

MEETA Maintenance Health and Safety Awards

OVERALL MAINTENANCE HEALTH AND SAFETY WINNER



Allergan Pharmaceuticals Ireland – Maintenance Department

Liam Friel, Maintenance Manager

Allergan Westport Maintenance Department Safety

Allergan Pharmaceuticals Ireland is a leading healthcare company where H&S is a core value, focused on accident prevention. The Maintenance Team; manager Liam Friel and 27 vastly experienced people use their knowledge & a lean approach to find a problems, fix them & prevent them re-occurring.

Project - Working conditions have improved through 5S housekeeping, over 144 safety ideas and 800 new / innovative improvements (in the past 18 months) in process enhancements, energy, safety & cost saving initiatives. Maintenance record (60,000 accident free days) is achieved through active participation and a genuine desire to provide a safe working environment for all.

Certificate of Excellence in Maintenance Safety**Lagan Cement Mechanical Team**

Jody Guilfoyle, Lagan Cement Group H&S Manager

5 Steps to Managing Contractors on Site

Lagan Group constructed its own ultra-modern cement manufacturing facility on a 550-acre site located at Kinnegad, Co Westmeath between 2000 and 2002 when the plant went into production. The site is now extended to 350 hectares.

Lagan Cement completed the construction of its 700,000 ton/year cement manufacturing plant in May 2002. The plant based in Kinnegad Co. Westmeath is the most modern in Ireland. The site has two quarries of shale and limestone. The site also has the highest free standing steel structure in Ireland at 125 metres, some 5 metres higher than Dublin's Millennium Spire!

The site manufactures various grades of bulk and bag Ordinary Portland Cement on site with ISO9001 quality, ISO14001 environmental accreditation, OHSAS18001 safety management accreditation & BES 6001 standard for Responsible Resourcing.

Lagan Cement received planning permission and IPPC Licensing to proceed to co-fuel its cement kiln utilising Meat and Bone Meal (MBM) in mid 2006 and have been doing so very successfully in the interim period.

In addition, Lagan Cement received permission during 2008 to utilise Solid Recovered Fuel (SRF) and Tyre Chips as alternative fuel sources in the production of cement. The Solid Recovered Fuel (SRF) has been successfully used within the process over the last years.

The use of both SRF and MBM as fuel sources has significantly reduced net CO2 emissions levels, contributing beneficially to the local environment and assisting Ireland in its reduction of greenhouse gas emissions, required under the Kyoto Protocol. Both fuels are extensively and safely used in cement plants across Europe and beyond to provide renewable alternatives to fossil fuels.

SRF (solid recovered fuel) is a non hazardous, renewable, CO2-friendly and safe fuel which is composed primarily of small pieces of paper, cardboard and light plastics.

Lagan Cements core values are

- Passion
- Innovation
- Teamwork
- Trust
- Enjoyment

The company is broken down into various departments with the Mechanical Department a vital part of the company structure. The Mechanical Department has a senior department manager, an assistant mechanical engineering manager and 7 team members.

The mechanical department is further supported by the services department which includes a project engineer, planner, purchasing and stores.

The company utilises IBM's maximo computer maintenance management system which also includes purchasing and inventory management.

Project 5 Steps to Managing Contractors on Site....Due to the nature of the Lagan Cement business, the site relies on contractors. 40% of all Mechanical work carried out on site is carried out by contractors who are managed by Lagan Cement. This is especially evident during our large maintenance shutdown which takes place during the month of January. During this time €2,500,000 is spent on maintenance with 40,000 man hours in a very short period of time. It is not possible therefore to carry out this large scale project without contracting out the work. This is done in two ways, price work and day works. Due to this fact, it is vital that ALL contractors are managed to ensure their safety and the safety of EVERYONE on site. The 5 Steps to Managing Contractors....

- Planning
- Assessing competency and choosing a contractor
- Beginning Work on your site
- Day to day management
- Reviewing their effectiveness

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Nypro Healthcare Toolroom

Warren Doyle, Toolroom Team
Chris O'Neil, Toolroom Team
Anthony Fox, Health and Safety Officer

Toolroom Maintenance Safety and Lean Six Sigma Project

Nypro Ireland, Established in 1980, Nypro Ireland has a 13,000 m² facility housing over 50 injection moulding presses ranging in clamp forces from 60 to over 450 tonnes, 8 automated assembly cells and a total of 2,700 m² of ISO Class 7 and Class 8 cleanroom space and a further 2,800 m² "white room" manufacturing area.

Nypro Ireland has the following certifications:

- ISO 13485:2003
- ISO 14001:2004
- ISO 9001:2000.

Nypro Ireland's strategic commitment to growing its Healthcare business is exemplified by a €4.0 million investment in a major restructuring programme which has been recently completed creating a state-of-the-art dedicated Healthcare manufacturing facility increasing available ISO Class 8 cleanroom manufacturing space.

Nypro Ireland houses a dedicated 910 m² Device Development Centre at its Bray facility. Services provided include:

- Concept to industrialisation medical device development
- Prototype device re-engineering for production and market feasibility
- Development and implementation of next generation models
- Product line extensions

- DFM & DFA Device design optimisation
- Device History Files
- Functional assessment, testing and verification
- Vendor sourcing, management & integration – single point of development accountability
- cGMP Clinical Trial Pilot Runs
- Ability to scale and transfer globally utilising Nypro's technical & operational expertise.

About the Tool room maintenance Safety & Lean Six Sigma Project:

In 2008 Nypro Bray commenced a programme of continuous improvement around maintenance tool room operations in order to improve safety & create a more efficient work environment. The improvements were achieved by combining the traditional UCL event methodology with a Job Safety Analysis (JSA) risk assessment to evaluate the hazards inherent in splitting a tool in the Bray tool room as a result of work flow and tool room layout:

- A. Identify the safety hazards and risks related to the handling of tools and recommend work practice changes
- B. Identify the inefficiencies with the current tool room layout & recommend improvements

Methodology used:

- Classic Job Safety Analysis (JSA) – Assign Risk to Hazards Identified for Each Step – Overall Risk Profile Number (RPN)
 - Exposure (E) – continuous, frequent, occasional, rare
 - Likelihood (L) – certain, probable, unlikely, rare
 - Severity (S) – fatality, lost time, medical treatment, first aid

Outcome:

The Safe, Lean Green Toolroom Events lead to the development of a Toolroom Cell concept for Mould Tool Maintenance that forms the basis of the projected Lean and safety RPN improvements. The Cell concept was designed to minimise movement and other NVA activities. The initial Pilot Cell concept was developed by team brainstorming during the Lean Safe Green events.

Programme:

- Oct '08 – Initial LSG event including JSA and LSS assessment completed
- Nov '08 – May '09 – Tool cell concept developed and first cell built
- Mar '09 – CER approval obtained for first cell (€68,000)
- Jul '09 – Cell 1 installed and operational
- Aug '09 – Tool splitter installed and operational
- Oct '09 – Follow up LSG event completed to verify improvements (with further recommendations)
- Nov '09 – CER approval obtained for 5 additional cells (€175,000)
- Dec '09 - Feb '10 – Toolroom facilities upgraded and 5 additional cells installed in Toolrooms 1 & 2
- 2010 – 2011 Capital mods. complete to site tool room no 2

Results:

- Implemented six new Tool Maintenance Cells
 - 2 cells for large tools
 - 4 cells for medium / small tools
- Installed new hydraulic Mould Splitter
- Facilities Upgrades
 - Chased all services for new maintenance cells into the floor
 - Repainted toolroom
 - Improved the lighting
 - Created separate dedicated rooms within the toolroom for Micro Welding and Polishing
 - Replaced toolroom floor and painted dedicated walkways.
- Hydraulic lift table for working on the tool
- Swing arm with all services (water, air, power to test the tool etc.)
- Shadow board for all basic tools required for servicing a tool
- Increased space for Toolmakers to roll around toolbox between cells depending on where they are working

Benefits:

- Safety 80% reduction in Risk Profile Number (RPN) score
- LSS 25% efficiency improvement

Certificate of Excellence in Maintenance Safety**Topaz Energy Limited**

Ian Kelly, Facilities Manager

Topaz Safety Passport Scheme

Topaz Within three short years of setting up, Topaz had acquired the Irish retail and commercial fuels businesses of Shell and Statoil. We've spent €50 million on our investment and expansion programme and created 400 new jobs, all with the goal of making Topaz the largest fuel and convenience retailer in the country.

And it doesn't stop there. In the years to come, we'll be investing even more in our network, building an even closer relationship with our customers, and continuing to expand the products and services we offer them.

As one of the leading brands in the country, we take our responsibility to our customers very seriously. We want to transform the way they engage with Topaz sites and offer them a better and better customer experience, every time they stop by.

Project - TOPAZ Safety Passport Scheme – The goal of the project was to develop a safe system of works for all contractors on Topaz Retail Sites taking into account that they may encounter hazards on a Petrol Forecourt that they would not encounter in any other work locations. This had to take into account that Topaz was a merging of 2 cultures (Shell and Statoil) and 2 different standards of operation. Topaz set out to not only live up to these standards but to exceed them. This was done through consultation with all major contractors, development of a robust set of rules, and continual review of the process to improve all areas of the project.

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Jones Engineering Services Asset Care Management Team

Ian Davy, Contracts Manager

Supporting the Client's Safety agenda through the Asset Care
Management Target Zero Programme

The Jones Engineering Group is a multi-disciplined engineering contracting services company established in 1890. Within the Group we offer a broad range of services, as well as the standard mechanical, electrical, instrumentation and fire protection services we also offer asset management & maintenances.

➤ H A O'Neil	(Mechanical)	Est.
1890		
➤ Patrick Lynch	(Electrical)	Est. 1925
➤ Irish Sprinkler	(Sprinkler & Fire Protection)	Est. 1965
➤ O'Sheas	(Electrical)	Est. 1929
➤ Douglas	(Calibration & Instrumentation)	Est. 1989
➤ Jones Engineering UK	(multi-disciplined)	Est. 2009
➤ Jones Engineering Saudi	(multi-disciplined)	Est. 2010

The Jones Engineering Group works with the world's largest multi-nationals and has a track record of delivering projects & engineering solutions safely and on schedule to a very high standard and within budget. The group currently employs over 1,000 people and has a turnover in excess of €180 million per annum.

The Group objective is the delivery of quality work through quality people. Each of the operating divisions of Jones Engineering are individually certified to international quality standards, IS EN ISO 9001:2008.

The Jones Engineering Services division established in 2010; is the umbrella group for the provision of multi-disciplined engineering and asset management services from the list of companies above.

Project - A team of Engineers, Supervisors, Technicians and Craftsmen under the direction of the Jones Engineering Services Contracts Manager carry out the work Level Agreement (SLA) with the Client Jones Engineering Services act as Project Supervisor Design Stage for the purposes of plant overhaul elements of this SLA in accordance with the Welfare at Work Act 2005.

Weekly meetings between Diageo Maintenance/Operations team and Asset Care Management Team (ACMT) take place where Safety, Health, Environment & Quality Assurance is top of the agenda.

The ACMT Contracts Manager takes responsibility for the health, safety and welfare of the team and their associated works; and is ultimately responsible for the identification, assessment and management of the risks associated with the maintenance tasks.

Procedures are in place to ensure the ACMT are fully versed with the risks identified by means of a risk register detailing personnel, environmental and asset-related risks.

As a matter of course all works carried out by the team are backed up by Standard Operating Procedures (SOP's) and Pre Task Plans. Risk Assessments and Method Statements are routinely used as part of Safe System Permit provided by Client for all works (and in some cases directly by Jones Engineering Services for any sub-contract / managed works).

Regular Tool Box Talks on Safety, Health, Environment & Quality Assurance (SHEQ) are in place for the ACMT and the Jones Engineering Services Site Safety Engineer (SHEQ Engineer), who is based on site and actively supports the team in delivering and harmonizing with Diageo's Zero Harm and Zero Defects agenda. The SHEQ Engineer holds weekly white board meetings with the team allowing for collective bilateral dialogue. This gives an immediate avenue with which to approach and address front-line issues, concerns and improvements.

The ACMT Contracts Manager & SHEQ Engineer actively work with the Diageo Operations Manager and his Dublin Brewery Leadership Team (DBLT) to progress the Jones Engineering Group "Target Zero" initiative, supporting in every instance the Diageo Zero Harm and Zero Defects agenda.

The ACMT use Lock Out/Tag Out and double isolation procedures in conjunction with the Client's front-line crafts, with all team members being competent in Safe System Permits and safe plant isolation procedures. Appropriate checks are in place post completion of works by the ACMT prior to the isolation and the hand back of plant to ensure all is safe for return to service – through a validation process.

Through working with the DBLT the team is currently working on putting in place a "Visual Factory Process". This process will track the validation of work and make the progress visible to all concerned before, during and after maintenance.

The ACMT actively use a near miss reporting system to capture all Safety, Health, Environment & Quality Assurance observations as part of agreed Key Performance Indicators (KPI's) within the SLA with the Client.

These KPI's are monitored and reviewed weekly by ACMT and Diageo Engineers in tandem. The ACMT has real time access to all Diageo Risk Management standards which are referred to as required, allowing them to be notified of any changes that are made on a real time basis. Through regular forums the ACMT Contracts Manager and SHEQ Engineer play an active part using front line experiences to assist Diageo in the continuous improvement of their standards benefiting all parties concerned on the site.