



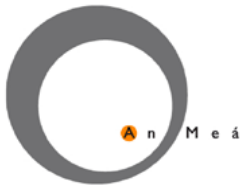
Competence for Supervisors

September 2, 2010

Drillsafe, Perth, Western Australia

One Bottom Line – Three Foundations

PEOPLE – PLANET – PROFIT



- Develop and implement an initiative for the offshore oil and gas industry to add value and deliver improved safety performance over the long term by addressing the competence of construction supervisors.
- Use experience of similar programs and work with the feedback collected in the Woodside Project Safe Forum.



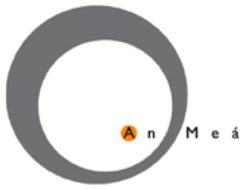
INITIAL CONSULTATION

- **Initial consultation:** interviews with, and/or feedback from, representatives of the Project Safe Forum (senior managers from Woodside and its contractors).
 - Business case defined
 - Implementation plan outlined



BUSINESS CASE – THE PROBLEM

- **Supervisors are often selected based on technical skills / experience. Not ‘people management’ ability.**
- **Supervisors are a critical interface whereby ‘onshore’ safety messages/attitudes/culture/values are transferred to ‘offshore workforce’ (and vice versa). They are responsible for delivering ‘consistency in safety expectations’. The industry needs their commitment/support in order to improve safety.**
- Safety statistics indicate that the performance of Australian offshore oil and gas construction is not as good as other parts of the world (including Asia).
- Offshore oil and gas construction workforce is typically ‘high turnover’ and constantly changing. Staff regularly change employers. Projects come and go rapidly. A supervisor on one job may become a worker on the next job.
- (Re)training of supervisors for each job / client / employer is expensive.



BUSINESS CASE – THE SOLUTION

- A standard approach / benchmark requirement for supervisor competence, commonly recognised by all industry players. Individual players can ‘bolt on’ their own specific elements as necessary.
- There is no silver bullet ‘big idea’. The above suggestion will not bring about safety improvement on its own, rather, it forms part of a suite of initiatives.



IMPLEMENTATION PLAN

Definition Phase

Obtain Resources

- Mandate / steer
- Team
- 'Seed funding'

Agree Scope

- What is a "supervisor"?
- What is "offshore construction"?

Engage Stakeholders

- Operators
- Contractors
- APPEA
- IMCA
- NOPSA
- RTOs
- Workforce

Agree Training / Assessment Model

- AQTF (RTOs)
- Third party certified (e.g. APPEA Common Safety Training)
- Self-certified (e.g. IMCA)

Obtain Development Funding

- Industry
- Government

Development Phase

Assemble Development Team

- HSE
- Learning & Development
- 'Hands on' expertise

Conduct Research

- AQTF training packages and units of competency (e.g. PMA 08)
- Industry initiatives (IMCA; APPEA; Step Change in Safety)

Agree Units of Competency

- List of units

Develop Units of Competency

- For each unit, develop: performance criteria; range statement; evidence guide; etc.

Implementation Phase

Communicate Details to Stakeholders

Deliver Training / Assess Competence

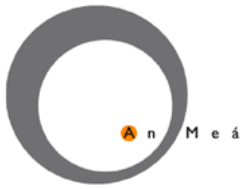
Include Competence Requirements in Contracts

Review / Evaluate Effectiveness

Complete: end Jun 2010
Deliverables: white paper and funding for next phase

Complete: end December 2010
Deliverables: competence standard and training/assessment structure

Start: 1 Jan, 2011
Complete: end 2013



DEFINITION PHASE: CONSULTATION

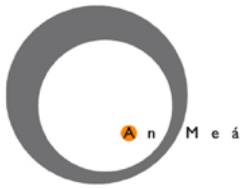
- **Follow-up consultation:** feedback was sought using a questionnaire based on the conclusions arising from initial consultation. The questionnaire was sent to targeted stakeholders representing operators and contractors.



WHITE PAPER: RECOMMENDATIONS

Scope

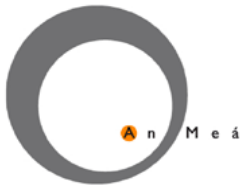
- Recommendation 1: The target audience should be '1-up' supervisors and supervisors who are '2-up' from the work crew. Other levels of supervision may be targeted at a later time.
- Recommendation 2: Supervisors working in the construction and HUC phases of offshore greenfield and brownfield projects should be targeted. Onshore construction, onshore operations, offshore operations, shutdown, **drilling**, and exploration activities **may be targeted at a later time**.
- Recommendation 3: Supervisors overseeing core construction trades and labour should be targeted. Activities include: scaffolders; welders; electricians; crane operators; riggers; mechanics; etc. Construction support and other trades may be targeted at a later time (e.g., catering; marine; ROV; diving).
- Recommendation 4: Competencies to be targeted include application of people and leadership skills in a tactical 'hands on' environment. Technical competencies should not be targeted.



WHITE PAPER: RECOMMENDATIONS

Competence Assessment and Assurance Model

- Recommendation 5: Develop Units of competency that establish performance criteria and evidence guides. Use applicable AQTF Units as a starting point, and customise them (or add to them) as necessary for industry use. Align them, where possible, with other existing industry standards (including STS, IMCA C011 and the Construction Safety Competency Framework).
- Recommendation 6: Adopt a training and ‘on the job’ assessment approach to assessing competence against Unit requirements. Provide for RPL in the assessment process.
- Recommendation 7: Develop training course specifications, lesson plans and assessment processes and tools that can be used by training providers (but allow the freedom for training providers to develop their own).
- Recommendation 8: Adopt a model of assurance and industry-wide recognition of competence that is similar to the CSTP.



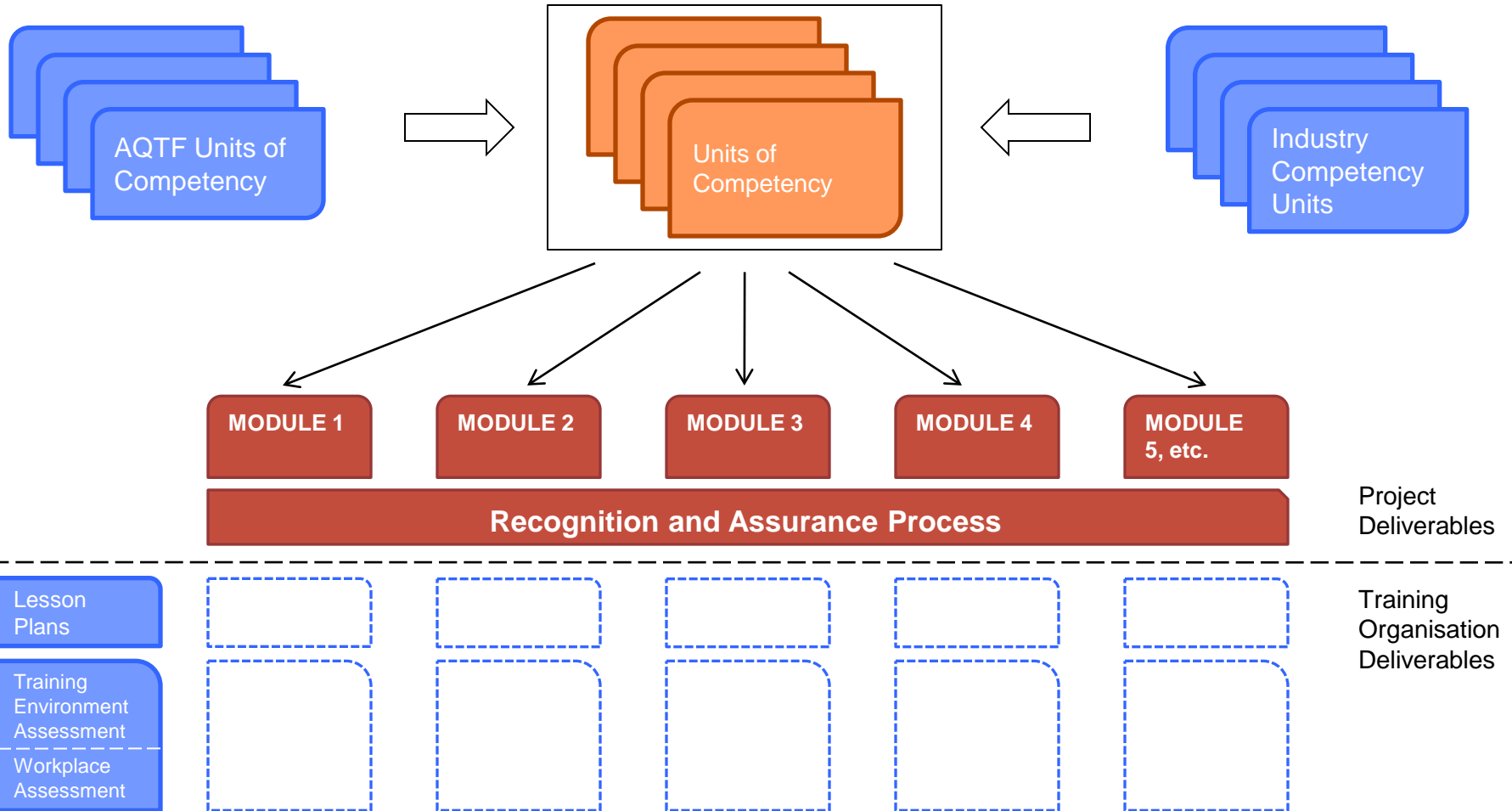
WHITE PAPER: RECOMMENDATIONS

Implementation

- Recommendation 9: Obtain a clearly articulated statement that the scheme is an industry requirement, similar to that granted to CSTP by the APPEA CEO Forum. This statement should clearly define the target audience and any refresher requirements.
- Recommendation 10: Establish clear governance processes similar to those afforded the CSTP via the Independent Reviewer and CSTP Management Group.
- Recommendation 11: Develop KPIs to measure the scheme's impact, and include these KPIs in associated reporting / review mechanisms.
- Recommendation 12: Establish the necessary processes for oversight, consultation and expert input for the development and delivery of the scheme.

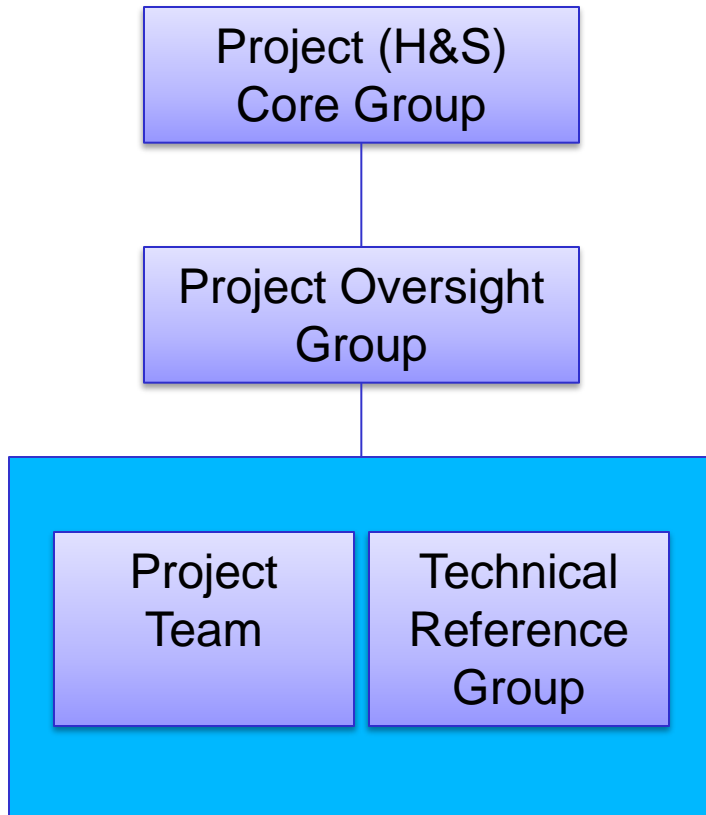


SCHEME DEVELOPMENT MODEL





DEVELOPMENT PHASE: GOVERNANCE



Project (H&S) Core Group: Accountable for governance / oversight of the Development Phase (including obligations defined in Project contract). Roles include:

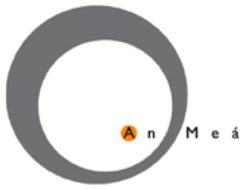
- Determining Governance structure and processes
- Approving additions to project scope and/or budget
- Managing Intellectual Property arising from Project

Project Oversight Group: Responsible for oversight of the Development Phase including:

- Approving detailed Project Plan and Communications Plan
- Monitoring Project progress and budget
- Approving Project deliverables
- Providing advice/steer during Project

Technical Reference Group: Responsible for working with the Project Team to develop project deliverables including:

- Competence units
- Training course specifications and lesson plans
- Assessment processes and tools



PROJECT PLAN SUMMARY

Kick-Off Workshop

DELIVERABLES

- Common understanding of project background and goals
- Agreed “ways of working” for TRG and Project Team

	Late August		Mid October		Early November		Early Dec-Jan
DELIVERABLES	Workshop 1	Consult: Period 1	Workshop 2	Consult: Period 2	Workshop 3	Consult: Period 3	Comms Phase
Templates: Competence Units and Modules	Review and Approve						
Units of Competency	Develop	Consult	Finalise	Approve			
Training Modules	Develop	Consult	Finalise	Approve			
Assessment Processes and Tools			Develop	Consult	Finalise	Approve	
Assurance and Recognition Processes			Develop	Consult	Finalise	Approve	
KPIs and Statement re: Industry Applicability			Develop	Consult	Finalise	Approve	



PROJECT UPDATE

Progress:

- Detailed Project Plan approved by Project Oversight Group (August 2)
- Project Kick-Off Workshop (August 16)
- Communications Plan approved by Project Oversight Group (August 23)
- Workshop 1 (August 30, 31)

Next Steps:

- Workshop 1 deliverables issued for comment
- Stakeholder Forum #1