

Nan Hai VI

A Safety Journey



MAERSK CONTRACTORS



WOODSIDE

Where have we come from?

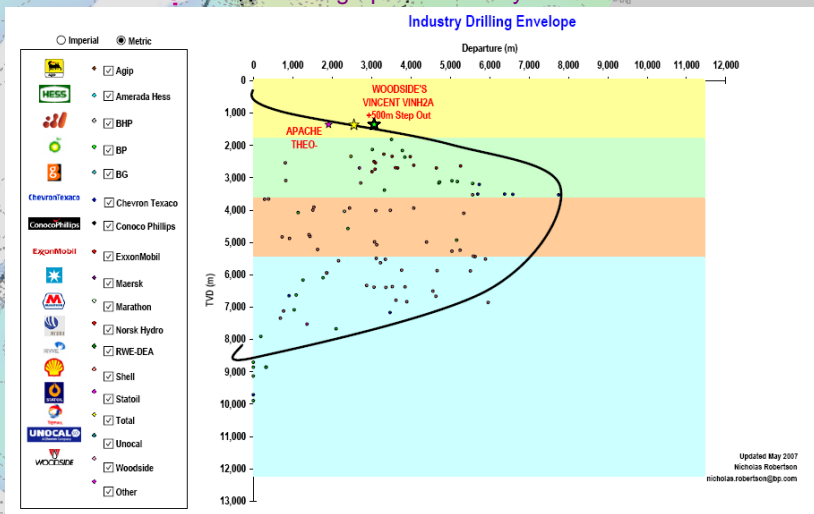
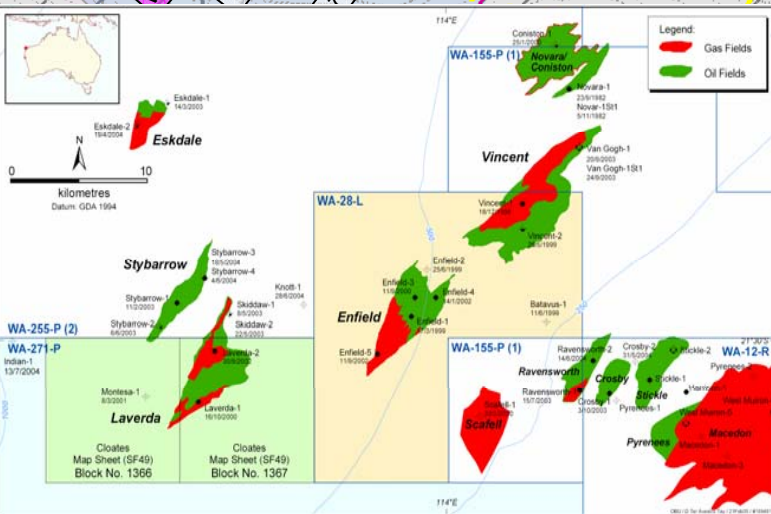
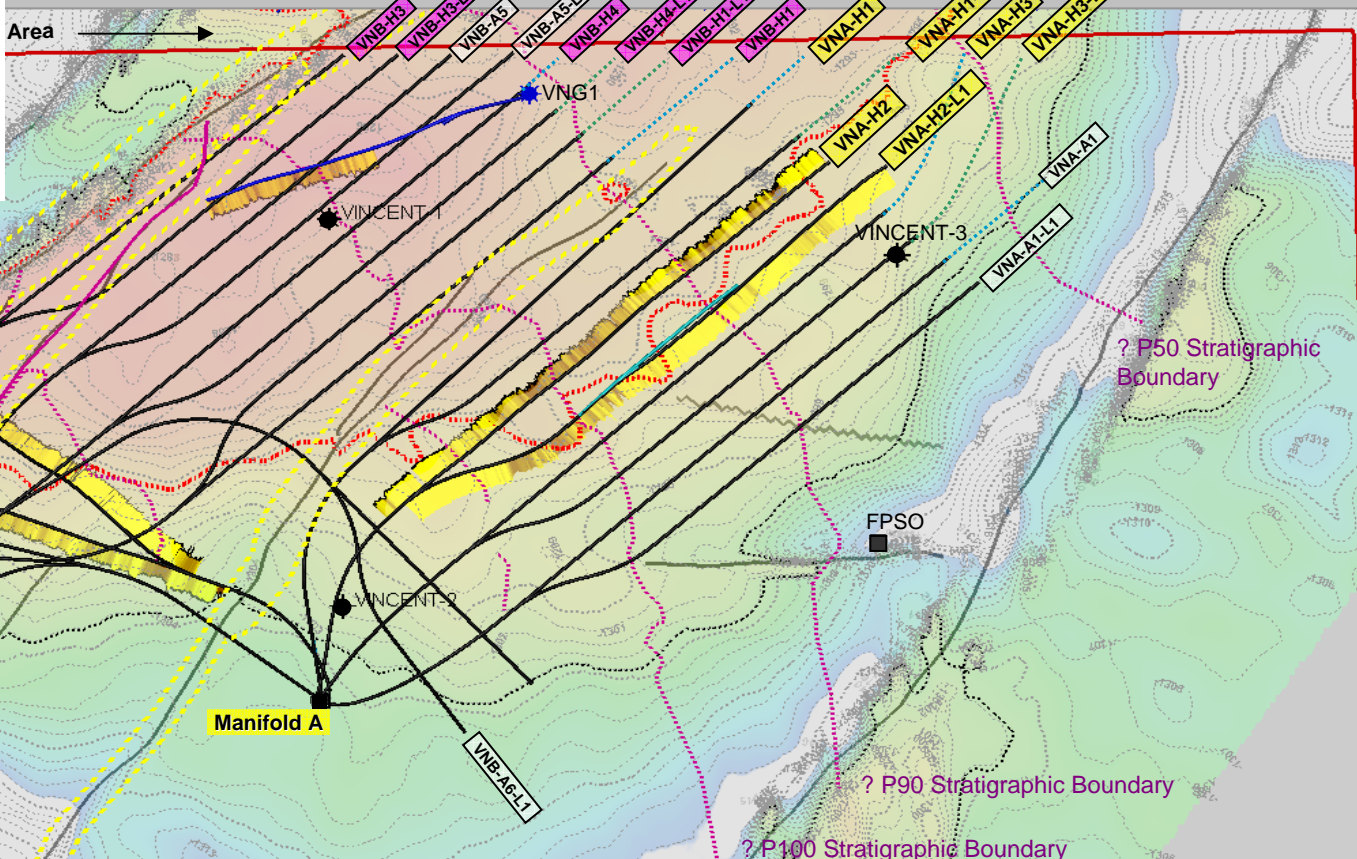
- July 2006 – Store Room Fire
- Root Cause Analysis identified focus areas
 - Permit to Work Compliance
 - Short cuts tolerated on board (rule breaking culture present)
 - Application of procedures (PTW / SJA / TBT)
 - Training, knowledge and application of the management system
- Presented to DrillSafe – September 2006

Our Context

- Small Rig
- Complex development
- Increased in Non-Routine Work
- Requires high POB

VINCENT PHASED DEVELOPMENT WELLS

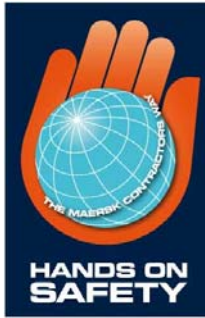
Area →



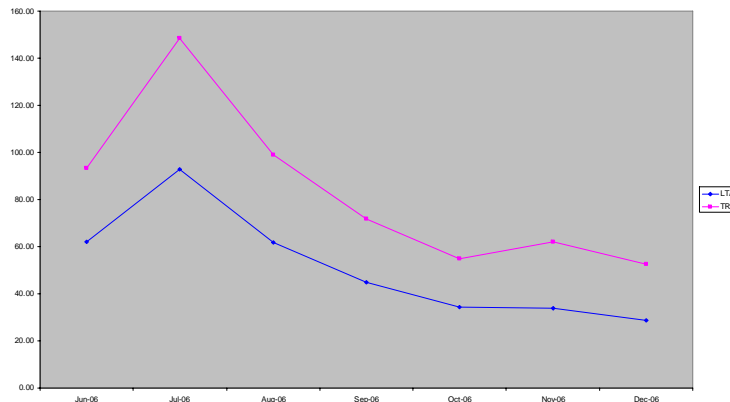
What did we set out to do?

- Top down Safety Leadership Training
- Rig team to take ownership of their safety culture
- Supervision to set climate & standards rather than jump in and “do” themselves.
- Manage culture rather than micro manage jobs.

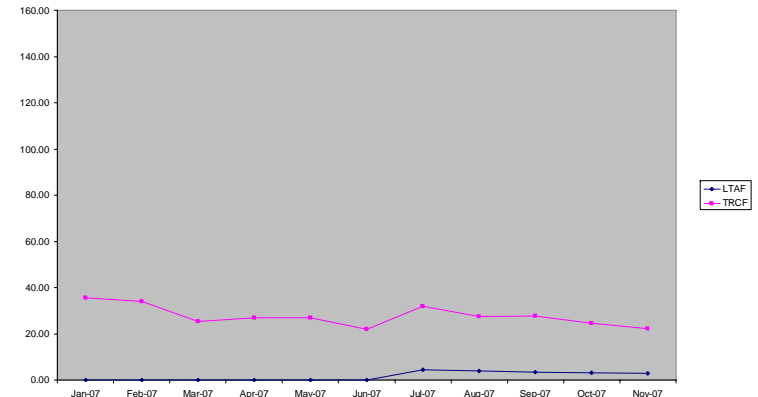
Nan Hai VI – Improving the Safety Culture



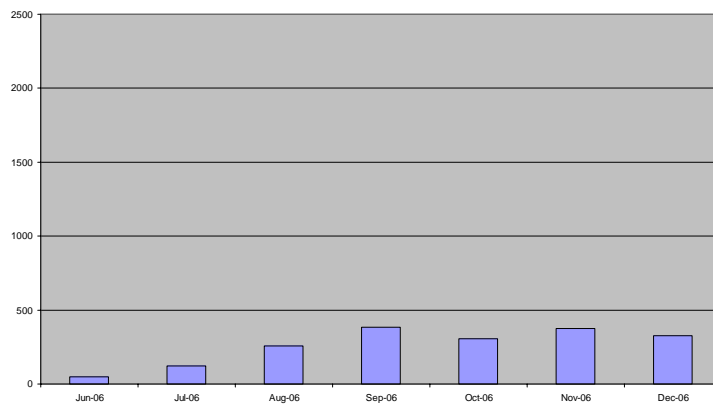
Accident Frequency Rates 2006



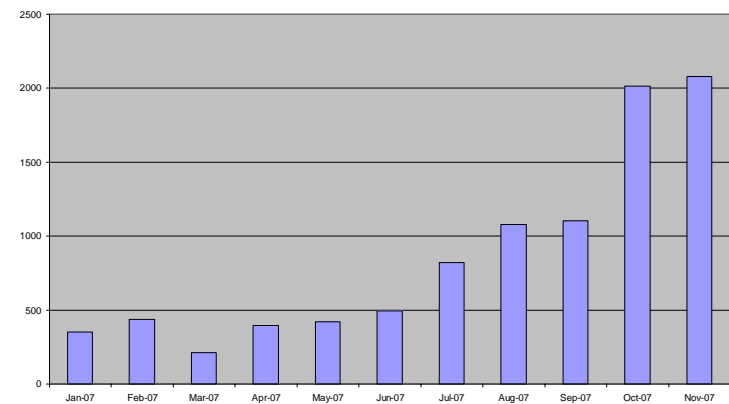
Accident Frequency Rates 2007



BBS Cards 2006



BBS Cards 2007



Nan Hai VI – Improving the Safety Culture



- Safety Leadership Training
 - Connect SL
- Management System Training
 - 5 Pack
- Rig Safety Advisors
 - Full time standard rig position
- Competence Assurance Programme
 - ADITC units of competence
- BBS Cards
 - Increased participation from all

Nan Hai VI – Improving the Safety Culture

Safety Leadership Training

- Together with Connect SL we
 - Trained all supervisors and potential supervisors in:
 - Situational Leadership
 - Communicating for safety – effective TBT and Pre Tour meetings
 - Be effective leaders
 - Safety based not task based leaders
 - On the job independent competence assessment
 - 3 levels of competence
 - Blue – Silver - Gold



Nan Hai VI – Improving the Safety Culture



Management System Training

Barrier Philosophy	<p>Definitions of Safety, Hazard and Risk were explained and brought in context with the <i>barrier</i> philosophy.</p> <p>The Fire Incident was discussed and brought in relation to the (actual) breaches of the CONTROL and DEFENCE barriers that allowed the accident to happen. Crews were encouraged to apply the barrier concept to the SJA and TBT sessions.</p>
Safe Job Analysis (3.07)	<p>the importance of implementing <i>all controls</i> identified in the SJA must be emphasized.</p>
Work Permits (3.04)	<p>Planning.</p> <p>The extent possible WPs should be completed and authorised on the day preceding the job. The Area Responsible <i>activates</i> the WP immediately before the work starts. His signature is verification of that he visited the work site and that the basis for the WP is consistent with the outcome of the planning meeting where the WP was authorised.</p>
	<p>WP System Conduct</p> <p>From crew comments received during the sessions it appears that different person administrates the WP system in different ways. The WP process must be administrated in the same way before and after a crew change.</p>
Toolbox Talks (3.08)	<p>The rule-of-three concept must be applied to the process (refr. Material distributed by DMI). The TBT Log form will be amended to include the traffic light system. This will be issued via the Unit Specific Procedures Manual</p>
Accountability	<p>Accountability in relation to no-blame.</p>
Zero-Tolerance	<p>Crews were encouraged to apply a zero-tolerance policy on short cuts in relation to compliance with safety procedures.</p> <p>Crews gave examples of situations where short cuts had been perceived necessary in order to secure progress in situations with time pressure. Examples of situations were discussed.</p>

Nan Hai VI – Improving the Safety Culture



- **Rig Safety Advisors**
 - Full time position
 - Trained in safety management
- **ADITC Competence Units**
 - Drilling and Deck crew
- **BBS Cards**
 - Together with Woodside pushed for greatly increased participation in this system

Safety Culture Status?



- Striving for continuous improvement
- Safety seen as contributing to profit
- New ideas welcome

- Resources are available to fix things before an accident
- Management is open, but still obsessed with statistics
- Procedures are "owned" by the workforce

- We've cracked it!
- Lots and lots of audits
- HSE advisors chasing statistics

- We are serious, but why don't they do what they are told?
- Endless discussions to re-classify accidents
- Safety is high on the agenda – after an accident

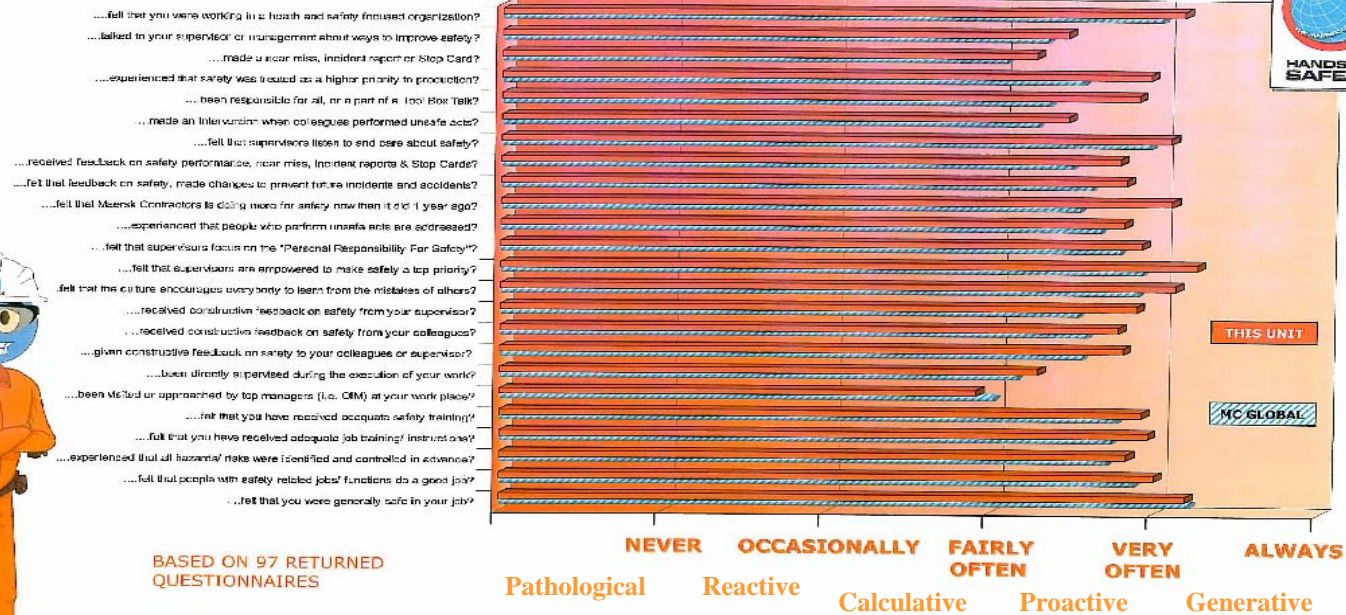
- The lawyers said it was OK!
- Of course we have accidents it's a dangerous business
- Sack the idiot who had the accident!

Safety Culture Status?



NAN HAI 6 SAFETY CLIMATE SURVEY 2007

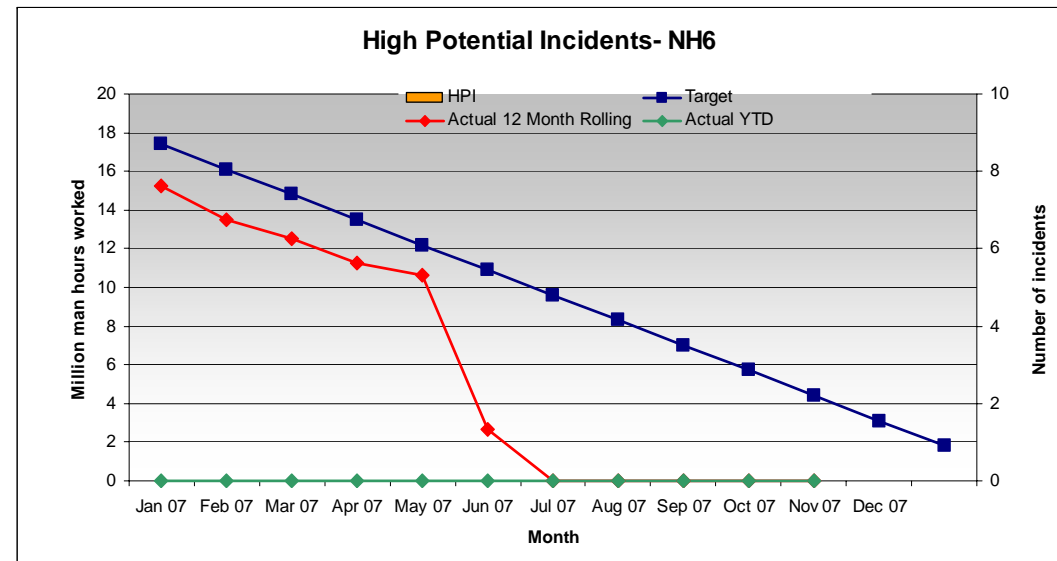
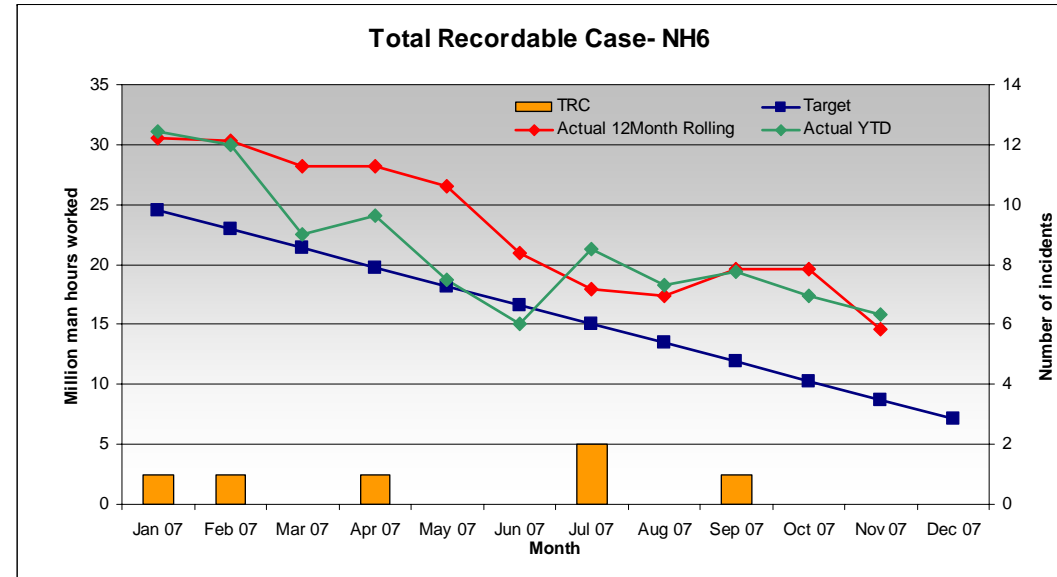
IN THE PAST 3 MONTHS HOW OFTEN HAVE YOU ...



The Maersk Contractors way

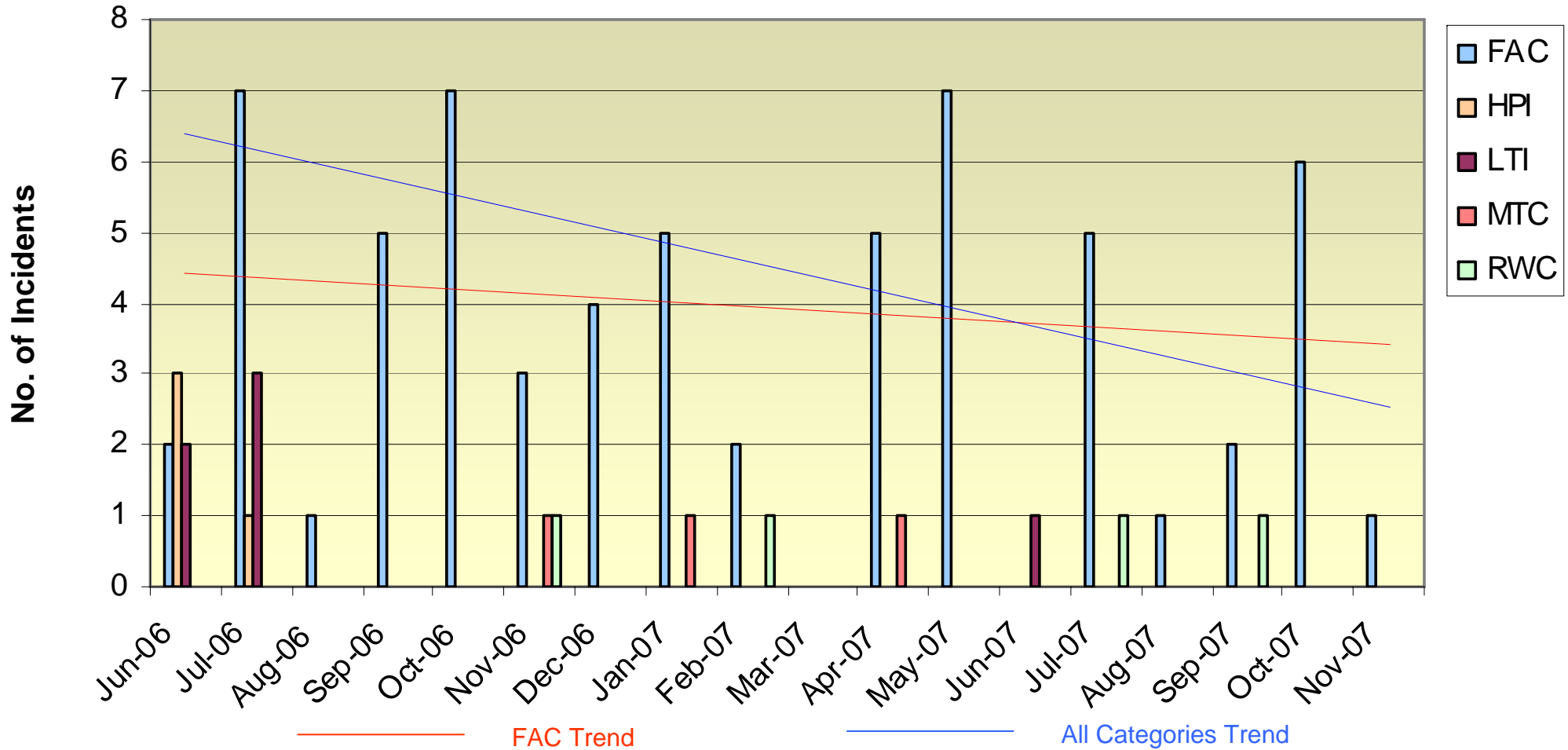
How are we going? - The Lag Indicators....

- Statistically
 - No HPI's in 12 months - last HPI July 06 (fire)
 - Last LTI July 07 (wrist caught between collars)
 - Last RWC September 07 (rolled ankle)



The Lag Indicators – Total Campaign

Nan Hai 6 - Incident Trends



It remains a journey....



- We are not there yet.... FAC's still present (approx 10 per quarter) as indicator of a TRC just around the corner.