Safety Leadership For Frontline Supervisors (FLS)

6th March 2019
What Hazards do you see in this Picture?
Current Reality

Scarf got entangled in rotating belt

Fall from low bed trailer

Slip on steps

Inappropriate work position

Trailer tipped over

MVI and rollover

Mechanical excavation damaged UG cables

While closing the cover his scarf got entangled in rotating belt, the IP pulled forward and hit his forehead on the cover.
Incidents

**Location: Yibal, OMC Workshop**
**Incident Type: Fatal**

**Findings:**
- Inappropriate Supervision and Management (Banksman)
- Define clear Roles & Responsibilities
- Inadequate implementation of systems for learning for incidents
- Risk Assessment and Controls

**Location: Lekhwair LPS (Area -3)**
**Incident Type: LTI**

**Findings:**
- Supervisor / Site, Construction Manager did not identify or intervened to correct the unsafe condition
- Supervisor & Permit Holder were not aware of the risk involved in vertical cutting of trench

**Location: Workshop**
**Incident Type: PDO Property Damage**

**Findings:**
- Leadership / Safety Culture
- Competency / training
- Hazard Identification & Risk Assessment
- Communication
FLS Road Map – “Promote Safe Behaviour at the Workplace”

1. Recognize What Drives Behaviour

2. Assess Risks

3. Communicate Constantly

4. Use Different Styles

5. Help Staff Want to Behave Safely

6. Manage Rule Breaking
# Workshop Schedule

<table>
<thead>
<tr>
<th>Session (4 hours each)</th>
<th>Module</th>
</tr>
</thead>
</table>
| **Session 1**         | 1: *Introduction*
|                       | 2: Being a Good Safety Leader |
| **Session 2**         | 3: Recognising What Drives Behaviour |
|                       | 4: Assessing Risks and Preparing for Them |
| **Session 3**         | 5: Communicating Constantly About Safety |
|                       | 6: Using Different Styles for Different Situations |
| **Session 4**         | 7: Helping Staff Want to Behave Safely |
|                       | 8: Managing Rule Breaking |
|                       | 9: Wrap-up and Next Steps |
A total of 1377 trained PDO and Drilling Contractors; and conducted 45 FLS-1 batches since 2016.
A total of 1500 manhours of facilitating and coaching invested in FLS.
A total of 35 UWD facilitators (PDO and contractors) trained and certified.
FLS Journey: Results and Impact

**DEVELOPMENT**
Up-to-date and better equipped with the safety leadership knowledge and have the confidence to effectively engage staff and positively influence their safety behaviors.

**COST AND TIME**
Cost and time saving for a similar workshop if it will be run by an external training provider.

**AGENDA**
FLS has become a permanent agenda in the leadership meetings and Drilling Supervisors' progression interview assessment.

**LEAD BY EXAMPLE BY LEADERS**
Leaders who have taken the responsibility of facilitating the workshop have become visible and role models of making the change.

**PERSONAL ACTION PLAN**
Personal Action Plan was generated to ensure that the application of FLS tools and techniques happen in the field and followed up by Leaders in the site visits.

**HSE PERFORMANCE**
Contributed to the improvement of UWD HSE performance 2017 (compared with last two years data). 41% in TRCF, 28% in High Potential incidents, and 9% in LTIF.

**IN COUNTRY VALUE**
The knowledge and skills of FLS facilitation are retained by the local nationals and not by external training providers.
FLS Academy Roadmap (2016-2020)

2016
UWD FLS Phase 1
• Trained and certified Frontline Leaders.
• Customized FLS-1 for UWD.
• Officially launched FLS-1 in UWD.
• 453 trained FLS in UWD-focused on PDO supervisors. 21 batches.

2017
UWD FLS Phase 2
• Developed FLS-2 package focusing on Chronic Unease and Management of Change.
• Delivered 6 batches of FLS-2.
• FLS-1 extended to 4 drilling contractors. Trained 460 supervisors. Completed 24 batches.
• Sustainability survey in the field.

2018
UWD FLS Academy CPD YKP FLS
• Profile FLS Academy in UWD.
• FLM and FLS Champion.
• Arabic FLS-1 to the Drillers and ADs.
• FLS-1 for small fields.
• Customized and delivered FLS-1 in CPD – Yibal Khuff Project.

2019
UWD FLS Academy CPD YKP FLS
Senior Leadership Program for MDC/MDC-1
• Continue with FLS Academy (FLS-1, FLS-2, FLM) in UWD.
• FLS-1 to extend to Asset.
• FLS-1 in CPD – Yibal Khuff Project.
• Senior Leadership program for MDC and MDC-1.

2020
Sustain FLS
• FLS Academy across PDO.
• FLS as a certified curriculum for supervisors by industry safety certification standards.
FLS Train-the-Trainer Workshop

35 Facilitators Trained and Certified