



Assist & Assure

“Embedding our Safety Agenda”



P&T Wells Integrated Gas

IADC Presentation March 11, 2015

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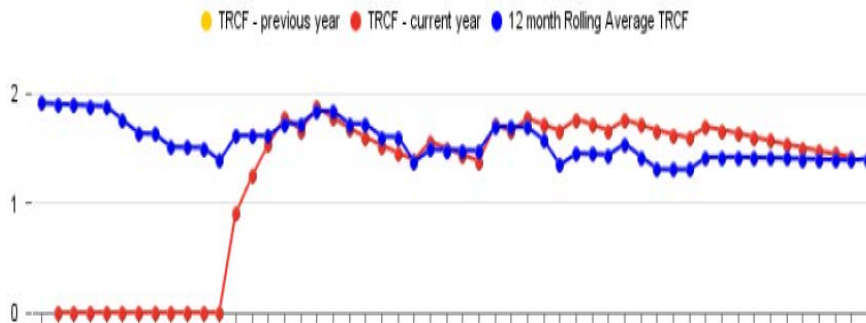
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HSE performance in Wells Integrated Gas had **reached a plateau** and performance improvement had stalled.

Management visits conducted in early 2013 highlighted that **key Wells HSE agenda items** around Personal and Process safety **were not embedded at the worksite**.



Additional support to the rig teams was required to drive these key focus areas and in turn achieve the step change in HSE performance.

The Assist & Assure (A&A) program was created.

Global to Local Staircase:

Business Improvement Plan

Workplace without harm			
HSSE	Activity	When	Action Party
H1	Life Saving Rules (LSRs) • Roll out Group-led Life Saving Rules refresh.	SHALL by Q3 2014	GM Wells HSE
H2	HSE assurance • Implement Assist and Assure on all well construction and well intervention activities in IG. Assist and Assure includes elements to meet obligations from Group HSE Assurance plan on LOD1 and LOD2. • Deliver 95% compliance assessment and verification requirements for: • HSE safety critical • Technical assurance • Frontline barriers/owners	SHALL by Q4 2014	GM Wells Ops/HSE
		SHALL by Q2 2014	GM Wells Ops/HSE
H3	DROPS • Implement Wells IG DROPS Plan.	SHALL by Plan designated dates	GM Wells Ops/HSE
H4	Hands Free • Roll out Hands Free Guide. Ensure Assist and Assure covers obligations in the Hands Free Guide.	SHALL by Q2 2014	GM Wells HSE

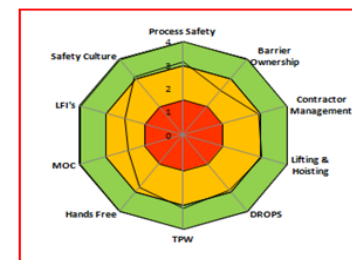
Joint Safety Improvement Plan

Enso / Shell Joint Safety Improvement Plan 2014	
1. Issue Safety Report and assistance in the management of HSE/OSD meeting time across compliance and the analysis of operational decisions Implementation of HSE/OSD for OHS activities other than well down or up Responsible to roll out 'Think process safety to all well working for Shell and the business partners	
2. Barrier Safety Priority and implementation of a barrier management system - management plan & policy Responsible to roll out barrier management plan for all sites	
3. Management of Change Responsible to roll out management of change process Responsible to roll out management of change process	
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10. Barrier Safety Responsible to roll out management of change process Responsible to roll out management of change process	

Contract Management Plans

Leading Indicators	Target	Lagging Indicators
STOP cards per POB per day	1/person/vs/shift	
Bridging Doc Training Matrix Compliance	100%	
Safety Case HSE Critical Tasks Compliance	100%	
Incentive Scheme (Section 4)	100%	
HSE Plan Actions Closedout (Section 7)	100%	
Meetings, Inspection & Audit Compliance (Section 8)	100%	
ER Exercise Compliance (Section 9)	100%	
Project Training Matrix (Section 9)	100%	
Goal Zero is the target, hence a TRC / LTI target is not deemed appropriate		

Assist & Assure



Focus Areas:

Focussed HSE Agenda

Personal Safety

- DROPS,
- Hands Free Working,
- Temporary Pipe Work

Process Safety

- Think Process Safety,
- Barrier Ownership,
- Management of Change (MOC)

Contractor Alignment:

Joint Safety Improvement Plan 2015



- Leadership Visits**
 - Conduct 2 joint visits to agreed locations during 2015
- Process Safety**
 - Include 'Think Process Safety' implementation as a topic in monthly contract holder meeting
 - Apply defined Barrier Ownership sign off per barrier owner on all well sites
- Dropped Object Prevention - DROPS**
 - Implement contractors DROPS management system incl. Red Zone mgmt & '10 questions for a safe lift'
 - Roll out updated Shell DROPS standard when introduced in 2015
- Management of Change**
 - Audit implementation of contractors MoC system incl. risk assessment
 - Contractors to present outcomes of audit on sub-contractors MoC system
- Assist & Assure**
 - Ensure 'Safe Cargo Loading' is applied to all load-outs to Shell sites
 - Conduct 'Statement of Fitness' (LOD2) audit on all MODU's and V1 vessel/barge
- Emergency Response**
 - Test emergency response plan per MODU and V1 unit as part of an integrated exercise

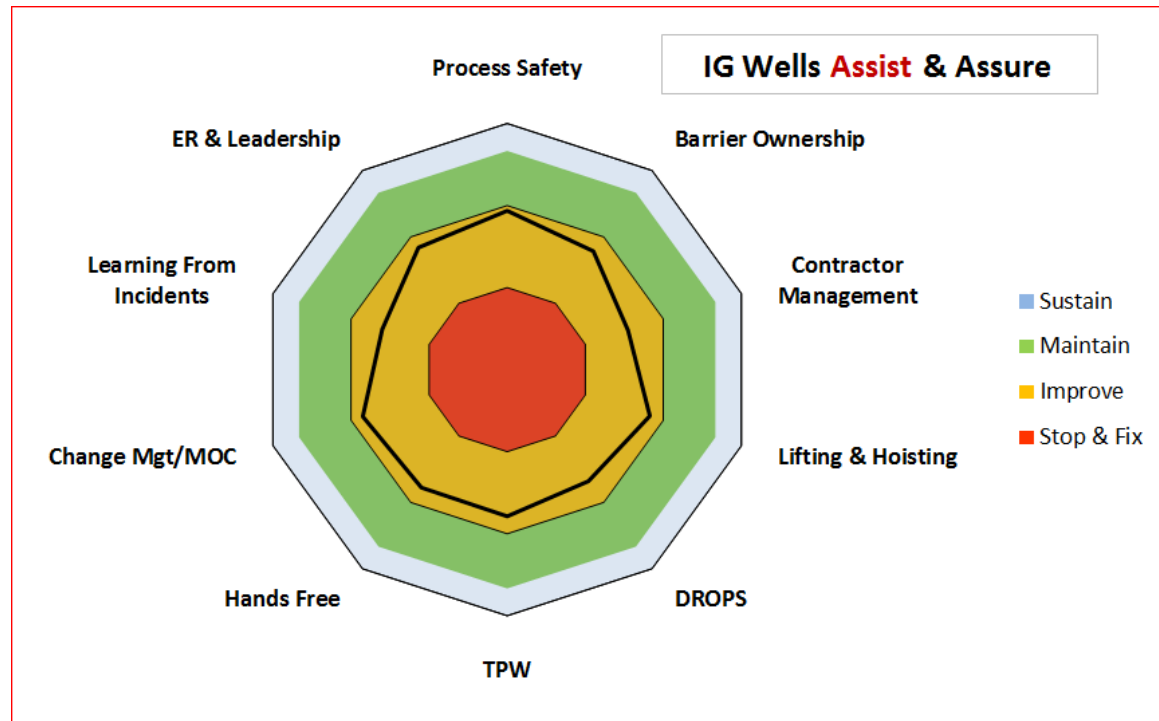
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Vice President
Shell Business Partner

Approved by:
Davie Stewart
VP Wells Integrated Gas
Shell

Assist & Assure is a structured assurance process, providing an oversight on the current team status and identifies the actions needed to close gaps on compliance.

1. **Embed our Focus Areas**
2. **Transition to Work**
3. **Safe Work Process**
4. **Goal Zero Supervision**

An assessment tool was developed which provides a simple visual status of key HSE agenda items and allows focus on improvement areas.



If you were only allowed 3 Focus Areas...

What would you choose?

Personal Safety :

3 Key Focus areas

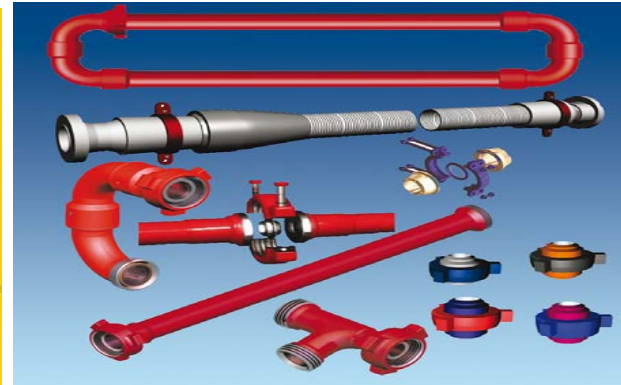
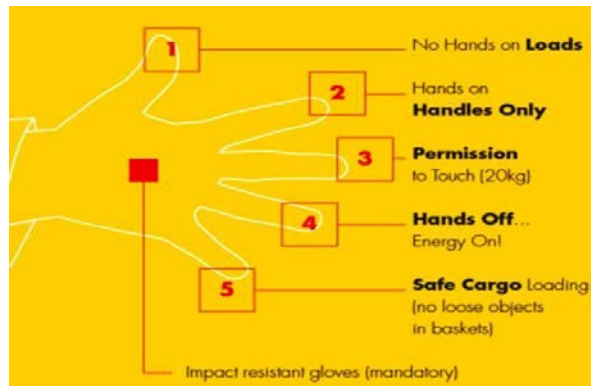
DROPS

Hands Free Working

Temporary
Pipework



KNOW WHERE YOU STAND



If you were only allowed 3 Focus Areas...

What would you choose?

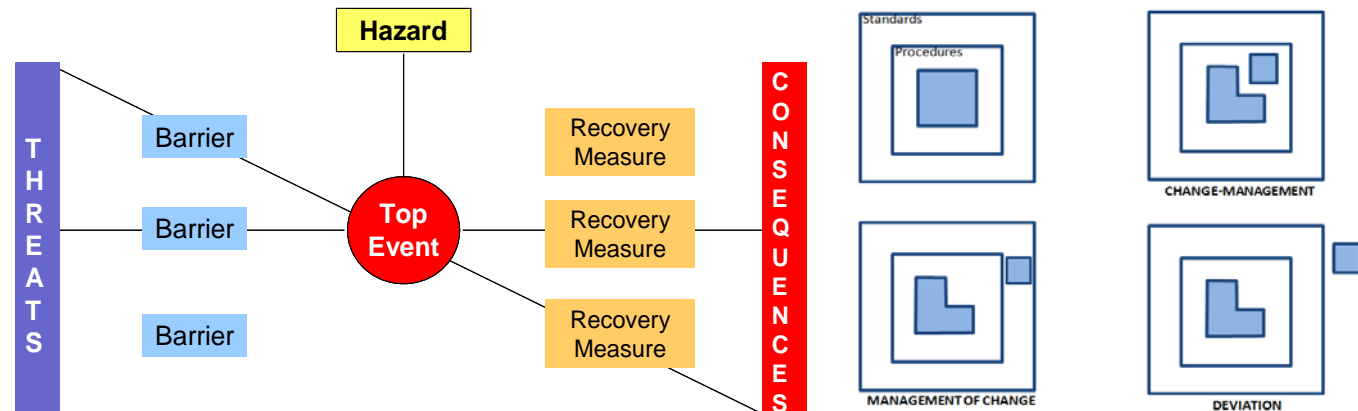
Process Safety :

3 Key Focus areas

‘Think Process Safety’

Barrier Ownership

Management of
Change (MOC)



Transition to Work:

3 Key Elements

Pre-Tour

Handover

Tool Box Talk

Questions

Focus Areas











Learning from Incidents - LFI

PRE JOB SAFETY MEETING GUIDE

****Notify Supervisors / Safety Coaches & Advisors****

All required personnel to be present ☒

1	What are we doing? Job steps clearly explained Plan / Rig Up / Work / Check / Rig Down / Clean Up PTW? Procedure? Standard? JSA? P&ID? Other?		<input type="checkbox"/>
2	What are the Hazards & Controls? Ask specific people.		<input type="checkbox"/>
3	Communicate	Radios / Hand Signals / Other? What will we stop the job for?	<input type="checkbox"/>
4	People	Who is doing what? Ready/Competent?	<input type="checkbox"/>
5	Equipment	Checked? Tested? Back-Ups ready?	<input type="checkbox"/>
6	Area	Red Zones? Housekeeping? SIMOPS?	<input type="checkbox"/>
7	Energy	Isolations (verified)? Stored Energy?	<input type="checkbox"/>
8	Focus Areas	Barriers/DROPS/HF/TPW/Change?	<input type="checkbox"/>
9	Safety Alert	Can this happen to us? Why not?	<input type="checkbox"/>
10	When will we do the AAR? End of Task / Tour / Section?		<input type="checkbox"/>
Notes:			

Safe Work Process:

What is it?

Step 7

STEP 7 SAFE WORK PROCESS

“STARTING WORK IS NOT STEP #1”

1	PLAN	WORK INSTRUCTION + HAZARD ASSESSMENT
2	COMMUNICATE	TOOLBOX QUIZ (USE TBT PROMPT) PERSONAL & PROCESS SAFETY* CHANGE MANAGEMENT & MOC
3	CHECK EQUIPMENT	CERTIFIED/RATED/TESTED FIT FOR PURPOSE / CALIBRATED NO DAMAGE / BACK UP READY
4	PREPARE AREA	FLAT & LEVEL, HOUSEKEEPING RED ZONES, WARDEN, PERMISSION SIMOPS? ABOVE/BELOW/BESIDE?
5	CONTROL ENERGY	ISOLATE (LOCK OUT, TAG OUT & TEST) DRAIN STORED ENERGY (GAUGE?) LINE OF FIRE / ESCAPE ROUTE
6	FINAL CHECK	100% READY TO GO CONTINGENCIES IN PLACE WALK THE LINE WITH P&ID
7	START WORK	COMPLY/INTERVENE/RESPECT FOLLOW THE LIFE SAVING RULES WELL BARRIERS/MOC/STOP THE JOB HANDS FREE/ RED ZONES/ CHANGE

After Action Review

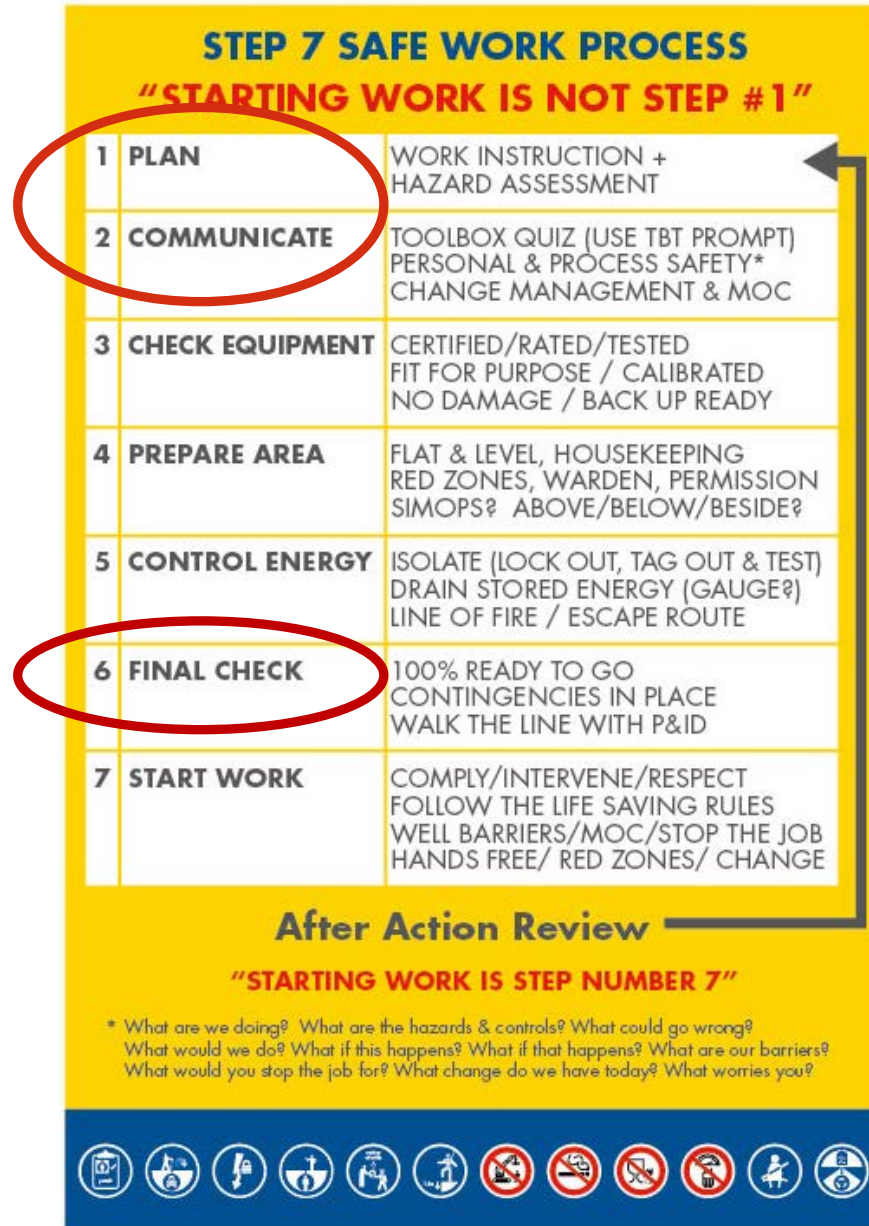
“STARTING WORK IS STEP NUMBER 7”

* What are we doing? What are the hazards & controls? What could go wrong?
What would we do? What if this happens? What if that happens? What are our barriers?
What would you stop the job for? What change do we have today? What worries you?

Supervision:

What are the 3 key steps?

Steps 1, 2 & 6



The Assist & Assure program has been running for 2 years and during the initial year of implementation, a change in momentum from '**push to pull**' was seen, resulting in a strong pick-up by the teams.

The impact of the program can be measured through the **observed change** in crew's HSE compliance, understanding as well as their contribution to it.

Integrated Gas employs 800+ staff and 2000 service company personnel and in 2014 the **LTI injury frequency rate is a 1/3** of the level seen in the preceding years.

Positives:

- 267 days LTI free
- 1 Recordable Case in the last 147 days (MTC)
- Best Goal Zero run is 184 days
- Brunei Shell 239 GZ Days
- 340 days without a H&F injury

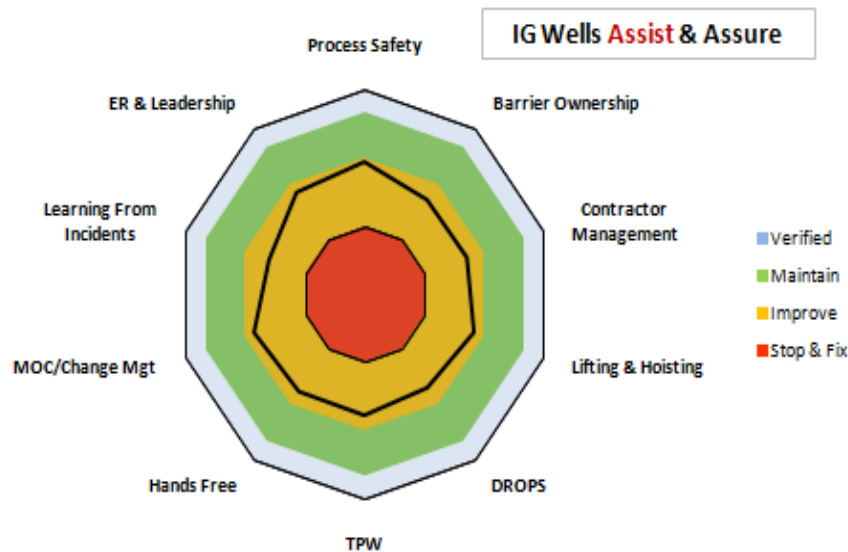
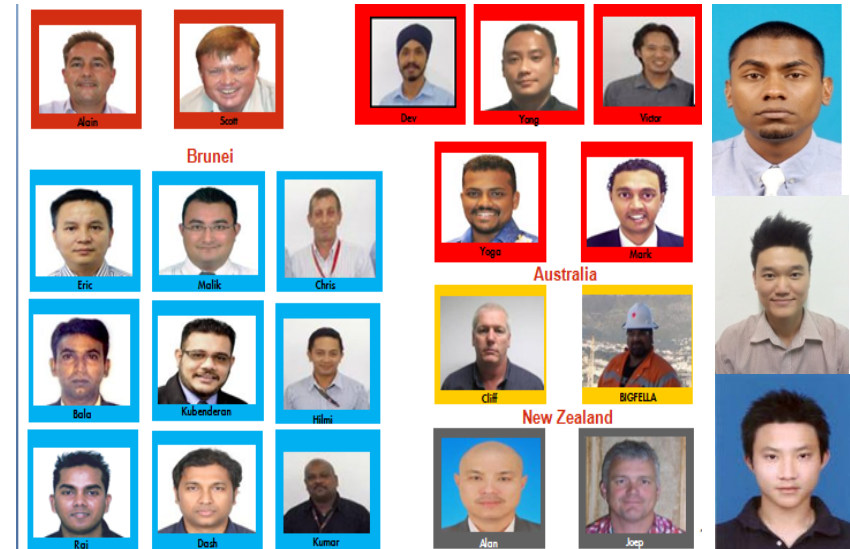
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1. Embed Focus Areas
2. Transition to Work
3. Safe Work Process
4. Goal Zero Supervision

