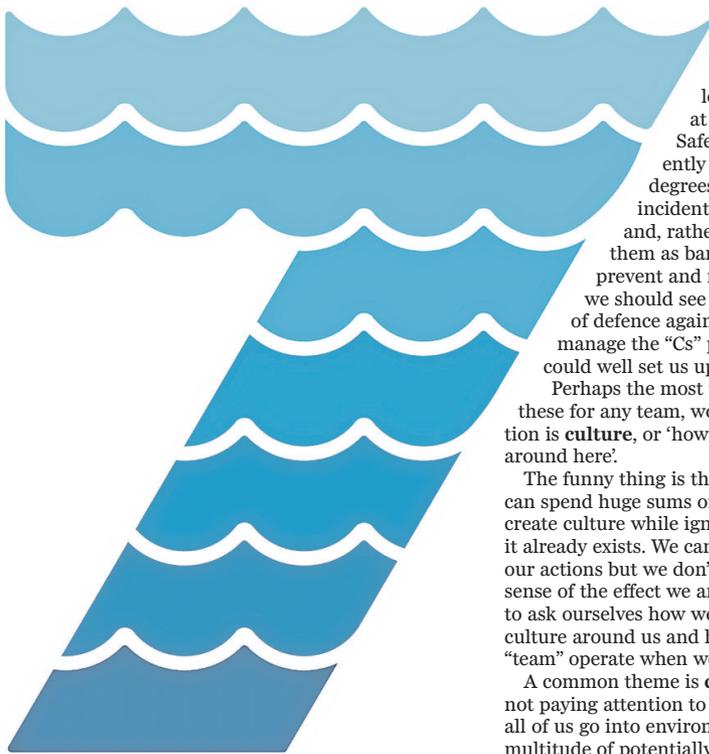


TEA SHACK NEWS

NEWS ITEMS • STORIES • INFORMATION • YOUR WORDS • QUIZ



The Legend of the Seven Cs



When it comes to safety, we talk a lot about the “7Cs” at Step Change in Safety. They consistently show up in varying degrees when we review incidents and accidents and, rather than thinking of them as barriers which prevent and mitigate accidents, we should see them as vital lines of defence against failures. If we manage the “Cs” proactively, they could well set us up for success.

Perhaps the most fundamental of these for any team, worksite or organisation is **culture**, or ‘how we do things around here’.

The funny thing is that an organisation can spend huge sums of money trying to create culture while ignoring the fact that it already exists. We can influence it by our actions but we don’t create it. To get a sense of the effect we are having, we need to ask ourselves how we influence the culture around us and how does the “team” operate when we’re not there?

A common theme is **complacency** and not paying attention to a risk. Remember all of us go into environments with a multitude of potentially risky things that

we can pay attention to. However, we only have a very limited ability to pay attention to all of them. People pay attention to the thing that they feel is the most important to them. This is often based on their own idea of what the risks are in each environment. So, can we prevent complacency?

An end-to-end **control of work** process cannot prevent it but can certainly put the right barriers in place for when we fail to recognise it creeping in. It’s rightfully important to remain focused on conventional health and safety risks, after all we are pretty much the best performing MAH industry in the UK.

However, is the cost of this focus on lost time incidents and total recordable incident frequencies rather than major accident hazard risk, that we are missing the inherent hazards? When controlling our work activities do we really consider all the risks and identify all the events that could give rise to an incident?

Our brains instinctively conserve energy by relying on things staying the same, so being **complacent** is easy but **change management** is hard. We must remember that when something new is introduced into the workplace, an array of new hazards and their associated risks come into play. We need to conduct a thorough analysis of the proposed change to identify

specific hazards. Our ability to identify and manage **change** in the crowd of potential risks is a function of the limitations of human attention.

Competence underpins safe, reliable and efficient operations. It is more than just training, it’s about managing the human risk in your business. We need to consider competency as an output that is influenced by attitudes and demonstrated through behaviour. Like culture, it’s not as fixed as you’d imagine. People have bad days, therefore you need plant and processes that are capable of handling human error.

There are many different types of **communication**, and each can be critical to safety in the workplace. Times when effective communication is critical include: toolbox talks, shift hand-overs, between different functions of an organisation e.g. operations and maintenance, and at times of high activity e.g. during non-routine activities, process upsets and emergencies.

Finally, have you considered your own **commitment**? Do you take personal responsibility for safety and accident prevention? What are your personal safety goals and commitments?

Consider the 7Cs and ask yourself, what is your ongoing commitment to making your worksite safer?

IN THIS EDITION:

A SAFE PAIR OF HANDS

Oil & Gas UK and Step Change in Safety announce Safety Awards finalists P2



RESPONDING TO A CRISIS

What does competency look like in emergency crane operations? P4



PLAYING MY PART
Building the skills to engineer change P6



Make Safety Count...

Nearly every incident or near-miss is caused by a mistake or oversight in one or more of the **7Cs** - key areas of safety.

Our **Joined-up Thinking packs** cover these topics. Each pack contains a video, speaker notes and a special bulletin on each case study.
www.stepchangeinsafety.net/joined-up-thinking-packs

Improving safety and effecting change through collaboration

www.stepchangeinsafety.net

#playyourpart



The 7Cs: **Commitment** Showing safe pair of hands

Oil & Gas UK and Step Change in Safety announce Safety Awards finalists

Oil & Gas UK and Step Change in Safety have announced this year's outstanding individuals and companies going the extra mile to ensure safe operations on the UK Continental Shelf.

The Offshore Safety Awards – with Total as principal sponsor – celebrate innovative work practices and commitment to enhancing safety standards both onshore and offshore.

Les Linklater, Executive Director with Step Change in Safety, said: "We had an overwhelming response to our call for entries which is a fantastic reflection of our industry's continued focus on maintaining safe operations."

"Our judging panel had a strong field to choose from and I'd like to extend my congratulations to all our finalists for being shortlisted – a fantastic achievement." Matt

Abraham, who is health, safety and environment director at Oil & Gas UK, said: "In the 30th year since the Piper Alpha disaster, discussions around safety come with a particular poignancy."

"These awards are an important part of ensuring we never lose focus on improving safety in the UKCS and we never become complacent."

"Well done to all our finalists and we look forward to celebrating their achievements in August."

The finalists will attend an interactive awards ceremony like no other at the Aberdeen Exhibition and Conference Centre (AECC) on Wednesday August 29.

They will pitch their safety initiative directly to attendees, who will get the chance to cast their vote and ultimately decide on the winners of this year's awards.



The Offshore Safety Awards celebrate innovative work practices and commitment to enhancing safety standards both onshore and offshore

FINALISTS

Top workers and firms battle it out in the Offshore Safety Awards

Safety Rep

sponsored by Dräger
Martin Barnes, WorleyParsons
William Davidson, Nexen
Paul Parkes, Wood

Safety Leadership

sponsored by Chevron
James Ellerton, WorleyParsons
Carolyn Smith, Sodexo

Workforce Engagement

sponsored by Equinor
ETAP Safety Reps, BP
Theddlethorpe Gas Terminal Team,
ConocoPhillips (UK) Limited
Buzzard Offshore Team, Nexen

Innovation in Safety

sponsored by Bureau Veritas
Ampelmann
ConocoPhillips (UK) Limited
RigDeluge

Sharing & Learning

sponsored by Spirit Energy
Jim Brand, Total E&P UK Limited
Alan Dickson and Fiona Fleming, BP
Process Safety Barrier Team,
ConocoPhillips (UK) Limited

Operational Integrity

sponsored by Aker Solutions
Marcin Nazaruk, BP
Wayne Fletcher, ConocoPhillips (UK) Limited
TAQA

To book your place at the event visit offshoresafetyawards.com

Jointly organised by **OIL&GASUK** and **STEP CHANGE IN SAFETY**



OFFSHORE SAFETY AWARDS

Don't miss out on this exciting event, which promotes sharing and best practice in health and safety throughout the UK oil and gas industry.

Sponsored by



THIS YEAR'S AWARD CATEGORIES ARE

- Safety Leadership
- Safety Representative of the Year
- Innovation in Safety
- Workforce Engagement
- Operational Integrity
- Sharing and Learning



Wednesday 29 August 2018

Aberdeen Exhibition and Conference Centre

Bridge of Don, Aberdeen, AB23 8BL

An awards event like no other. Book your place now at offshoresafetyawards.com to be a part of the live vote on the day!

Memorial

Minute's silence held for Piper Alpha victims

Around 1,000 people attended an Act of Remembrance for the 167 men who died in the Piper Alpha tragedy.

The service to mark the 30th anniversary of the disaster was led by Reverend Gordon Craig, Chaplain to the Oil & Gas Industry and held in the Piper Alpha Memorial Garden in Aberdeen's Hazlehead Park on Friday 6th July.

Loved ones and colleagues of those who died listened as each worker's name was read aloud by the Chaplain; Deirdre Michie, CEO, Oil & Gas UK; Chris Flint, Head of Offshore Division, HSE; Les Linklater, Executive Director, Step Change in Safety; Joanna Reynolds, Geophysicist, Graduate of the Year 2017, BP; and Samuel Ash, Mechanical Technician, Apprentice of the Year 2017, Nexen.

A minute's silence was then held to remember the victims.

A piper played a poignant lament and prayers were said before wreaths were laid by Steve Rae, a Piper Alpha survivor and

Trustee of the Pound for Piper Trust; Aberdeen Lord Provost Barney Crockett; Deirdre Michie; Energy Minister Paul Whitehouse and Baroness Goldie for the UK Government.

Families, friends and members of the public then laid the flowers they had brought.

Reverend Gordon Craig told those gathered: "Thirty years ago tonight, 167 men died in the worst disaster to befall the oil and gas industry.

"It was a night that changed many, many things. For the families at the heart of the tragedy, life would never be the same, as they were forced to cope without loved ones and the hole that was left in their lives."

The memorial garden and statue is a special place for those whose lives have been affected by the tragedy, and for the oil and gas industry as a whole. The Pound for Piper Trust continues to provide funding to maintain the Memorial Gardens.



The Act of Remembrance service marked the 30th anniversary of the Piper Alpha disaster

The 7Cs: **Change Management**

MyVantage application to make things simpler for offshore travellers

Offshore travellers throughout the UK oil and gas industry are now able to access personal details, trip information and history, certificates and other useful information from both the industry and operators, by logging on to the new MyVantage application which was launched at the beginning of July.

The programme, which is a new application developed from the POB management tool Vantage, is accessible through a mobile web page and can be accessed through your computer, smartphone or tablet.

If the operator you are flying offshore for has chosen to use MyVantage as part of their flight check-in process, travellers will also have the option to use the online check-in function contained within MyVantage. This enables online access to check-in details, resulting in a simplified process at the heliport and a smoother transit to the offshore destination.

The introduction of MyVantage follows extensive workforce and

user group engagement throughout 2017. Work on developing MyVantage began earlier this year with a small test team, including Nexen, Equinor, Shell, Total and ConocoPhillips.

MyVantage also allows the offshore workforce to easily view and check their own personal information (which is held in Vantage), access trip histories, view future bookings and receive industry and operator information.

Once all online check-in requirements are complete, and if the operator you are flying offshore for is using MyVantage for the check-in process, travellers will receive a check-in barcode which, on arrival at the heliport, is presented at the check-in desk. This barcode can either be presented on a mobile device such as a smart phone or in a printed version.

In addition to this, check-in staff will be able to see-through the Vantage POB for anything that has previously been declared during the online check-in such

as medication and mobile phones. Passengers will be requested to weigh baggage as usual and the security process will remain as it currently is.

- MyVantage can be accessed by using this link: www.myvantage.co.uk/login

- To use MyVantage, you will need a valid email address stored in Vantage (if in doubt, please contact your company) and you will also need to have a valid Vantage ID number.

- Travellers can register their email on Vantage via the operator they directly work for, regularly work for or are flying with to a platform.

- The email address can be added or changed in advance with the operator, at the Heliport or once you have arrived on the platform.

- If as a traveller you are not part of that group then you, as the affected individual, can contact Collabro@vantagepob@collabro.co.uk using the email address that is going to be registered in Vantage.

BREEZE THROUGH CHECK-IN

*Check-in from home at the touch of a button with MyVantage



*Check with your Company if this function is available to you.

 **MyVantage**
myvantage.co.uk/login

The 7Cs: **Competency**

Responding to a crisis

Emergency crane operations were one of the main points for discussion among Step Change in Safety members who attended the recent Lifting Forum.

According to Sparrows Group, a training gap was recently identified by a North Sea operator which was swiftly addressed. In the event of an emergency situation arising due to the regular crane operator becoming incapacitated, training should equip nominated non-crane operator employees, provide the capability to operate a diesel/electro hydraulic crane, make a load safe, and return the crane safely to its rest or safe parking position.

So, what does competency look like in emergency crane operations?

- Lifting operations legislation, industry best practice, and safe systems of work

- Crane pre-start and pre-operational checks and inspections
- Practical training on pedestal mounted cranes
- Basic crane control and co-ordination
- Ability to boom, hoist and slew crane with an acceptable standard of multi-function control; good height and distance judgment and hand and eye co-ordination
- Ability to make a load safe under direction of a Banksman utilising various load types
- Practical training incorporating varying environmental conditions, long line control skills, and static and dynamic lifting operations required for vessels
- Introduction to a variety of crane emergency situations or mechanical failures on Sparrows crane simulator to test reaction and responses



An operator adds to his skills using a crane simulator

The 7Cs: **Culture**

Mental health first aid starts with you



The MHFA course teaches how to spot the signs and symptoms of mental ill health and provide help on a first aid basis

Mental health and wellbeing of the offshore workforce will continue to be a priority area for our industry.

BP and Shell are among those who have signed up to the Time to Change campaign aimed at ending mental health discrimination in the workplace – a move which was welcomed by Unite however, the union urged operators to go a step further and work with contractors to move away from three on, three off shifts.

This August and September, Step Change in Safety is offering a Mental Health First Aid (MHFA) course for its members. MHFA is an internationally recognised training course teaching people how to spot the signs and symptoms of mental ill health and provide help on a first aid basis.

The course, designed by MHFA England, will not teach participants to be a therapist but, just like physical first aid, it will teach skills to listen, reassure and respond – even in a crisis.

The course will be delivered by a quality assured instructor and will include a

combination of group activities, presentations and discussions.

The two-day practical skills and awareness course will give you:

- A deeper understanding of mental health and the factors that can affect people's wellbeing, including your own
- Practical skills to spot the triggers and signs of mental health issues

- Confidence to step in, reassure and support a person in distress

- Enhanced interpersonal skills, such as non-judgemental listening

Knowledge to help someone recover their health by guiding them to appropriate support

This course is free to all members however due to limited availability we will only accept two bookings per company. Our intention is to overbook this course and priority will be given to Safety Reps.

August course: Already fully booked.

- For more information, please visit www.stepchangeinsafety.net/news-events/events

The 7Cs: **Complacency** Regulating Workforce Engagement

Chris Flint
Head of Offshore
Division, HSE

The history of the offshore industry teaches us that the importance of effective workforce engagement cannot be overestimated. This was recognised at the recent Safety 30 event where workforce engagement was an underlying theme – Safety Representatives and Safety Committees are a key element of this. Several key pieces of offshore safety legislation require operators to engage with the workforce over health and safety matters however, it is the Offshore Safety Representatives and Safety Committee Regulations 1989 (SI971) which provides the formal framework and sets out

employee representative rights to enable this to happen. For the regulator, inspecting the legal compliance regarding the involvement and engagement of workers is an important aspect of the overall offshore regulatory regime. HSE will soon publish a Worker Engagement Inspection Guide (IG) which has been trialled in over 30 inspections to verify duty holder's compliance with SI971. Several common themes have been identified so far during these inspections:

- Failure to train safety representatives within an acceptable time frame. Duty holders have the responsibility to ensure that this is done with minimal delay during normal working time;
- Safety Representatives not having



Chris Flint

sufficient time to carry out their functions;

- Failure to effectively consult with respect to the development and review of the Safety Case;
- Failure to establish constituencies of an appropriate geographical or functional size; and
- Failure to provide Safety Representatives with a summary of the key features of the Safety Case.

SI971 has been law for almost 30 years and HSE sees compliance with SI971 as an important element of a duty holder's effective leadership and management of offshore major hazards. As such, we will take a robust enforcement approach to such basic non-compliance when the guide is published.

The 7Cs: **Communication** Keeping in touch online your way

Choose your channel!

There are many ways you can keep in contact with Step Change in Safety. Whether you're interested in our Safety Moments, the latest Joined Up Thinking or Major Accident Hazard awareness packs, latest industry news and views, Step Change in Safety events or toolkits, please follow our social media channels and don't miss out on the latest safety initiatives which affect your industry. We want to hear from you too and invite you to give us your ideas about what sort of information you'd like to receive more from us in the future. Send us a message via any of our social media channels or email us your ideas and thoughts at comms@stepchangeinsafety.net Let's face it, social media isn't for everyone but that's

OK because you can always keep up date through our website: www.stepchangeinsafety.net **Calling all ESRs!** Step Change in Safety often run webinars on a Sunday afternoon discussing hot topics across the industry. These webinars are aimed at the offshore workforce and encourage two-way dialogue. Questions and comments can be sent into the moderated panel. We've discussed fatigue, safety cards being a numbers game, and what makes a good safety committee. We're looking to schedule some more webinars this year but would like to hear from you. What topics do you want to discuss? Any suggestions about guest speakers? All ideas welcome – please send them to ESR@stepchangeinsafety.net

The 7Cs: **Competency** Clued-up staff best security

Industry Opinion
Matt Abraham
Health And Safety
Director, Oil & Gas UK

Preventing major accidents offshore is a relentless job. Although the industry is achieving reductions in HCR releases, these are a constant risk and we all have a responsibility to play our part in preventing them. As we discussed at Safety 30, it's not all about plant and process. Having people with the skills, experience and knowledge to do their job properly and safely is a key element in making sure the worst doesn't happen. And that's why competence is one of Step Change in Safety's Seven Cs. Competence includes understanding the risks, and how we should do our job to make



Matt Abraham

sure those are controlled. Each offshore job has its own risks and a competence framework that goes with it. It can mean a lot of paperwork, but being able to demonstrate that we are competent in our role is not just a box-ticking exercise, and it's not just for the benefit of our supervisor or the OIM or a visiting inspector. It means that we can all go offshore and know that we're working with

colleagues at all levels who are both willing and able to do their jobs properly. Demonstrating competence encourages each of us to think about our strengths and weaknesses, and by doing that, encourages us to get better. It means we ask ourselves questions rather than accept assumptions – do I have the right training to do this? Do I understand the failure modes of this equipment? Do I know the control of work processes on this installation? Do I understand my own limitations, and am I willing to admit them to others in order to get better? We should be asking ourselves and each other questions like these every day and we should keep asking throughout our careers to make sure we continue to nurture the skills, experience and knowledge we need to keep ourselves and each other safe.

At Step Change in Safety, we make our content and news available on a number of different channels alongside our main website.

Whether you use social media and digital platforms many times a day, or even just occasionally, we would like to invite you to stay in touch with us and keep up-to-date with all our latest developments, events and campaigns which affect the UK oil and gas industry.

You can do this in a number of ways:

- /step-change-in-safety
- /stepchangeinsafety
- /StepChangeInfo
- /stepchangeinsafety
- /StepChangeInSafety
- /stepchangeinsafety

Email: info@stepchangeinsafety.net
Web: [stepchangeinsafety](http://stepchangeinsafety.net)

#playyourpart

FANCY A DATE? See www.stepchangeinsafety.net/events for more details	
7-8 AUG & 5-6 SEP	Mental Health First Aid training course
14 AUG	Major Accident Hazard Understanding – Bowtie lunch & learn
28 AUG	Train the Trainer – Shoulder Measurement training
29 AUG	Offshore Safety Awards
6 SEP	Helicopter Awareness course
20 SEP & 29 NOV	Lifting forum
7 NOV	Safety Rep event
8 NOV	Share Fair



Playing my part



I built the skills to engineer change

Mark Cowieson Operations manager, Archer

Mark Cowieson served his time as a mechanical technician at Sparrows, after which he worked as a hydraulics technician for four years.

He clearly remembers his first trip offshore, which was post-Piper Alpha, and he says he felt very safe as the installation had temporary refuge, inductions and control of work systems in place.

Mark then worked as a hydraulic design engineer in the drilling sector at Maritime Hydraulics, and also in aftersales.

Next he joined a couple of drilling equipment repair manufacturing companies as a repair and overhaul manager before moving to offshore Norway as a hydraulic engineer for Stena. It was during this time that Mark became involved with safety issues. He became a safety delegate and the chairman of the working environment committee, which was made up of safety delegates and employer reps.

From Stena, Mark moved on to SMS Cranes as a contract support engineer before joining Smedvig. After working in different roles, during which time the company name changed several times, he is currently the operations manager at Archer.

Mark became involved in safety as he felt he was given a voice and always knew he had the skills to influence change. His father worked in the industry and Mark always said he wouldn't follow in his footsteps – however, that's exactly what he has done and he feels lucky to have worked with some very influential people who have encouraged him over the years.

He has been involved with Step Change in Safety for over 10 years and encourages everyone to play their part.

Mark lives in Aberdeen with his wife of 20 years and two children. He is a big fan of DIY and has just finished remodelling his kitchen. In his spare time he enjoys walking and regularly plays football. He's an avid Dons fan and a season ticket holder.

What's your favourite film?

The Shawshank Redemption or Reservoir Dogs
If you weren't doing what you are doing now, what would you do?

I would sell or install home cinema equipment – I love my gadgets.

What's your favourite holiday destination?

Florida, because I have spent a lot of time over there as my parents used to live there. I love the whole Florida lifestyle.

What's your favourite TV programme?

Star Trek

The 7Cs: Culture

Is it OK to make up a safety card to make a safety point?

Tales From The Shack

An offshore worker was accepting an award recently from his company for the "Best Safety Observation Card" for the month. He had stopped someone from putting a full aerosol into a can crusher on an offshore installation. As he accepted his award, he proudly stood at the lectern, took the microphone and stated: "I made this card up."

He had invented the scenario to prove the point that his company wants to meet safety numbers, and not quality safety interventions. I would say "you couldn't make it up" ... but he did.

Now, I know this guy was either very brave, or insane, but he silenced the entire room. His five words were the most powerful ones of the day, and the message that everyone left with was his 'acceptance speech'.

What is more important

– meeting a safety statistic or meeting a safety standard? It got me thinking... was it really so bad that he made a card up and submitted it? Yes, it wasn't real but it could have been. He had sat in a tea shack and was actively thinking about safety and what could go wrong. Do you know what? That's actually a pretty good intervention if it were to happen.

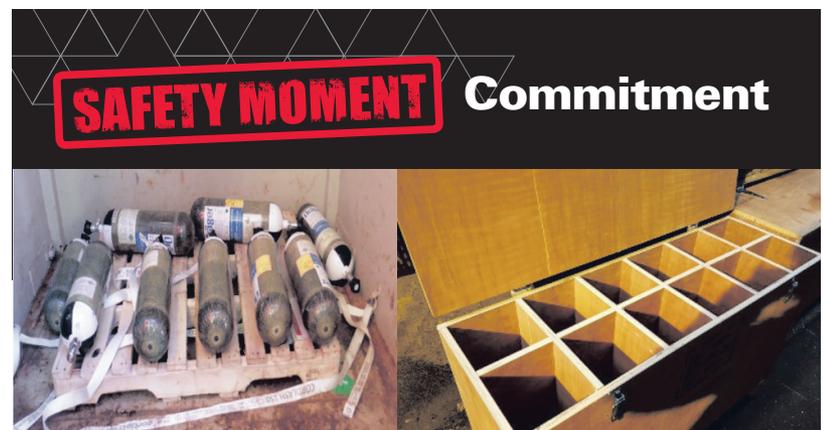
We all know that it happens – quickly writing something because our supervisor has told us we need to put a card in. This pressure, although probably misplaced, means a group of people are thinking about safety, how things could go wrong or what good looks like. Is it really so terrible that these thoughts and conversations are being had, even if they're fake?

Every week in our industry we have a drill offshore which means we have to follow an emergency

scenario which is entirely fictional. Don't get me wrong, I am not, repeat not, encouraging people to fabricate safety cards to rush them in. Controversial statement. I just don't think it's such a bad thing that people are thinking about safety, discussing scenarios and identifying what could happen in their routine work.

I was asked whether this was OK recently and I don't know the answer. In fact, I liked the challenge. Of course, it is not OK to fictionalise it and, of course, it is better for these safety cards to be genuine, but is it OK to actively think about safety? Yes, of course. Is it OK to concoct a scenario to meet a safety statistic? No, probably not.

But is it OK to make up safety cards which have been thought out and discussed with the team, even if it didn't happen?



- Pressurised air cylinders used for breathing apparatus were being prepared for backloading onshore by strapping to a pallet in a container
- One fell, fracturing the valve, causing the cylinder to be propelled around the container
- The company's commitment to safety was to change all valves to a safer type and develop special transportation boxes to reduce the risk of the cylinders being damaged

Do you ever look at a situation and see a safer way of doing it?

DISCUSS



Major Accident Hazard Awareness

A series of short films to help you understand the part you play



Bowties and Safety and Environmental Critical Elements

COMING NEXT:



Barrier maintenance, assurance & verification



Own your barrier

STEP CHANGE IN SAFETY

#playyourpart

To find out more go to our website and safety moments
www.stepchangeinsafety.net/safer-conversations/safety-alerts

The 7Cs: Control of Work

New Safe Working Essentials Tools to be launched this August

Safe Working Essentials tools were introduced back in 2016. The SWE tools standardised and simplified common elements of the control of work system such as toolbox talks, dynamic risk assessments and safety observation cards and allowed for a very rapid development and deployment of a standardised approach. But for this to continue successfully, further industry buy-in is critical.

Simplify

Simplification is a major step towards collaboration. The objective is to standardise, where possible, throughout the oil and gas sector. This will help eradicate the confusion and complexity surrounding safety initiatives. It will also eliminate repetition, reduce costs, be more sustainable and, ultimately, help to keep the workforce safe.

Engage

A key aspect of Simplification is to allow the workforce to get on with their work quicker and in a safer manner. Simplification is a compelling argument for cost efficiency and collaboration. However, difficulties may arise between operators and contractors in choosing one system to use as all members have already invested time and money in their own systems. A gap analysis was therefore conducted to review all oil and gas operator and contractor in-house documents and identify any overlaps, identify key themes and therefore highlight good practice.

Sustain

To sustain safe working essentials, there will be a requirement for both operators and contractors to adopt the toolkit within their local control of work (CoW) processes and share the lessons generated to feed into a continual improvement network industry-wide.

Due to the success of Simplification it was decided not only to review the tools in use, but to build on their success. Throughout the oil and gas industry there are many CoW systems, all have a similar look and feel. However, the SWE team at Step Change in Safety has collated many different CoW system fundamentals and through a gap analysis, has identified good practice for a number of CoW core elements. From there, the team has combined the good practice into



Simplification will help to keep the workforce safe

one set of new SWE tools to enable the workforce to standardise what they do across the North Sea.

For the effective delivery of control of work and completion of the task, the following steps were identified as key and have been incorporated into the new revision of SWE. The tools below are to replace and simplify what we do and are not intended as an add-on to what workers already do;

- Hazard Identification Card (NEW) – visit the worksite and identify the relevant hazards for the task in relation to the energy sources.

- Task Risk Assessment (NEW) – after identifying the hazards, review the mitigations and controls that are required to ensure the risks associated with the task are reduced to As Low As Reasonably Practicable (ALARP).

- Task Instruction (NEW) – the way the task is documented should consider the hazards, risks, controls and mitigations. It should be written so that it outlines not just what is required to be undertaken, but also why.

- TBT – the delivery of the TBT should be completed in a manner that generates the following actions; engagement, listening, questioning, confirmation and ensures that the team contribute with energy, concentration, commitment and understanding of the task. Key to the TBT is confirmation of understanding of all team members in their role and the requirement to stop the job if the situation changes at any time.
- Dynamic Risk Assessment – at all

times throughout the task the team should be monitoring closely for any situation changes that may require the team to stop the task and review the impact of the change.

- Observation Card – Stop, Think, Act, Review. As we recognise that a change has occurred, the team should stop the activity and ensure they think through the implications of the change in the task. Once the risks have been assessed, it may be that the task has to have further control measures. These should be communicated to the team and documented on the observation card.

- Task Assurance (NEW) – for tasks that present the potential for serious injury, a greater level of assurance can be achieved by Task Assurance involving a discussion with the work team about what they are doing, mitigations that are in place and why/ how they are doing it.

- After Action Review – the AAR allows the team the opportunity to review the recently completed task to identify any good practices and learnings that the team would recommend to the organisation. The AAR learnings should be communicated by using the Observation card to allow for the correct action.

Safe Working Essentials has been in operation for two years and Step Change in Safety is undertaking a review and asking you for feedback. This is a critical process for the workforce to, once again, take ownership of the tools and ensure that they are still fit for purpose.

Union opinion

Safety cannot just be paid lip service

Wullie Wallace
Unite the Union



Wullie Wallace

Unfortunately, in 2018 we still have occasions when offshore workers find themselves NRB'd (not required back). Often this happens as a result of raising legitimate safety concerns or raising issues too often for the operators' liking.

Workers raising these issues around Health and Safety often find there is no more work for them. The fear of speaking out is another damning indictment of the culture which still exists. Operators will tell us that safety is number one priority but our members are still reluctant to raise genuine safety concerns for fear of reprisals.

The industry has guidelines for dealing with the removal of contractor personnel from an offshore installation.

Unfortunately, they are too weak to protect the individual. The reasons they fall down are:

- Some employers deny knowledge of the guidelines.
- Some contractors are reluctant to challenge operators because 'the client is king'

and they don't want to risk losing a contract.

- Some operators dismiss them as only guidelines so just ignore them.

Until the unfettered threat of removal is taken back from offshore management, there is always going to be reluctance in some areas to stop the job or challenge unsafe practice. The industry has a duty to the workforce to practice what they preach on safety and then, and only then, will workers feel confident about raising genuine issues.

TEA SHACK NEWS

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We'd love to hear your news and stories. Here's how you can contact us:

www.stepchangeinsafety.net/tsn

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#playyourpart

Tea Shack News is produced by Step Change in Safety - a not-for-profit tripartite organisation involving the unions, regulators and industry. It aims to share industry good practice and information to help oil and gas industry workers do their jobs safer. All resources and events are available free to its members.

Ocean of guidance in the 7Cs

From Piper Alpha to an early bath at the World Cup, these criteria can help avoid disaster

When my name was drawn from the office sweeper, I held my breath waiting to hear which team I was going to get. Brazil and a few of the other favourites still hadn't been drawn so I was hoping for the best. I got Germany. Defending champions; a 4-2-3-1 system that works for them; four-time champions; perennial tournament semi-finalists and 100% record in qualifying. Yes, that would do nicely.

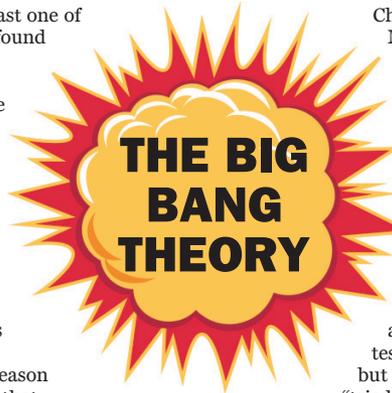
Of course, my optimism was short-lived and Germany crashed out at the group stages, along with my hopes of winning £50. What happened to cause this shock result? They had, at least, been expected to make it to the semi-finals.

In 2013, to mark the 25th anniversary of the Piper Alpha Disaster, Step Change in Safety took a fresh look at the investigation and identified seven root causes that contributed to the event – complacency, change management, communication, culture, control of work, commitment and competence. In reviewing hundreds of safety

alerts since then, at least one of these “7 Cs” has been found to be a contributing factor.

Perhaps a root-cause analysis of the first four Cs would help to explain Germany's woeful performance.

Complacency: The Germans are known as a “turniemannschaft” (tournament team) – a philosophy that allows them to accept some poorer results in pre-season friendlies in the belief that, when it comes to the tournament games, they win. Instead of correcting known performance issues, they entered the World Cup with supreme confidence, underestimating the other teams in their group.



Change Management: Manager Joachim Löw tested out a fresher, younger team, winning the warm-up tournament, and it looked like he was set to give these rising superstars the chance to play.

However, when the squad was announced, eight players of the 2014 winning team started in the first 11 against Mexico. Löw had tested the new, younger team but decided to stick with the “tried and tested” team even overlooking Manchester City's English PFA Young Player of the Year Leroy Sané in favour of his elders. Thinking this the safe option, he failed to identify the residual risk that these players had rarely worked together as a team since the last World Cup.

Communication: The 2018 World Cup squad comprised of players who were at the top of their game in their domestic clubs, but they hadn't worked much together. According to The Times, there have been suggestions that Toni Kroos took a haphazard punt at goal rather than passing to strategically better-placed team-mate, Marvin Plattenhardt, because he didn't trust him.

Culture: This is a country used to winning. They've won four World Cups and, until they met Brazil in March this year, had previously been unbeaten for 22 games. When things go wrong, they are not accustomed to having to fix the problem and so things went from bad to worse following their opening defeat by Mexico.

These root causes are common themes both in football and in our industry. Individual brilliance is not as good as team excellence – as Messi, Ronaldo and others who had an early flight home have discovered. So, when planning and undertaking your work, be mindful of the 7 Cs and play your part.

Stories from the shack

Runners take off for charity

A charity run with a difference took place on the runway at Aberdeen International Airport with the aim of landing cash for charity.

The Runway Run, which was co-sponsored by CHC Helicopters and Aberdeen International Airport, gave 300 runners a rare opportunity to run on the airport's runway while raising

funds for three local charities. For safety reasons, the event took place at midnight on June 30th when the runway was clear of aircraft and illuminated by the airfield lights, with participants running two entire lengths – a total of 3.5km. Brightly dressed runners took part either as individuals in the Fun Run or as teams with all the times aggregated in the Team Marathon. Transponder chip technology was used to

accurately time each individual with the results being displayed in the CHC terminal. The run was co-ordinated between airport operations teams and Aberdeen-based CHC helicopter pilot, Captain Ryan Broadhurst who said that there had been a huge demand from runners wishing to take part. More than £38,000 was raised for the Sue Ryder, Befriend a Child, and Veterans with Dogs charities.



The Runway Run gave 300 runners a rare opportunity to run on Aberdeen International Airport's runway while raising funds for local charities

TEA duko

Tea break

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Lunch break

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Delayed break

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4								
				9	6			
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3	8	2						



PLAY YOUR PART

Tea Shack News wants to hear your opinions on safety-related issues at your workplace. Send your comments and letters to editor@teashacknews.com