

# Campaign Start Up

An approach to ensuring High Performing Sustainable Safe Operations



## Alignment of Nobody Gets Hurt

Ensure that our business partners understand our expectations, our culture, our commitment to safety and our commitment to the environment. There are some principals that are non-negotiable and these need to be adopted.

In short, it's our way of doing business.

## Alignment of Reporting Standards

All rig start up's should align to ExxonMobil reporting standards. In doing so the campaign is able to develop clear and consistent measures to evaluate the ability to improve safety and environment standards at every opportunity.

## Consistent Goal Setting

The realization of a successful campaign can only occur through consistent goal setting and the determination to achieve those goals. When individuals and teams do this sustainable results are far more achievable.

We will agree on goals, set time frames for goals and work together to achieve them.

## Pre-Campaign Commencement - Nobody Gets Hurt

Although many operators within Oil and Gas, in particular drilling place an emphasis on safety it would be hard to argue that nobody is more committed to achieving this goal of 'Nobody Gets Hurt' than ExxonMobil. Therefore the importance of getting people 'on board and committed' is tremendously important.

Build relationships, earn others trust, walk the talk – embrace new partners.



“There is no greater act of friendship than to embrace a stranger as one's own.”

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## 1. Rig Inspection & Understanding (Prospective Oil Rig Engagement)

*Prior to working with our drilling contractors we need to understand how our campaign partners operate.*

Are they at where we need them to be?

- What is their working environment like?
- How do they measure success?
- Is there a 'team culture' on board?
- What is the relationship like between 'town and rig'?
- What does 'safe practice' look like?
- What does 'Nobody Gets Hurt' mean to them? (What do we observe?)
- BTB Behavioral Observational Tool – How does this rig perform?

## 2. Executive Leadership – Drilling Contractors (Drilling Managers, Operations Superintendents)

Provide opportunities for our Executive Teams to meet and agree on our commitment to safety, the environment and the well-being of our people.

- How we will measure our performance
- How we will continue to improve it and define our agreed goals
- How we can assist our 'Rig Leadership Team' to achieve the goals we agree on and set for them
- How we will handle disagreement
- How will we resolve conflict

## 3. Lead Team Commitment (Company Men, OIM's, Toolpushers)

Prior to working together on board we must allow Company Men, OIM's & Rig Superintendents (Toolpushers) the opportunity to meet, discuss operating objectives and campaign goals. This group needs to be understood as a high performing team.

Importantly, the on-board lead team, prior to any rig base training such as 'Safety Leadership Training', should get to know one another and work together.

- What will we look for in one another?
- How do we respond to situations when they do not go as planned?
- What should pre-tour meetings look like, and, what should the crew hear?



## 4. Third Party Orientation (Halliburton, Schlumberger, Scomi, Vetco, Geoservices, Service Companies)

We will engage our third party operators as early as possible to prepare them for 'our expectations'. This is critical. Third parties must feel part of the team AND must engage willingly and enthusiastically with all rig personnel.

- How we will work together,
- How we will measure safety,
- Expectations of logistical readiness and S.I.T. events,
- EMDC 'License to Operate' briefing – 'What does Nobody Gets Hurt mean?'

## 5. Safety Leadership Training

Safety Leadership Training is an ideal time to 'set the scene' rather than it being a first time exposure to our commitment.

At any Safety Leadership Training we should look to the Lead Team to work with program facilitators. All hands involved with the drilling campaign should see a collaborative and communicative team as soon as possible.

- Do all participants understand the commitment to our Leadership Credo?
- Does observed behavior indicate a commitment to 'Nobody Gets Hurt'?
- Will participants make a commitment to each other and this 'new team'?

# Drill Campaign Initiation

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## 6. DVD Campaign Induction

As soon as possible, we would involve all parties in a discussion to establish shared values. This would be done in a highly collaborative way, providing an example of what sort of teamwork people can expect on board.

The DVD Campaign Induction is vitally important. Prior to setting foot on any new rig people involved in the campaign should hear;

- 'Our Values' and Our way of doing business
- Safety & Environment expectations
- 'Our Partners' Experience' – Success stories from past campaigns

The value of a message via video allows any potential crewmember to see, hear and feel what others have to say. If we reflect on successful past campaigns through the eyes of those at the cold face (Roughnecks, Roustabouts, Asst Driller's, Deck Crew, etc) we will hear a consistent message that say's; 'Nobody Gets Hurt is achievable'.

## 7. First 30 Days

Within the early days of the drilling campaign we should see a visit by the Executive Leadership Team. This provides support for the values and beliefs (demonstrating commitment to safety) of the campaign.

These initial visit(s) should provide the opportunity to keep communication lines open as much as possible, demonstrate commitment at all levels within the company and strengthen early working relationships positively. In doing so we reinforce;

- Our commitment to working towards our shared vision,
- Our commitment to each other,
- The need to work collectively as a team, develop leaders and find better ways to go about our business.

## 8. Behavioral Observational Tool (A measure of safe workplace observation)

BTB has developed an 'Observational Tool' that (over set time periods) allows an observer (HSE Coach, Company Man) to see if we (all on board) are working as safely as possible

- Where are we currently?
- What behaviours are positive/negative?
- What indicators do we need to address?
- Do we show commitment to safety?

## 9. Reward & Recognition

We must set goals that all team members can work towards. Importantly we must place high value on recognition first and foremost.

- Hurt Free 30, 100, 150, 200 Days
- Spill Free 30, 100, 150, 200 Days
- Scorecards Commitment to Improvement
- Catch of the Week
  - Print Photo and Letter of Commendation
- 'Extra Mile'
  - Awarded by Op's Supt on a Rig Visit.

All goals should reflect commitment to 'Hurt Free' and be placed as 'High Priority' by the 'Executive Leadership' and the 'Lead Team'.

- Progress Measure – Bronze/Silver/Gold awards to individuals and teams.
- Milestone Achievement – Awarded by Senior Leadership, (Certificates / Plaques / Letters of Commendation).

Rig visits at the awarding of these awards are vital. Non-monetary awards.

## 10. Celebration

We will celebrate the completion of the campaign when we have achieved our ongoing commitment to a 'Hurt Free' environment.

A 'finalisation' of activities provides an end date, an end goal and importantly something everyone involved in the campaign can look forward to.

# Conclusion

The ten steps have been derived from our research observations and conversations with Field Drilling Managers, Operations Superintendents and Drilling Superintendents who have led campaigns from start to finish.

We do believe that the message of 'Nobody Gets Hurt' can only be delivered through an early and consistent exposure to expectations of the campaign. Performance is a direct result of preparation and execution.

We would naturally want all members of the team involved in any campaign to be involved from day one. Because of this we believe that the ten steps outlined above, particularly 1-5, may allow every campaign to start as safely as possible with as many committed to shared values as soon as is possible.

The only way we will overcome a 'slow uptake' on our commitment or 'shyness' towards inclusion is through embracing our business partners as soon as is possible.

**Beyond The Break Pty Ltd (BTB) has the skills and experience to make every campaign a success through commitment to sustainable safe work practice and effective leadership.**

**Engage People – Develop Teams – Build Leaders – Create Sustainably Safe Culture**



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