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Evergreening - Managing risk in the face of constant change

Allyson Ferriera
Process Safety Consultant
Siemens Oil & Gas Consulting

E-mail: allysson.takara@siemens.com

Abstract

Change is constant in processing facilities such as refineries and petrochemical plants. The drivers for change may vary from investment decisions, operational productivity initiatives, regulatory and compliance requirements, inspection and maintenance activities amongst other drivers. Every time a change is introduced to an operating facility, there is likelihood that risk is introduced to the facility if a strong management of change process is not in place or diligently adhered to. Over several changes, these risks compound which imperils the facility, its personnel and the community as a whole.

Evergreening is a structured program to manage a facility's process risk exposure in the face of incessant change. The program involves distinct steps defining, assessing, aligning, developing and executing change in a structured approach, leveraging well defined processes, facilitated by proper tools and executed by appropriate resources. Evergreening looks to frontload expert engagement in the change management process to ensure better outcomes while also giving the owner's opportunities for cost savings. This paper will review the practice of evergreening applied to pressure relief and flare systems with relevant examples and cases studies that validate the program.