



# 2012 Winter Coring Program (WCP) CAPP Symposium Look Back

SAFETY

QUALITY

COST

SCHEDULE

May 1, 2012



# Agenda:

Scope

Performance Summary

2012 Action Plan / Loss Prevention Strategy

Leading & Lagging Statistics 3-Year Comparative Review

2012 Performance Improvement Factors

2013 Improvement Opportunity Review

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## **Scope:**

Review 2012 Winter Coring Program (WCP) Safety Performance Plan Results.

Ultimately build upon our 2012 successes to seek further improvement in the 2013 WCP season.

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# 2012 Objectives

## Contracted Activities - Key Performance Targets

### **STATISTICAL:**

- Exit 2012 Season with ZERO recordable incidents
- Reduce Non-TRIF impacting events by 30%
- Multi-vehicle MVI frequency of 0.00
- Single-vehicle MVI frequency of <1.00

### **LEADING:**

- New DCL Safety Performance & Expectation Induction
- Conduct Snapshot on all WCP Drilling “Teams”.
- Support 24hr submission of ProACT/HID cards from Drilling Teams.

### **REACTIVE/COMPLIANCE:**

- Adhere to the 3-2-1 EResponse protocol ( Ouch, bang...that was close reporting philosophy)
- Contractor Management to deploy/provide qualified resources to investigate their respective events.
- Contractor Management to deploy qualified and authorized supervisor in the event of poor or failing Snapshot.
- Contractor to engage and monitor an effective Journey Management Program
- All to support our investigation philosophy “ investigative efforts determined by potential severity” such as an non-injury coring rig tip-over.

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# 2012 Objective Results

Exited 2012:

## STATISTICAL

- Total Recordable Incident Frequency of 1.61 which equated to a 71% reduction from 2011.
- No High Severity Injury Events (LTI's)
- Reduce Non-TRIF events by 41% from previous 2011 season
- Multi-Vehicle Event Frequency of 1.65 (1 low potential /non-injury 1- moderate potential / non-injury)
- Single Vehicle Event Frequency of 5.78
- Logistics & Abandonment activities completed their 2012 programs with no TRIF impacting events

## LEADING

- 600+ contractor staff participated and completed revised DCL Safety Performance & Expectation Induction
- 7800+ Loss Prevention Leading Indicators tallied. Up 36% from 2011 season
- 5200+ Tallied and trended Proactive /Hazard ID submissions/trending. Up 66% from 2011 season
- 100+ Contractor Performance Snapshots performed

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## 2012 Action Plan

### Methodology

Our intent this season was to strategically support our statement that:  
*Efficient no loss operations are achievable through effective leadership and comprehensive job planning.*

Recognizing that adjusting a single culture is challenging and the reality of adjusting contractor's cultures within a culture can be exponentially difficult. Faced with this challenge, we pursued our performance objective in a single primary fashion:

***Establish, communicate and measure clear & reasonable expectations***

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# 2012 Action Plan Execution

## Pre Program Activities

### Calgary

- 5 day MEG Rep safety program review, and team building exercises
- 2 day Contractor Supervisor/Rig Manger safety expectations and program review
- 1 day Contractor representative program kick-off
- Per well / Rig KPI criteria developed *(Snapshot/safety, Core recovery & logs to bottom, data quality & post well lease condition)*

### Field

- Staggered rig mobilization dates
- Field pre-spud meetings with individual rig crews and support contractors, facilitated by Safety Support Team, WCP Engineering, and WCP Coordinator(s)
- Safety Performance & Expectation Induction

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## 4-Element Loss Prevention Strategy

### 1. Revised the DCL Safety Performance & Expectations Induction Process

#### **Safety Performance & Expectations (SP&E) Induction**

✓ All contractor supervisors and employees participated in and completed the DCL SP&E Induction facilitated by one of our Field Safety Advisors

#### **Revision Highlights:**

- ✓ Separated into three sections with personal interaction and knowledge verification between each segment.
- ✓ New voice over – stem away from monotone voice
- ✓ Clear and precise MEG DCL expectations

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## 4-Element Loss Prevention Strategy

1. Revised the DCL Safety Performance & Expectations Induction Process
- 2. Implemented Stage 1 of the Contractor Performance Snapshot**

### **Contractor Performance SnapShot**

- ✓ Utilizing a simple 1-2-3 scoring system, measure via observation three key loss prevention elements (Pre-Job/Safety Meetings – JSA & Hazard Assessments – ProACTIVE /Hazard ID participation)
- ✓ Complete 1<sup>st</sup> Snapshot within 12 hours of initial first well of season SPUD
- ✓ Measure each drilling team (day & night crews) once every 7 days
- ✓ Provide immediate scoring feedback to drilling team and MEG on-site Rep
- ✓ Provide 24hr feedback to Contractor Management
- ✓ Low or “did not meet minimum expectation” < 51 % scores required a Field Superintendent or equivalent on-site involvement and corrective coaching within 24hrs.

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## 4-Element Loss Prevention Strategy

1. Revised the DCL Safety Performance & Expectations Induction Process
2. Implemented Stage 1 of the Contractor Performance Snapshot
- 3. Implemented Stage 1 Loss Prevention Leading Indicator Tracking Log**

### Loss Prevention LI Tracking (Stage 1)

- ✓ Quantitative tracking of the following proactive indicators:
  - Pre Job Planning / Safety Meetings
  - JSA & Hazard Assessments
  - Safe Work Permits
  - Inspections
- ✓ Track both the WCP program collectively as well as individual Rig Teams.

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## 4-Element Loss Prevention Strategy

1. Revised the DCL Safety Performance & Expectations Induction Process
2. Implement 1<sup>st</sup> Stage of the Contractor Performance Snapshot
3. Implement 1<sup>st</sup> Stage Loss Prevention Leading Indicator Tracking & Trending Log
- 4. Implement 2<sup>nd</sup> Stage ProACT / Hazard ID Tracking and Trending log**

### **ProACTIVE / Hazard ID (Stage 2)**

- ✓ Quantitative tracking of ProACTIVE & Hazard ID submissions
- ✓ Maintain a 24hr sign-off and action of all submissions
- ✓ Qualitative trending utilizing the following categories:
  - Hazardous conditions associated to EQUIPMENT
  - Hazardous conditions associated to RISKY BEHAVIOR / IMPROPER MOTIVATION
  - Hazardous conditions associated to TRAINING
  - Hazardous conditions associated to ENVIRONMENT
  - Actions or behavior associated to POSTIVE/SAFETY LEADERSHIP
- ✓ Provide weekly feedback reports identifying trends.

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## Loss Prevention Strategy Overview

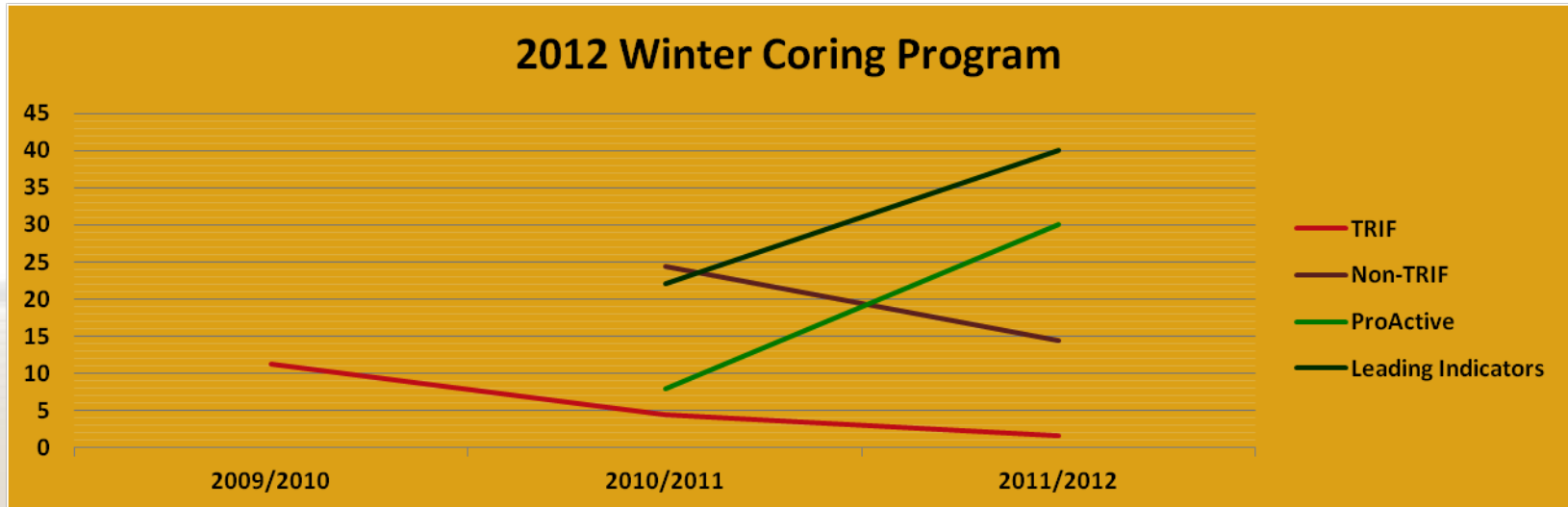
Our approach this season was to shift away from the term “culture” and focus on our safety and operational performance expectations. Considering the inherent challenges associated with winter drilling programs, we feel this approach was successful and we will build upon this methodology.

Our underlying objective was to ensure that the contractors had a clear understanding of the minimum degree of effort required in the day to day application of their loss prevention systems.

We feel the continuous reinforcement and measurement of the expectations ultimately assisted us in creating a positive loss prevention habit forming environment.

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# Leading Indicator Influence VS Loss Comparison



**TRIF** = Lost Time, Modified Work, Medical Aid

**Non-TRIF** = First Aid, Property Damage, MVI, Spills/Releases, Equipment Failure

**ProACTIVE** = Hazard ID and Observation Submissions

**Leading Indicators** = JSA, Pre-Job Meetings, Hazard Assessments, SWP, Inspections

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## 2013 Winter Program Path Forward

- Reiterate our management's definition of success
- Introduce more qualitative measurement aspects on JSA/Hazard Assessments
- Involve contractor management in identifying and correcting systemic issues associated with ProACTIVE measurement trending
- Continue to ensure that there is timely contractor management involvement, corrective coaching for poorer scoring or "at-risk" contractors
- Continue to measure and share per well / drilling teams KPI's
- Continued H&S and Operations team interviewing for WCP candidates
- Continue to create a "Safety Top Of Mind" habit forming environment
- Safety performance assessments based more on proactive/leading indicator measures rather than lagging or failing indicators.

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## Summary

Situational awareness and adaptation is a constant requirement within a winter drilling/coring program.

The term “safety first” is often perceived by contractors as counter intuitive in a program of this nature. If not checked and measured, safety can become a shifting priority in the program rather than a unwavering constant.

Through consistent and reasonable measurement we can mitigate preventable risk and ensure that each task is effectively planned and that the people involved are **keeping safety top of mind**.

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## Thanks

We would not have had the ability to improve our performance without commitment from the following:

- MEG /DCL Management
- Engineering Group
- WCP Contractors

As well, a thank you to CAPP and all the symposium participants.

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