



HSE SAFETY
FIRST INTERVENTION

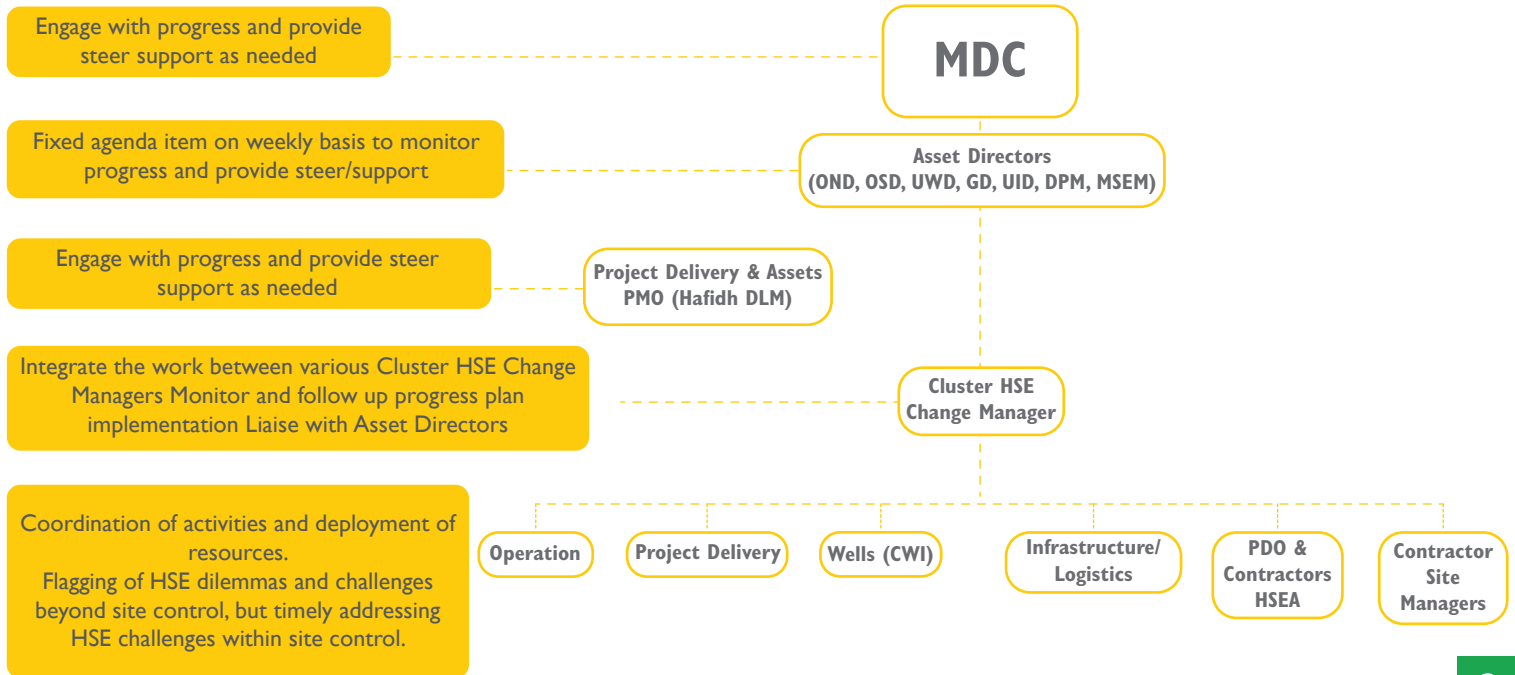


Approach

The action plan is structured across the following 4 levels:

Level 1	Site level	Boots on ground	Deploy the right competencies/capabilities at a risk-based approach (high risk contract, locations, activities, etc.) and focused on Supervision, Assurance, Front-line Engagement
			Integration and alignment between deployed resources, and site teams including contractors, with clarity of who is doing what
Level 2	Directorates and Functions Leadership	Corporate Support	Support the field from the office by offloading some of their activities to give them more space to supervise
			Provide coaching support to the field
Provide Worker Welfare support			
Drive further integration across Assets, Projects and Wells at corporate level.			
Level 3		Contract Management	Drive implementation of actions and changes in collaboration with the contractors by setting clear expectations.
Level 4	MDC	Governance & Communication	Drive accountability through the line
			Provide steer and timely support for Levels 1 – 3 to ensure effective implementation
			Clear communications and focused messages to engage the whole organization

Governance for Assets & Project Delivery integration



Governance for Wells

UWD to connect with Asset Directors to ensure cross learning, pan-PDO/contractor community support and to pull overall support and steer.

Asset Directors
(OND, OSD, UWD, GD, UID, DPM, MSEM)

Ops managers will connect with UWD to provide feedback and request the required support. UWD to pull Tier-2 support as required.

UWD & Wells Tier 2 CEO Forum

Well delivery managers will connect with the Ops managers to provide feedback and request the required support. Ops managers to pull support teams as required.

**Well Engineering Operation
Manager & Intervention Manager**

Team leads to connect with the well delivery managers to provide feedback and request the required support.

Well Delivery Managers

Creates integration between different parties within same cluster (including contractors). validation, test and enable the short term actions. Conduct assurances, verifications and enhance Resource utilization & supervision Resolution of issues/dilemmas and surfacing them to MDC.

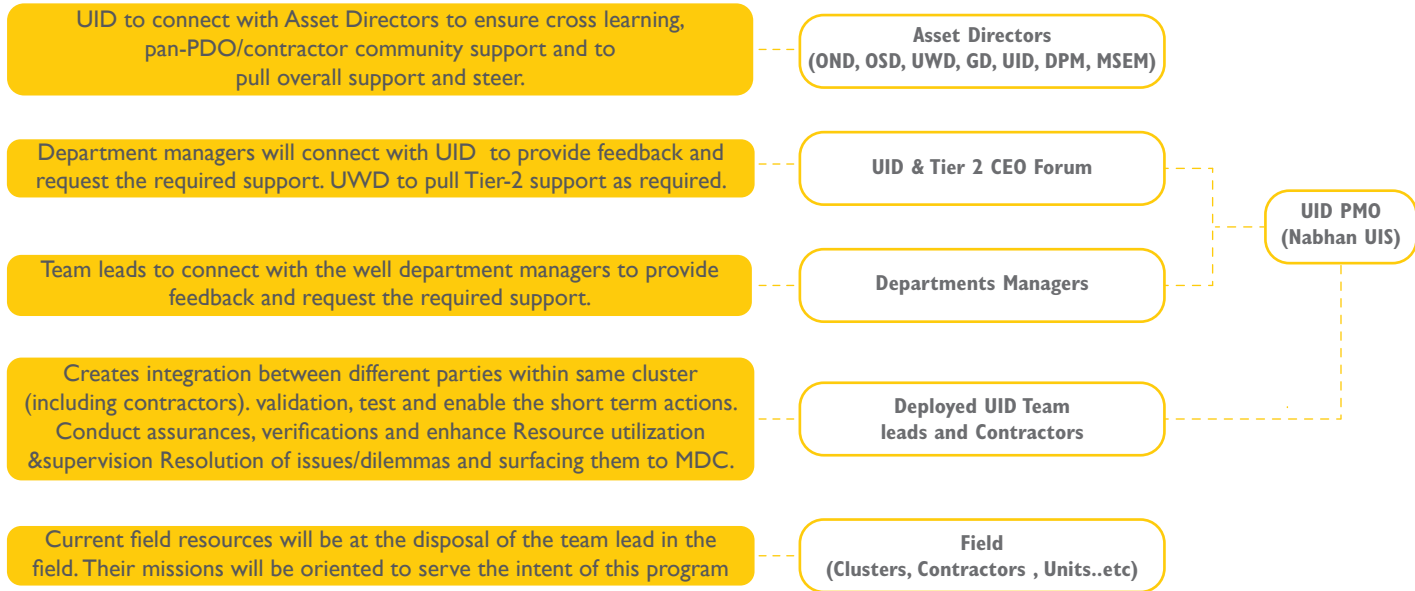
**Deployed UWD Team leads and
contractors**

Current field resources will be at the disposal of the team lead in the field. Their missions will be oriented to serve the intent of this program.

Field
(Clusters, Contractors , Units..etc)

Wells PMO
(Khamis UWA)

Governance for Infrastructure/Logistics



Level 4 . Role MDC

Expectations

- Engage with progress & provide steer/support as needed.
- Joint Field Visits with contractor CEO.
- Spend a minimum of 30% of time in the next three months on HSE gaps & improvement thereof (no delegations).
- Stay the course on IHTIMAM/FLS/Hazard Hunts & PSF: Driving implementation & ensuring robust adoption.
- Lead with diligence: shift the daily/weekly engagements towards LI/L2/L3 audit findings & quality closure thereof.
- Drive empowerment to STOP work, supporting decisions at lowest possible level.
- Accountability & Ownership of PDO/Contractors: Drive engagements & behaviors to focus on HSE before anything else. Embed learnings & drive zero tolerance to non-compliance. Enforce consequence management (positive & negative), fairly but firmly.
- Assurance: Review audits, incidents, HIPOs & PIM actions for response effectiveness. Challenge the greens & 'tick box' approach & shift conversation to "show me".

Deliverables

- Review implementation and progress of Near-Term Safety Action Plan in MDC session
- Joint field visit with contractor

Frequency

Bi-Weekly
One per month per MDC member

Level 2-3 . Role Asset Directors (OND, OSD, UWD, GD, UID, DPM, MSEM)

Expectations

- Fixed agenda item on weekly basis to monitor progress and provide steer/support.
- Ensure potential contractual challenges are managed and resolved timely for successful implementation of this exercise.
- Ensure Cross learning between various clusters.
- Include NTSAP as part of Tier 2 CEO forums.
- Establish effective trust-based platform for dialogue and collaborative action between PDO and contractors.

Deliverables

- Fixed agenda item on weekly basis to monitor progress and provide steer/support
- Ensure potential contractual challenges are managed and resolved timely for successful implementation of this exercise
- Ensure Cross learning between various clusters
- Include NTSAP as part of Tier 2 CEO forums
- Establish effective trust-based platform for dialogue and collaborative action between PDO and contractors

Frequency

Weekly

As needed

As needed

Monthly

Level 2 . Role PMO

Expectations

- Integrate the work between various cluster HSE change managers.
- Monitor & follow up progress plan implementation.
- Escalate dilemmas & critical issues from the engagements with Cluster HSE Managers to Asset directors & contractor CEO.

Deliverables

- Engagement session with cluster HSE change managers
- VMB for resource mapping & utilization
- Dilemmas/critical issues highlighted

Frequency

1 per week

Continuous

Weekly - Asset directors /
Monthly – Tier 2 CEO forum

Level 1-2 . Role

Cluster HSE Change Manager

Expectations

- Creates integration between different parties within same cluster (including contractors).
- Validation, test and enable the short term actions.
- Resolution of issues/dilemmas at site level.
- Coordinate resource utilization within the cluster.
- Plan site visits based on risk-approach (high risk contractors, activities, etc).
- Assure that site team (PDO & contractor) welfare issues are well addressed in an accelerated manner (SP-I232, SP-I230).
- Liaise with PMO on progress and escalation of support if needed from Asset Directors.
- Connecting with and translating our commitment to our workforce – let people know they are important to us, and why safety is for them.
- Be active listener and provide support.

Deliverables

- No. of dilemmas identified and addressed by maintain log of critical /high /medium priority issues identified and action taken unit-wise
- Escalate/update issues to PMO
- HSE connect with cluster teams to discuss HSE issues & dilemmas

Frequency

As needed

Weekly

Daily

Level 1-2 . Role

MSEM LT & HSE TL

Expectations

- Provides support to Cluster HSE Change Managers in resources deployment and utilization
- Coaches site supervisors on safety leadership.
- Helps site leadership to better understand their R&R.
- Assures barriers and controls availability and effectiveness for ongoing activities.
- Engages constantly with key stakeholders (PDO & contractors) at site.

Deliverables

- Participate in the cluster engagement
- Barriers and Controls checks
- Safety coaching sessions

Frequency

Weekly

Weekly

As needed

Level 1 . Role

Operation, Project Delivery, Wells and Infrastructure/Logistics

Expectations

- Coordination of activities and deployment of resources.
- Flagging of HSE dilemmas and challenges beyond site control, but timely addressing HSE challenges within site control.
- Prioritize engagements with units/projects based on HSE performance with focus on the below elements (use HSE database to prioritize the area/contractor).
- Providing the visible, connected leadership that engages the hearts and minds of others.
- Be responsible and take ownership in making decisions and driving actions.
- Work towards one common goal and align around the belief that safety is not an area for competition – rather harmony and collective effort to succeed.

Welfare

- Assure that site team (PDO & contractor) welfare issues are well addressed in an accelerated manner (SP-I232, SP-I230).

Engagement

- Create and lead effective engagements.
- Offload site leadership workload (75% time spend in supervising the crew along with site leader).
- Streamline the support of the site team.
- Remain present to each other and in continuous communication – sharing information consistently and accurately and participating in discussions.

Level 1 . Role

Operation, Project Delivery, Wells and Infrastructure/Logistics (continued)

Compliance:

- Enhance site compliance by verifying compliance to minimum HSE requirements.
- Assure barriers and controls availability.

Leadership Visibility

- Demonstrate felt leadership.
- Enhance contractors' leadership visibility.
- Committed to our continuous learning by reflecting on progress we are making as a team and positively accepting feedback.
- Empower site team to 'Stop unsafe acts & conditions'.

Coaching

- Coach site supervisors on safety leadership.
- Help site leadership to better understand their R&R.

Interface management

- Maximize the support that site team can get from other teams.
- Ensure the site team has effective controls while managing various interfaces.

Level 1 . Role

Operation, Project Delivery, Wells and Infrastructure/Logistics (continued)

Deliverables

- Participate in the cluster engagement
- Escalation of issues identified beyond site control to Cluster HSE Manager
- ZERO/reduced non-compliant events /incidents on site
- Intervention drills carried out

Frequency

Daily

As needed

Continuous

Level 1 . Role

PDO & Contractors HSEA

Expectations

- Conduct daily site visits as per agreed plan with cluster HSE Manager;
- Provide coaching and support to site teams to ensure safe working practices:
- Interventions, observations and recognizing at risk behaviors & unsafe conditions.
- Conducting effective TBT.
- How to do effective inspections.
- How to report incidents.
- Assure barriers and controls availability and effectiveness for ongoing activities.
- Engage constantly with key stakeholders (PDO & contractors) including:
- Construction team.
- Operation team.
- Crew and site supervisors.
- Conduct spot checks for HSE compliances (e.g., excavation, working at height, Lifting & Hoisting, scaffolding & etc..).

Deliverables

- Site visits to critical areas/activities
- Audits & inspections
- No. of interventions
- Barriers and Controls checks
- Safety coaching sessions

Frequency

- Daily
- 1 per week per site
- As needed
- 1 per week per site
- As needed

Level 1 . Role

Contractor Site Managers

Expectations

- Enhance site compliance by verifying compliance to minimum HSE requirements.
- Assure barriers and controls availability and effectiveness.
- Provide needed resources (personnel/tools/equipment) for safe delivery of activities.

Deliverables

- Site visits to critical areas/activities
- Audits & inspections
- No. of interventions
- Barriers and Controls checks

Frequency

- Daily
- 1 per week per site
- As needed
- 1 per week per site

Level I. Role

Graduates (Second year or higher)

Expectations

- Focus on activities subject to PTW (Permit To Work), using IHTIMAM with the guidance of the coaches.

Deliverables

- Site visits to critical areas/activities under PTW

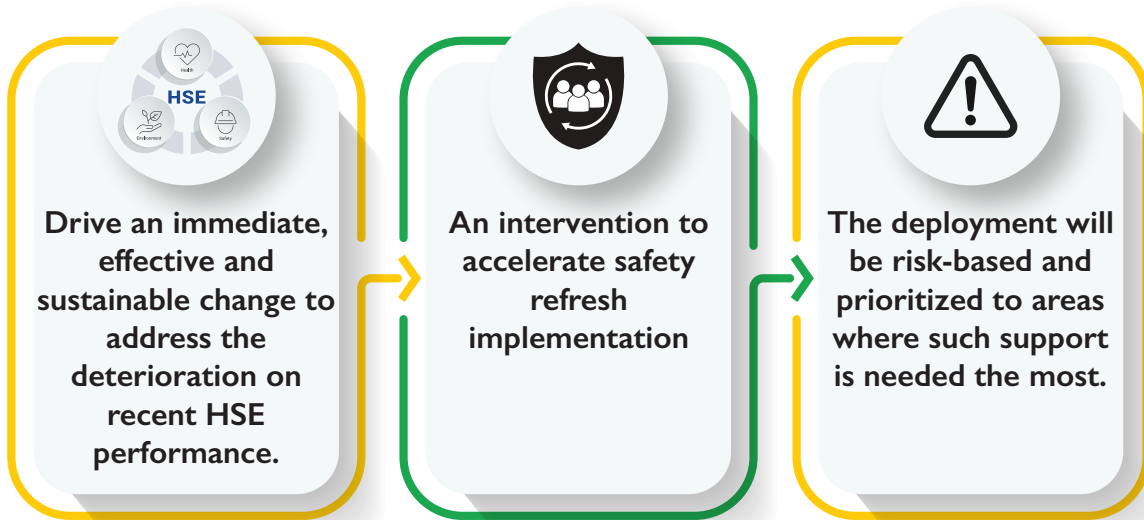
Frequency

Daily

Level 1 . Role

Deliverables and Expectations from deployed resources

The role of the deployed leadership personnel



Level I . Role

Deliverables and Expectations from deployed resources (continued)

The focus areas to be covered by the deployed resources are:

Engagement

- Create and lead effective engagements. Show curiosity to understand where to help?
- Offload site leadership workload.
- Streamline the support of the site team.

Compliance

- Coach site supervisors on safety leadership.
- Help site leadership to better understand their R&R.

Leadership visibility

- Demonstrate felt leadership.
- Enhance contractors' leadership visibility.
- Empower 'Stop unsafe acts & conditions'.

Coaching

- Coach site supervisors on safety leadership.
- Help site leadership to better understand their R&R.

Interfaces Management

- Maximize the support that site team can get from other teams.

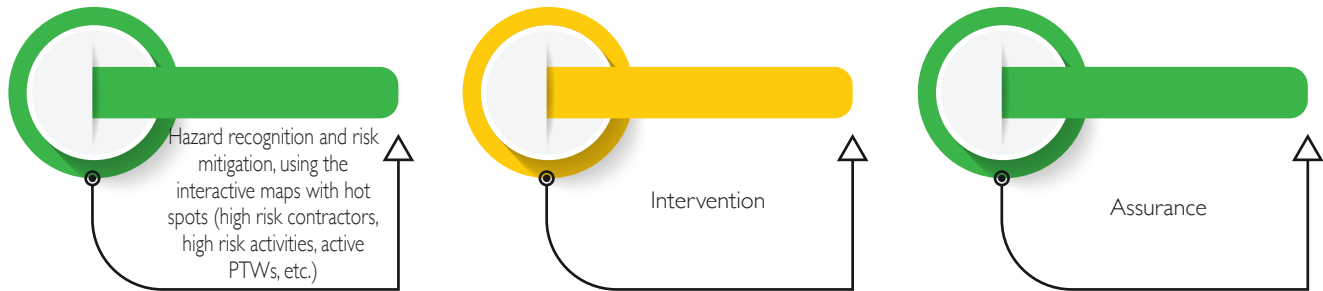
Welfare

- Assure that site team welfare issues are well addressed in an accelerated manner to unlock any mental burdens.

Level 1 . Role

Resources vs Focus Areas based on risk-approach

- The mandate includes empowerment and authorisation to reinstate HSE as primary, over and above production, cost or schedule
- Eliminate unnecessary admin work for supervisors to improve the quality and focus of PDO/Contractor supervision in the field
- Enhanced supervision by effective utilization of resources to focus on:



Key intents from the intervention

- Create integration between different parties within same cluster (including contractors).
- Validation, test and enable the short-term actions.
- Timely resolution of site issues, challenges and dilemmas.
- Hold individuals accountable for their actions.
- Align contractors to PDO approach to address HSE performance.
- Drive solidarity and unity within the whole organization in the response to the crisis.
- Enhance the quality of Engagement through face-to-face interactions to drive chronic unease.
- Increase and enhance quality of supervision at site.
- Increase PDO visibility at all sites.
- Expedite the mobilization of PDO resources to site.
- Raise the moral and motivation of PDO and contractors' staff.
- Utilize creative and out-of-the-box ways of communication to inject urgent sense of crisis and chronic unease.

Level 1 . Role

Expectations from site teams to enable 'Boots on Ground'

- ✓ **Identify areas for intervention**
 - Where to start (build selection criteria)
- ✓ **Identify available resources through integration of site teams**
 - Who and When is available from different functions to support
 - How the support will look like (Audit, Coaching, doing, ...etc)
- ✓ **Alignment on roles and responsibilities**
 - Define activities to be delivered
 - Who is doing what (HSE Change manager .vs. Front line support)
- ✓ **Develop communication protocol**
 - When to meet (HSE Change managers, front line support, PMO)
 - What is the Agenda
 - How to communicate decisions, coaching materials, intervention priorities, etc.
- ✓ **The approach to resolve issues at site level**
 - How to confirm gap is a real gap (what type of evidence required), how to navigate to the root cause
- ✓ **Identify escalation protocol to get needed support**
 - When to initiate Escalation
 - Who to initiate the escalation process
 - Where it should land
 - What response is expected
- ✓ **Define KPIs to monitor progress and effectiveness**
 - We have corporate KPIs (look at them)
 - Do we need another level of KPIs

Level 1. Role

Graduates (Second year or higher)

Suggested deliverable to be presented using below table:

What	How	Who	When

What: list of safety pain areas within cluster / or safety focus areas that require attention.

How: look into how internal resources within cluster can address safety challenges before escalating to level 2/3/4 for support beyond site control.

Who: assign clear roles & responsibilities to individuals

When: agree on time frame to deliver expectations

Useful links to support the roll out and deployment of resources

 **Construction Site Safety Pack**

 **Engage for Excellence**

 **Interactive Map (use Chrome)**

