

Hazard Management Effectiveness & Measurement

OR

**How to go from saying “We did (or did not) hurt anyone”
to saying “We are confident we will not hurt anyone in
the future”**

Introduction



History;

- ◆ Traditionally Most Rig Contractors Work to Minimum Standards (Legislative / Operator)
- ◆ Operators arrive on Rig, Conduct a Technical Compliance Inspection & Enforce 'New Systems & Processes'
 - OK for Long Term Campaigns?
 - NOT OK for Multi-Operator short duration Campaigns!

WEL Strategy Over 3 Years;

- ◆ Develop Rig Contractors 'Own Systems' & Avoid trying to Do it the WEL Way
- ◆ Focus on Raising the Bar & Developing a High Performance Culture on our Rigs that is Sustainable
 - High Hazard Awareness
 - Take the time to Plan the Job
 - Measure & Review Performance

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Measure Effectiveness of Each Rig Contractor's Own Systems Against a Common Standard (10 Elements of WEL MS)

- ◆ Conduct SMS Review to;
 - Understand Contractors Management System
 - Identify Minimum Standards
 - Identify Gaps & Deficiencies in Systems & processes
 - Ask Contractor
- ◆ Develop Campaign Hazard Register
 - HAZID Workshop with Rig Personnel to identify MAE Hazards & HPI Hazards
 - Identify Causes and Barriers for each Hazard (Preventative & Mitigation) & Assess Risk
- ◆ Agree Systematic Actions with Contractor to Address Findings from SMS Review
 - Develops "Systems Thinking" = Long Term Improvements

Hazard Management Effectiveness & Measurement



- **Audit Rig Prior to Acceptance**

- ◆ Select Barriers from Hazard Register (Minimum of 1 per Hazard) & Physically Verify that it is in place & Effective
 - Closes The Loop!

- **Contractor Required to Report Monthly Against Agreed KPI's**

- ◆ "What Gets Measured Gets Improved"
- ◆ Measure Lead not Lag Indicators (e.g. PTW audits)
- ◆ Review Performance & Take Action on Findings (AAR's)

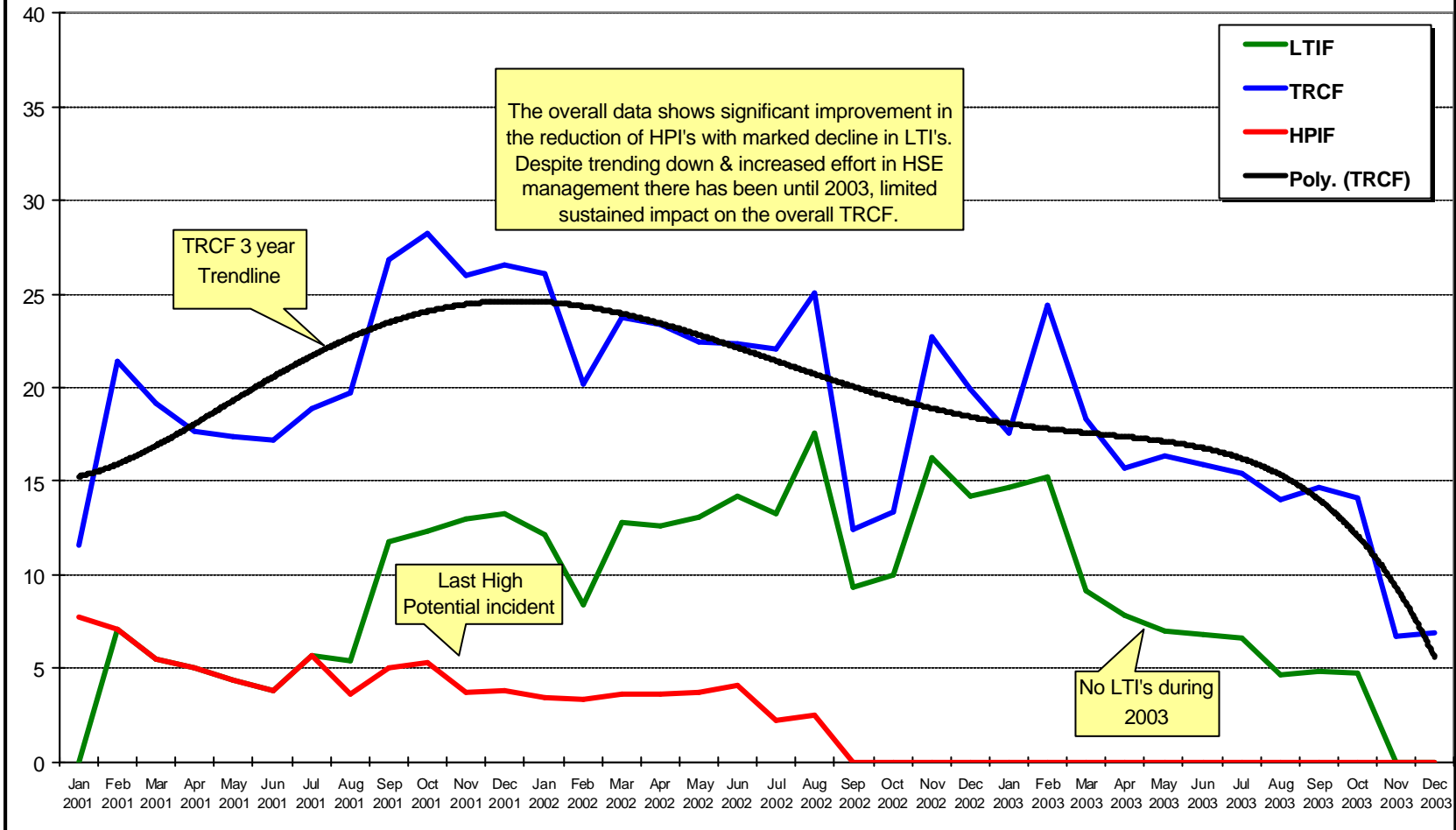
- **Encourage Correct Behaviours**

- ◆ Observe & Measure Behaviours & Feedback
- ◆ Supervisors to be Role Models ("Walk The Talk")
 - Develop Your Leaders
- ◆ Align Reward & Recognition Plans with Goals & Follow Through on Commitments

Performance Over 3 Years



MODU HSE PERFORMANCE - January 2001 to December 2003



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Benefits Of This Approach

- ◆ Develops High Awareness & a High Performance Culture
- ◆ Focus on Long Term Sustainable Improvements
- ◆ Raises the BAR!