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Appalachian & Buckeye Joint STEPS Meeting – 18 July 2019

Safety Transformation to Culture of C.A.R.E. and SIF Prevention

Warren Hubler, CSP, Vice President – HSE, H&P-IDC

My Defining Moment



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- 1. Challenge traditional safety measures & methods**
 - 2. Shift the focus of incident prevention efforts**
 - 3. Transform the way we achieve safety excellence**
 - 4. Eliminate serious harm & death across O&G industry**
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Traditional Measures of Safety Success



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Absence of Injury / No Harm

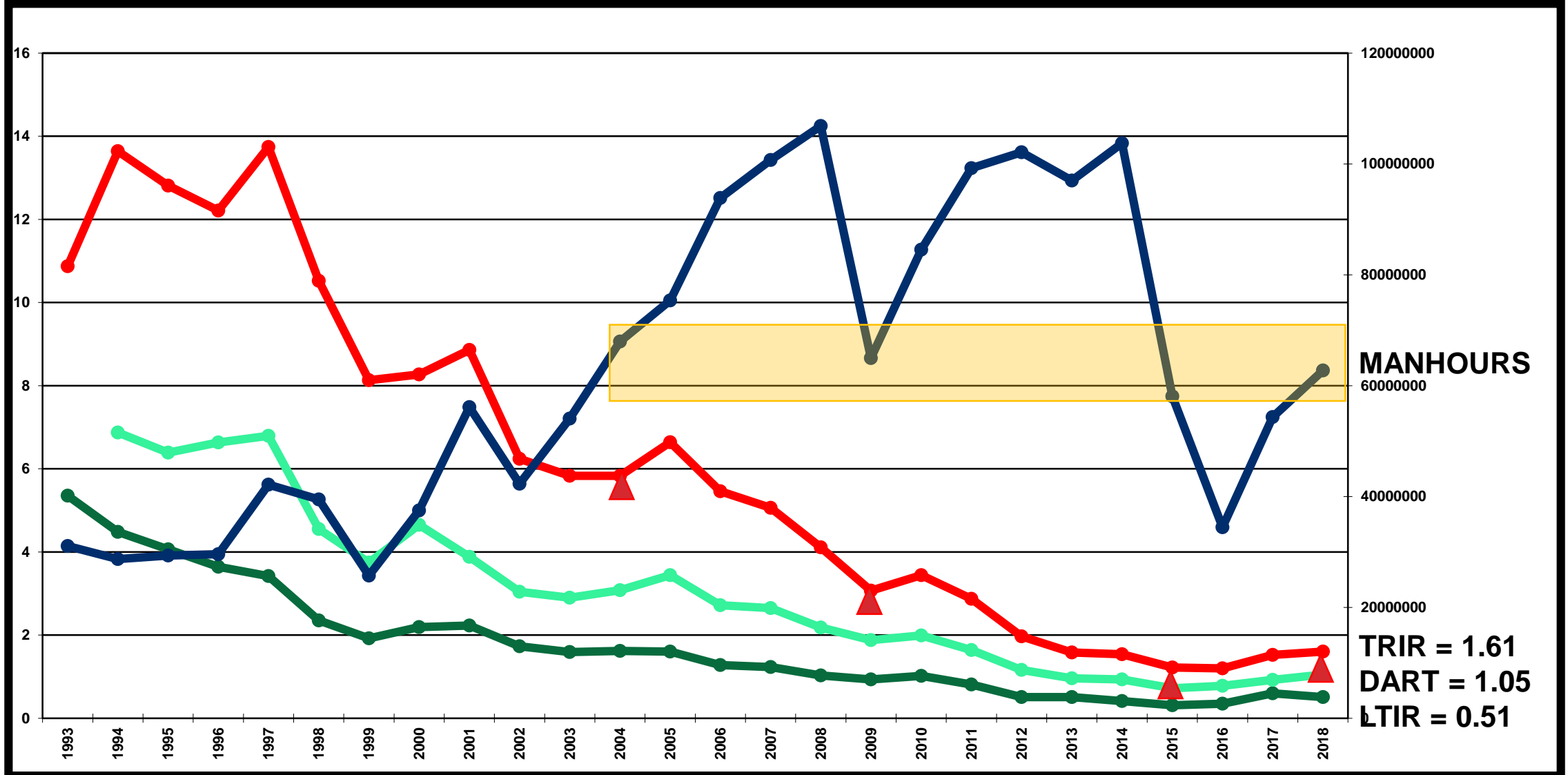
Annual Rig Achievements ... days without OSHA injury

Declining injury rates ... down 90% over the last 25 yrs

IADC U.S. Land Safety Data 1993 - 2018



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Heinrich Triangle is Descriptive

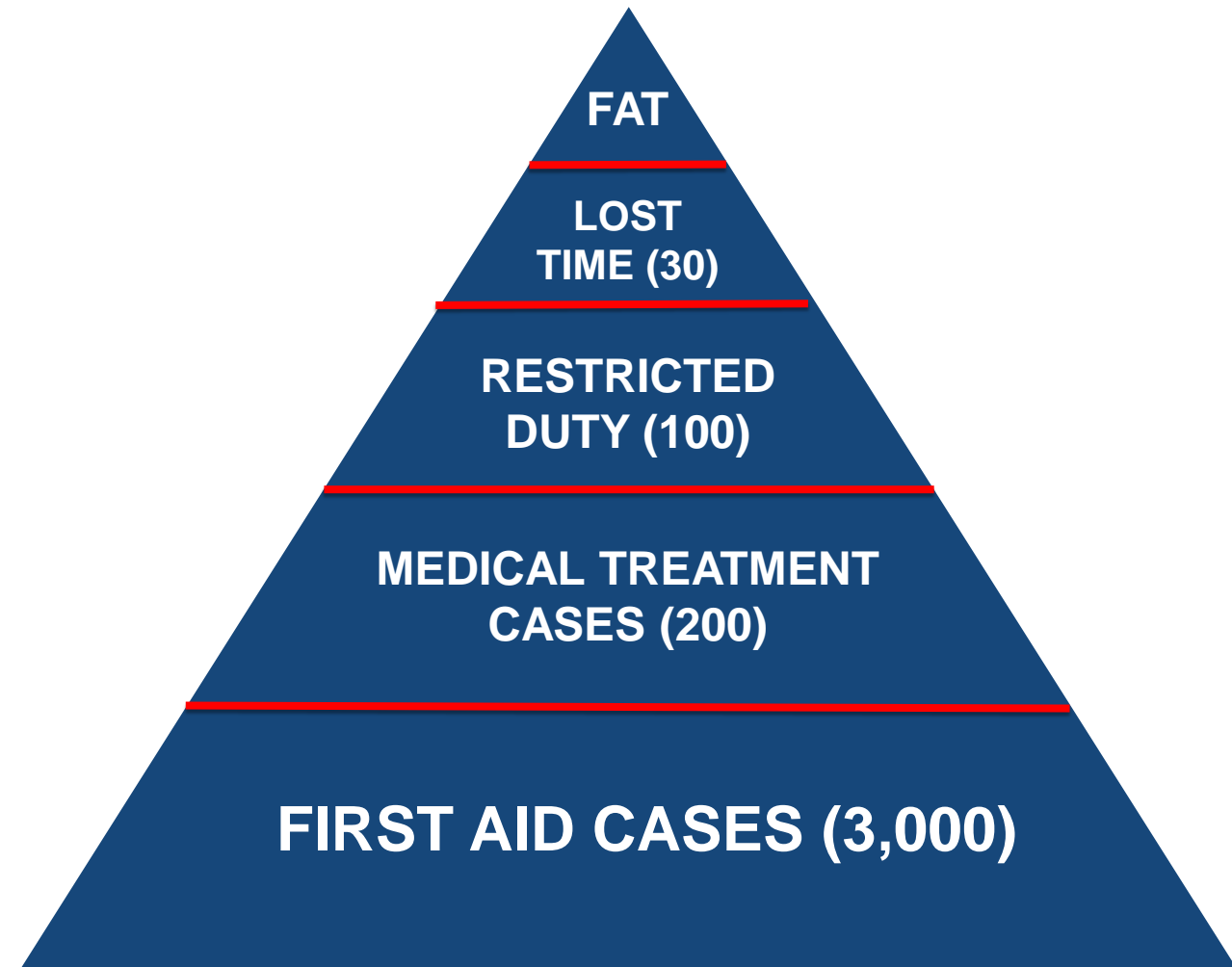


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The Heinrich Triangle developed in early 1900's suggested that ...

INJURY SEVERITY IS SIMPLY A MATTER OF PROBABILITY (i.e. ratios 1–30–300–3,000)

Focus on the small stuff and the big stuff will take care of itself.



Heinrich Triangle is Descriptive

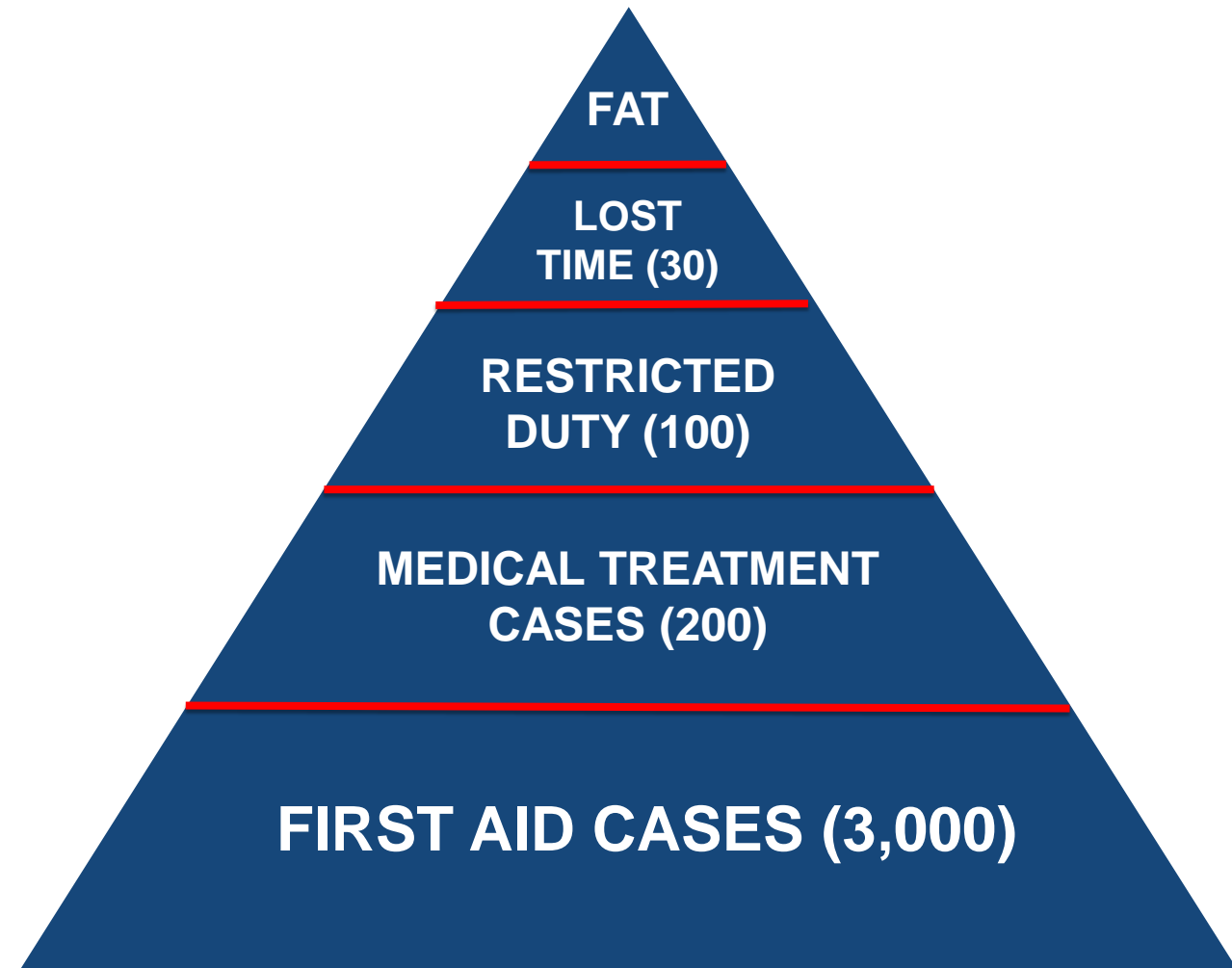


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INJURY SEVERITY IS SIMPLY A MATTER OF PROBABILITY (i.e. ratios 1–30–300–3,000)

Focus on the small stuff and the big stuff will take care of itself.

A large red prohibition sign (a circle with a diagonal line through it) is overlaid on the text "Focus on the small stuff and the big stuff will take care of itself."

Shift Focus to the Death Diamond

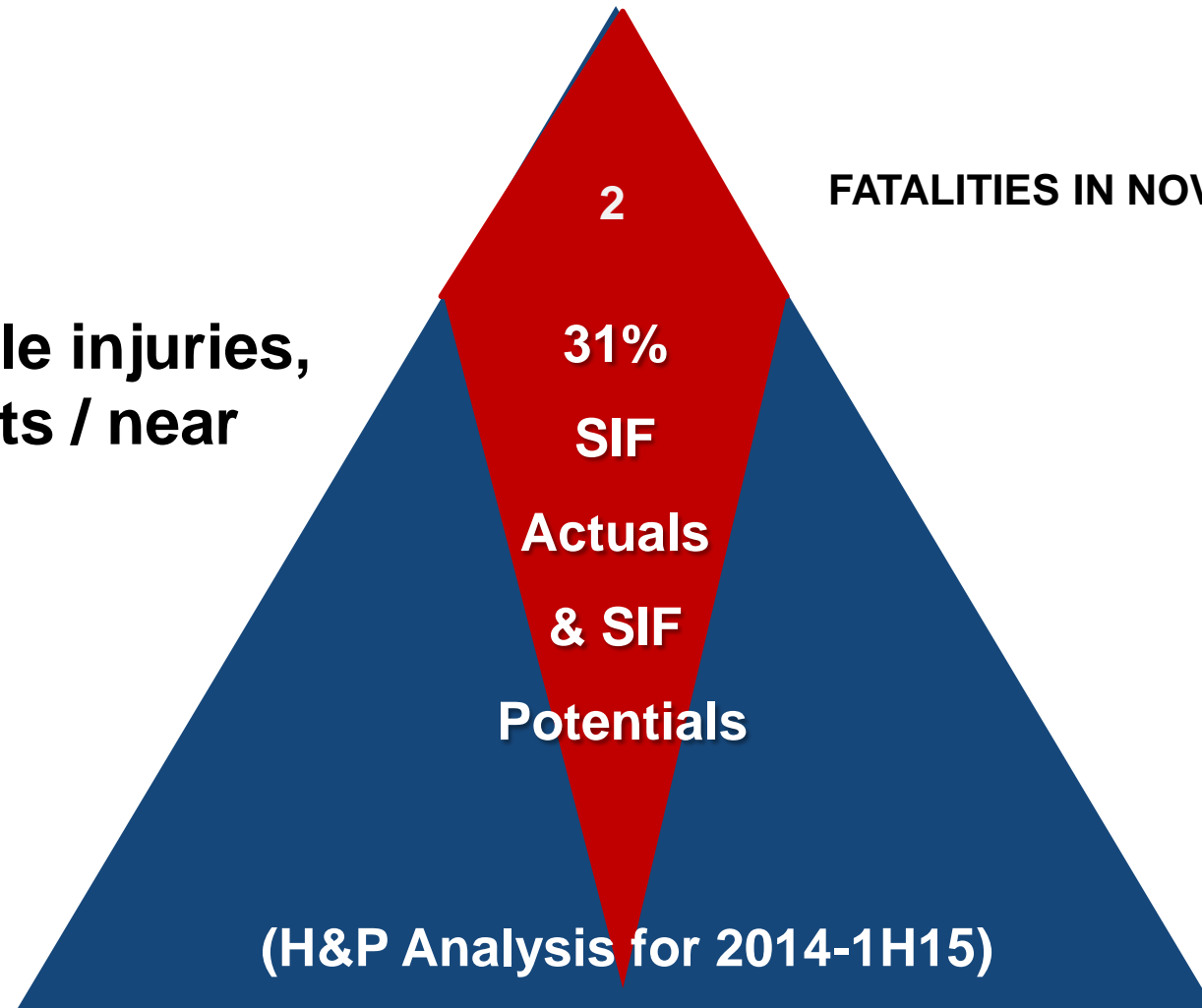


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2014 - 1H 2015

**31% of all OSHA recordable injuries,
first aid cases and near hits / near
misses had SIF Potential.**

FATALITIES IN NOVEMBER 2014



Definition of SIF



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- 1. Life-Altering Injury – permanent loss of bodily function, organ or major limb. Permanent disability from normal life.**
 - 2. Life-Threatening Injury – emergency medical response required to preserve life and prevent death.**
 - 3. Life-Ending Injury sustained.**
-

**The only difference between
SIF Potential vs. SIF Actual is ...**

**The only difference between
SIF Potential vs. SIF Actual is ...**

LUCK !!!



Safety is ...



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Controlling **A**nd **R**emoving **E**xposures



Safety is ...



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- Building walls or barriers between Hazards & People



PPE	
S&G	JSA
PTW	
LO/TO/TO	
CSE	
HW	PH
LB	
NEI	SSE
W@H	



Safety Culture is ...



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- The way we do things around here.
- The mortar that holds our bricks in place.



PPE	
S&G	JSA
PTW	
LO/TO/TO	
CSE	
HW	PH
LB	
NEI	SSE
W@H	



PEOPLE

Traditional Focus is Above the Waterline



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1. Results

2. Exposures

- *Unsafe Acts*
- *Conditions*
- *Systems, Policies & Procedures*

3. Culture



C.A.R.E. Focus is Below the Waterline



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1. Results

2. Exposures

- *Unsafe Acts*
- *Conditions*
- *Systems, Policies & Procedures*

3. Culture



C.A.R.E. Requires Warming the Waters



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1. Results

2. Exposures

- *Unsafe Acts*
- *Conditions*
- *Systems, Policies & Procedures*

3. Culture

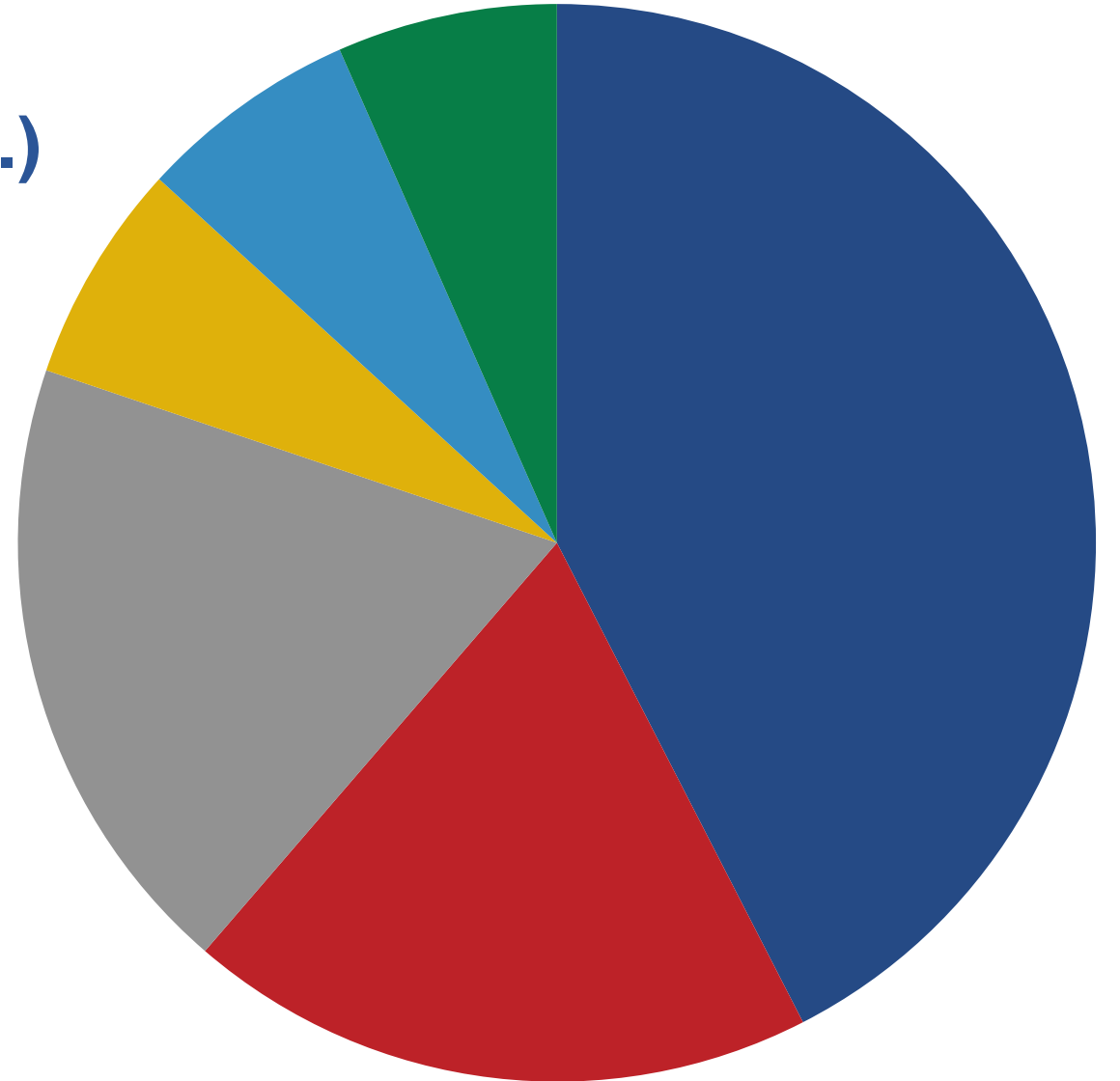


Driller's Greatest Exposures



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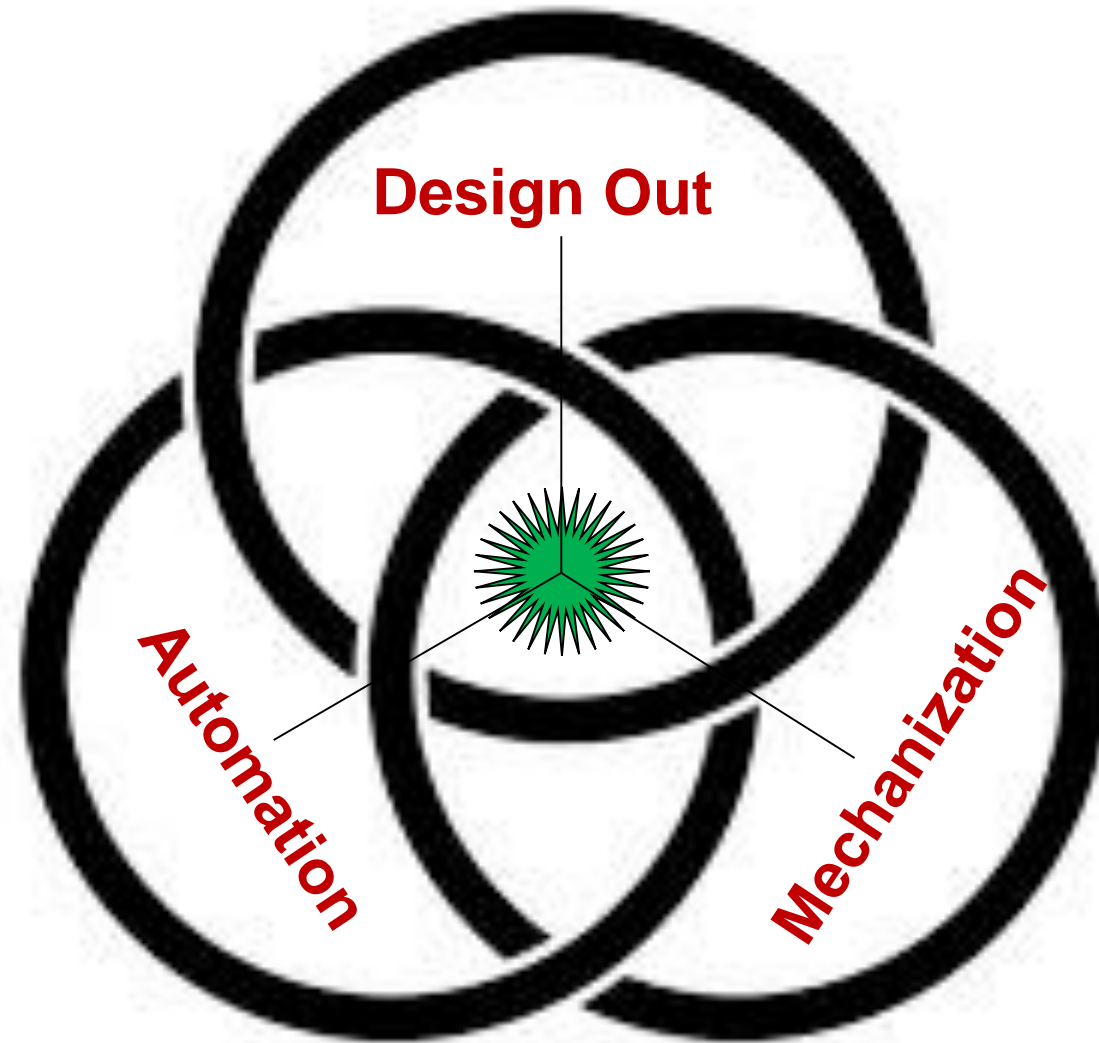
1. DROPS (DP / BHA / Casing / etc.)
2. Caught-between or struck-by
3. Exposed electrical wiring
4. Uncontrolled pressure releases
5. Falls from heights
6. Motor vehicle incidents



Exposure Control at it's Best



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A Culture of C.A.R.E.



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Critical Behaviors of Leaders



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- 1. Builds trust and sets clear expectations for C.A.R.E.**
 - 2. Reinforces a compelling vision of exposure control**
 - 3. Eliminates exposures - earns credibility - walks the talk**
 - 4. Shows bias for action & personal sense of urgency for C.A.R.E.**
 - 5. Actively listens, then communicates clearly with words and deeds**
 - 6. Promotes cooperation & collaboration at all levels**
 - 7. Holds others accountable for controlling & removing exposures**
 - 8. Provides positive feedback, recognition & reward for exposure control**
-

Critical Leader Behaviors



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Leaders ...

***You can pretend to
care, but you cannot
pretend to be there!***

Ted Reed

Past STEPS President in STX

Former Ops Mgr for BJ-Services



Critical Behaviors of Supervisors



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1. **Consistently provides crew members with +/- feedback**
2. **Actively engages crews in job safety briefings (before / during / after)**
3. **Conducts regular hazard hunts for unsafe conditions**
4. **Verifies compliance with life-saving rules. Uncompromising!**
5. **Demonstrates low risk tolerance for deviation from core safety processes and critical safe-work practices.**
6. **Responds to crisis / incidents with calm and a command presence**

***Supervisors are ...
the most important safety manual
your employees will read.***

Heinrich Triangle is NOT PREDICTIVE

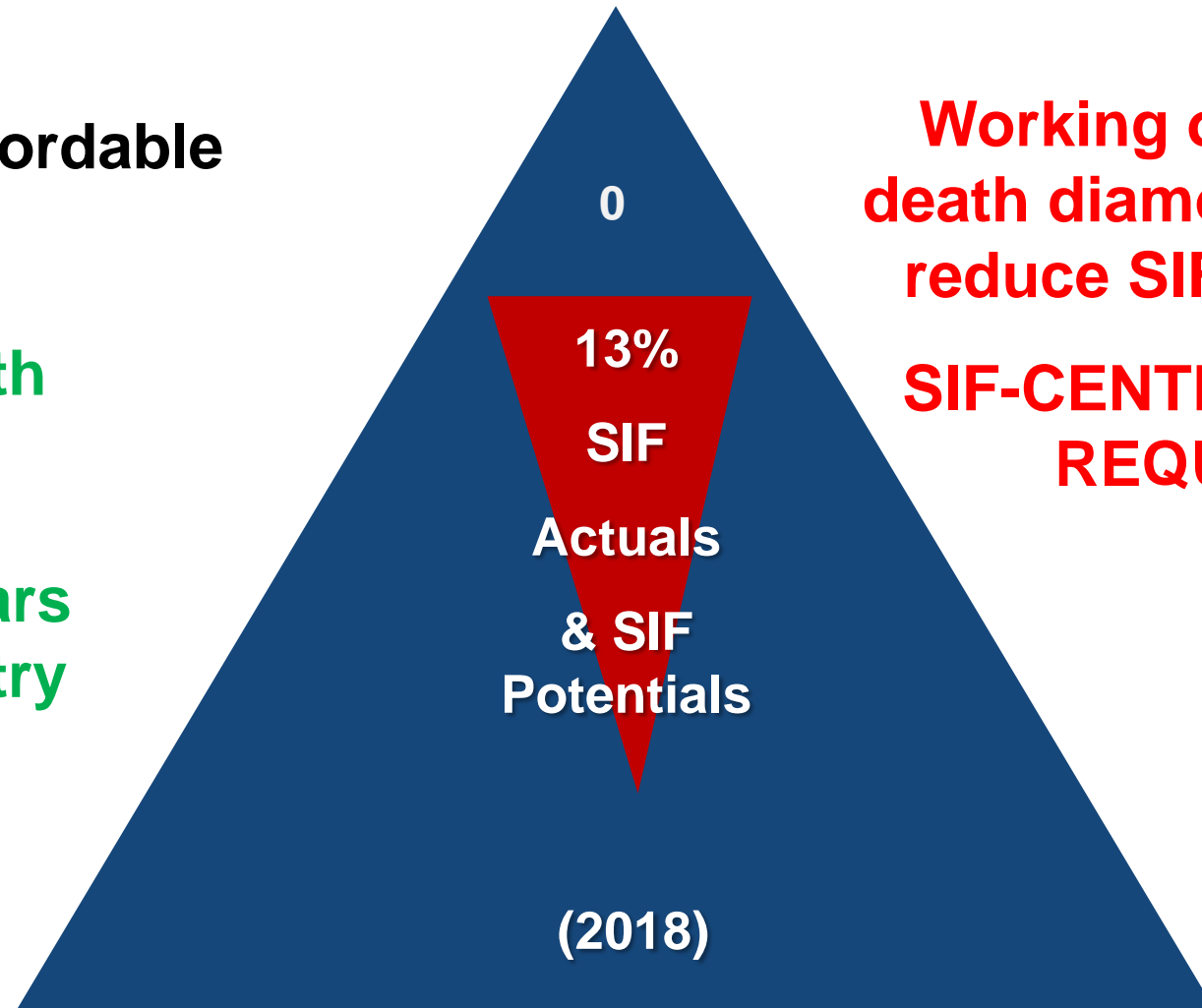


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In 2018, 13% of OSHA recordable injuries had SIF potential.

58% Reduction in the Death Diamond.

4.5 years and 1,300 rig years without a death vs. industry average 1 death every 300 rig years.



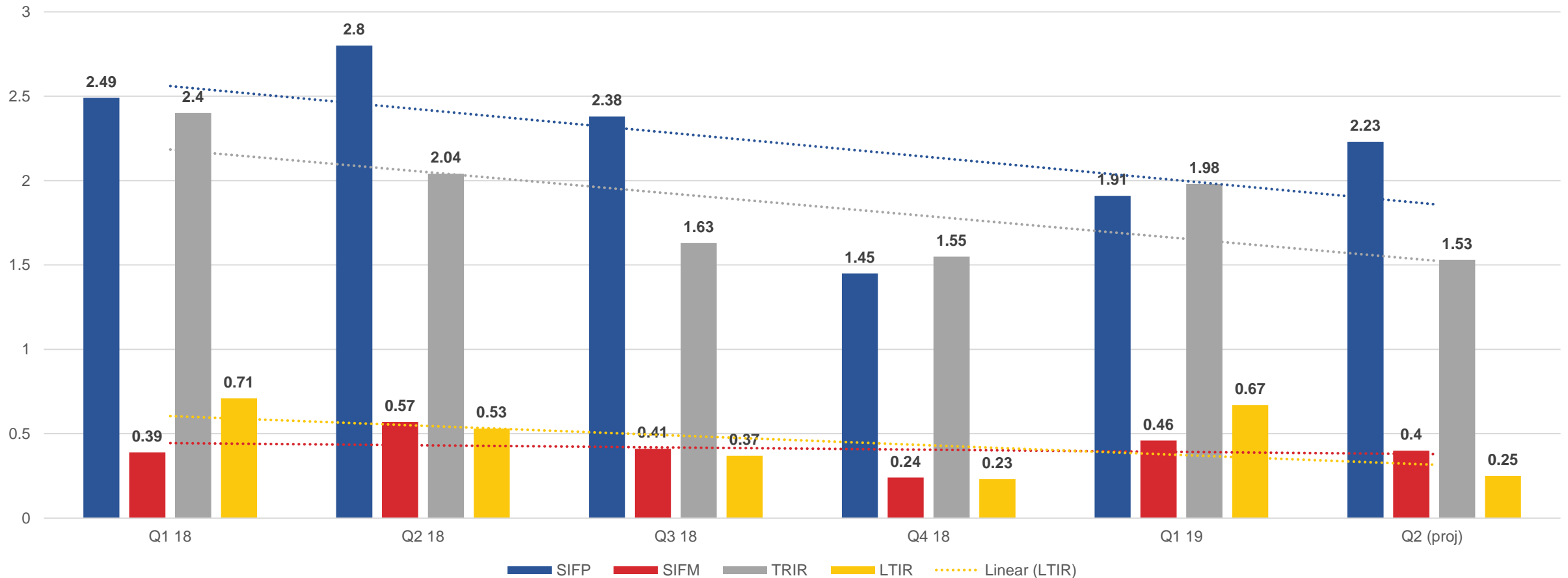
Working outside the death diamond will NOT reduce SIF incidents.

SIF-CENTRIC FOCUS REQUIRED

Metrics by Qtr – Total Co.



Quarterly Rates

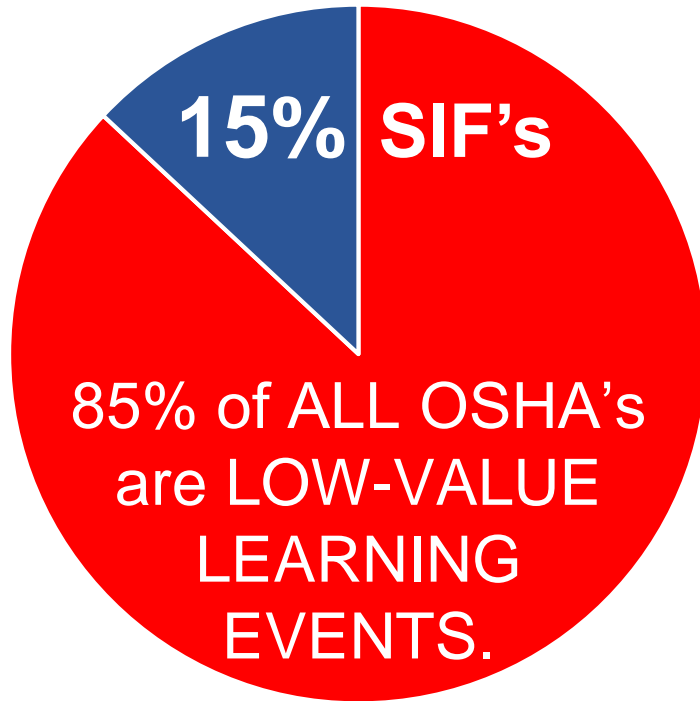


Low vs High Value Learning Events



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(30) of (200) OSHA's were SIF Events



■ (200) OSHA's



■ (300) SIF's

Culture of C.A.R.E. Saves Lives



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***Culture of
C.A.R.E.
is the way
to Excellence***

