

1.0 PURPOSE

This document describes the Michigan Refining Division's Behavior Based Safety Process called Circle of Safety (COS).

2.0 SCOPE

This Circle of Safety Process is applicable to all locations and personnel in the refinery including MPC employees and contractors.

3.0 PROCEDURE**TABLE OF CONTENTS**

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3.1 Circle of Safety Mission Statement

The Circle of Safety is dedicated to the development and promotion of an ongoing, proactive safety process which minimizes the risk of injury for all employees. Our mission is to reduce at risk behaviors and remove barriers to safe work, thus improving our safety performance, benefiting and improving service to our customers, employees and shareholders.

3.2 C.O.S Charter

The Circle of Safety Steering Committee is chartered by Marathon Ashland Petroleum LP to plan, develop, implement, and supervise operation of the Behavioral Accident Prevention Process technology under the direction of Behavioral Science Technology® Inc.

The Circle of Safety Steering Committee will be made up of hourly employee representatives from all areas of the company. MPC will provide the Circle of Safety Steering Committee with resources and authority to accomplish its mission.

There will be a full-time facilitator who is an hourly member of the Circle of Safety Steering Committee. There will also be a designated management sponsor to advise the Steering Committee and work with the facilitator to manage resources and track the progress of process implementation.

The Circle of Safety Steering Committee will recruit and train employees to carry out the process on a continuously improving basis. We strive to establish and maintain a high standard of safe work behavior for the employees of Marathon Ashland Petroleum LP, Detroit Refining.

3.3 Steering Committee Rules and Norms

3.3.1 Members will treat each other politely and with respect. Members will control their temper and not engage in personal attacks.

3.3.2 Members will strive to treat issues objectively, dealing with issues rather than personalities. Members will refrain from sarcasm, dishonesty, hidden innuendoes, etc.

3.3.3 Members will follow through with agreed upon tasks work schedules permitting.

3.3.4 Members will strive to understand others as opposed to convincing.

3.3.5 Members will make an effort to hear from everyone who wishes to speak on an issue.

3.3.6 Meetings will focus on the Behavior Based Safety process.

3.3.7 Members will respect the confidentiality of the information brought to the table of the committee.

Maintaining norms of behavior is everyone's responsibility.

3.4 Facilitator's Responsibilities

3.4.1 The steering committee shall be chaired by the facilitator who will be elected by the steering committee body. The facilitator shall be an hourly union employee.

3.4.2 The facilitator will guide the BBS process by creating the meeting schedules, collecting observation data, posting data, and assisting in forming action plans to eliminate at-risk behaviors.

3.4.2 The election of Facilitator will be held in October. The term of Facilitator will run from January 1 thru December 31.

3.4.3 Vote will be taken at October workshop.

3.4.4 Absentee ballots will be counted toward this election.

3.4.5 Liaison with BST. Provide minutes and other updates to consultant.

3.4.6 Coordinate BST consultant visits and training events.

3.4.7 Liaison with Management. Meet with sponsor/Management team at least monthly for progress and status review.

3.4.8 Liaison with outside groups. Provide information about BAPP to personnel from other company facilities or to personnel from other companies.

3.4.9 Ensure that minutes of meetings are taken, prepared, and distributed.

3.4.10 Coordinate committee meetings time, place, and agenda.

3.4.11 Act as Facilitator/Chair of committee meetings.

3.4.12 Be able to use computer data base program to enter Observation data and generate reports.

3.5 Observers Roles and Responsibilities

3.5.1 Attend Observer Training. Learn the principles of the Behavioral Accident Prevention Process technology.

3.5.2 Understand the CBI checklist and definitions and use them in observations.

- 3.5.3 Be an active Observer for at least one year after training.
- 3.5.4 Conduct a minimum of two (2) observations per week or work cycle.
- 3.5.5 Protect anonymity and objectivity of the observation process. Be sure your co-workers understand the confidential nature of the observation process.
- 3.5.6 Follow all guidelines learned in Observer Training. Give high quality, positive feedback immediately after observation. Get objective comments from your co-workers regarding At-risk notations. The comments you record are vital to the quality of your observations.

Be positive and professional during observations. Avoid arguments, confrontation or blame.
- 3.5.7 Suspend your observation and intervene as a concerned co-worker if an accident is imminent.
- 3.5.8 Turn in your CBI data Sheet the same day you make the observation. This is very important.
- 3.5.9 Promptly inform the Circle of Safety Steering/Oversight Team regarding concerns or questions about the Circle of Safety Process that are brought to your attention.
- 3.5.10 Give input to the Circle of Safety Steering/oversight team about changes, additions or corrections that could improve the CBI Data Sheet or Definitions.
- 3.5.11 Work with your supervisor to solve safety problems with the Behavioral Accident Prevention Process technology tools and methods.
- 3.5.12 Attend Observer meetings. Be an active participant in the Observer Network.
- 3.5.13 Help identify and recruit new Observers.
- 3.5.14 Be an example of the Circle of Safety Process. Be a safety role model.
- 3.5.15 Wear proper Personal Protective Equipment; observe all facility safety rules and procedures.

3.6 Steering Committee Member Responsibilities

- 3.6.1 Be active observers, they will make a sincere effort to promote the BBS

process.

3.6.2 Attend all committee meetings

Excused absences shall be considered: bereavement, family leave, approved leaves of absence, work related schedule conflicts, and illness or injury. Should an individual have more than 3 unexcused absences during a year, the committee may vote to expel them from the committee. The facilitator will track steering committee absences and observations per quarter and will keep the steering committee members informed about their progress.

3.6.3 Individuals occupying committee seats are expected to represent their own concerns and views as well as that of the other employees from their areas.

3.6.4 Attend Training conducted by BST.

3.6.5 Complete individual or sub-committee assignments when assigned.

3.6.6 Recruit observers.

3.6.7 Help conduct kick-off meetings or other presentations when asked.

3.6.8 Help with training classes when asked.

3.6.9 Maintain observation skills by meeting observation goals.

3.6.10 Act as coach/mentor to all observers.

3.6.11 Oversee maintaining the Critical Behavior Inventory.

3.6.12 Organize and conduct observer network meetings.

3.6.13 Review observation data regularly and provide feedback to all observers.

3.6.14 Use data to form action plans or follow up items.

3.6.15 Promote and help sustain the Circle of Safety BAPP process.

3.7 **Management Advisor Roles & Responsibilities**

3.7.1 Assist Committee members to obtain necessary resources, such as office space, supplies, additional training.

3.7.2 Have regular contact with chairperson and committee.

3.7.3 Coach the Chairperson as needed on such things as meeting Management skills.

3.7.4 Serve as liaison between Management and the Committee. Represent Management's point of view to committee. Bring committee concerns and views to other Managers.

3.7.5 Support and advocate the process with Managers.

3.7.6 Review committee progress relative to timeline. Assist in problem solving as needed to maintain progress.

3.8 First Line Supervisor Role

3.8.1 Attend observer training and actively participate in the learning.

3.8.2 Make sure sufficient observers are trained and have the time to be trained.

3.8.3 Assure the observers have time, and work schedules are coordinated so sufficient observations can be done, especially during high activity periods. Meet with the observers to discuss issues they may have and determine ways to assist them.

3.8.4 Make sure observation data is NOT used punitively.

3.8.5 Help manage resistance to change (get information about what is happening with this process to everyone). Discuss observer concerns with the crew and make sure crew knows observations are part of their job.

3.8.6 Review the reports on a periodic basis and lead CBI Process Safety Meetings or ensure someone leads the meeting. Make sure the behavioral tools are used in these meetings (ABC Analysis, Cause Tree Analysis, etc.). That all sources of data are used (BAPPTTrack computer reports, chart, incident reports and observer impressions) and the action plans that are developed are of high quality. Follow up on the action items to make sure they are completed successfully and they have the expected effect on the problem (focus area).

3.8.7 Do NOT give up safety responsibility. Continue to perform all of your normal safety related jobs, including holding people accountable for working safely.

3.8.8 Be a safety role model: wear proper protective equipment, continue to follow all safety policies, be positive about BAPP, do not ignore at risk behaviors or conditions, recognize safe behavior, be willing to receive feedback about safety behaviors and give Feedback using the CBI terms.

3.8.9 Understand the BAPP Process: learn the CBI and definitions, know the steering committee members and seek them out when you have questions or concerns about the process, and attend BAPP Process training.

3.8.10 Use Process terminology in accident / incident investigation.

3.8.11 Provide consistent SC+ (soon, certain, positive) Feedback where appropriate.

3.8.12 Incorporate safe behaviors (activities supporting BAPP) as weighted Factors on formal evaluations.

3.9 Hourly Employee's Role

3.9.1 Understand the Critical Behavior Inventory and definitions.

3.9.2 Be willing to be trained as an observer.

- 3.9.3 When given feedback, listen to it and correct any at-risk behaviors that are within their power to correct. If, after the observation or sample occurs and you don't get any feedback on the observation, ask for feedback.
- 3.9.4 Communicate about unsafe conditions and management systems through work orders, suggestions and the comments section of the CBI data sheet.
- 3.9.5 Actively participate in the CBI Process safety meetings by discussing the data, identifying problem areas, developing action plans and helping to carry out the action planning.
- 3.9.6 Understand the Behavioral Accident Prevention Process and ask questions about anything you don't understand.
- 3.9.7 Don't ignore at-risk behaviors being performed by other people. Show concern about their safety and the potential for an accident by pointing out at risk behaviors. Provide positive reinforcement for safe behaviors.
- 3.9.8 Be a safety role model by following safety rules and procedures.
- 3.9.9 Be supportive, cooperative, and open minded toward observers or samplers.
- 3.9.10 Don't consider the observer or samplers as problem solver; continue to use your organization's system to resolve problems.

4.0 Definitions

BAPP – Behavioral Accident Prevention Process, BST's method of implementing behavioral based safety.

BST – Behavioral Science Technologies, the company who is acting as a consultant to the COS process.

CBI – Critical Behavior Index, the list of behaviors which observers use to evaluate tasks.

COS - Circle of Safety, Michigan Refining Division's Behavior Based Safety Process.

5.0 References

Circle Of Safety Observer Manual

6.0 Attachments

No applicable attachments

7.0 Revision History

Revision number	Description of change	Written by	Checked by	Effective date
2	Updated Document Number	Emily Dvorak	Luke Mazur	1/5/10
3	Review, minor changes	Radwan Dagher	Luke Mazur	9/24/10
4	Review of procedure no changes	Radwan Dagher	Sam Windom	04/18/13
5	Updated header per RGD-1051-DT	F. Ebbert	J. Rabideau	12/09/15
6	Scheduled Review No Changes	Shawn D. Moore	J. Rabideau	04/05/16