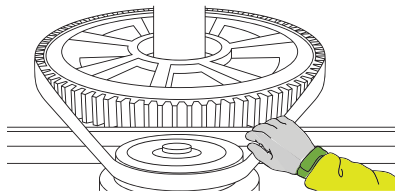
Isolation Point/Device	Isolation Method	Isolation Point/Device	Isolation Method	Isolation Point/Device	Isolation Method
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		
<i>2nd Floor Valve</i>	<i>closed</i>	<i>Open</i>	<i>Level 3</i>		

Lock Box # *6* Seal # *1114*

Approved: *[Signature]* Date: *10/10/2015*

### Remove Any Leftover Trapped Energy

His hand depends on it.



electrical



gravity



tension



thermal



pressure

### Group Lockout

Lockout with three or more people requires a lockbox.



Black group-locks (all open with one key) used to lockout the equipment.

Red locks (individual locks) go on the lockbox when the key for the black locks is inside.

### Car Seal on Lockbox

After locks in place:

- put key for black locks in lockbox

Attach car seal to lockbox

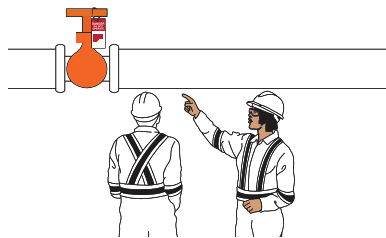


Write car seal number on Lock Plan

If car seal is broken before work is finished, you have a problem. Recheck all the locks.

### Two-Person Check

At least 2 people must check every lockout location.



Audit results:  
1 in 12 of our lockouts is done incorrectly.

### Non-Owner Lock Removal

He forgot to remove his lock.



To cut off his lock:

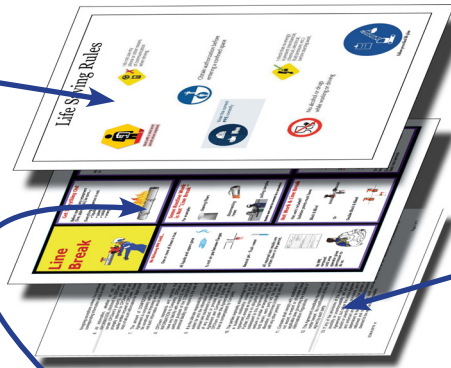
- be certain he is not at work
- try to call him wherever he is
- superintendent written permission is required

# Fit & Research

## Where This Fits in Your Safety Communication

### Life Saving Rules

- You have these
- Shows most critical procedures
- But, not enough detail for employees to use in the field



### Procedures

- You have these
- Reference of all information
- But, too much detail for employees to use in the field

### Procedure Snapshots

- You don't have these
- More information than Life Saving Rules
- Less information than the Procedure
- Perfect for employees/contractors working in the field

## Communication Research

### Procedures are Complicated

Average oil & gas procedure is written at "Grade Level" 14. Only 17% of adults can read at that level.

### Font

"Verdana" best font for reading documents online.

### Line Length

3½ inch line, best line length for comfortable reading.

### Dot Points

More than twice as many people will read a paragraph if the content is broken out into dot points.

<h3>Managing Contractors</h3>	<h3>Company Supervisor Highest Authority</h3>	<h3>5 Checks Before Contractor Arrives</h3> <ul style="list-style-type: none"> <li>OSHA TRIR "3" or Less Total Recordable Incidents (average)</li> <li>No OSHA Violation Only count violations that "seriously" or "willfully"</li> <li>No Environmental Fines Last 2 years; doing work similar to work at our site</li> <li>Not On "DNU List" Contractors cannot be on our "Do Not Use" list</li> <li>Anti-Drug/Alcohol Contractor must have a program</li> </ul> <p><b>Exceptions</b> Refinery manager can waive these requirements</p>
<h3>Their Safety is Our Responsibility</h3> <p>Once a contractor sets foot on our site...</p> <p>...we are responsible for their safety.</p>	<h3>Contractors Have Stop Work Authority</h3> <p>Any contractor Any work Any time</p> <p>Can stop work they feel is not safe</p>	<h3>Contractor's Two Written Plans</h3> <p>Contractor shows two written plans.</p> <p><b>Work Plan</b></p> <ul style="list-style-type: none"> <li>tasks and subtasks</li> <li>timetable</li> <li>scope</li> <li>equipment</li> <li>required permits</li> </ul> <p><b>Safety Plan</b></p> <ul style="list-style-type: none"> <li>hazard analysis</li> <li>risk reduction</li> <li>emergency response</li> </ul>
<h3>Training Certificates</h3> <p>Company Supervisor sees two training certificates for each of the contractor's employees.</p>	<h3>Terminate a Contractor</h3> <p>Company Supervisor can end a contractor's contract.</p> <p><b>Most common reasons:</b></p> <ul style="list-style-type: none"> <li>drug/alcohol</li> <li>safety</li> <li>competency</li> <li>timetable</li> </ul> <p>Please see Section#6: Terminating a Contractor's Contract</p>	<h3>Writing is Easy</h3> <p>Writing in Procedure Snapshots is "Grade Level" 8. 50% of adults can read at that level.</p>

### Pictures

Text combined with pictures has 800% higher memory retention than text-only documents.

### Writing is Easy

Writing in Procedure Snapshots is "Grade Level" 8. 50% of adults can read at that level.

### Color

Color increases the time readers spend on the page by 21%.



# Prices

Purpose	<p><i>Procedure Snapshots</i> do not summarize your procedure. Procedures are too long and complex for that. Instead, <i>Procedure Snapshots</i> show, in pictures, the parts of your procedure your employees are most likely to do wrong.</p> <p>How do we know what employees will do wrong:</p> <ul style="list-style-type: none"> <li>• your advice</li> <li>• your supervisors' advice</li> <li>• research</li> <li>• our 20 years making these</li> </ul>
Price	US\$12,000 for each <i>Procedure Snapshot</i> (one page communicating one procedure).
Price Includes	<p>Everything:</p> <ul style="list-style-type: none"> <li>• studying your procedure/standard</li> <li>• extracting the most important parts             <ul style="list-style-type: none"> <li>▫ or, you tell us which parts you want illustrated</li> </ul> </li> <li>• custom-drawn illustrations             <ul style="list-style-type: none"> <li>▫ looking like your employees</li> <li>▫ with your equipment</li> <li>▫ showing your PPE</li> <li>▫ showing your supplies (permits, tags, signs, tape, barricades, etc.)</li> </ul> </li> <li>• page layout and design</li> <li>• producing a Draft #1             <ul style="list-style-type: none"> <li>▫ listening to your requested changes</li> </ul> </li> <li>• producing a Draft #2 implementing your changes</li> </ul>
Additional Drafts	If you request additional drafts after Draft #2, each additional draft (starting with Draft #3) costs US\$700.
Master Files	Upon completion, we give you the master files (InDesign + Illustrator). So, you can reproduce the pages inhouse as you wish (posters, booklets, web pages, smart phone, tablet, slides, training material).
Translation	<p>Procedure Snapshots are visual using fewest words possible, so translations are easier.</p> <ul style="list-style-type: none"> <li>• You can translate yourself, or we can translate into any language.</li> <li>• We charge an additional US\$900 for each language translated.</li> </ul>
Photos	<p>Photos are helpful. We give your photos to our artists to illustrate your:</p> <ul style="list-style-type: none"> <li>• employees</li> <li>• PPE</li> <li>• typical equipment</li> <li>• supplies (tags, permits, checklists, signs)</li> </ul>
Payment Terms	The US\$12,000 must be paid before we deliver the Draft #1.
Delivery Format	<p>Page is delivered as a PDF.</p> <p>Master files are delivered as InDesign CC + Illustrator CC.</p>
Turnaround	On average, we produce one <i>Procedure Snapshot</i> in 7 working days.

# The Larkins

Since 1994, we have been helping large companies improve communication with employees



TJ

Ph.D. in Communication  
Michigan State University  
M.A. in Sociology  
University of Oxford

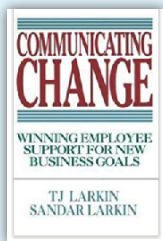


New Houston Office



Sandar

Originally from Burma  
Worked: Long Term  
Credit Bank of Japan  
(Melbourne, Australia)



Our Book:

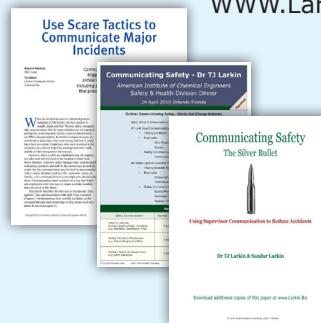
*Communicating Change*  
MCGRAW-HILL



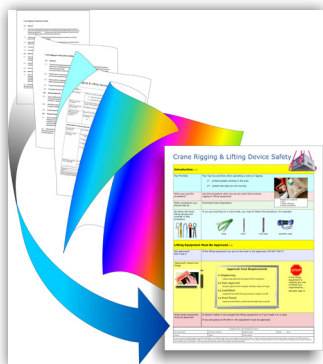
Our paper:

*Reaching and Changing  
Frontline Employees*  
HARVARD BUSINESS REVIEW

Download papers from our website:  
[WWW.Larkin.Biz](http://WWW.Larkin.Biz)



## What We Do



ReWrite Your  
Communication



Implementation

Come to your company for 2 weeks.

Join your team.

Help communicate specific change.



Presentations



Workshop for Your  
Leadership Team