

# Managing in High Activity Periods

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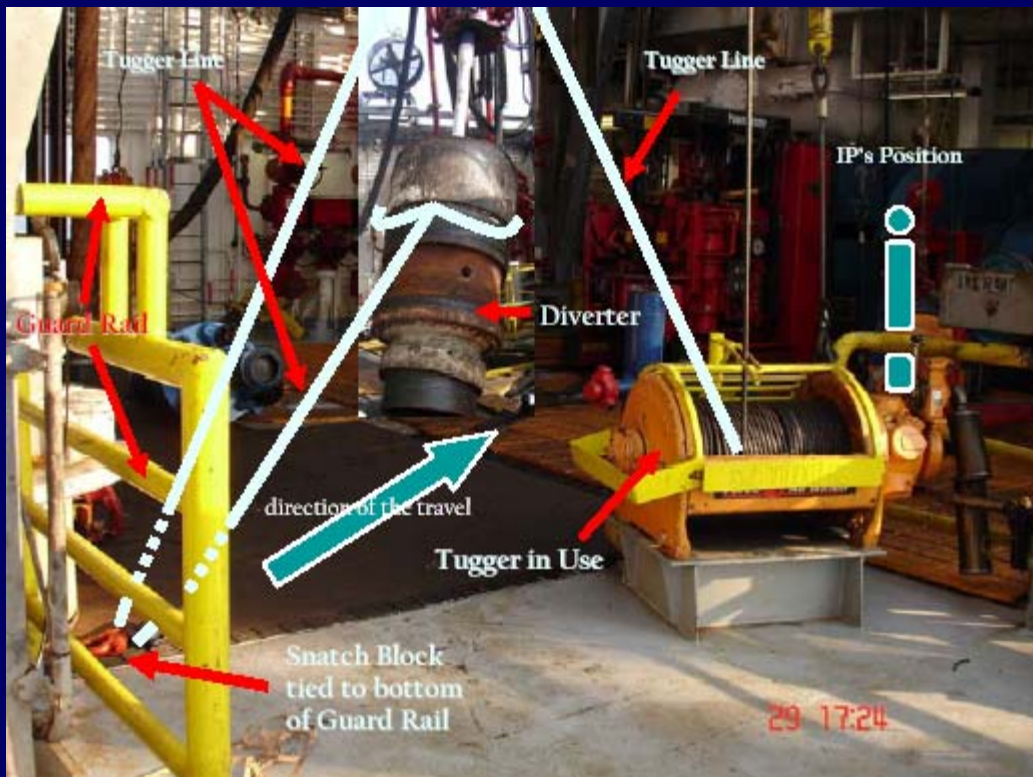
**10 March 2005**

## Focussing Questions

- Are people doing the right thing when no-one is looking?
- Do our systems “do the right thing” when we’re not looking?
- Do our people “Make the right decisions” when we’re not looking?

**i.e. WHAT IS THE ‘REAL’ INTEGRITY OF YOUR SAFETY SYSTEM?**

- What was the integrity of the decision making that lead to this incident?



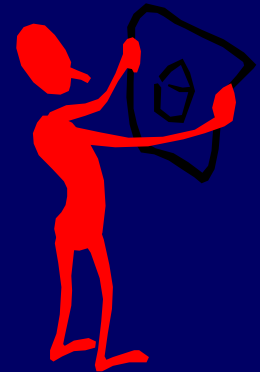
## ROOT CAUSE

- Failure to identify and assess risks associated with work related to handling the diverter assembly and failure to follow established procedures for planning such work.

Courtesy IADC - Alert 05-09

## WHY DON'T PEOPLE ALWAYS DO THE THINGS THEY SHOULD BE DOING?

- Don't know what to do?
- Don't know how to do it?
- Don't know why it should be done?
- Don't think that it will work?
- Don't think that it is an important (priority or value) issue?



PEOPLE DO THINGS FOR THEIR REASONS – NOT OURS  
PEOPLE SUPPORT US FOR THEIR REASONS – NOT OURS

**WE NEED TO GIVE PEOPLE A REASON TO DO THINGS DIFFERENTLY**

**A disconnect often exists between what people hear about Safety (public truth) and what they believe to be true (ground truth)**

### **HOWEVER**

**People do genuinely care – no (sane) person wants to get hurt or damage the environment.**

**People have the skills to work safely, or they can get in a position to where they can do so.**

**Most organisations have sound Safety systems.**

### **BUT**

**People are tired of rhetoric and (yet) more 'programs' or 'initiatives' - especially where behaviours of management do not line up with the rhetoric**

**People accept that accidents are part of working in industry – and as a result, people get what they expect**

- Why should they Trust us?
  - What is their **experience** of us and the industry?
- What Leadership Behaviour will they respond to?
  - They need to have our **permission** and **approval** to  
  
“Do the Right Thing”

- **Early pre planning which clarifies 'what' AND 'how'**
- **Alignment ('partnering') between operators and contractors**
- **Define expectations of management and supervisors and support their development**
- **Accurately assess our people and their Readiness to make the Right Decisions and Judgements;**
  - **Are they Able to do the Right Thing?**
  - **Are they Willing to do the Right Thing?**

**THE CHALLENGE IS GETTING PEOPLE'S SUPPORT TO WORK TOWARDS A VISION OF A SAFE WORKPLACE**



**PEOPLE DO THINGS FOR THEIR REASONS – NOT OURS**

**PEOPLE SUPPORT US FOR THEIR REASONS – NOT OURS**

## Involve all stakeholders to:

- Affirm the campaign Safety Vision and strategies
- Openly discuss and canvass issues of concern
- Agree on key (measurable) **lead** and **lag** indicators that will give comfort that the process is heading in the right direction

**Lead Indicators = Doing 'things' right and focus on process**

**Lag Indicators = Doing the right 'things' and focus on outcomes**

- Explore how all people involved in the campaign can contribute to the improvement process, and,
- Provide the basis for (later) assessment and development of individual and team and organisational plans to achieve the Safety Vision.



# Atwood Eagle Campaign HSE Plan 2004



**OUR VISION**

Our workforce believes success for Atwood is for all of its crew.

For Atwood, Success is:

- Being recognised as the best in the industry for safety, health, environment and community
- Outstanding rig and employee performance, high productivity and morale
- Number one choice for clients providing the best services
- Profitability and shareholder value

# How

**OUR CULTURE**

People who share values and beliefs. Safety is a condition and a priority in all that we do where:

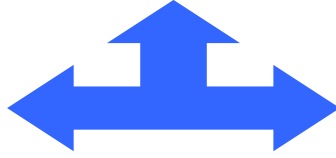
- we believe in preventing injuries
- we wake up and live safety everyday;
- we believe we can actually STOP the job;
- we can actively contribute.

**OUR RELATIONSHIPS include behaving in a way which:**

- supports people to bring their issues and concerns out into the open;
- respects others, by being flexible, patient, being willing to help others and willingly sharing information;
- encourages respect through empathy; understanding; listening; praise; and compassion;
- displays our faith and trust in team members;
- recognises our willingness to share the workload – offering to help and taking some extra effort;
- understands that teams take time to fully develop – be aware and be patient;
- fosters effective communication – talking; listening; understanding.

**As Individual Team Members each of us will:**

- Be able and willing to carry out my tasks;
- Be honest enough to state when I am not
- Use Safety Management System tools to keep my workmates & myself safe
- Have the courage to intervene for safety
- Actively participate in meeting
- Treat people as I would like to be treated
- Be patient
- Be willing to put in extra effort to support my workmates
- Listen to and act upon feedback
- Ask questions so that I clearly understand and am understood
- Be flexible and receptive to ideas and suggestions
- Set goals to help me complete my tasks
- Be punctual for my relief and for meetings
- Be flexible and participative
- Try to practice what I preach



# What

**STRATEGIES**

- A reliable and robust Safety Management System
- People who are able and willing to perform safely
- Maintaining rig equipment to meet our HSE standards
- Developing effective relationships with clients and third parties
- Complying with government regulations

**GOALS by which we will measure our success:**

- Zero Recordable Incidents
- Zero Environmental Incidents
- Zero Operational Incidents
- Zero Security Incidents
- Zero Operational Incidents
- 100% Compliance with Incident Reporting procedures

**KEY TASKS by which we will action the strategies:**

- Involvement of all people and effective use of Safety Management System tools
- Clear and agreed format for all meetings
- Continuous improvement to review STOP & HAC cards
- Adherence to waste control procedures
- Training and education – maintain records, develop program, provide opportunities as needed
- Regular internal and external housekeeping inspections
- Weekly HSE inspections
- Fulfill requirements of maintenance program
- Full participation in realistic drills
- Regular & accurate reporting on systems, tools, processes & performance



**OUR VISION**  
 Enfield will deliver performance standards to which others will aspire for years to come.

**OUR MISSION**  
 Enfield will be successfully drilled and completed at low cost with no harm to people and no unplanned environmental impact.

**OUR CULTURE:**

A Fair Culture which embodies:

**F**inancial discipline;  
**I**ntegrity and Honesty;  
**R**espect for Self and Others;  
**S**afety and Environment;  
**T**echnical leadership

This is reflected in behaviours by our people where:

- Safety is an expectation;
- We will operate as a single and coherent team;
- We communicate clearly and unambiguously;
- We nurture innovation and individual's ideas;
- We keep things simple;
- We are proud of the finished job
- We have fun and celebrate successes
- Our people feel valued

**OUR TEAMS & RELATIONSHIPS**

- Help, support and develop each other to achieve agreed standards;
- Do what we say and deliver on all agreements and commitments – 'walk the talk';
- Accept and support team decisions;
- Recognise individual achievements;
- Actively seek "win-win" solutions;
- Recognise that "discipline experts" are part of our team;
- Commit to the alignment of Transocean and Woodside – now and for future campaigns;
- Know our people and respect their individual attributes
- Foster trust

**As Individual Team Members each of us will:**

- Actively listen and seek to understand others
- Use situational leadership principles to improve our leadership effectiveness;
- Praise in public;
- Take accountability for our actions
- Seek and offer constructive feedback;
- Actively participate in all activities;
- Be optimistic
- Communicate the shared vision

**STRATEGIES We are committed to:**

**PEOPLE**

- Having the right people with the right skills in the right place at the right time

**COMMERCIAL**

- Communication of accurate costs through daily cost tracking and reporting within 10%

**WELLS DELIVERY**

- Meeting BOD objectives
- Exceeding PSO production index
- Making OXT system work first time – on time.

**REPUTATION**

- Building and enhancing our reputation by demonstrating to stakeholders and industry our superior performance and by demonstrating full compliance both internally and externally

**GOALS by which we will measure our success:**

We will have drilled and completed 13 wells and:

- Achieved Technical Limit in each activity;
- Achieved better than target performance overall! (~\$200m - ~290days)
- Established TransOcean as "Contractor of Choice"
- Established Woodside as "Operator of Choice"
- No HSE incidents (Every Day a Perfect Day)
- No unplanned Environmental impact.

**KEY TASKS by which we will action the strategies:**

Beyond the tasks which we are allocated in campaign plans, each team member commits to performing the tasks and behaviours, to help achieve our campaign vision.

**Jon Harris**

My commitments are to:-

- (1) Drilling Engineers - Communicate clearly (use 1 to 1 as preferred method)
- (2) WELLS - develop relationship where goals / vision are understood and boundaries are well defined.
- (3) Crews - develop quality inductions for the crews. Attend each induction and speak to demonstrate commitment to the Vision / Mission.
- (4) Regularly visit rig and recognise performance (team and individual)
- (5) Sandy - work as a team. Talk with one voice. Give and receive feedback
- (6) Encourage use of situational leadership as circumstances dictate.

**Sandy Thomson**

My commitments are to:-

- (1) I will demonstrate exemplary standards of adherence to policy at all times
- (2) I will actively participate in the THINK & START processes
- (3) I will make time during rig visits to sit with crews & listen to any concerns / problems & deliver feedback punctually
- (4) I will endeavour to form a relationship with my peer in WEL that will be family based around our core values
- (5) I will actively participate in performance improvement opportunities to assist in delivering our promise
- (6) I will ensure that the vision strategies & goals are promulgated to all crews

**Jim Dale**

My commitments are to:-

- (1) Attempt to reinstate attendance at weekly telecon meetings, and/or phone individuals more frequently.
- (2) Liaise with FMC File of Manager; attempt to have 'Team Building Session' or similar with FMC crews.

**Phil Robinson**

My commitments are to:-

- (1) Demonstrate exemplary HSE behaviour with my own team and across other teams.
- (2) I will always intervene when I see an unsafe act or condition.
- (3) Demonstrate strong leadership by committing to meet with every member of the completion team before they travel offshore to enrol them and share our vision, and the importance of their role in delivery of Enfield.
- (4) Better understand out people, demonstrate a real concern for their wellbeing and agree a plan for delivery of the OXT system.
- (5) Arrange a visit to rig for key completion people to review critical rig interfaces with respect to OXT system operability.

**Jasmin Begovic**

My commitments are to:-

- (1) Continue to follow and implement Transocean Core Values
- (2) Review and understand all procedures for the upcoming operations and make sure the rig personnel is also aware of them.
- (3) Follow up on outstanding issues and close out prior to commencement of operations
- (4) Meet with each crew member during interview process
- (5) Assist rig manager with maintenance system implementation and ensure rig equipment is ready for upcoming operations
- (6) Conduct regular rig visits and support START, THINK and FOCUS programs by actively participating in them and also involving the crew members
- (7) Encourage safe behaviour and reinforce FIRST Core Values

**Steven Hendry**

My commitments are to:-

- (1) Conduct pre-planning sessions and AARs, in order to get team participation and peak performance. Including feed back to participants on any suggestions raised.
- (2) Use situational leadership, taking the time and effort to modify my leadership style accordingly.
- (3) Take time to understand the Woodside management system.
- (4) Put aside time during my work for less structured, spontaneous events and unplanned activity.
- (5) Project a positive image of the project outside of work, especially concerning environmental impact on Ningaloo reef.

**David Downie**

My commitments are to:-

- (1) To pro-actively apply the situational leadership model with individuals at the well site.
- (2) To spend more time at the work site communicating with the crews and supervisors and observing operations first hand.
- (3) Reduce time spent on administration and continually challenge the requirement for administration tasks that do not add value.
- (4) Facilitate a positive working environment and maintain an "open door" policy
- (5) Never compromise on Health, Safety and Environment and be accountable and accept responsibility for HSE incidents.

**Peter O'Donnell**

My commitments are to:-

- (1) Travel to the Jack Bates and Support offshore team for first 14 days of Enfield Drilling Campaign.
- (2) Close out up to 80% of Rev O-CAR in the first 14 days of spudding Enfield.
- (3) Work closely with Transocean HSE Coordinator, Transocean Rig Manager and WEL Drilling Superintendent to implement HSE and Performance Management Plan.
- (4) Follow-up within 48 hours on any HSE queries or concerns.
- (5)
- (6)

**David Sarolea**

My commitments are to:-

- (1) Productive Time Management. At the moment I attempt to complete too much and get frustrated when I don't complete the tasks I have assigned my self.
- (2) Give Feedback. I will send the right message.
- (3) Discuss with people the "problems" that they have and their individual thoughts... then work it out, to enable them to perform to the best.
- (4) Actively look at the concerns of the crews aboard the rig.
- (5) Take time to investigate the information available in the FOCUS reporting system.
- (6) Make my expectations know.

**Bruce Robertson**

My commitments are to:-

- (1) Performance Matters: Provide clear and consistent information about Performance Matters philosophy in discussions with the rig crews.
- (2) Technical Limit: Lead by example by using pre job plans and after action reviews to drive performance excellence.
- (3) HSE: Fulfill all relevant actions within the Start-up audit process, CAR, HSE & PMP and participate in THINK plans when available.
- (4) EVA: Use tools like situational leadership model at a task level.
- (5) Behaviours: Behave according to DQG 23

**Bob Bell**

My commitments are to:-

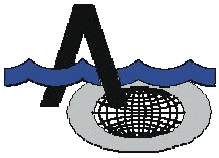
- (1) Spend time with each of the FMC crew who will report directly to me and get to know something about them that does not concern work
- (2) Ensure they understand, through discussion, that the same crew are clear of their role and responsibility.
- (3) Take time with the rig crews to explain the ongoing operation
- (4) Speak slower to enable better understanding with the foreign crews (Austrian and Norwegian )



# Operator and Contractor Management

**Leadership competencies needed to assure it that the Safety agenda is being fulfilled.**

- a desire to “make a difference” through safety leadership.
- awareness of safety issues and commitment to provide leadership in carrying out the Safety agenda.
- “awakening’ about and an increased understanding about the integration of the line management roles with that of safety managers and leaders.
- skills in all elements of the organisation’s safety management systems and the links between those of the operator and contractors.



# Atwood Eagle Campaign HSE Plan 2004

## As leaders, we are committed to:

- **Inclusiveness**

- Creating an inclusive culture.
- Sharing our pride in our safety record.
- Including new people on board the rig as part of that safety record.
- Letting people know that the safety record is ongoing – not simply a moment in time.
- Removing barriers so that individuals feel needed, wanted and valued.
- Exercising our Duty of Care – showing that we care for each other through our actions.

- **Communication**

- Taking the time to provide open, honest feedback.
- Respecting the ideas, thoughts and differences of others.
- Recognising that language barriers can't be broken down quickly – we need to be patient and work towards understanding each other.
- Having an “open door” for people at all levels of the company – including third-party contractors, clients and our employees.
- Welcoming participation, contributions and involvement in meetings.



# Atwood Eagle Campaign HSE Plan 2004

## As leaders, we are committed to:

- **Leadership**

- Being an approachable leader.
- Recognising that, to lead well, it takes time and energy to listen to our followers.
- Recognising that leading by example sends a message to our people and our clients that we are willing to do the right thing.
- Ensuring clarity of task instructions, asking questions to ensure understanding and taking responsibility for helping our people to become willing and able to perform them.
- Leading with a positive attitude.
- Recognising good work and showing appropriate appreciation.

- **Commitment**

- Ensuring that people are committed to doing the right things in the right way – not just systems and processes, but in their willingness to stop the job if there is a risk or hazard involved.
- Sending the message that the company's commitment to stopping the job is real, and that it is expected of us.
- Following through – doing what we said we were going to do.

**Need to have the focus and competencies necessary to link the Safety vision with day to day individual and team activities.**

- aware, commit, and have the confidence, knowledge and skills to help “make a difference” in safety performance
- understand their role as safety leaders in achieving the Safety vision
- Identify issues that need to be addressed to improve their work unit’s safety performance, including:
  - Team / work unit culture and norms,
  - Work practices,
  - Information and skills needs for themselves and their team (eg observation and intervention), and,
  - implement and monitor a plan of action to address these issues

## Crew needs the 'permission' and understanding to:

- **observe & recognise unsafe behaviours and hazards**
- **intervene appropriately to reinforce positive behaviour and to 'correct' inappropriate behaviour.**
- **focus / attend / concentrate (and recognise when losing concentration) and how to either not lose focus or re-focus after having lost it.**
- **effectively use a 'Step Back' process (for self and with others).**
- **address own needs / concerns for getting the job done but also meet the needs / concerns that others may have about the way the job is done**

- **Early planning and open discussions between operator and contractors on the ‘what’ and the ‘how’;**
- **Clarify and define Vision and Goals;**
- **Engage all people – give them a reason to be involved;**
- **Ask people to commit to specific actions;**
- **Develop their leadership skills;**
- **Follow up, monitor, evaluate and support your people**