



A Foundation For High Reliability

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Getting Started

The Need For Change, The Path To Improvement



Suspension



Honest Evaluation



New Way Forward



What Is HRO?

Defining and Aligning

A High Reliability Organization (HRO) is an organization that has succeeded in avoiding catastrophes in an environment where normal accidents can be expected due to risk factors and complexity.

- High Reliability Group LLC

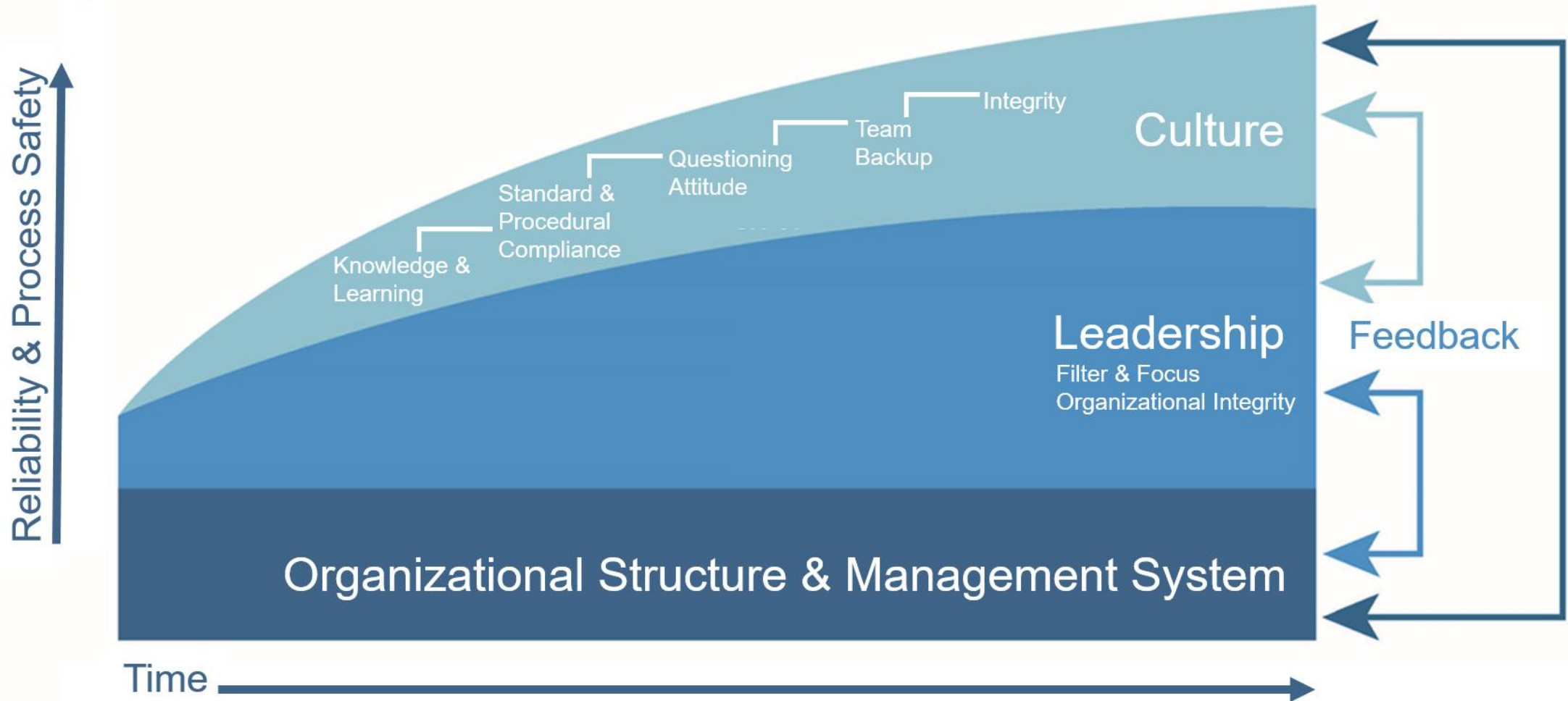
HRO Cultural Principles

1. Knowledge and Learning
2. Standards and Procedures Compliance (Formality)
3. Questioning Attitude
4. Team Back Up
5. Integrity



HRO Principles

Common Across Husky



Vision Mission and Anchor Points

More Than A Bookmark

Values Embedded In 'How We Do Our Business'

- ✓ Safety
- ✓ Environment and Social Responsibility
- ✓ Integrity
- ✓ Inclusion and Respect



Setting Expectations

Defining The Leadership Behaviours We Value

Characteristics

To create an engaged and respectful work environment the ideal leader demonstrates personal integrity and is:

- Caring and Empathetic
- Transparent and Fair
- Supportive of Team
- Confident but Humble

Developing People & Effective Delegation

Leaders develop our teams' capability by learning from successes and failures, supporting personal development plans and through effective delegation.

Team Alignment

Leaders build team engagement by obtaining alignment between the business unit, team and individual goals and objectives and by fostering effective working relationships.

Risk Management and Decision Making

Leaders manage risk associated with their business activities. Our decisions are guided by the anchor points and prioritized based on risk. Leaders follow formal decision making and communication protocols to ensure operational decisions are technically sound.

Feedback and Recognition

Leaders provide recognition and constructive feedback to personnel on their behaviors and performance and take time to celebrate success.

Presence and Communication

Leaders are visible and present. We effectively communicate, are clear on priorities, coach, seek feedback and actively listen.

Setting Expectations

Ensuring Alignment Across The Business

Expanding Internal Coaching Capacity

- ✓ Anchor Point Champion Network
- ✓ HRO coaching development
- ✓ Focused offshore coaching

Reinforcement Through Feedback

- ✓ Leadership *SeaRose* visits
- ✓ Pulse check surveys
- ✓ Capturing HRO and Anchor Point observations
- Leadership feedback surveys

Building Capability and Capacity

- ✓ HRO workshops and orientations
- ✓ Contractor Forum
- Orientations for new hires
- Leader development plans for 2020

Communication and Teamwork Protocols

- ✓ Enhanced simulator training
- ✓ Operational back-up teams

Sustaining Expectations

Maintaining Our Values

- ✓ Pulse check surveys show increasing awareness and use of Anchor Points across all departments
- ✓ 20 volunteer Anchor Point Champions in place and supporting change
- ✓ Employees sharing good examples of Anchor Points in use: 45 observations recorded in July; 45 in August; 38 in September; 69 in October; and counting



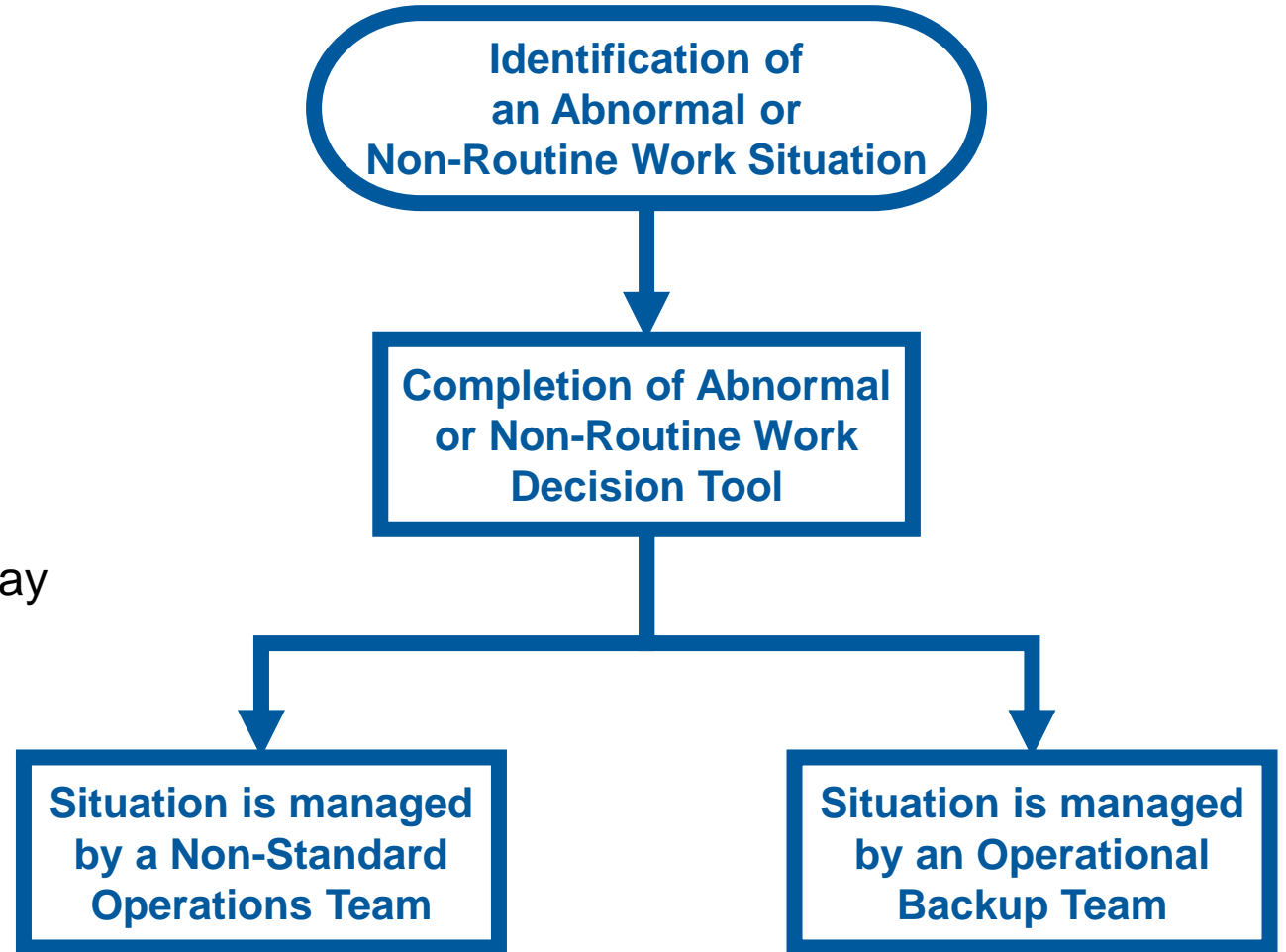
Managing Abnormal And Non-Routine Conditions

Importance Of Defining Normal

Best Practice—Aligned to Abnormal Situations
Management Consortium

Abnormal Conditions:

- ✓ Clearly defined trigger points for activating procedure: People, Process, Equipment, Environment
- ✓ Pilot procedure issued in January. Re-issued in May with user feedback
- ✓ Auditable records maintained
- ✓ Workshops and coaching continuing to build competency



Embedding And Empowering

Process Improvements You Can See And Hear

“There was great team backup, with continuous onshore support to deal with any abnormal situations during the entire start-up process. There was also a constant sharing of ideas between both onshore and offshore to ensure that the start-up was successful with several examples of how our Anchor Points govern us to make the right decisions and stop, step back and re-evaluate when changes were required. The use of the procedures in the new format was certainly an improvement to the start-up process.”

- OIM / Production Superintendent

2. What did you see from a new angle?
Leadership backup in terms of offshore decisions to postpone operations if something doesn't seem right.
3. What action will you take as a result of this workshop?
Knowledge of cause for weak link separation. Ways to prevent it going forward. Knowledge of available tools (NSO, ANRAS, on shore support teams).

Adapted from: Chizmar & Ostrosky, 1998; and Queens University, 2008

Building A Culture of Continual Improvement

Enabling The Drive For Operational Excellence

What will success look like:

- HRO principles being applied across our business
- Leadership driving alignment
- Employees are engaged and driving change
- Clear, concise, and effective processes and procedures
- Ability to recognize and respond to change
- Systematic and sustained commitment to continual improvement
- Improved safety and environmental performance

