Maersk Oil North Sea – Safety Culture & Behaviours Programme

Celia Macdonald – HR Director
Ron Beaton – Lead Barge Operator

25 May, 2010
Celia MacDonald
HR Director

Safety Culture and Behaviours Steering Committee and Implementation Team Member
Who are we?

• Maersk Oil North Sea are part of the wider A.P. Moller-Maersk group

• The A.P. Moller – Maersk Group is an international company recognised for its activities within shipping, energy, offshore, retail and industry

• Maersk Oil is an international oil and gas company with exploration and production in Denmark, Qatar, UK, Algeria, Kazakhstan, Angola, Gulf of Mexico, Brazil and Norway

• Maersk Oil was established in the UK in 2005
Our Values

The A.P. Moller-Maersk core values have existed for many years and act as our guiding principles

- Constant Care
- Humbleness
- Uprightness
- Our Employees
- Our Name

Our safety performance is not consistent with our core values
There was a very urgent and pressing need for change
Safety Culture & Behaviours - Maersk Oil North Sea

WHY?

• The level of incidents particularly LTIs was not acceptable to Maersk
• Many of our accidents and incidents could be directly attributed to human error and behaviour
• Facility and equipment design may have been a contributory factor but was not the root cause
• We needed to focus on our ‘Safety Culture’
Safety Culture & Behaviours - Maersk Oil North Sea

HOW?

• Senior Management had given their commitment to act
• We consulted with other UK Oil and Gas operators and contractors to identify best practice
• It was essential that our workforce were engaged in the new programme
We knew that we had an engaged workforce

NB: No contractor survey in 2006
We knew that our workforce believed we were committed to their safety

Q: Maersk Oil is committed to the safety of all personnel
Safety Culture & Behaviours - Maersk Oil North Sea

- We had successfully implemented a smaller scale project on hydrocarbon leak reduction involving the workforce.

- As an organisation we committed ourselves to developing a programme within 12 months with an £800,000 budget to implement actions to deliver measurable and sustainable reductions in hydrocarbon releases.

- This project was a success: it comprised awareness and practical training for our onshore and offshore workforce.

Gas Explosion

Liquid Pool Fire

Jet Fire
Ron Beaton
Lead Barge Operator - Gryphon

Constituency Safety Rep
Engaging our workforce to develop safety culture

This was a small representation of the 65 people who attended the development workshop and why they think safety is important to them.
Safety Culture & Behaviours Workshop

What we needed to achieve in the 2 days

- **Brand** – A strong campaign identity
- **Behaviours** – Safe behaviours for managers, supervisors and everyone
- **Training** – Comprehensive training programme for all employees and contractors
- **Card** – A behavioural observation card to support interventions when potentially unsafe acts are observed
- **Communications plan** - to define the how we will communicate with employees to promote continuous engagement and involvement
Branding

A number of options were generated for possible brands, these were:

- SafePath
  - Taking Safety Home

- SafeTeam
  - Constant Care

- S.O.S.
  - Safety On Site, Safety Off Site

- HANDLE WITH CARE
  - Taking Safety Home

- Maersk C
  - Constant C

The preferred option was ‘Safe To Go’ as it represented a stamp of endorsement that we have done everything possible to ensure that we are ‘Safe To Go’

Source: Add text or delete textbox
Safe Behaviours

Behaviours have been defined by our employees and contractors for managers, supervisors and everyone.

The behaviours will be rolled out at training events.
Training

Safety leadership – 2 days
• The importance of the leaders role in shaping Safety Culture
• Communicating expectations and giving a consistent positive safe message
• Understanding and managing risk
• Using behaviour observation cards and promoting safety conversations

Safety Culture & Behaviours Training – 1 day
• To understand why we need to change our behaviour to improve safety culture
• Understanding and managing risk
• To give people the tools to be able to intervene and accept interventions e.g. use of language, feedback techniques
Behaviour Observation Card

Designed by employees and contractors for use by employees and contractors

Aims:
To prompt conversations about safety
To recognise positive and safe behaviour
To redirect ‘at risk’ behaviour
Communications Plan

- To ensure that Safe To Go is incorporated into all onshore and offshore safety forums
- Safe To Go events – Town Hall, Village Halls and consultation events
- Offshore Town Halls
- Update presentations sent offshore
- Safe To Go website and forum
Safety Culture & Behaviours Programme – Progress to date

Safety Coaches
- Offshore since November engaging with crews, conducting observations, reinforcing the safety message and getting people to talk about safety

Training
- Training commenced in February

Branding
- We are branding all of our assets with the ‘Safe To Go’ logo as part of the organisation’s commitment to safety

Communication
- We are launching ‘Safe To Go’ to all of our workforce and all of our offshore crews

Safety Performance
- We are getting positive feedback, experiencing less accidents and incidents
Safety to me is:
About making it personal.

Peter Buchan
MSA, Gryphon
Safety to me is:
Coming home from work unharmed and having not caused harm to anyone else nor the environment.

Alan Docherty
Chief Engineer, Janice Alpha
Safety to me is:
Safety to me is an every day event and is top of my list.

Jenny Douglas
ESS, GP3
Safety to me is:
Taking time to do things properly so no one gets injured by my actions.

Andy Edwards
Operations Engineer, Janice Alpha
Safety to me is:
Keeping my family, work colleagues and me safe at all times.

Ron Godsman
ESS Operations Manager, Maersk Onshore
Safety to me is:
Ensuring myself and those around me are returned to our families as they would expect us to be.

Billy Greer
CRO, Janice Alpha
Safety to me is:
A Value; it’s doing the right things for the right reasons, so no one gets hurt.

Peter Hepburn  Production Assistant, Gryphon
Safety to me is:
Understanding the risk and being able to apply the controls to complete the job without incident.

Colin Lawson
MSA, GP3
Safety to me is: Fundamental to everything I do.

Graham Lilly
Manager Exploration and Projects, Maersk ExNB
Safety to me is:
Essential, because I care!

Hollie Murdoch
Logistics, Maersk House
Safety to me is:
Ensuring that my colleagues and I go home unharmed to our families at the end of the day everyday.

Nick Richardson
Exploration and New Business, Maersk House
Safety to me is:
Keeping my family, work colleagues and myself safe and well.

Evelyn Smith
Stewardess, Janice Alpha