

A Few Things I Learned along the way...

NWCCC 2024

Mark Kitzan



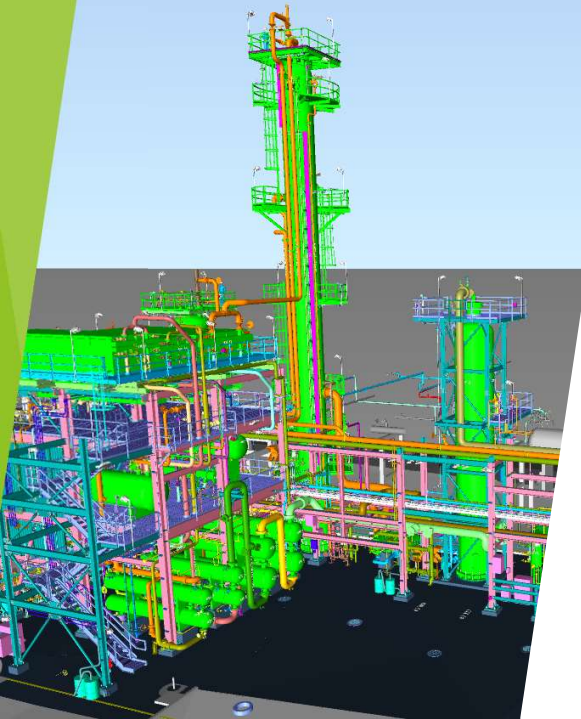
My Journey

UPSTREAM

- ▶ 1984 - 1992 BP Canada, Calgary, Alberta

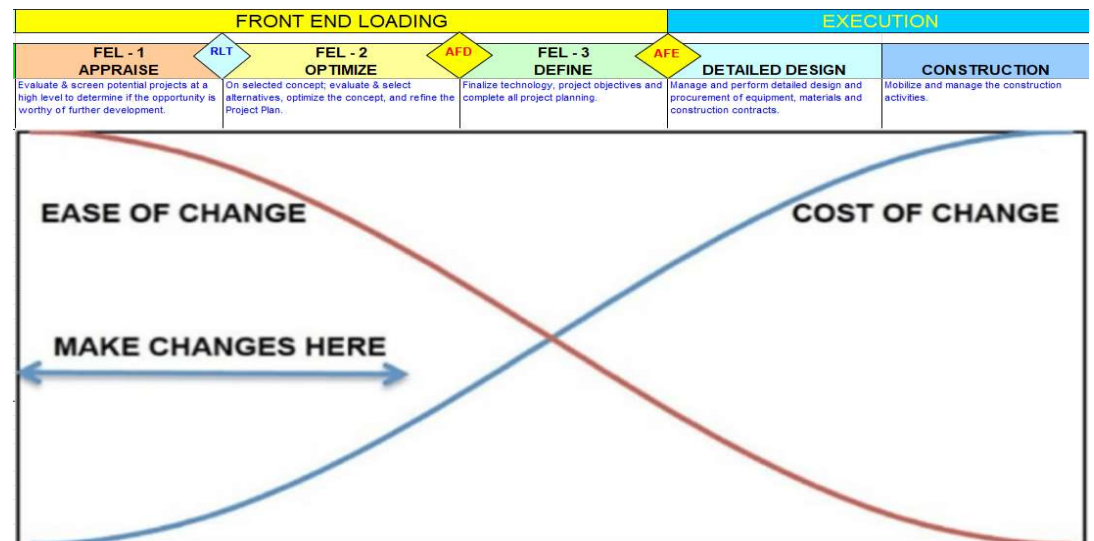
DOWNSTREAM

- ▶ 1992 - Present Ferndale Refinery, WA



Front End Loading

- ▶ **FEL-1** Screen potential projects
- ▶ **FEL-2** Evaluate & select from alternatives. PFD final.
- ▶ **FEL-3** Finalize design. Full funding. No changes after. P&ID final.





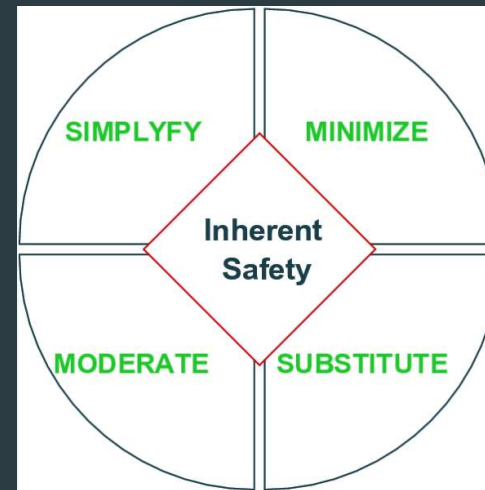
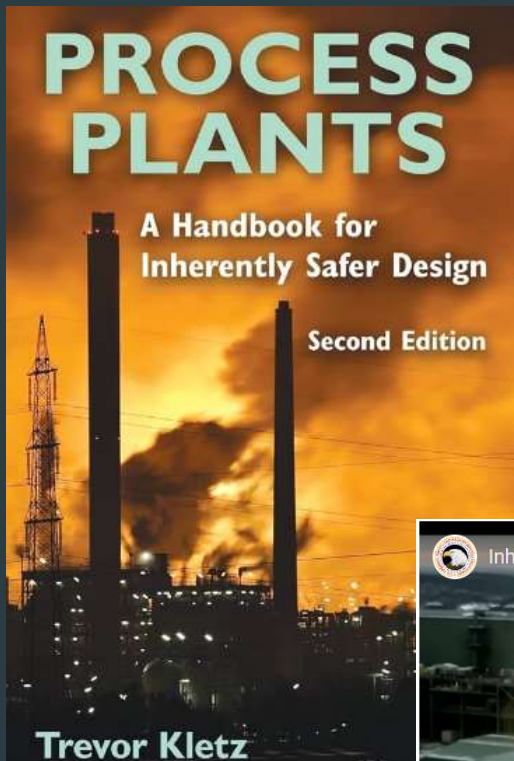
Start Well

- ▶ Define & understand the problem or opportunity
- ▶ Get various perspectives
- ▶ Look for non-capital solutions
- ▶ Agree on “fit for purpose”
- ▶ Team alignment (PDRI)
- ▶ Kick off Meeting

Process Safety

Inherently Safer Design

- ▶ In FEL-2
- ▶ Like a PHA of the PFD





Personal Safety

- ▶ Instead of “who” focus on “why”
- ▶ Nobody comes to work to get hurt
- ▶ How you react can either encourage or bury future reporting
- ▶ Treat near misses as a “gift”
- ▶ Follow through; what did we learn & how can we do things better
- ▶ **Construction Safety by Design**
- ▶ **Pull Planning**



Pull Planning

- ▶ aka “Last Planner”
- ▶ Lean Construction Institute (LCI)
- ▶ Improves communication
- ▶ Empowers Front-Line Supervision
- ▶ Identifies and solves issues early
- ▶ More time on tools
- ▶ Faster project delivery
- ▶ Work “flows” - *Safer construction*
- ▶ Training from LCI

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Servant Leadership

- ▶ Putting others first
- ▶ People over tasks

Mark 10:42-45





Matthew 5:44

Difficult People



Its not all about work



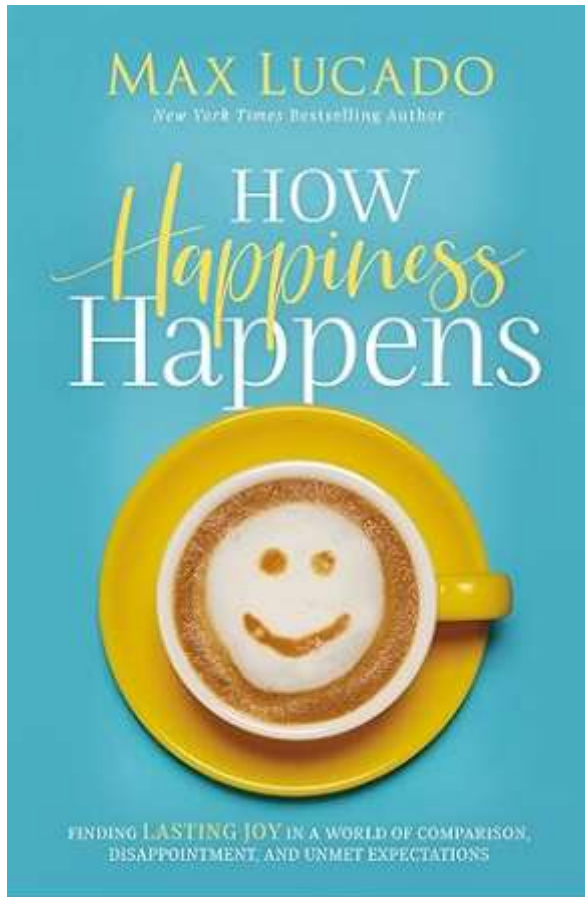
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Stand Up Desk



Good Book



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