

# Lloyd's Register Safety Management Systems and Safety Culture/Climate Reviews: Deepwater Horizon



**Closing Meeting: 16 Mar 2010**

Lloyd's Register has been contracted to review Transocean processes and provisions to manage safety across the organisation's international portfolio, particularly:

- Safety Management
- Safety Culture
- Safety Climate

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Exhibit No. _____
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## What did we do?



1. We conducted 14 one-to-one interviews with Senior/Line Management and Supervisors and key support staff
2. We conducted 7 focus groups involving 27 people, typically involving:
  - Roustabouts, Floor Hands and AB Sea Men
  - Maintenance crews
  - Maintenance Supervisors
  - BP 3<sup>rd</sup> Party Service Hands
3. We conducted 9 observations of Safety activities.

**Total interviewed: (equivalent to 32% hit rate, based on rig POB)**

## What have we found?



### **Strengths: Leadership**

There was strong leadership on the rig (the OIM and his team...including supervisors) and on the beach (RMP). In particular, people recognise and appreciate the RMP's efforts to get the rig "Back to the Basics."

### **Strengths: Use of THINK Plan**

Both the THINK and START processes were generally perceived as valuable tools to manage safety on the rig. There was an excellent understanding of the THINK Planning hierarchy...the best we've seen to date.

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## What have we found?

### **Strengths: Empowerment**

Almost everyone felt they could raise safety concerns and these would be acted upon (NB: within the rig's immediate control). Most crews indicated that they could call a TOFS and that management backed them on that.

### **Strengths: Strong Safety Culture**

It was clear that crews understood their responsibility and accountability for safety and the crews they work with. This is lead from the top and there is a genuine belief in keeping each other safe and using the tools and processes they've got to do that.



## What have we found?

### **Strengths: H&S Policies Awareness**

This rig actually uses the policies and views them as important input for planning and risk control. Crews seek clarification to ensure understanding and adherence. There was also good access to manuals throughout the rig.

### **Strengths: Resources for Safety**

Virtually everyone felt they had time to plan and carry out operations safely. The majority of crews felt they had enough manpower to work safely.





## What have we found?



### **Weakness: Inconsistent Application of H&S Procedures**

**There are recognised “grey” areas within the H&S Manual. More of an issue, crews felt that OIMs adopted different approaches to policies and procedures**

*“Different OIMs have a different take on H&S procedures, or even overkill. It gets foggy from hitch to hitch...the best thing to do is ask the RSTC.”*

*“The rig’s approach to meeting H&S policies and procedures is changing all the time... whenever we have a new hitch we have to ask ourselves: what’s different?”*

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What have we found?

**T**ransocean

**Weakness: One per Day Start Rule**

**Significant proportion of the workforce felt the One per Day Rule had little benefit, particularly in relation to quality of the data; ultimately undermining the value of the START process.**

*"It's now become a Graph-Game"*

*"As soon as you put a gun to somebody's head, is he ever gonna be your buddy again?"*

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## What have we found?

### Weakness: The Blame Gap

**There was a fear of repercussion associated with reporting dropped objects. In particular, this reflected the views of front-line crews and some supervisors. This was driven by decisions made in Houston.**

*"I'm petrified of dropping anything from heights...not because of hurting anyone (the area would be barriered off), but because I'm afraid of getting fired."*

*"People do worry about reporting because of blame and getting pounded on by Houston, not the rig."*





What have we found?



**Weakness: MoC Communication (Division and Corp)**

**There was a consistent perception that decisions made (impacting the rig) from Houston were either poorly communicated or did not include crucial consultation.**

*“Corporate should listen to us more when they make a decision instead of making us live with it. I just want them to get our opinion before they make a decision.”*

*“It’s easy to make decisions (on coveralls) when you’re sitting in an air-conditioned office.”*

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What have we found?



**Weakness: Policy Changes Impacting Fatigue and Impairment**

**Overwhelming concern relating to the 21 on / 21 off and long-sleeved coveralls**

*“On their last week, they seem like they are in another world.”*

*“On the last week, you are so tired that you feel like a robot.”*

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## What you can do now



1. Provide feedback to the rig personnel who are not attending the close out meeting:
  - Provide a summary of the key findings
  - Reiterate our thanks for the support and hospitality we have received
  - Explain to them what happens next with regard to the LR review
2. Continue all efforts in enhance safety performance, improve and sustain a highly positive safety culture and climate, and support the workforce by delivering the organisation's safety goals

## What happens next?

We report our findings to date.

We continue the review, which now moves on to ...

The final LR will detail our findings and critically comment on:

- The adequacy, suitability and implementation of the CMS/SMS
- Safety Culture/Safety Climate
- Employee perceptions on safety

We will also provide commentary on the maturity of SMS delivery and Safety Culture/Climate in relation to:

- Individual rigs
- Regions
- Transocean as an organisation

