IADC WellSharp™ Program

IADC members share the belief that well control is the most critical area for safe and successful operations. The new WellSharp program offers a reliable and trustworthy set of training standards for the drilling industry.

ABOUT THE PROGRAM
IADC is proud to introduce WellSharp – a new revolutionary well control training and assessment program. The result of a collaborative industry effort, the new WellSharp program emphasizes rigorous training for every person with well control responsibilities, whether office- or rig-based. Trainees gain more in-depth knowledge, well-honed role-specific skills, and a greater confidence that they know what to do to prevent incidents or, in the unforeseen event of a well control incident, respond swiftly and appropriately.

Enhanced assessment process
A significantly improved assessment process will ensure integrity and international uniformity:
- Centralized electronic testing system, including random test generation
- Immediate test results and feedback based on learning objectives
- Independently proctored assessments
- Strengthened instructor qualification requirements

Industry-developed
The WellSharp program, which evolved from WellCAP, was revamped and revitalized at the request of industry. Working in collaboration with the WellCAP Advisory Panel, the IADC Well Control Committee, and other industry workgroups, the WellSharp program represents an industry-led effort to redefine well control training.

Using quality benchmarks and criteria developed together with operators, drilling contractors, professional trainers, and well control specialists, WellSharp helps to ensure that well control training schools adhere to a core curriculum developed by industry.

For more information regarding WellSharp please visit:  http://www.iadc.org/wellsharp/
Information courtesy of www.iadc.org
Behavior Management: A Successful Approach
submitted by: Abdi Tauseef (Head of SAPC HSE Committee)

Introduction
What is Behavior Based Safety (BBS)?

The Behavior Based Safety (BBS) approach is founded on behavioral science as conceptualized by B. F. Skinner (1938, 1953, and 1974). Applications of the basic principles and procedures of behavior based safety (BBS), as detailed by several authors (Geller, 2001; Krause, Hidley, & Hodson, 1996; McSween, 1995; Sulzer-Azaroff, 1995; have benefited the overall industry and fostered a safety culture if implemented correctly (Geller, 2001d; Petersen, 1989). The behavior-based safety approach to managing occupational risk and preventing workplace injuries has grown to the point that many companies are realizing that this approach is the most important factor to be considered in the organizations safety management systems (Younes, 2005 and Gilmore, 2002).

Managing behavior is dependent on understanding why people do things in a specific way. As described by Dale Carnegie, “Every act you have ever performed since the day you were born was performed because you wanted something” (Carnegie 1936). In order to understand this better, experts have developed a model to show the human behavior selection process. It is often referred to as the “ABCs of Behavior” (Ayers, 1995). The model aims to show in a logical and simplified way, how we choose a specific behavior in any given situation. As we progress through our lives we are continually developing a set of attitudes, values, knowledge, and experiences. This is what gives each of us our unique perception of the world and significantly influences any situation that we may find ourselves in. In life, we come across situations that direct the need for us to take action. Those things that trigger the need for us to take action are referred to as “Activators” in this model. When we experience an activator, our perception provides a filter and influences our comprehension of that specific situation.

A typical workplace activator could be an instruction given by a supervisor, reading a warning sign, or hearing an alarm. Activators affect us to select a behavioral choice. In order to make the choice, we consider the consequences that we perceive could arise from each of the behavior options available. It is our perception of the consequences that then motivates us to choose a behavior for that situation. In general we make behavior decisions to gain a desirable outcome for ourselves or to avoid an undesirable outcome. Once we make our behavior choice, the result is the actual set of consequences. Sometimes we get what we originally anticipated; some other times we may get something quite different.

The model then concludes by showing that the actual consequences resulting from the chosen behavior provide feedback to give further input to build our perception. Consequences affect behavior in one of two ways; they either reinforce it or discourage the behavior (Daniels, 1989). It is important to note that our perception is not only reinforced by feedback from our own experiences but is also influenced by witnessing other people’s behavior and the resulting consequences. Behavior breeds behavior, and people tend to match the behavior of others; the actions of one person influence the actions of another. If a senior employee complains, other employees may soon start complaining too. If a manager starts his meetings with a safety topic, other managers and supervisors tend to do the same. Behaviors which others see positively reinforced are most likely to be modeled (Bandura, 1969). And so the cycle continues. Consequences keep providing feedback and this keeps influencing the individual’s perception and so on.

Individual Perceptions
Every individual has different perceptions of the world. Consequently it is often the case that two people will choose a different behavior when confronted with the same situation. Let’s look at why that happens.

We are strongly motivated to choose a behavior that provides what we perceive to be a positive outcome. This choice is further strengthened if we also perceive that the positive consequence we anticipate is certain to be delivered—and soon. Therefore, in the language of behavior you will often hear reference to soon, certain, and positive to describe consequences that are likely to strongly motivate a behavior choice.

It is by understanding the simplified human behavior model and our knowledge of soon, certain, and positive antecedents that we can begin to appreciate why we do the things we do. However, in the pursuit of soon, certain, and positive consequences, we sometimes make the wrong behavior choice.

At-Risk Behavior
Let’s now explore the concept of “at-risk behavior.” In order to define what at-risk behavior is, let’s first remind ourselves of the definition of risk as used in the industry. Risk is defined as a measure of the likelihood of an incident occurring and of the severity of the consequences. With this in mind we can define at-risk behavior to be “any behavior that increases the likelihood of an incident occurring that can lead to negative consequences.” At-risk behavior results when poor perception leads us to misinterpret potential consequences and results in us choosing a behavior that increases the likelihood of an incident. For example: if one is trying to get home from work quickly and chooses to go over the speed limit, the person may reach home early without having a crash or getting a speeding ticket along the way, this consequence would let him or her reinforce it or discourage
of our life—not just safety at work but everything associated with performing quality work (Geller, 1994).

A Company’s Approach to BBS

The company’s BBS program conveys behavior management of all types of risks, certainly safety, but also security, environmental, service delivery, work-product quality and so forth. Using this knowledge of human motivation and behavior to manage safety is not new to the industry or for the company. Managing the human factors of the business has been a fundamental part of the Schlumberger culture for more than 80 years. The 3 main pillars of Schlumberger BBS program have been Accountability, Risk Management & Communication.

Accountability

Accountability is a shared commitment and an obligation of every employee to intervene not only when they see something wrong but also when they observe something right, to encourage the continued use of correct behaviors.

Risk Management

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to eliminate, minimize, monitor, and control the probability and/or severity of an unfortunate event or to maximize the realization of opportunities. Active participation in hazard identification and the analysis of associated risks is a key behavior that every employee must strive to develop. It is imperative that everyone understand all the activities involved in a process, so that any exposure to hazards during those activities is recognized and appropriate risk control measures can be applied to eliminate the risk or reduce it to an acceptable level. The company has a Hazard Analysis and Risk Control (HARC) Standard for all its operations. Through an analysis of the tasks to be performed, at-risk behaviors can be anticipated and documented using the HARC process and the appropriate prevention and mitigation measures planned.

Communication

Communication is a vital part of the program. People communicate with each other to determine what is required and to understand what needs to be done with a key component being recognize and respond. This Principle applies to the improvement of one’s own behaviors by requiring every employee to recognize consequences accurately and respond with appropriate behavior choices. Additionally through observations, one can recognize when others are choosing an at-risk behavior and must then be prepared to respond by intervening. Employees are required to take time to observe fellow workers and their workplace and intervene appropriately, either to encourage continued use of correct behavior or to challenge the at-risk behavior by discussing it and working together to identify the alternative correct behavior. As one recognizes the need to address behavior factors, the need to know how to respond also becomes very important.

Training Modules

Two training modules were developed for the “Observation Intervention Program”. A Level 1 training was developed as an awareness level initiative applicable to each and every employee of the company worldwide. This level of training was based more on what is the Observation Intervention Program, why it was being implemented and what are expected benefits.

A second, more advanced “Observation Intervention Level 2” module was also developed. The target audiences for this training were line managers and field supervisors. This module takes into account the human factors, importance of the standard and means of communication, body language and specific techniques of successful observations and interventions. Level 2 training is a combined classroom and field-practice training program. Classroom studies were based on the following six modules:

1. Introduction
2. STEPS of an Observation Intervention
3. Human Factors
4. Classroom Workshop
5. Reporting In Quest (Company’s Database)
6. Supervisor Tool Box

Risk Management

The program focuses on the behavior aspects of the company’s safety programs already in place. Employees can report their observations and interventions related to driving, injury prevention, environment or general observational interventions based on the correct or incorrect use of specific techniques. For example: Observers may report the safe or at-risk behaviors regarding driving techniques taught to the employees as part of the company driving safety program. The same is true for the company’s injury prevention program (SIPP), and an injury prevention observation intervention could report on the safe or at-risk use of the injury prevention techniques being witnessed.

After the observation is completed the observer intervenes with the other employee positively and encourages the other person to keep using the correct techniques and praises his safe behavior. He or she also tries to find out if and why the observed employee was not using specific techniques or adopting the expected behavior. The observation intervention is then reported in the GHSSE incident reporting system along with any action items if required. Supervisors and managers can run reports on locations, country, region or worldwide level to see what kind of behaviors need to be corrected and what injury prevention or driving techniques are not being followed correctly. This feedback helps the company target training and instruction priorities on the areas that need more attention.

Conclusion

Behavior-based safety training and implementation supports and improves organizational safety culture. By increasing the quality and frequency of safety feedback in the organization, barriers between employees at a peer to peer level and between employees and line management are reduced. Effective communication regarding reinforcement of positive and correcting feedback supports a more open and positive safety culture that promotes ownership and trust among company employees. It supports and strengthens the organization’s safety culture and helps decrease the chances that employees will get hurt on the job.

A successful BBS must be developed step-by-step as every step in the development and implementation is interrelated and supports other steps. There can be no numbers or quotas game as BBS should be viewed by every company employee as a daily effort and not something that you perform for a day or a week or so and then forget. It is a continuous state of mind that all employees, Management commitment, intervention ideas, and a passion for the program are necessary for the process to take off and continue as a sustainable safety program.

Training is extremely important for any BBS program. Since interaction between human being is involved in the BBS program, managers and employees must be trained how to accurately and effectively perform an observation intervention and achieve the objective of the program. If proper intervention techniques are not followed the purpose and results of the observation intervention program will be diminished or lost. This includes learning to look for both safe and at-risk behaviors and learning how to approach people, get their attention, read their body language and intervene. It is important to note that whenever possible observations interventions should be done in relative privacy and closed on the spot.

The program has had a very powerful impact on further improving the safety culture in the company. With the visible participation of managiers and field supervisors the program provided opportunities to company employees to learn new communication and intervention skills. The observation intervention program provided the company employees some insight into human behavior science and an understanding of why behavior occurs and the design of interventions to change at-risk behaviors.

The program is a tool that can make the difference between life and death and may stop catastrophic incidents when all other systems have failed or been ignored. It is now being practiced successfully by thousands of the company’s employees across the globe with excellent results.
Phil has had a passion for Human Performance training for over twenty years. Phil believes in the knowledge that teams and individuals operating in critical environments can benefit from increased awareness of how to tackle the issues surrounding Human Error.

Phil gained his training and coaching experience within the Royal Air Force as the Senior Instructor at the Logistic Officer Training School; he also served in the role of an operational crewman on Hercules and Chinook aircraft in several theatres of action. Since retiring for the RAF in 2007 Phil has gained immense experience in the training and observation of multi-disciplinary healthcare teams and has insight into the issues and culture that is found in healthcare working environments across the spectrum. His experiences range from observing and coaching surgical teams from paediatric neuro-surgery to working with community mental health teams and designing appropriate training and development packages for those specialties.

Post the 2010 Gulf of Mexico Deepwater Horizon blowout disaster Phil has been working extensively within the Oil and Gas industry developing and delivering Human Factors Programmes; spending his time working and coaching on offshore platforms around the world as well as onshore drilling rigs and corporate HQ buildings.

Phil’s company, Critical Team Performance, was commissioned by the International Oil and Gas Producers Association to work with an industry-wide stakeholders group to write a Global Recommended Practice for Well Operations Human Factors Training, this was released in late 2014 (IOGP Doc 502).

Phil has also delivered mandated annual non-technical skills training to commercial aircrew from around the world, and he is unique in the training he deliver twice a year, for 2-weeks, to the highly specialised Explosive Ordnance Disposal and Search teams within the British Army and other NATO countries. He has also coached and trained critical teams and individuals within the commercial sector with International Financial, Telecommunications and Engineering companies.
2016 Guest Speakers

Guest speaker positions are available for the 2016 SAPC-IADC Chapter Meetings. If you are interested in participating please contact: info@sapc-iadc.org

meeting dates
February 18, 2016
May 19, 2016
September 22, 2016
November 17, 2016

2016 Meeting Sponsors

Meeting sponsorship packages for the four 2016 SAPC-IADC Chapter Meetings are also available.
Offshore Service Company launches new brand as one-stop shop for the energy industry

The new Allrig brand concept was launched during this year’s Offshore Technology Conference (OTC) held in Houston, Texas and around the world on May 5th with events in Vicksburg (MS), Houma (LA), the Netherlands, Dubai and Singapore.

Allrig unites the oil field service expertise of US based independents Vicksburg Marine Inc., Southern Technology & Services and Benchmark Instrumentation with the North Sea pedigree of Netherlands based Willteco and the shipyard know-how of Singapore based Willtech Asia.

As a single company, Allrig provides offshore drilling contractors a global one-stop shop. Allrig Services include full quayside rig upgrades, jacking systems and crane inspections, drilling equipment (mud pump, draw-works, top drive & BOP) refurbishments, derrick & rope access inspections and competence assured academy training.

“The industry is resetting its cost base right now and clients are looking for partners who can truly add value to their bottom line - Allrig is that company”, said Mark Hannigan CEO of Allrig.

Turnkey solutions and product development

Allrig is present in every major drilling region with class approved replacement parts available ex stock and competency assured technicians resident in each territory. Allrig meets the highest accreditation and safety standards and offers training through its global Knowledge Academy.

Through our Totaldock™ shipyard partnerships in each region, we can offer vessel owners quayside turnkey solutions - everything from a small-unplanned pit stop to a full five-year special period survey (SPS).

Allrig has also organically invested in a strong operational presence in the Middle East and a world-class engineering team. Our engineering teams have developed innovative, efficiency enhancing and cost saving products like the Cleardrop Cover™ and a crane SCR upgrade kit.

Same high quality of service

Customers can expect the same personal touch, high quality workmanship and dedicated service they’ve come to expect from our heritage businesses with all of our management teams and technicians remaining in place. Now, we can offer more: a global presence, a broader range of products and services and stronger backing for further investment.

With decades of combined operational experience, Allrig can solve virtually any problem on a drilling rig and help keep our clients on day rate.

find out more at Allriggroup.com.