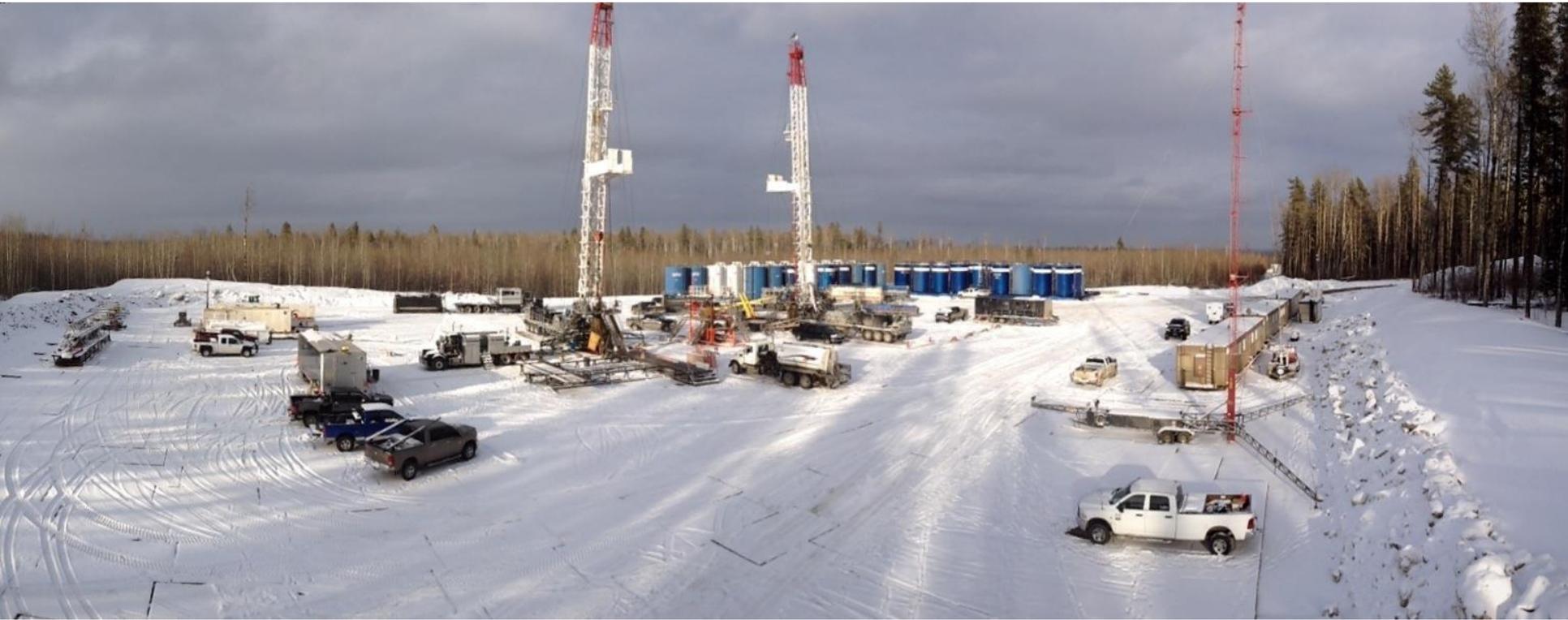


Enform PSC

Supervisor Competency Assessment



Purpose

- ▣ initially conceived as an open-source document that any industry organization could tailor to their needs
- ▣ To improve efficiency and execution, we shaped the guide into a more comprehensive competency assessment
- ▣ Initially, the guide was intended solely for a company's drilling group, however, TAQA took it further and made it discipline specific and implemented it across drilling, completions and construction realms; a first for the oil and gas industry
- ▣ The assessment allows TAQA to better understand strengths and support development.
- ▣ This improves our execution, depth, safety, and predictability
- ▣ To be able to effectively and qualitatively rate our personnel against a known standard to be able to:
 - Apply their skills as best suited to the tasks at hand
 - To support any development areas that may be identified
 - To encourage mentorship and skills transfer
 - To ensure executable excellence

Application

-
- Workers in need of development in a particular area, could now be paired with a strong performer in that discipline, simply by looking at the results
- Taking advantage of pairing those with strong skill sets with those in need of coaching and mentorship, allowed:
 - Transfer of vital job skills, experience and knowledge
 - Task execution while ensuring talent pool depth
 - Cost efficiency, safety and predictability
 - A team atmosphere, and an atmosphere of collaborative thinking
- Alternatively, workers were exposed to roles in which they were identified to have less experience, and would be guided by their Direct Supervisor in Calgary

Execution

- ❑ In 2012 TAQA initiated the Supervisor Competency Assessment process across all D&C Disciplines
- ❑ The supervisor assessment begins with a private interview between the worker and a third-party assessor, who is specifically trained in the process
- ❑ The interview is a highly detailed, interactive session that lasts between **six and eight hours.**
- ❑ It will map-out the workers skills and experiences, identifying their strengths and areas for development. Superintendents will then expose the supervisors to other types of operations, or offer them additional training and/or leadership training, which they can use to support and guide other individuals working in the field

Execution Continued...

▣ Drilling

- Leadership
- Communication
- Safety
- Environment
- Drilling (Situation)
- Op's Drilling
- Rig Moves
- BOP
- Well Control
- Drilling Fluids
- Casing / Cementing
- Stuck Pipe
- Directional
- Incident Management
- Emergency Response
- Documentation

▣ Completions

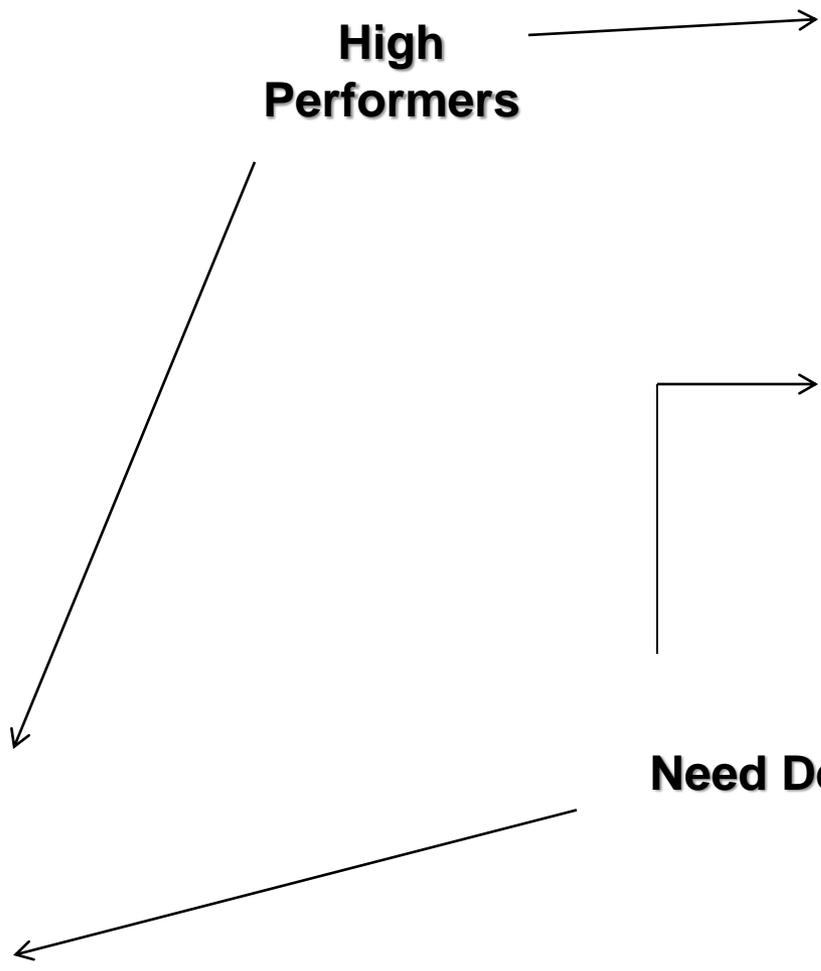
- Leadership
- Communication
- Safety
- Environment
- Completions General
- Rig Moves
- BOP
- Servicing Ops
- Coil Tubing
- Snubbing
- Stimulation
- Testing and Flaring
- Abandonment
- Incident Management
- Emergency Response
- Documentation

Coil Tubing	
40	%
19.5	49%
19.0	48%
33.5	84%
27.0	68%
26.0	65%
30.0	75%
27.0	68%
31.0	78%
25.0	63%
17.5	44%
25.5	64%

High Performers

Well Control	
60	%
52.0	87%
49.5	83%
55.0	92%
55.0	92%
55.0	92%
54.0	90%
53.0	88%
53.0	88%
57.0	95%
54.5	91%
56.0	93%
59.0	98%
45.5	76%

Need Development



Reception

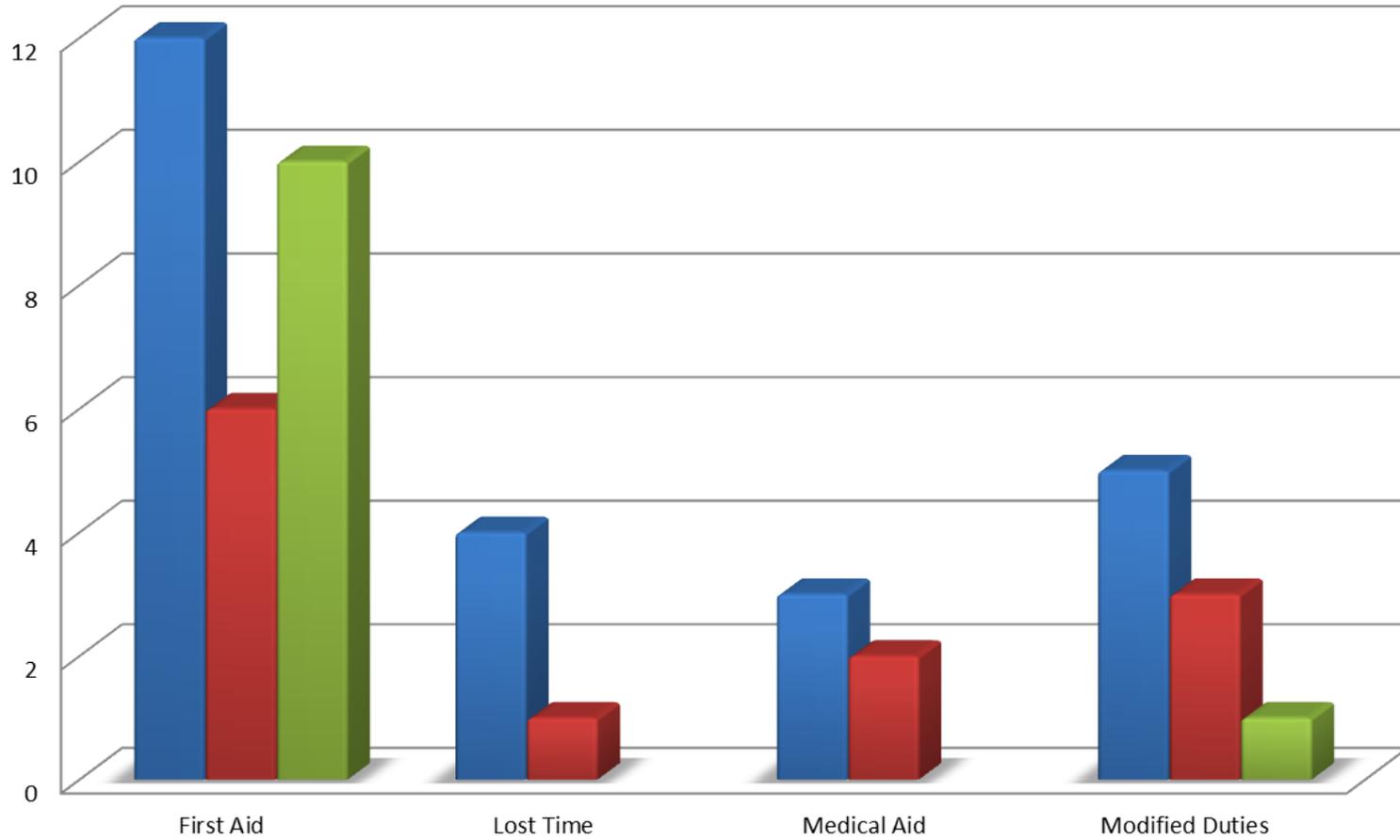
- ▣ There was initial push back and lack of engagement on the part of the participants
- ▣ The perception was that this was to be a tool used to identify weak performers with the intent of releasing them, or to limit the projects they could be utilized on.
- ▣ Once the value of the tool was demonstrated through results, uptake and culture surrounding it has been exceedingly positive

Outcomes

- ▣ The results have led to enhanced performance at the field level as well as a strengthened and improved TAQA safety record that currently sits in the top decile of the industry. This program has increased alignment with our people, enhanced communication between supervisors and field staff and put a greater emphasis on leadership and safety leadership
- ▣ Increased capital efficiency
- ▣ Increased effectiveness in execution
- ▣ Decreased costs
- ▣ Transfer of knowledge
- ▣ Support and mentorship
- ▣ Predictable excellence
- ▣ Increase in morale and cohesion
- ▣ Consistently better and improving safety performance

Injury Comparison 2012-2014

■ 2012 ■ 2013 ■ 2014



Safety and Efficiency – Hand in Hand

