

**From:** Cabucio, Walter (Houston)  
**Sent:** Wednesday, May 20, 2009 10:32 PM  
**To:** Nuttall, Martin (Paris); Wainwright, Bill; Sannan, Bill (Houston)  
**Cc:** Moore, Jimmy (Houston); McMahan, Larry (Houston); Birmingham, Hank (Houston); Ambrose, Bill (Houston); Rushton, Simon (Singapore); Watson, Simon (Houston); Moro, Ed (Aberdeen); Carlisle, Steve (Houston); Tranter, Paul (Geneva); Guicheney, Patrick  
**Subject:** 2004 Task Planning and Risk Management Survey Questionnaire  
**Attachments:** Consolidated\_Regions\_Task Planning and Risk Management Questionnaires.doc

Gents,

During the recent Q1 PMAA conference call the TSTP's, and THINK Plans were noted to be of mixed quality; and the use of the SLT was in some instances not progressing as well as it could. I had a moment of déjà vu while listening to each of you provide feedback in these areas.

In late 2004 we carried out a survey with the OIM's related to these very same topics. Bob Scott and Steven Newman at the time were frustrated with our results and we recognized the difficulties we were experiencing with the Task Planning and Risk Management. In addition, it was almost two years after the Transocean and RBF merger.

The results of this 2004 survey were the topic of a Division Manager's meeting earlier in 2005.

I thought I would share these results with you today in 2009 since the recent Q1 PMAA results resonated to me many of the same results noted in 2005.

The definition of Insanity – Doing the same things over and over and expecting a different result.

As we move forward with the TSTP Workgroup we need to remind ourselves that applying a lot of effort alone will not be enough to resolve these issues. We need to be a lot smarter about what we are doing, since if being committed and applying a lot of effort alone was all that was required, we would have solved a lot of problems along time ago.

Realistically, I believe our efforts going forward will not be less than what they are today, but if we are smart about what we are asking our people to do; those efforts will pay off with improved performance sooner rather than later. I believe we are all in agreement we do not want to look back in 2013 and see our results in these areas have not improved.

It is very clear everyone is working hard and diligently in the areas of risk management and THINK Planning, but we need to be prepared to take a step back to make sure we are not taking for granted the simple understandings and principles which if not truly understood by ourselves and communicated clearly and consistently within our Unit organizations to our people; we the onshore management will be the ones responsible for negatively impacting how well our people understand what is required of them, and what they need to do to achieve successful results.

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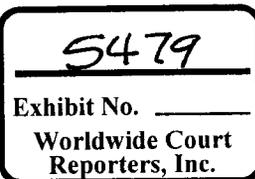
Regards

Walter

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**From:** Cabucio, Walter  
**Sent:** Sunday, July 17, 2005 11:19 PM  
**To:** 'Derek Hart'; 'Marty Weber (E-mail)'; 'dwinslow@houston.deepwater.com'; 'mtulio@macae.deepwater.com'; 'gjaglar@cairo.deepwater.com'; 'kmiller@aberdeen.deepwater.com'; 'Chijioke Akwukwuma (CAkwukwuma@lagos.deepwater.com)'  
**Cc:** 'Rose, Adrian'; Carlisle, Steve; Jerry Vokey (jvokey@houston.deepwater.com); Hopkins, Scott; Rushton, Simon; Munganahalli, Deepak; 'Munro, Don'; Mark Bessell (MBessell@bangkok.deepwater.com); Larry McMahan (lmcman@singapore.deepwater.com); 'Berjeaud, Bernard'; 'thinterseer@lagos.deepwater.com'; 'MPolhamus@cairo.deepwater.com'; 'Sjoberg, Geir'; Halkett, Doug; Olaf Hesse (ohesse@rio.deepwater.com); King, Paul; Jurgen Sager (jsager@houston.deepwater.com); 'Moro, Ed'; Rushton, Simon

TREX-05479



TRN-MDL-02823550

**Subject:** Task Planning and Risk Management Survey Questionnaire

Gents,

As you know in December 04' we carried out a survey of how Task Planning and Risk Management is being conducted on our rigs globally. The results of the survey were distributed to you in February. During recent visits and some comments from a few of the Divisions it is apparent that this information has not cascaded down.

Please ensure that the attached results of the survey are distributed within your unit if it has not done so by now. When this was distributed in Q1 each of you were requested to review the results of the survey and address the respective issues related to task planning and risk management in your area. If this has not been carried out, please follow-up and complete this.

If there are any questions regarding the survey results, please let me know.

Thanks and Regards,

Water

TRN-MDL-02823551