

Global Marine's Safety FOCUS shows good results

THE STEP CHANGE FOR SAFETY

initiative challenges the petroleum industry's safety performance and asks the question, "What must we do to create an incident-free workplace?"

The consensus is that in spite of continually upgrading equipment with newer and better pipe handling systems, state-of-the-art computers and robotics, we must still depend on the abilities and motivations of employees to use the equipment properly, follow procedures and choose to work safely in all operations.

That is a conclusion of a paper presented at IADC Drilling Northern Deepwater 2001 by **Tome Hayes, Randy Smith Training Schools**. Mr Hayes described a behavior-based safety system on the Glomar Adriatic VI, a jackup working for BP in the Southern Sector of the North Sea, that brought remarkable improvements in safety performance.

Also contributing to the paper were **David Crochet and Kris Callen**, Randy Smith Training Schools; and **Rick McLaine and Stacy Payne**, Global Marine Drilling Co.

A NEW PROCESS

In 1998, Global Marine Drilling Co began a safety initiative to train all their employees in behavior-based safety.

This initiative was a major departure from previous efforts, where the majority of safety training focused on the responsibility and accountability of supervisors for the safety of the rig. Most of the training for the crews had been task-specific and focused on implementing hazard analysis programs (JSA, root cause analysis and similar programs).

Mr Hayes said Global Marine decided to develop a company-specific behavior-based safety process that would use existing Global Marine materials and adapt a behavioral observation and communication process to focus attention on the individual crew member's responsibility for safe behavior.

The "Safety FOCUS" process adapted the main points from a variety of behavior observation programs to create a process unique to Global Marine.

One of the key elements of behavior-based safety is recognition that the majority of incidents and injuries are not attributable to "at-risk behavior," those actions people do day in and day out that put them at risk of injury.

Global Marine's safety process teaches team members to observe behaviors and initiate a conversation about the risks and consequences, with the intent of getting an agreement to implement a safer way to perform a particular job.

IMMEDIATE RESULTS

In April 1999, Global Marine began training crew members on the rigs operating in the Gulf of Mexico in the Safety FOCUS process. The results of the training were immediate and dramatic.

In 1998, Global Marine experienced 27 LTIs (lost time injuries) and a frequency rate of 0.72. During the first 6 months of 1999, before the training began, the LTI frequency rate was 1.03.

In the last 6 months of 1999, after the Safety FOCUS training was initiated, the frequency rate decreased to 0.15, with a 1999 year-end rate of 0.60, according to Mr Hayes. The recordable rate was reduced from 3.02 in 1998 to 2.46 in 1999.

Continued improvements have been experienced, even with the addition of 2 new drill ships. The number of LTIs decreased to 13 fleet-wide in 2000, and the frequency rate decreased to 0.41.

The recordable rate was reduced to 2.37 in 2000. In 1999, tremendous "turn-around success" was experienced with the Glomar Grand Banks (operating in Newfoundland, Canada), which had experienced 5 LTIs in 1999 before being fast-tracked for Safety FOCUS training.

After the training, they experienced one additional (lower severity) LTI before the crew members committed to the principles of FOCUS and simply stopped tolerating incidents and injuries.

After that single incident, the rate of LTIs and recordables dropped dramatically and the crew began "focusing" upon reducing even first aid incidents. One of the best safety records ever experienced offshore Newfoundland was

established over the following year. Safety FOCUS training was obviously a key element of this safety success, said Mr Hayes.

GLOMAR ADRIATIC VI

The same "turnaround" was needed for the Glomar Adriatic VI in January 2000. During startup, the rig encountered normal engineering and operational challenges, which often results in less attention being paid to safety.

When two LTIs occurred in January 2000, everyone realized they had been relying on "good luck" for too long and had not been paying attention to the increased number of near misses and recordable incidents. Combined with the startup difficulties, the increased number of safety-related incidents was jeopardizing Global Marine's relationship with BP.

Global Marine recognized the need to implement an aggressive approach to behavior-based safety, similar to that which had already begun in the Gulf of Mexico and Newfoundland during 1999. Global Marine and BP mutually agreed to suspend operations on the Glomar AD VI for 10 days. The problems would be addressed prior to restarting.

A key component to the improvement strategy involved the immediate training of all Glomar AD VI personnel, BP and service contractors in the Safety FOCUS process.

The importance of the training to Global Marine was emphasized by personal commitments from **John Marshall** (COO, Global Marine Inc) and **Marion Wooley** (President, Global Marine Drilling) to attend each training session.

THE TRAINING PROCESS

The Global Marine Safety FOCUS training is unique in its simplicity, its presentation format and, most importantly, the company's commitment to implement it throughout the entire organization.

The FOCUS process involves 7 steps:

- Observe the job;
- Start with the positive;
- Ask "open" questions: Explore;

- What could happen if...;
- Get an agreement;
- Record the observation;
- Safety committee analyzes cards and provides feedback.

When the observation indicates an at-risk or hazardous behavior, the immediate danger must be considered, and the job may have to be shut down. Otherwise, the observer should make mental notes about the behavior and wait until that specific task is complete to have the discussion.

Global Marine chose to use their company-specific RID (Recognize, Identify the solution and Do something) observation card for record keeping. The observer records the observation and the agreement that was made in the conversation and submits the card to the safety committee, which collects and analyzes the trends and then gives feedback to the crew in pre-tour and safety meetings.

The Safety FOCUS process is taught in

a 3-day session with a rig crew. The first day of training involves only the supervisors—the OIM, chief steward, chief mechanic and other supervisors. They are given an overview of the FOCUS process and practice the safety conversation. On the second and third days, all crew members participate. Global Marine has encouraged service company and operator representatives to participate in the training.

GLOMAR AD VI RESULTS

After the 2 serious injuries in January of 2000, everyone involved with managing the rig was committed to providing the tools and the motivation to create a new culture of safety on the Glomar AD VI.

The rig was shut down and Randy Smith Training Schools conducted the training. Over a 2-week period, all crew members, service company and BP personnel went through the Safety FOCUS training, with active participation by Global Marine safety and senior management personnel.

When crew members began using the process, the rig had no LTIs, and experienced 6 months of incident-free operation.

As of April 2001, the rig had gone more than 430 days with no LTIs, only one recordable and 5 first aid incidents.

The one recordable, a splinter in the night toolpusher's hand, although minor in nature, was reported because of the change in the culture to the positive approach of the Safety FOCUS process.

Translating the numbers into a severity rate and incident rate since the training makes the Glomar AD VI among the safest rigs operating in the North Sea.

The on-going commitment of rig management and crew members to the safety process has been recognized by the Glomar AD VI receipt of the Silver Recognition Award for Safety by the Royal Society for Prevention of Accidents (RoSPA) this year.

They truly have made a step change in behavior and safety performance! ■