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Driving Operational Excellence[™]



Conduct of Operations Standard

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Introduction

Conduct of Operations (CoO) is the execution of operational and management tasks in a deliberate and structured manner to reduce human error. It is sometimes called “Operational Discipline” and is closely tied to the organization’s culture. Correct implementation requires “everyone doing the right thing, at the right time, every time”. (ref: *Guidelines for Risk Based Process Safety (RBPS)* by Centers for Chemicals Process Safety – CCPS).

Conduct of Operations does not focus on basic safety or Process Safety Management requirements, such as Mechanical Integrity, Procedures, Training, Management of Change, Incident Investigations, Pre-Startup Safety Review, etc. Rather, CoO is a management system designed to help ensure the effectiveness of these and other PSM elements by establishing Standards, Procedures, and Methods to address human factors that lead to human error. Process Safety requirements are only effective if there is a system such as Conduct of Operations that establishes requirements for reliable, consistent, and correct execution of the policies, procedures, and practices that make up the facility’s risk management system.

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Purpose

The purpose of this standard is to establish the requirements for developing and implementing a Conduct of Operations Management System. This system is intended to provide the organization’s overall expectations for the conduct of management and employees, plus the specific policies, procedures, and standards required to implement CoO. Conduct of Operations helps ensure reliable performance by establishing observable standards of behavior and holding employees at every level of the organization accountable for their performance.

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Scope

This standard provides the requirements for CoO and does not focus on basic HSE or PSM requirements. However, because Training and Procedures are integral to an effective CoO system, we have included basic PSM requirements for setting up these two systems.

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Roles and Responsibilities

4.1 Facility Manager

The successful implementation of a CoO management system relies on commitment, leadership, and execution from the facility manager, through the line organization, to all employees. The facility manager will ensure that CoO management is incorporated into the management systems of the facility, including:

- Establishing an excellent safety culture
- Demonstrating management leadership and commitment
- Instilling operational discipline throughout the organization
- Implementing and sustaining a comprehensive CoO system conforming to this standard
- Incorporating CoO management in personnel management systems