Fitness-to-Drill

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Were these organisations fit to drill?
Some common causal factors

• general failures in the areas of:
  – decision making;
  – managing change;
  – situational awareness;
  – communication; and
  – contractor management.
Defining Fitness

- **Fitness**
  - Operational Capability
  - Dynamic Capability

- **Human Capital**
  - Individual attributes
  - Experience
  - Skills and expertise
  - Safety knowledge and awareness

- **Social Capital**
  - Safety Culture
  - Teams
  - Leadership

- **Organisational Capital**
  - Processes and routines
  - HR systems
  - Information systems
Organisational Capital

Fitness

Social Capital
- e.g., proactive people create safety
- e.g., team communicates safety compliance skills

Human Capital
- e.g., aggregate safety skills create capability
- e.g., selection system hires for safety skills

Organisational Capital
- e.g., training builds participative safety culture
- e.g., participation creates symbolic safety routines
Dynamic capability = Resilience =

The intrinsic ability of a system to adjust its functioning prior to, during, or following changes and disturbances, so that it can sustain required operations under both expected and unexpected conditions.
Measuring Fitness

Resilience Analysis Grid (RAG)

Responding:
Knowing what to do,
Being capable of doing it.

Anticipating:
Finding out and knowing what to expect.

Learning:
Knowing what has happened.

Monitoring:
Knowing what to look for.

Actual
Factual
Critical
Potential
Next Steps

• **Tool Development**
  – Focus on entry to regime (for now)
  – Selection of elements from each capital type
  – Question sets targeting elements and RAG aspects
  – NOPSEMA review and feedback (underway)

• **Tool validation**
  – Case study development
  – Limited external review (Australia)
  – IRF members (mid September)