

# Visible Safety Leadership and Improved HSE Performance

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Arrow Energy – Well Delivery  
5<sup>th</sup> June 2014



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## Overview

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### The Problem:

- Deteriorating HSE Performance and Increased Exposure

### The Intervention:

- Visible Safety Leadership Program

### The Results:

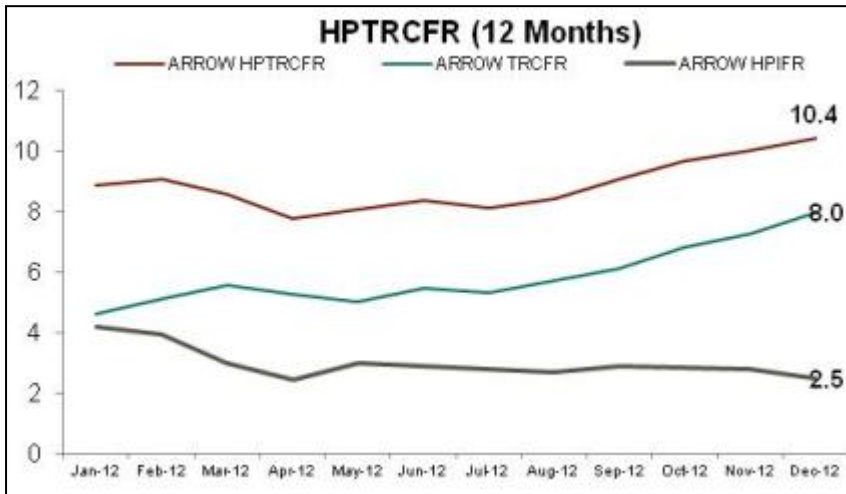
- HSE performance improvement

### The Continuing Journey:

- Safety Intervention and Discussions

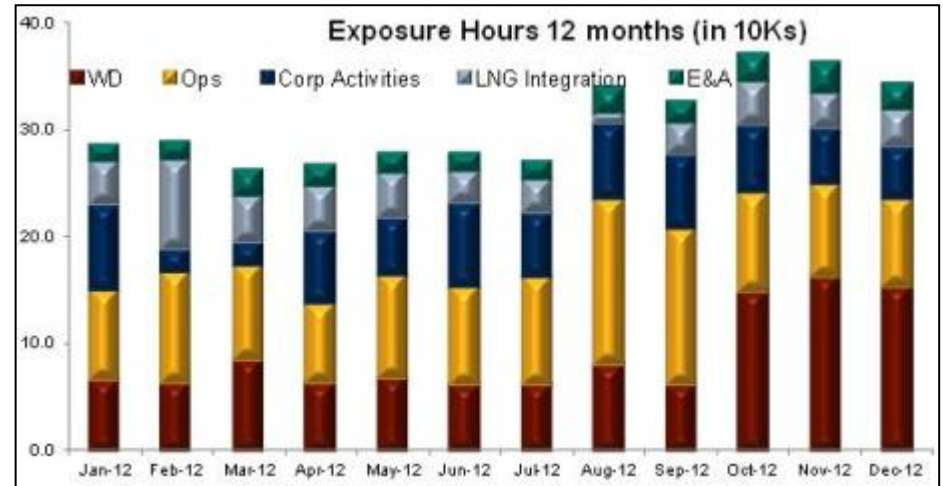
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## The Problem – Deteriorating HSE Performance and Increased Exposure



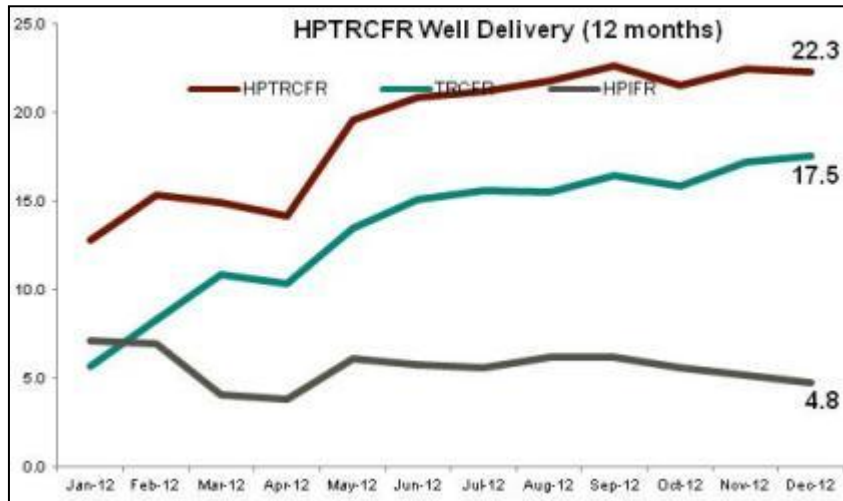
- All Arrow:
  - High Potential and Total Recordable Case Frequency Rate.
  - Total Recordable Case Frequency Rate.
  - High Potential Incident Frequency Rate.

- All Arrow:
  - Man-hours including Arrow and Contractors.
  - Well Delivery including Drilling and Completions shown in **Red**.
  - Increased to approximately 45% of Arrow's exposure in late 2012.



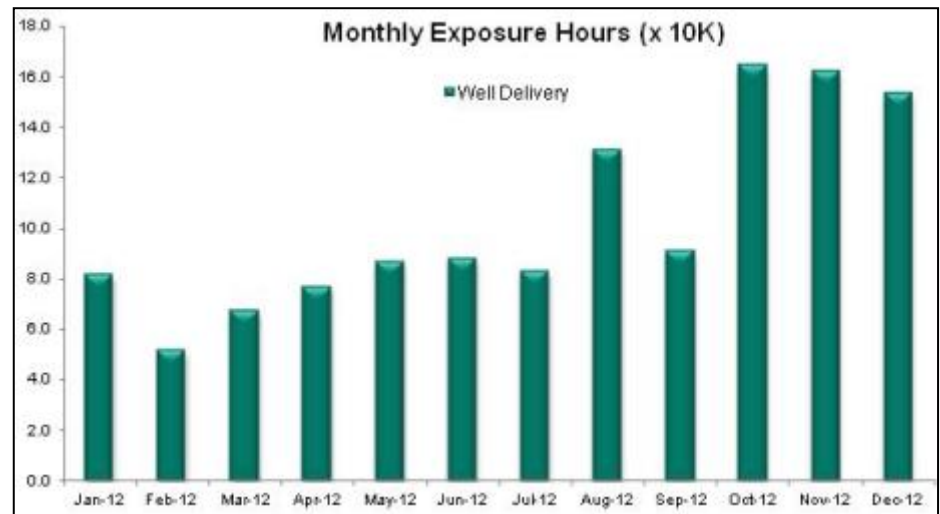
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## The Problem – Well Delivery Performance and Exposure



- 2012:
  - 12 different drilling contractors
  - 19 recordable injury cases
  - 6 high potential incidents

- The challenge:
  - Increased exposure into 2013
  - Geographically dispersed operations
  - Multiple contractors across increased service lines



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## The Intervention

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- Arrow HSE performance highlighted by parent companies as poor
- CEO and Leadership Team tasked with working up intervention and embedding across the organisation
- Visible Safety Leadership (VSL) Program was created and implemented starting in July 2013.
- The program was focussed on 3 levels:
  - All Staff
  - Supervisors & Managers
  - Contractors
- A simple acronym – SAFER was used to focus the behaviours of all
- 4 key risk areas were also identified:
  - Vehicle and Transportation Safety
  - Worksite Hazards and Assessments
  - Working with Contractors
  - Process Safety Management



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## The Intervention

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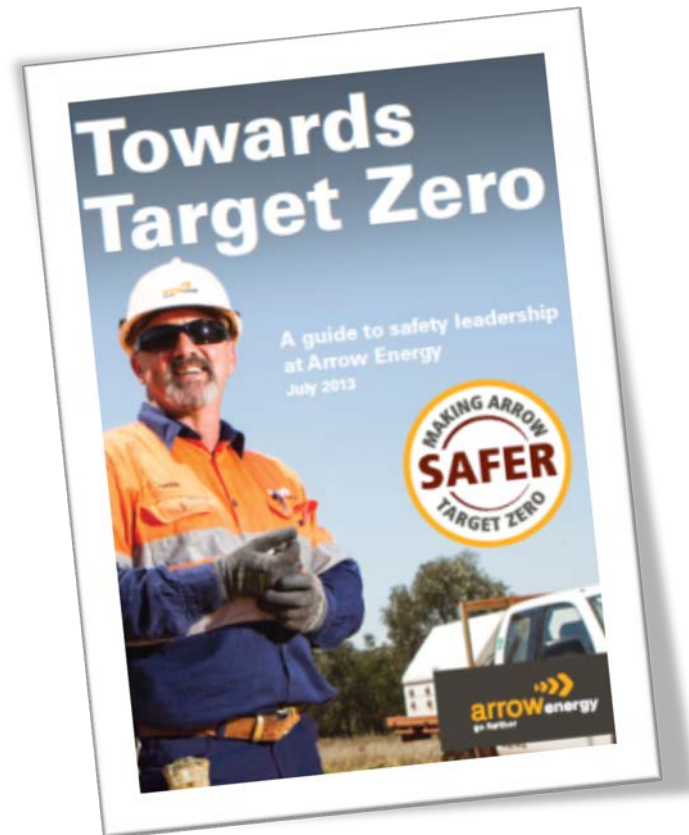


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## The Intervention

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- Safety Pledges mandated for all staff
- VSL training mandated for all Arrow staff
  - Guidance provided in 4 key risk areas and summarised in the “Towards Target Zero” – VSL Guide
- Contractor alignment sessions:
  - CEO to CEO meetings with the Top 12 contractors
  - Contract Owners & Holders undertake 1 to 1 meetings at Operational level to discuss the VSL/SAFER model and align expectations
  - Contractors rationalise to less companies with more equipment provision
- Frontline Supervisor Coaching:
  - Face to face site based (2-3 hours) coaching provided to D&C supervisors to refocus on their behaviours, application of risk tools and communication to contractors



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## The Results

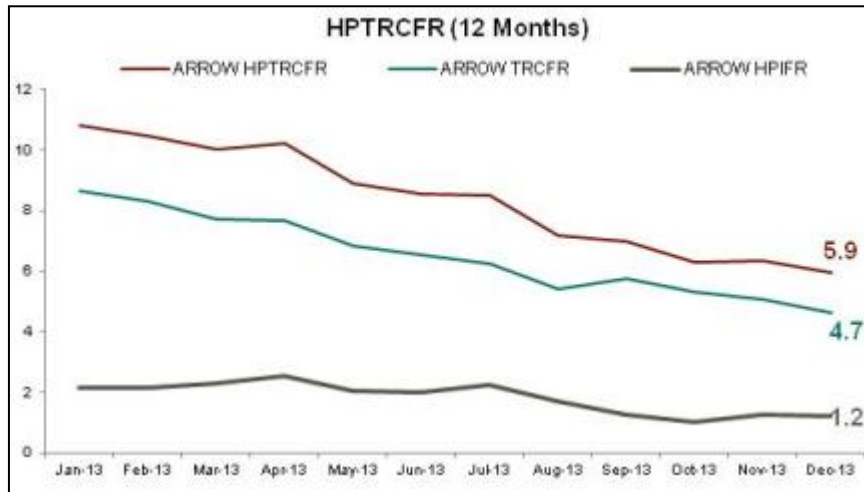
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- Safety Pledge including in personal Task & Target setting
- Mandatory training completed for:
  - 1249 Arrow staff (95% attendance rate)
  - 109 Managers (Arrow and Contractor)
  - 82 Arrow Front Line Supervisors
- VSL alignment sessions undertaken for the “Top 15” contractors (man-hours, value and risk profile based)
- Frontline coaching completed for 36 supervisors
- Safety performance (recordable rates) improved through 2013



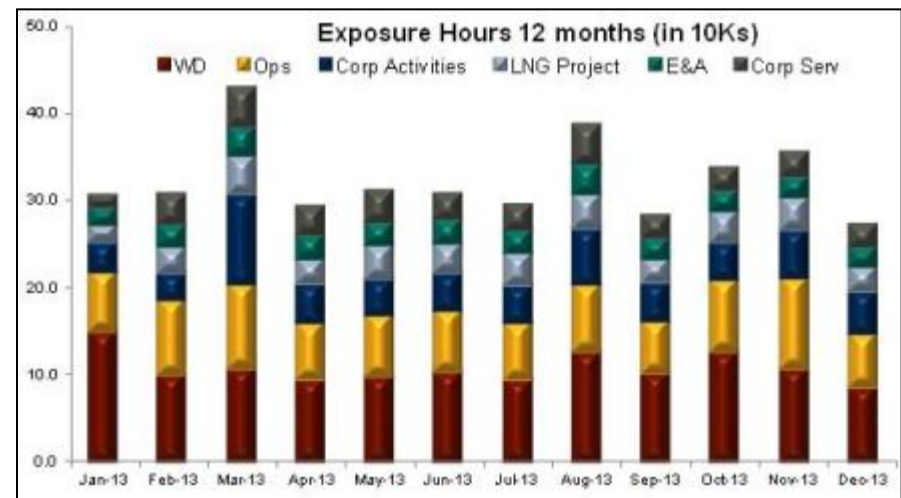
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## The Results - Arrow



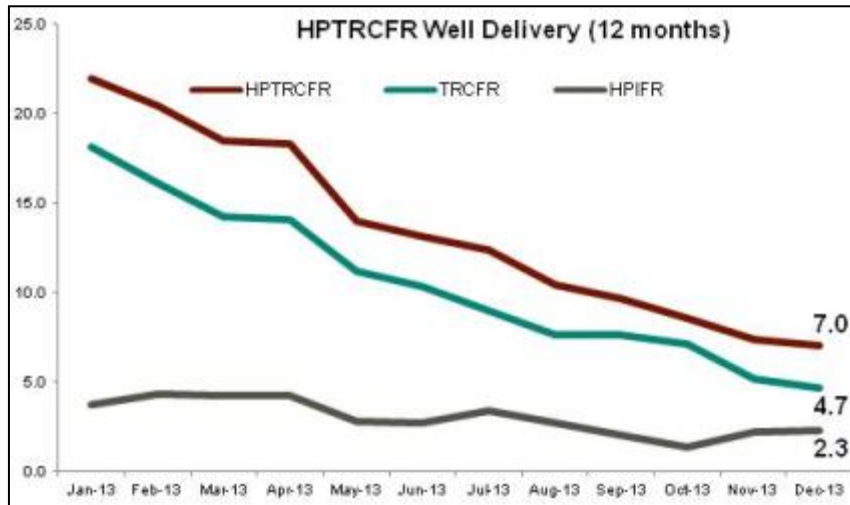
- 43% improvement in HPTRCFR
- 41% improvement in TRCFR
- 52% improvement in HPIFR

- Well Delivery tracked between 35% and 45% of Arrow man-hours
- 1.27 million in 2013 (up from 1.23 million in 2012)



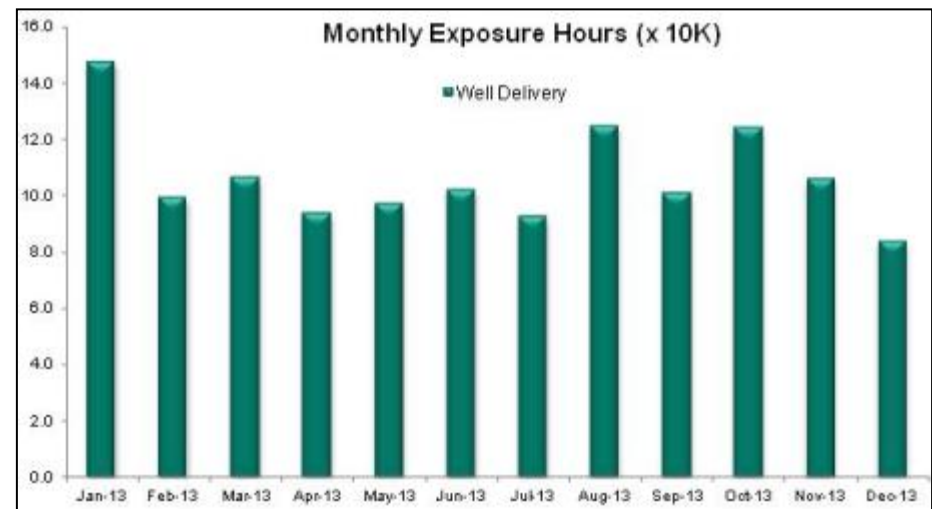
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## The Results – Well Delivery



- 70% improvement in HPTRCFR
- 73% improvement in TRCFR
- 52% improvement in HPIFR

- Average of 150 safety conversations per month accounting for between 55% and 75% of Arrow participation month on month.

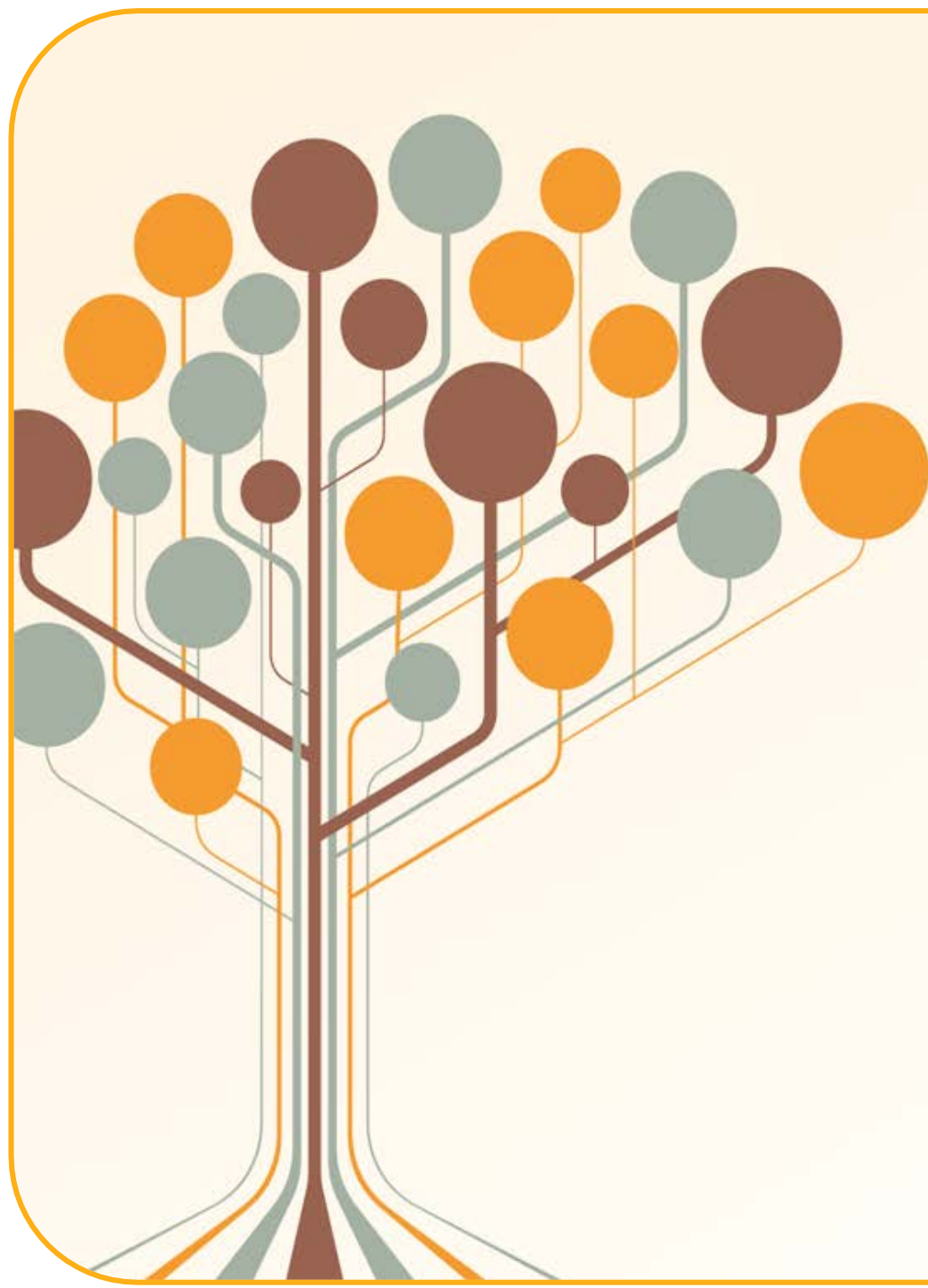


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## Continuing the Journey

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- Safety Pledge review now a part of the annual Performance Planning Process
- VSL now embedded into Contractor on-boarding process and ice-breakers
- Continuing focus on Front Line Supervisors including additional coaching through 2014
- Stand Together for Safety (STFS) held in May 2014 with a safety conversation focus – small changes, BIG DIFFERENCE
- STFS sessions to be rolled out to contractors via Arrow D&C Safety Forum (with management) and safety toolbox sessions with crews.



Small changes.  
**Big  
difference.**

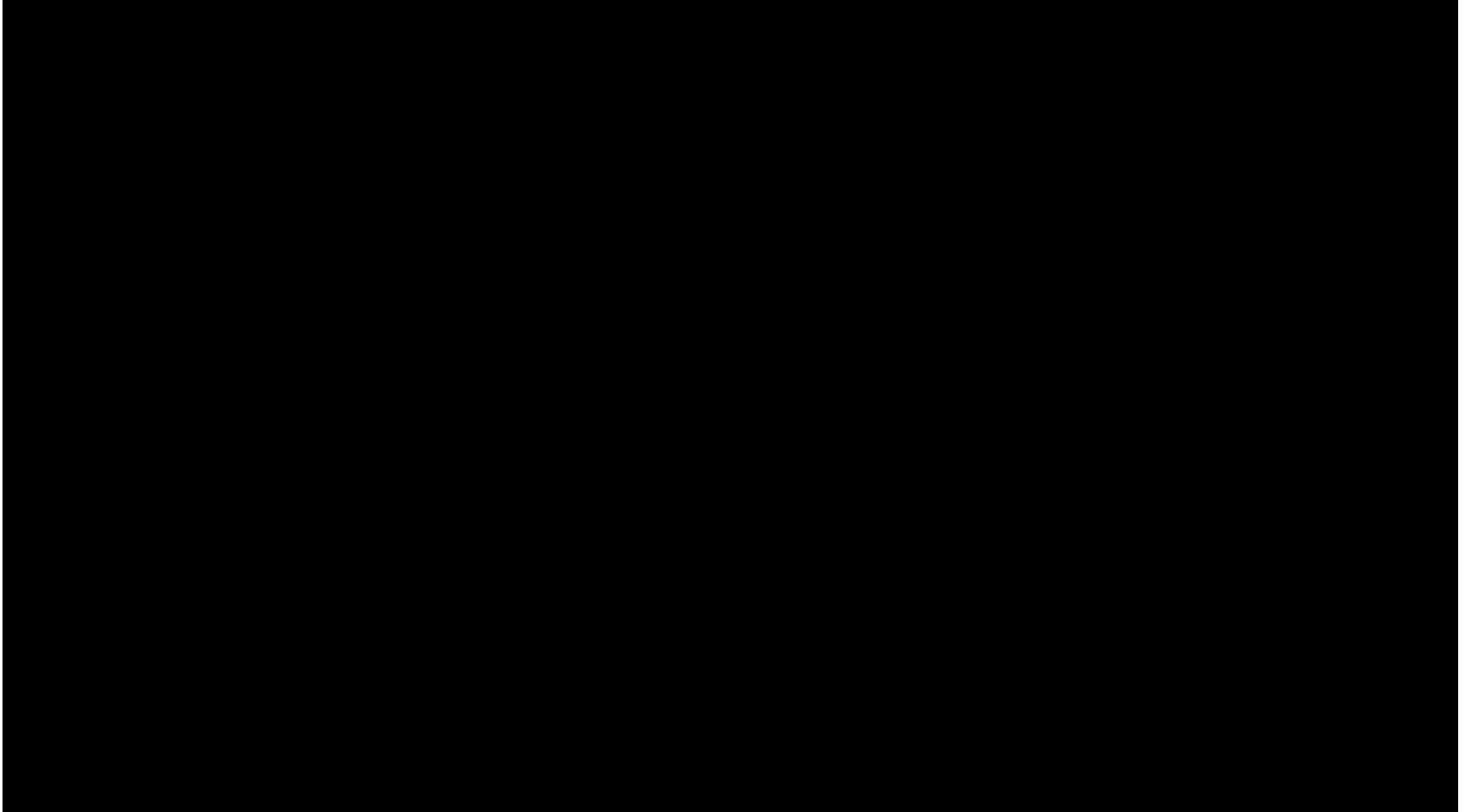
**Stand Together for Safety**  
May, 2014



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small changes BIG DIFFERENCE - Video

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## Thanks – Questions?

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