PANEL SESSION:
HSE Management and Oversight during Offshore Drilling Operations

Jane Cutler - CEO
REGULATORS’ PERSPECTIVE
Offshore Drilling – Risk Management at the Interfaces

• Common International HS&E Regulatory Objectives and Principles
• Multiple Duty-Holders – complex operations
• Duty-Holders must each assure themselves, and Regulators must be assured:
  – Risks are managed in accordance with the relevant legislation
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• Assurance that combined systems and resources are sufficient to control risks:
  – Appropriate risk assessment including understanding of uncertainties and communication arrangements to exchange key information
  – Co-ordination of management systems
  – Management of Change
  – Command and control – roles, responsibilities and competency
  – Operational procedures including well control and emergency response
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• Application of management of change and policy dispensation processes
• Organisational risk awareness in changing operational circumstances
• Competency of ‘experienced’ supervisory and managerial personnel
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Performance of the offshore drilling industry?

• Common definition - well integrity incidents
• Mandatory – well integrity reporting
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Learning Lessons?

“Those who cannot remember the past are condemned to repeat it.”

(George Santayana)
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Insights into culture @ SPE APPEA 2012?

• “Drilling is more art than science”
• “Drillers are characters (or cowboys)”
• “We got rid of that culture here ….years ago”
• “Motivation is efficiency”
• “Don’t understand why the instrument techs / process safety folks ….are not all over drilling”
• “Unlike the nuclear industry Oil and Gas drilling hasn’t automated emergency shut down”
• “Its OK we got it sorted overnight and ….”
You’ve made a mistake

Take ownership of the problem and assess the possible consequences

Are they potentially serious?

No

Take corrective action and inform those affected

Investigate why the mistake occurred

Is there a flaw in the system?

Yes

Share your discovery and improve the process

No

Try and learn from your mistake

Tell someone senior immediately

Co-operate fully to correct the error and review procedures

Problem solved
Drilling culture?

You’ve made a mistake

Will it show?

Yes

Can you hide it?

Yes

Conceal it before anyone finds out

No

Can you blame someone else, or special circumstances?

Yes

Get in first with your version of events

No

Bury it

Could an admission damage your career prospects?

Yes

Sit tight and hope the problem goes away

No

Problem avoided
“Insanity is doing the same thing, over and over again, but expecting different results.”

(Albert Einstein)
Thank You