HSE Managers Forum

27th September 2016

Subject Matter Table Debates

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Petroleum Development Oman

Table Debates - Topics

- Commuting
- Non-Accidental Death (NAD)
- Fatalities
- Lost Time Injuries (LTIs)

Table Debate: Commuting

Subject Matter Experts: Jaber UWZ, Jasmina UWL21SX and Demir MSE7

Discussions:

- How can we persuade people to use the buses that we are not doing at the moment?
- What needs to change to improve the bus network and timetable?
- What do they need to help management buy-in?
- What are the remaining biggest excuses not to use the bus?
- What incentives would help persuade people?
- What penalties would help persuade people

Feedback on Commuting:

Points for Q1: How can we persuade people to use the buses that we are not doing at the moment?

- To ensure contractors commuting means are compliant to SP2000, and hence they are convenient and comfortable to be used.
- To add comfort level in contractors commuting buses (such as TV screens, WI FI, Toilet, snakes ,etc) similar concept to PDO commuting buses
- To look for the time table of shift change and buses (Harmonization of shift patterns within contractor community)
- Look for concept of rewarding commuters (travelling allowance to be credited only if persons show that was travelling with PDO commuting bus).
- More utilization of PDO commuting buses by having proper study of zones and hubs
- PDO to provide small buses to increase the utilization and to utilize big buses where more demands are. Zones and hubs study will support this decision
- PDO staff leading by example
- Continues promotion and campaign of “use bus” benefits, highlighting pros and cons
- Points for Q2: What needs to change to improve the bus network and timetable?
- PDO to provide small buses to increase the utilization and to utilize big buses where more demands are. Zones and hubs study will support this decision
- Alignment of shift change and buses schedules to suit majority
- Develop “hubs” or point of change by establishing “Park and Ride” systems in order to cover wider area and more villages

Feedback on Commuting – continued

- Points for Q3: What do they need to help management buy-in?
- Leading by example
- Increase PDO buses utilization by looking at missing zones and hubs
- Group two didn't see difficulties for management buy-in, as this make manager job easier. With good explanation of pros and cons they will buy.
- Points for Q4: what are the remaining biggest excuses not to use the bus?
- Time table, hubs and Low Speed 100 KM/hr!!!
- More frequent and bust stops to be more attractive and equipped with A/C
- Points for Q5" what incentives would help persuade people?
- Realistic rewarding system in alignment with PDO objectives and policies.
- Develop Study in order to identify need for commuting and distances. From this study many answers and conclusion can be withdrawn.
- Points for Q6: what penalties would help persuade people?
- Consequence management been implemented for people using their own vehicle. Companies has tested it and got them approved from the ministry of manpower (e.g. Truck Oman and MBPS)
- Finger print or attendance register and booking list would help to register non compliance for people not using the bus

Table Debate: Non-Accidental Death (NAD)

Subject Matter Experts: MCC

Discussion:

- What do we need to do to persuade people to report their illnesses better?
- How can we improve the health care we provide or expect?
- How can we reduce stress in the workforce and reduce suicides?
- How can we change the menu and diet to reduce heart failures?
- How can we best improve SP-2010 knowledge and compliance?

Feedback on NAD

- Awareness/Encouragement
  - Assurance of not loosing job
  - Motivation to report all illnesses
  - EAP (Employee Assistance Program)
  - My health – my responsibility
- Health campaigns/regular health checks
  - Framingham rules (help focus “high risk”)
- Job planning; arrange jobs; sufficient resources
  - Recreation facilities
  - Leave rotation; discourage overstay allowances; stop Leave payments
- Less oily food/awareness
  - Dietitians / BMI campaigns
- Healthy diets awareness sessions
  - Audits
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- **Safety moment statements**
- More field visits audits and inspections
- Improve daily reports
- Listen to people
- Morning briefing
- Consequence Management
- Improve training and competence

Feedback on NAD - continued

- Accountability of personnel
- Improve LCC performance
- Working at night arrangements
- Occurrence reporting
- Sharing reflective learning
- Looking after commuting
- Road safety
- Improved JM
- Leadership
  - Recruiting competence staff
  - Engagement at site
  - Focusing on behavior
  - Safety culture
  - Duty of care
  - Quality close out of findings
  - Care for people welfare
  - Walk the talk
- More collaboration with contractors
- More pro that reactive
- More coaching
- Asset management

Table Debate: Fatalities

Subject Matter Experts: Younis MSE5, Kevin MSE12

Discussions:

- How can we stop fatalities happening again?
- How can we stop complacency?
- How can we better ensure compliance with our rules?
- How can we best ensure contract compliance without auditing all the time?
- How can we speed up the simplification project?

Feedback on Fatalities

- Leadership – site engagement (How / why / enforce)
- Risk perception
- Language
- Focus on BBS
- Use technology (CCTV)
- Frontline supervisor – foremen level
- Staff retention
- Team composition
- Empowerment (mixed messages)
- One page method

Table Debate: Lost Time Injuries (LTIs)

Subject Matter Experts: Khalid MSE3, Chris MSE3H

Discussions:

- How do we sustain the reduction in incidents
- Why is there a drop in LTIs, but an increase in fatal and recordables?
- How can we improve supervision and enhance the attendance of management on the leadership courses?
- How do we achieve a sustainable HSE culture in our operational teams?
- What do you need from us that you are not getting to help you impact better with your leadership?

Feedback on LTIs

- Do what we do better
  - Quality not quantity
  - Accountability
  - Mind set (corporate culture)
  - Communication (peer to peer intervention)
  - Eliminate fear
  - Tools to aid communication
  - Motivation / care for people
  - Positive HSE culture / develop pride in HSE performance
  - Learning from incidents communication
  - Web – safety app (smart devices / phones and taps)
- Taking short cuts
  - Welfare
  - Lack of reporting
  - Freedom in reporting nearmiss
  - More involvement from management
  - More visibility at site (support from CH)
  - Lean approach (Gamba)
  - Incentive (more work not money)