

From: Emmerson, Tony C  
Sent: Thu Apr 08 18:32:57 2010  
To: Kaluza, Robert  
Subject: Emailing: TH Safety PC#4 (A&B crews).ppt  
Importance: Normal  
Attachments: TH Safety PC#4 (A&B crews).ppt; TH Safety Pulse Check #4 (feedback A crew).doc; TH Safety Pulse Check #4 (feedback B crew).doc

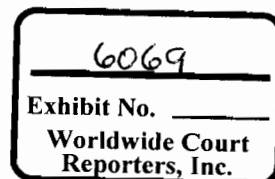
<<...>> Bob,

I don't know if you've seen this yet, but please take a quick look and then I'd like to get your feedback on it and any thoughts on how we can improve.

I'd also like to get your input on the lessons learned one pagers for the two incidents that we've investigated this year. I'll send them seperately.

Thanks

Tony





## Safety Pulse Check #4 "A" CREW

### Improving our Safety Culture in 2010



In the last 3 months:

March 15-18 (A-Crew)

Questionnaires Received: 187

		Yes	No	%
1	Do you believe that the PDQ is the safest facility that you have ever worked on?	139	48	74%
2	We had 7 serious "Recordable" injuries on the PDQ last year. Do you believe it is truly possible for us to work the remainder of the year without having another serious injury?	163	24	87%
3	Does "One Team, One Goal" still describe how we operate the PDQ?	142	45	76%
4	Are all permitted jobs walked down to identify and control hazards before starting up?	148	39	79%
5	Have you noticed an increase in the amount of time PDQ leaders are spending on the decks?	140	47	75%
6	Have you noticed more Houston-based leaders and engineers observing work on the decks?	125	62	67%
7	Do you use a procedure (e.g. site operating procedure, manufacturer, work packs) for every job?	131	56	70%
8	Have you participated in the Personal Responsibility Journey (PRJ) program called "I Will Make a Difference" (4 hour training session)?	138	49	74%
9	Once a quarter, you are introduced to a new PRJ refresher module created as a slideshow or homemade video. Are these refresher modules still effective at helping you improve your personal commitment to safety?	145	42	76%
10	In your opinion, injuries and incidents on the PDQ are mostly caused by: 1. Not following procedures or taking short-cuts 2. Not paying attention to the work 3. Poor job planning 4. Lack of proper tools or equipment 5. Lack of supervisor presence at the job site 6. Lack of recognizing hazards associated with the job. 7. Other: _____	Circle two 1- 67 2-122 3- 21 4- 7 5- 12 6- 69 7- 21		
11	Do you understand the process of how to report an unsafe condition on the PDQ?	183	4	98%
12	When you report an unsafe condition, do you believe it is addressed in a reasonable time?	162	25	87%
13	Do you feel there is excessive pressure to get your job done?	68	119	64%
14	From your experience, are all HSE incidents reported and appropriately investigated?	164	23	88%
15	Do you feel you can raise a safety concern or STOP a job without repercussions?	175	12	94%
16	Are you aware that TH has a 5Q Safety Focus Plan designed to: 1) help improve pre-job planning, 2) better control the pace of work activities, 3) help improve our Control of Work processes, & 4) increase visibility of leaders at the work front.	160	27	86%
17	Do you have confidence that our IA's and PA's fully understand their roles and responsibilities and spend enough time at the worksite to properly supervise the job?	164	23	88%
18	Do you feel that you are properly trained and competent to perform your job duties?	186	1	99%
19	Do you feel you have adequate knowledge and experience to identify Process Safety hazards at the worksite?	184	3	98%
20	What can we do better to improve our safety culture here at Thunder Horse in 2010? (use back)	N/A	NA	NA

Favorable response (and aligns well from what we heard)

Slightly concerned (or does not align well from what we heard)

Unfavorable response

### Question #20 Responses

1	Planning
---	----------



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



2	Keep up the way we are operating this year
3	Get A and B crew on same page and quit changing from on crew to another
4	I think work should be discussed with everyone not just upper management and then passed down.
5	More weekly STOP card prize winner
6	Good attitude
7	keep encouraging safety
8	Give more prizes and incentives
9	People loosing focus or interest. Maybe give out more prizes to motivate people. Also keep up PRJ
10	Give more prizes
11	Make sure everyone uses teamwork, communication, good attitude and good housekeeping.
12	Make sure everyone uses good work ethics and keeps there mind on the job. Plan the job- work the plan.
13	All personal must stay focused and learn to ask questions when not sure of JSEA
14	Need a more hands on approach to the JSEA. Involve the crew and put an eye on the task review actual hazard.
15	No shortcuts
16	More job related training
17	Management spending more time on the deck
18	Discipline people for common unsafe act- days without pay
19	The 5q plan is right direction. Leadership has to take the pace and slow it and ensure pre-job planning
20	We need to follow rules and procedures that are in place
21	Offer an incentive to all onboard for a recordable/ HiPo free year
22	Have leadership spend more time on deck
23	Leadership needs to pass more information out on how they need to make changes- ISSOW
24	It seems that they do not know how to do it and make changes on the fly
25	It is the individual that makes the difference- if everyone was safety conscious there would be no accidents.
26	No action if contractor does something wrong
27	Make each company BP and contractors responsible for there own
28	Safety record and bonuses independent to each employee
29	Focus more on third party contractors
30	Make contractors accountable for safety not BP employees
31	Make people more accountable for their work, or company more accountable
32	There are some supervisors that preach there is no rush on jobs, then when you get started some others rush you, and push you. If you say anything you are treated like you don't want to do your job. This doesn't happen with all, but is so with some.
33	Look out for one another and we shall have people with at least 6 months work experience on here
34	Continue to do what we are doing
35	Clean TLQ more better because dust flies in my eyes from the vents- my asthma bothers me from that
36	Get more serious with the safety issue. If people fail to be serious than get rid of them
37	extend the sat safety meeting and explain more. Also less meaningless slides
38	Put in extra time talking about safety so people can understand safety is first
39	Theirs always ways to make a work place better. Be more focus than usual. Be more aware of coworker
40	Have make a difference training available for everyone. Keeping being humane as well as safety
41	Don't use safety to beat people over the head also HSSE committee meetings need to be announced
43	Respond immediately to potential hazards
44	Go over JSEA with crew before tower.



## Safety Pulse Check #4 "A" CREW

### Improving our Safety Culture in 2010



45	I feel everything is being done. It just comes down to an individual making up their mind to work safely
46	Become better adapted to identify and mitigate hazards
47	More hands on training, getting supervisors more involved, following procedures set forward
48	Use better team work and slow down a little
49	By having proper procedures and job plans, keep the revisions to a minimum and present these job plans and procedures in a timely manner. Remember the job plans that are given to us are the same ones we plan with so if they change so dose the plan.
50	Start taking time and do one job at a time, people stopping jobs and having back up when doing it.
51	I think a major focus should involve the mastering or focusing on a task item rather than knee jerk react
52	Make sure everyone realizes that safety is a personal responsibility
53	Need more time and more notice of up coming jobs, procedures for well, etc. to pass on to everyone.
54	HSE- better teamwork and communication. Accountability of yourself and co-workers
55	Personnel accountability
56	Better job planning - when someone stops the job be sure they completely understand the job and everyone agrees that it's safe to continue. Don't just give a reason and continue. Everyone needs to stop rushing their self just to get the job done.
57	We could use a little more cross training and maybe have other people our leads walkdown job prior to doing the job. Ask more questions. Evaluate new employees a little longer. Raise the moral with better pay.
58	Don't allow anyone to rush the job, stop more jobs when needed. Stay focused on awareness and not on getting it done in a hurry. Take our time and get it right the first time.
59	Allow / require everyone's involvement in safety meetings. Ensure everyone has a chance to conduct meetings and have some kind of topic to speak on. I believe this will heighten the attention and respect people have for those who conduct safety meetings, therefore receiving the info rather than discarding it.
60	Make sure everyone is in the right state of mind, stays focused and will not only look think about his safety but the safety of others. I guess make sure everyone is a team player and uses common sense.
61	Individual safety awards to me will raise the focus on where safety starts, yourself. One person not working safe or just a freak accident is a bummer for all who has taken the time to do their job safely.
62	Make sure our safety is based on safety and not paperwork. We understand the importance of documentation. But don't let it over shadow safety.
63	Safety Incentive- Make people want to be safe by making it fun and maybe even competitive.
64	I think that as a person working on PDQ need to try to make people more comfortable in their work area with out looking over the potential hazard.
65	Everyone continue to work as a team and make plans (JSEA, ISSOW) policy without changing. Let everyone learn system and try to master before changing.
66	Pay attention to what you are doing and don't do anything that you do not fully understand.
67	Stop and think before starting
68	Better planning with all personnel involved in the jobs. Let all personnel know about trash. Dispose in trash cans not baskets with equipment.
69	Assure all hands there will be no repercussion for stopping the job
70	Its ok the way it is
71	Take one second at a time.
72	Stop treating people like they are expendable. They say mutual respect but they went respect for shore personnel but give note to offshore personnel. Don't Trust People
73	Promote people for what they know instead of who they know. Keep an open mind to new ideas
74	Set an amount of time a person has to stay in a position before moving up to the next position
75	Give more awards
76	When safety gifts are awarded they need to be given
77	Live safety 100% of the time
78	Everyone come together and keep one thing in mind and that is safety and we will be a much better facility. Stay focus on the job at all times.



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



79	Work better as a safer team
80	More training, keep preaching safety. More senior leadership visits fro town. More stop the job.
81	More support from Houston to help raise morale in crews. The one team one goal.
82	Look out for each other as well as yourself.
83	Continue to encourage people to work safe, pay attention at all times and look out for one another.
84	Have better job planning and taking time to stop and talk about the job and make sure everyone completely understand the job 100%.
85	Encourage more individual thinking and less rigorous planning. Individual responsibility and authority.
86	More focus on safety. Less focus on rules.
87	Bring back HSSE rep for Pride
88	Hold Pride accountable for actions
89	Focus review into 3rd party contractors and vendors when changes are made to work force
90	Review contract work force for BP practices- knowledge and correct as necessary
91	Slow the work pace down and not try to overload the IA/PA and leadership understand the impact
92	Back to Safety Basic
93	More training
94	more training and more experienced personnel
95	Spend more time with contractors and new employees to understand policies and procedures
96	Need to get everyone on same page about our process with introducing the flavor of the month. Every time we get back to work something has changed
97	Let us run the facility not Houston
98	Show that safety is more important than production



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



### Common Themes (Perceived Gaps) from Face to Face Breakout Session (by Craft)

#### **ESS**

##### Inclusion

- Do not feel like they are considered a factor in the One Team One Goal equation
- Sometimes they do not feel like PDQ personnel contribute to keeping the living quarters clean
- They do not feel like the work they perform is appreciated

##### Misc.

- ESS steel toed boots policy (any time outside of cabin) causing much frustration.
- Salary and bonus frustrations

#### **Construction**

##### Permitting System Authorities

- IA's and PA's are being stretched thin. Need more PA availability.

##### COW Management

- Requirements of ISSOW, JSEA, and procedures differ b/w A and B crew. Confusing / frustrating for cross hitch personnel.
- Too much paperwork required to start a job. More time is spent doing the paperwork than actually working.

#### **Marine / Maintenance**

##### Work Load / Job Pressures

- Work activity is overwhelming. Backlog is getting bigger every day. Not enough people to keep up with pace.
- Jobs are constantly being re-prioritized requiring constant re-shuffle of people.

##### COW Management

- Requirements of ISSOW, JSEA, and procedures differ b/w A and B crew. Requirement change constantly from one hitch to the other. This is causing confusion and frustration.
- Permit building causes a lot of pressure and is time consuming.

##### Misc

- Work load is resulting in less opportunity for VTA and CMAS training
- Finger Pointing Syndrome - We can only control safety among our team. It is the other teams that are having incidents (Pride and 3rd parties). Their performance is affecting our bonus.
- Hurricane Ida Response - Decision to not shut-in production was viewed as management placing a higher priority on production compared to safety and an example of BP breaking its own safety rules. Many people believe an apology is still in order. This event caused a lower respect for management, hurt the safety culture, and deflated moral.
- Living conditions and food quality have diminished.



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



### Operators

#### COW Management

- Requirements of ISSOW, JSEA, and procedures differ b/w A and B crew. Requirement change constantly from one hitch to the other. This is causing confusion and frustration.
- Permit building causes a lot of pressure and is time consuming.

#### One Team One Goal (is weak)

- A wall exists between BP and Pride
- It is difficult getting Pride to give crane priority for production lifts (equipment and chemicals)
- If BP has one load on a Pride boat, Pride charges BP for the boat.
- Operators are concerned about Pride crew's low morale and how this effects safety performance

#### Misc

- EASY card quota is not necessary. Can't get credit for a card if no conversation was conducted
- Salary and Bonus - BP desires the best people but does not pay appropriately to get / keep them. High performance ratings and job promotions are given only to select people (based upon the "brother-in-law" or "turf" concepts). Bonus should be same percentage for everybody.

### Wells

#### Work Schedule

- Short Change is frustrating - guys small hours of sleep then working full shift
- Need to stagger flights to alleviate effects of short change
- Pride should fund hotel rooms to allow people rest to and from PDQ

#### Leadership Style

- Crew morale is down. Can not work safety and efficiently with low morale
- Supervisors are intimidating hands
- Crew fearful of being fired every day - are nervous anytime their phone rings while at home
- Crew feels like they are getting "Beat Up" when something goes wrong
- General feeling of being fired if they STOP a Job, get hurt, question a supervisor (stated by both well & non-wells teams)
- Pride has high turnover rate - Communication as to why personnel are being let go is lacking
- "Are you a Winner or a Whiner" motto has irritated the crew (childish). It is viewed as do your job and stop complaining.

#### One Team One Goal (is weak)

- A wall sometimes exist between BP and Pride
- It is hard to work as one team when there is a high turnover rate

#### Work Load / Job Pressures

- High level of work activity - people feel like they are spread thin (not having enough hands per task).
- Always having to jump from one unfinished job to the next causes work pressure
- Too many chiefs and not enough Indians

#### Permitting System / Authorities

- IA's and PA's are being stretched thin. Need more of both to keep up with schedule.
- Confusion on what jobs require a procedure / job plan and what constitutes a procedure /job plan (is JSEA a procedure)
- Requirements of ISSOW, JSEA, and procedures change constantly from one hitch to the other. This is causing confusion and frustration.
- Permit building causes a lot of pressure and is time consuming.
- Pride has to develop two JSEA for each job (one for BP's ISSOW system and one for Pride). This is not efficient.



## **Safety Pulse Check #4 “A” CREW**

### **Improving our Safety Culture in 2010**



#### Misc

- Loss of BP provided Wells HSE Advisor deemed negative (heard this from more than Pride Team)
- Pride's STOP card quota of 3 per day per person is excessive. Cards are being pencil whipped. If quota is not met, management comes down on you hard. Pride crew has been told that they can not participate in the PDQ 200 / 400 STOP card incentive program.





## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



### **"A" Crew** **Face to Face Breakout Sessions (Detailed List)**

#### **ESS**

- Some people are disrespectful in dinner line
- People walk by and do not acknowledge them
- Some safety issues are report but not addressed in a reasonable amount of time
- ESS Steel toed boots (at all times) policy is frustrating (especially in the gym)
- ESS personnel do not feel like they have a voice in the Saturday safety meeting. Its mostly about maintenance and operations
- We are out here more than we are at home with our families. We need to work on making the PDQ a family atmosphere
- People in the PDQ and TLQ are not helping ESS clean up. They are spitting on the walls and leaving dirty clothes all over the place
- Want lifeboat safety training and need to go to alternate emergency stations more often

#### **ESS**

- PDQ is safer because of all the rules and policies
- TLQ has no barricade for handrails on levels 5-8
- No issues with reporting hazards and having them resolved
- ESS management told crew there is no change to boot policy

#### **ESS**

- Safe place to work because rules are enforced
- One Team One Goal - does not include ESS
- ESS boot policy is frustrating
- Frustrated with their low pay and high expectations - they hear to BP holds back on their raises
- To of the camp bosses are great to work for. The other to are difficult to work for
- Could get into trouble if they stop a job with two particular camp bosses on board
- Turnover rate is high - reason is because of low pay
- ESS is not getting paid for crew change days. All other crafts do

#### **Construction**

- Feel that safety is good on PDQ (we practice what we preach)
- Too much paperwork required to start a job. We spend more time doing paper work than actually working
- Leaders do not understand the process of creating a permit nor how long it takes to create one
- Shell manages their permit system more efficiently than BP
- Not enough IA's and PA's - getting work done is a challenge. Need IA and PA training
- Permit system is not consistent b/w A and B crews. Leadership need to get on the same page
- Constantly hopping from one job to the other and having to suspend one job after the other
- BP leaders are asking construction team leader how long and this message is passed down to the crew
- Need to post more locations of EASY cards
- Need to post more locations of ear plugs
- EASY cards need to be about safety and not just a numbers game (need quality cards, not pencil whipped cards)

#### **Construction**

- BP can only go so far to keep the individual from taking shortcuts and getting injured
- Great stop culture
- Positive attitude on the new hire orange hat
- Complacency leads to incidents
- Need better control of work areas (yellow vs. red)
- Job is being held up by stringent PTW process. Delay causes less time to do the work
- One crew requires permit and the other does not. Which is right?
- IA have done a great job of process safety hazard recognition



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



### Marine / Maintenance

- There is a lot of work to get done everyday. Schedules change causing work to get backed-up
- Not enough time for CMAS & VTA training given workload
- ISSOW changes have caused a lot of confusion - Too many changes
- Permit building causes a lot of pressure and is time consuming
- Taking too long to close out Hazard Hunt (unsafe conditions) findings - they should be taken care of immediately
- Contractors need to be responsible for their own safety. Pride has gotten a lot of people hurt and their bonus program is not affected - but our pay is
- Bonus programs should be based on the company you work for
- (ESS from camp boss down to employees) - the work that they are asked to do is not getting done and the quality of services is very, very low. ESS hands do not want to work as expected
- How can "exceptional" rating be given to just a few. If a supervisor is given an exceptional rating, could this be possible without his people
- Need to bring back Peer to Peer Recognition Program

### Marine / Maintenance

- Work activity is high - being pulled from one job to help out with another. Causes people to get off schedule
- Not enough IA's for the work load
- Pride has high turnover rate - Pride employees are running scared
- Feel like we are being kept in the dark
- Less opportunity for training as compared to the past
- PRJ effects have worn off
- Living conditions and housekeeping have degraded

### Marine / Maintenance

- PDQ is a safe place to work. Safety is practiced not just preached. Other companies don't have same culture
- Core BP teams can work the rest of the year safe. Pride and Crown have more hazardous tasks. 3rd party cause more problems (no incentives for them)
- Too many shortcuts are occurring. Need to take time to do it safe
- Need to get better at personal responsibility
- Turnover is excessive
- One Team One Goal is weak. Differences between A&B crew are huge. We would like to be partners with the other crew
- Should have shut in during hurricane. We broke all rules. Mgmt should have apologized for this decision. All of this hurt the safety culture out here. We need an emergency plan to get us all home
- Control room operators should not be allowed to talk on the phone
- Unsafe grating still not fixed. Not enough priority. This is life threatening
- A little bit of excessive pressure to get the job done exist. Scheduling is hurting us. KPI's are driving the wrong things.

### Marine / Maintenance

- PDQ is a safe place to work. Mgmt support is good.
- Hurricane Ida response caused low morale. People expecting an apology from mgmt but never happened. People lost respect for management and moral impacted
- STOP the job culture is healthy
- Boot on deck - still see leaders in meetings. When leaders visit the worksite, they need to add value not stand at a distance.
- Our team can work safe the rest of year - cannot control safety of other teams. Pride is having the injuries and they bring down our performance ratings
- One Team One Goal - yes b/w BP employees. No with Pride and 3rd parties
- Pride hands can't focus on working safe because they are in fear of being run off. They have huge turnover
- We have a lot of orange hard hats (pride, crown). Need better mentorship over these guys
- PRJ is a great/well liked program. Keep it up and hold Qtrly modules in smaller groups
- JSEA/PTW/Procedures - we do not know how the process works anymore. It is constantly changing. Frustrated. Each OIM runs the program differently. Need common ground and quit changing.



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



- Why does everyone out here use ISSOW consistently except for Pride. They have there own safety management system

### Operators

- ISSOW / Procedures
  - Constant changes from hitch to hitch
  - Over complicating / knee jerk reactions. Need to simplify permits and ICC's
  - Worried more about paperwork and less about task at hand
  - IA's need to recognize when personnel are not focused on the task
  - Some procedures do not fit all situations
  - Need to walk down the job just prior to starting (not just before creating the JSEA)
  - Afraid of repercussions from not following a procedure to the tee
- Pride is putting fear into their employees
- ESS think that they are not part of the team
- Waiting on crane for days to have something moved
- Evaluate safety process move before implementing something new. Too many safety rollouts can cause people to put on blinders
- Do not think that anything will change after this Pulse Check
- Easy Card Quota is unnecessary
- VPP and payroll check is a moral killer
- Insurance sucks

### Operators

- PDQ is safe place to work. It is hard to keep an eye on everyone
- There is still a wall between BP Ops/Maint and Pride (not 1 Team 1 Goal)
- If ops have 1 load on pride boat, Pride charges ops for the boat. Pride is slow in getting our load off the boat
- ISSOW has become a frustrating challenge. Building a permit for a 5 minute job takes 2 hours. Rules of ISSOW change every hitch. Need to get everyone together and role out all new changes and then quit changing.
- "Let us run the facility not Houston" - there is a lot of pressure bringing up the facility. Operators know best pace to bring up the facility. Houston should wait for PDQ to call them if we need assistance
- Boots on deck still an issue because of meetings
- We need to stop putting on a show when the Houston big wheels come out. Let them see what really goes on. Stop cleaning a trail for them to walk down. When they are here the food is great and the facility is spotless.
- Need more IA's and PA's. Contractors need to be active and take the role of PA's to help out but this will take time to learn.
- We should start quizzing the new 3rd parties about our safety culture during orientation in a group forum.

### Operators

- Orientation with 3rd party - need more mentorship
- In case of emergency - all new guys should be assigned a mentor to follow
- Full muster has been taking too long (much more than 21 minutes) - need to go back to the T-Card system. What ever happened to the automatic card reader?
- Expectations for developing a JSEA are constantly changing. Same with procedures.
- EASY cards are not easy. You don't get credit if you do not have a conversation. You can't have a conversation is a bad piece of grating
- Pride incidents are happening b/c leadership is always riding them hard. Pride hands are constantly in fear of getting fired. Winners vs. Whiners program is viewed a degrading.
- When BP needs equipment to be shipped out, BP has to pay for the boat even though Pride's boat was in route to PDQ
- Have to fight with Pride to get equipment and chemicals moved
- One Team One Goal sounds good but what does it really mean - BP and Pride don't work that way
- We are putting off critical jobs because we are waiting on paperwork
- The way we are expected to manage COW/ISSOW changes all the time. Its confusing
- Morale is down
- BP is not paying the most money for the best people (pay, bonus, benefits), VPP E and EE limited. hurting morale. If we get 7% bonus, the executives should follow suit



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



- Promotions and job opportunities are given to brother in laws (turf issue). Good people getting held back
- If asked to go to a 2 hours training/meeting on days off, we need to be paid for 12 hours and not 2.

### Wells

- Need to work like a family to prevent HSE incidents
- PRJ was a good course that will get your attention
- STOP Card Program:
  - 3 cards/day quota causes people to make up false / worthless cards.
  - If you don't turn in 3 per day, your supervisor will come down on you hard.
  - Pride has been told that they can not participate in 200/400 STOP card recognition program
- Excessive pressure to get the job done is self induced (nobody is working unsafe due to excessive pressure)
- Disruptive for the deck crew to lose 4 members every time helicopter comes in
- IA / PAs
  - Need more PA's due to work load
  - Why have so many people lost their PA rights?
  - Not sure if all IA's & PA's understand their R&R
- People getting complacent with recognizing hazards (need fresh eyes on the decks)
- Turnover rate:
  - Is recognized as high for Pride. Communication is lacking as to why. Team assumes because they did something wrong or got hurt.
  - Pride employees are getting calls the day before coming out informing them that they are fired.
  - Pride feels threatened that they will lose their job if they make a mistake (no one wants to help someone out because if the job goes bad, they would be perceived as being involved).
  - Fear of being run-off for Stopping a Job does exist
- Communication b/w workers and supervisors around following safety policies are limited. For example, if a worker states that he can not wear a hard hat or fall protection is not feasible (or will elevate risk), supervisors state you need to follow procedure (the end).

### Wells

- SIMOPs - too much going on at the same time. Increases chances of having an incident
- Getting pulled from one job to the other causes stress
- Too many chiefs and not enough Indians causes confusion (poor communication)
- One Team One Goal is weaker now b/c high turnover rate
- Big jobs are planned well; smaller jobs are not (and are where the incidents occur)
- Most stress is self imposed - not because of the leaders
- Everyone feels good about STOP the Job
- Leaders don't practice what the preach
- Not enough IA's & PA's to handle the schedule
- ISSOW is not efficient because:
  - Pride has to fill out 2 JSEAs per job
  - JSEA's are too complicated and take too much time
  - Management of ISSOW changes all the time - causes conflicts and confusion
  - Need 1 set of rules b/w crews on how to manage ISSOW
  - Confusion on requirements to have a procedure for every job; what constitutes a procedure
- Short change causing people to work 12 hours on 4 hours sleep. Confusion on Pride covered hotels.
- Winner or Whiners - de-motivating for people to be called whiners when they try to bring up issues. Treat us like adults

### Wells

- PDQ is one of the safest places - more tools, procedures than others
- Less frustrating working on Holstein; things were a lot simpler
- Have seen and appreciate leaders boot on the deck
- Some people are getting hurt b/c they did not take personal responsibility
- Every supervisor has different ideas of how to manage a job - need consistency



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



- No one felt there was excessive pressure to get the job done
- A lot of paperwork is generated to get a job done - more paperwork causes people to take short cuts
- Confusion on what JSEA to use --ISSOW vs. Pride vs. database vs. hand written. We develop the one in ISSOW but never use it.
- Processes change every time we come on hitch. First day of hitch is spent trying to figure out the right way to do it this hitch (it will change again shortly). No consistency from one hitch to the next.
- Confusion on when a procedure is needed and what constitutes a procedure. Recently told that every job requires a procedure....but in actuality we don't do one
- No issues with reporting incidents
- No issues with stopping the job
- If someone gets hurt on one crew, the other crew gets hammered / pressured to not let it happen on their crew
- High Turnover rate -
  - 15-17 people recently run off
  - Pride leadership calling people at home the day before crew changed telling them they are fired
  - Pride personnel are really worried about getting fired
  - Poor communication to team about why people are getting let go
- Happy people are safe workers. Morale is currently very low
- Crew has fear to speak to their supervisor - fear they will get run off for asking questions
- Winner or Whiner motto is degrading. Need to treat us as adults.
- Leadership is not listening to or supporting their hands - being told, "Do your job and stop complaining"
- Safety and leadership better on Holstein.

### Wells

- BP has a high standard for safety, they do a good job.
- Need more incentives for working safely
- Policies are broken if production is a priority
- We don't report incidents because we fear the repercussions
- One Team One Goal - doesn't always feel this way
- Not all jobs require a procedure
- All jobs are walked down
- Have noticed increases in amount of time leaders are on the decks - but not value is added. Leaders do not show up to tell the crew they are doing a good job; rather leader come down on them because of accidents
- Morale is down - too much criticism and not enough praise
- PRJ program is well liked and want more of it
- They miss Reggie (Wells HSE Advisor) b/c he helped them out as much as possible. They want him back
- Unsafe conditions that are reported are resolved in an appropriate amount of time
- They in not excessive pressure to get the job done. Pressure is self induced
- They feel they can stop the job w/o repercussions
- Not enough IA's and PA's to meet the work schedule. Constantly having stop the job they are on to go help out on another job. Causes a back log

### Wells

- Beating JSEAs to death....starting to feel like robots
- Pride has to write 2 JSEAS per job (one for BP and one for Pride). JSEA must be writing correctly or it will be used against them
- Lots of paper work to complete before starting job
- Should be able to go out to the job site, talk about the hazards and not have to read a long JSEA line by line
- Permits expire so team feels pressure to beat the clock
- Pride must write 3 STOP cards/day/person or else get written up
- Team worried about repercussions of stopping a job on the Drilling side
- If you make a mistake, you will get run off
- People are constantly scared that they will be run off
- People are scared to report a paper cut
- Wells leadership commonly state, "I know I can't rush you but you are not showing a since of urgency"
- Too many chiefs and not enough Indians. Leadership needs to let the hand do their jobs.



## Safety Pulse Check #4 "A" CREW Improving our Safety Culture in 2010



- Leadership get all of the bonuses and glory. The hands get no recognition
- Different management teams have different ideals. Management needs to get on the same page.
- Sometimes the Production side gets an attitude. There is a lot to do and it's not their call. Its up to management when it comes to crane activity
- Folding handrails on helideck - why don't we ever use them?
- If fire system is automatic on helideck, why do we have to be there risking our lives?
- Need to order more sizes of fire fighting boots
- When will the heliport elevator get fixed?
- Team makes suggestions on how to make things better/safer but management put them on hold b/c MOC is needed (e.g., putting a hard line from crane to deck to drain oil)
- Pride is not invited to the company party - Where is the One Team One Goal?

### Wells

- Permit / JSEAs / ISSOW
  - when are we going to stop all of the changes from hitch to hitch
  - the problem is not the system; it's the way leadership wants it done (job steps vs. no job steps)
  - different rules from different supervisors
  - Need one format on how the whole PDQ team does permits
  - The amount of paperwork makes team lose focus on the job
  - Crew feels that Pride leadership does not want to comply with BP policies
  - PDQ could be safer - paperwork is more important than the task at hand
- Pride crew are scared
  - People were told to watch what they say in the Pulse Check
  - We are told to report everything but when we do, we get singled out and then get into trouble
  - Winners or Whiners Program is driven by leadership. Program degrades the crew
  - Crew feels they have no voice in safety or job planning
  - Crew feels they have no job security within Pride
  - When a persons makes a mistake they get chewed out. Would prefer to be coached like an adult
  - If someone reports an injury, the investigation leads to the blame game
  - Crew are afraid to answer the phone at their house - afraid they are getting fired
  - Crew are trying to take personal responsibility but leadership has not bought into the concept
  - Crew is scared to stop the job b/c they will later be run off due to something else.
  - Crew is being written up for things that they were instructed to do
  - Leaders treat us as though we are not competent
- One Team One Goal - hard to sustain with high turnover rate. Does not exist out here
- Too many chiefs and not enough Indians
- Short Change needs to stop. People are losing sleep.
- Hotel rooms should be provided for those that travel long distances
- Can crew change be varied so that holidays are possible

### Wells

- Feel that the PDQ is the safest place they have worked
- High turnover - short change is a safety issue
- Zero accidents is not achievable with low moral
- Crews are being told that they will be fired cause pressure
- Leadership is reactive to incidents and to harping on the crew. Quit playing the blame game
- There are new rules / standing orders every hitch
- Jobs need to be planned out better so that they can occur in sequence
- IA's and PA's are doing a good job of handling all of the paperwork for the job
- Personal responsibility should be the goal and the affect if the person makes a mistake
- Personal responsibility and accountability make this a safer place
- No One Team One Goal on PDQ
- Boots on the deck does keep the crews thinking as they work
- Change in ISSOW system are a challenge



## **Safety Pulse Check #4 “A” CREW**

### **Improving our Safety Culture in 2010**



- People not paying attention and taking short cuts causes most incidents
- Unsafe conditions are taken care of in a timely fashion
- Stopping the job is not a problem
- ESS needs to take pride in their work