

From: Lacy, Kevin  
Sent: Tue Jan 22 19:25:17 2008  
To: Shaw, Neil; G GOM SPU Exec Team  
Cc: Jackson, Curtis W (HSSE)  
Subject: RE: Safety Improvement Plan  
Importance: Normal

Neil,

Today was the first opportunity we had to meet as a team and discuss the GoM safety plan and the D&C program for 2008.

I will provide more detail at our meeting on Wed in addition to a detailed plan for you to use with AGI on Thursday.

Highlights of our discussions

The issue of culture ( and the differentiation Paul raised as to climate ) on each rig is a key area - we need to be able to assess and subsequently shape the culture

We will have a specific plan for TO and it was already part of our plan prior to the Marianas incidents - these incidents are indicative of our concerns with TO

The general frame and focus areas are good and fit well with the draft of our plans for 2008 - some dialogue about effectiveness and sustainability of "campaigns"

The gap in DC - not just in GoM - is consistent standards and methods of assurance which will be in our plan  
Roles and responsibility of the contractors - we need a healthy dialogue on this one as there are a number of issues to address and good learnings from other SPU's

Kevin

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From: Shaw, Neil  
Sent: Thursday, January 17, 2008 6:27 AM  
To: G GOM SPU Exec Team  
Cc: Jackson, Curtis W (HSSE)  
Subject: Safety Improvement Plan

LT

Thanks for your support and contributions today, I thought we had a very good meeting with excellent engagement from the TT.

It was a good discussion on safety. I have an obligation to go back to Andy with our safety improvement plan by the end of the month so I have consolidated what I took away from the discussion. Can you please give me / Curtis your feedback by close of bus Monday so we can shape this into a proposal to put to the TT for their comment next week. I see we want the safety improvement plan to be practical, pragmatic and bottom up based. I have distinguished 6 elements for us to focus on:

**1. SPU Safety Pulse check**

- Define a standard process and SPU plan based on Thunder Horse experience - end Jan
- Complete engagement sessions with all offshore asset teams and rigs (also a great opportunity for the 'new' leadership to engage with their offshore teams - end Feb)
- Synthesise feedback into SPU themes and use to develop asset and rig based safety improvement plans - end March

**2. Contractor Safety Improvement Plans**

- Complete assessment of 2007 safety performance by contractor (best to worst plot) - next week

- Prioritise top 3 contractors that require a Safety Improvement Plan (will include TO and pride and ???) - end jan
- Develop contractor specific improvement plans building on the success of the Pride intervention in 2007 and hold first engagement session with contractor management - end March

### **3. Programmatic SPU wide Quarterly Campaigns**

- Develop communications material and engagement process for all assets and rigs to consistently implement quarterly campaign
- Start with Hands in 1Q, material ready to go by end Jan.
- dropped objects in 2Q
- Make it real and engaging with lots of examples of 'real' incidents from 2007 - hi-po's, recordables and near misses
- Low on theory and high on specific lessons from specific incidents in GOM to raise awareness and get people to 'engage brain'

### **4. Increased Intensity of Learning on Recordables**

- Every recordable is investigated by one of the TT and a one pager created - immediate effect
- All one pagers reviewed by monthly LT and widely communicated with organisation - immediate effect

### **5. Communication**

- Create a monthly safety communication from SPUL that addresses performance, incidents, learnings and progress on the safety improvement plan. First communication end of next week and before the townhall
- Emphasis the notion of personal responsibility for self and co-worker safety

### **6. Workplace Oversight**

- Re-prioritise first line supervision to take a more active role 'on the deck', understand what gets in the way, address within the pulse check - end jan

Neil