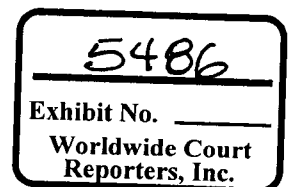


# Engineering & Technical Support

## HSE Meeting

December 2009





# Safety Moment?

# **2009: E&TS HSE Meetings Year in Review**

## **E&TS Monthly HSE Meeting - Purpose**

- Stop once a month, get our team together, and talk about HSE issues that concern us
  - » safety, health, and environmental protection
- Shake ourselves by the lapels
- Concentrate on things we can actually do to make a difference
- Keep it simple and informal
- First Tuesday of every month for lunch

➤ **It's the conversation that counts!**

## **2009: Year in Review – Presentations**

- **Major Hazard Risk Assessments (MAHRAs) & Operations Integrity Cases (OICs) – Scott Hopkins**
- **Dropped Objects: How bad can it be? – Jimmy Moore**
- **Mumbai Safety Vision review – Pharr (\*)**
- **Corporate Responsibility – Ian Hudson**
- **Root Cause Analysis using Kelvin TopSet – Harry Cooper**
- **Overload & Overlap: Communicating with the Fleet – Ken Gardner**
- **Computers & PLCs: THINK before pushing buttons – Pharr**
- **Marine Integrity: Ocean Ranger – Larry McMahan**
- **Struck by Lightning – Larry McMahan**
- **Tagline Hazards – Pharr**

## **2009: Year in Review – Presentations** *(continued)*

- Human Factors Engineering – Rob Fogal
- Lifeboat Workgroup – Chris Corcoran
- Lifeboat Design: Nadiro – Chris Corcoran / Bent Neilson
- Communicating & Sharing Lessons Learned – Mike Lawson
- Safety Stand-Up: we've got to do something different – Pharr
- Dropped Object Task Force – Dan Munoz
- Newbuild Environmental Systems Design – Aaron Barr

## **2009: Year in Review – Incident Reviews**

- Synthetic (web) sling failures (several)
- Dropped “tea cozy”: Ryan – Scott Lambert fatality
- Dropped blocks – drawworks failures (several)
- Dropped Block Dolly: Enterprise SIC
- Man overboard caught in tag line: DDG – Mirza Aliyev fatality
- Lifeboats dropped – hook failures (several)
- Caught between: D534 – Balwant Singh fatality
- Caught between: Constellation II SIC
- Caught between: Cajun Express – Dontray Porter fatality (brief)
- Fall through elevator hatch: S700 – Stuart Hepburn fatality (brief)



## **2009: Year in Review – Policy Reviews**

- Cell phone use while on company business
- Coveralls
- THINK Planning Process
- Fall protection – fixed vertical ladders
- Manual handling – ergonomics
- THINK Plans with TSTPs

# **Mumbai Safety Vision - February 2009**

## **Mumbai Safety Vision – February 2009**

- **2008: Cause to celebrate?**
  - » Killed two people
  - » SIC rate flat
  - » SNH rate up
  - » Potential severity climbing
  - » Dropped objects out of control...
- **2009: 23 potential fatalities in January alone!**
- **Bob Long: we need a step change! Focus on:**
  - » Dropped objects
  - » Integrity management & major hazards
  - » THINK planning & hazard identification

## Dropped Objects

- **Jimmy Moore's presentation**
- **Dynamic DROPS are the problem!**
  - » START process: are we having meaningful conversations, using monitors?
  - » Superficial THINK plans: don't identify the hazards, don't have full participation
  - » People don't recognize stored energy
  - » Concentrate on rig floor and derrick (height, third party stuff, moving equipment)
  - » Senior personnel leadership: climbing the derrick, reviewing the THINK plans
  - » Company standard for tool kits

## **Integrity Management**

- **Our new people haven't heard about the classic catastrophes:**
  - » Piper Alpha, Alexander Kjelland, Ocean Ranger
- **We seem to have lost our healthy respect for the sea:**
  - » A little fear is a good thing!
- **We seem to have lost some of our traditional barriers:**
  - » Watertight integrity checklists, operational checks for equipment & systems
  - » Meaningful drills involving everyone in challenging scenarios
- **We seem to have lost our rigor:**
  - » Weak permit to work practices, inattention to WT closures
- **Our people don't appreciate the implications of degraded systems**
  - » Normalization of deviance

## THINK

- **Our people don't seem to understand the value**
  - » Incomplete participation
  - » Generic hazard identification
  - » Improper use of Task Specific THINK Procedures (TSTPs)
- **If we can't achieve buy-in, we must demand compliance!**
  - » A rigorous approach with full participation and after-action reviews
  - » Improve quality over time

## **The solution:**

- **Leadership**
  - » Bold, definitive, and demanding
  - » Live the core values; energize and motivate your people.
  - » Trust but verify!
- **Compliance**
  - » Rigorous, consistent, and clear
  - » Zero tolerance – no exceptions
- **Accountability**
  - » Must “own” the process – make it personal
  - » Be obsessed and impatient – but fair
  - » Good luck is just as unacceptable as bad!
- **It's not enough to demand compliance; we must obtain it!**

**Four fatalities later...**



## What you said:

- **First: admit that we have lost our safety culture**
  - » there is no quick fix; we have to rebuild it!
- **Next: recognize that we have to define the problem before we can fix it**
  - » engage an independent expert to help us figure out exactly what is broken
  - » talk to our people (we still have lots of safety champions throughout the organization, and they probably know where the process is breaking down)
- **Once we know what to fix, we will need excellent leadership to get it done**
  - » develop a sense of urgency, communicate the vision, motivate our people
  - » create a vacuum rather than imposing a solution
  - » provide training in people skills (know your people and let them know you care about them; MBWA; show enthusiasm, optimism, and passion)

## **What you said** *(continued)*

- **Beware the complexity that we have allowed to creep into every facet of TO**
  - » simplify, standardize, and stabilize our systems
  - » sharpen our objectives and clarify our communications
  - » focus the workforce on a few wildly important goals
- **Insist on complete compliance; implement a strong accountability culture**
  - » do not tolerate risk-taking or short-cuts (one version of the truth)
  - » make accountability (both positive and negative) swift, sure, and substantial
  - » capitalize on the boss-employee relationship: if our supervisors are good coaches, mentors, and visibly passionate safety leaders, their employees will follow.
- **Don't be afraid to expect great things from our employees**
  - » everyone has to take personal responsibility for his own safety ("healthy" fear)
  - » make it personal

## **What you said** *(continued)*

- **START conversations can't be token**
  - » must go deep enough to discover the at-risk behaviors, the flaws in the plan, and the unidentified hazards that are almost always there
  - » positive START observations should be strongly discouraged
  - » THINK planning must be a sincere process in which everyone is deeply involved and everyone's input is truly valued
  - » send teams of START / THINK experts to each rig for several days to observe, coach, and test the crews (show them what "good" looks like)
- **Final thought: are we sending mixed (subliminal) messages?**
  - » scrape something less important (paperwork, budget exercise, email response expectations, etc.) off the plate
  - » a "public hanging" of a superfluous bureaucratic process might send a strong message that we are willing to walk the talk, giving greater priority to and more time for our managers to work more closely with their people

**Next year:**

**Department Leadership!**

- **Engineering**
- **Marine**
- **Maintenance**
- **Upgrade Projects**
- **Newbuild Projects**

> each department plans and leads two meetings  
plus one by Arctic group and one wild card

***Incident-free... all the time, everywhere.***

**Formula for Success:**

**Leadership**

**Compliance**

**Accountability**

