



# Safety Management and “Paperwork” – Offshore Managers, Reporting Practice and HSE

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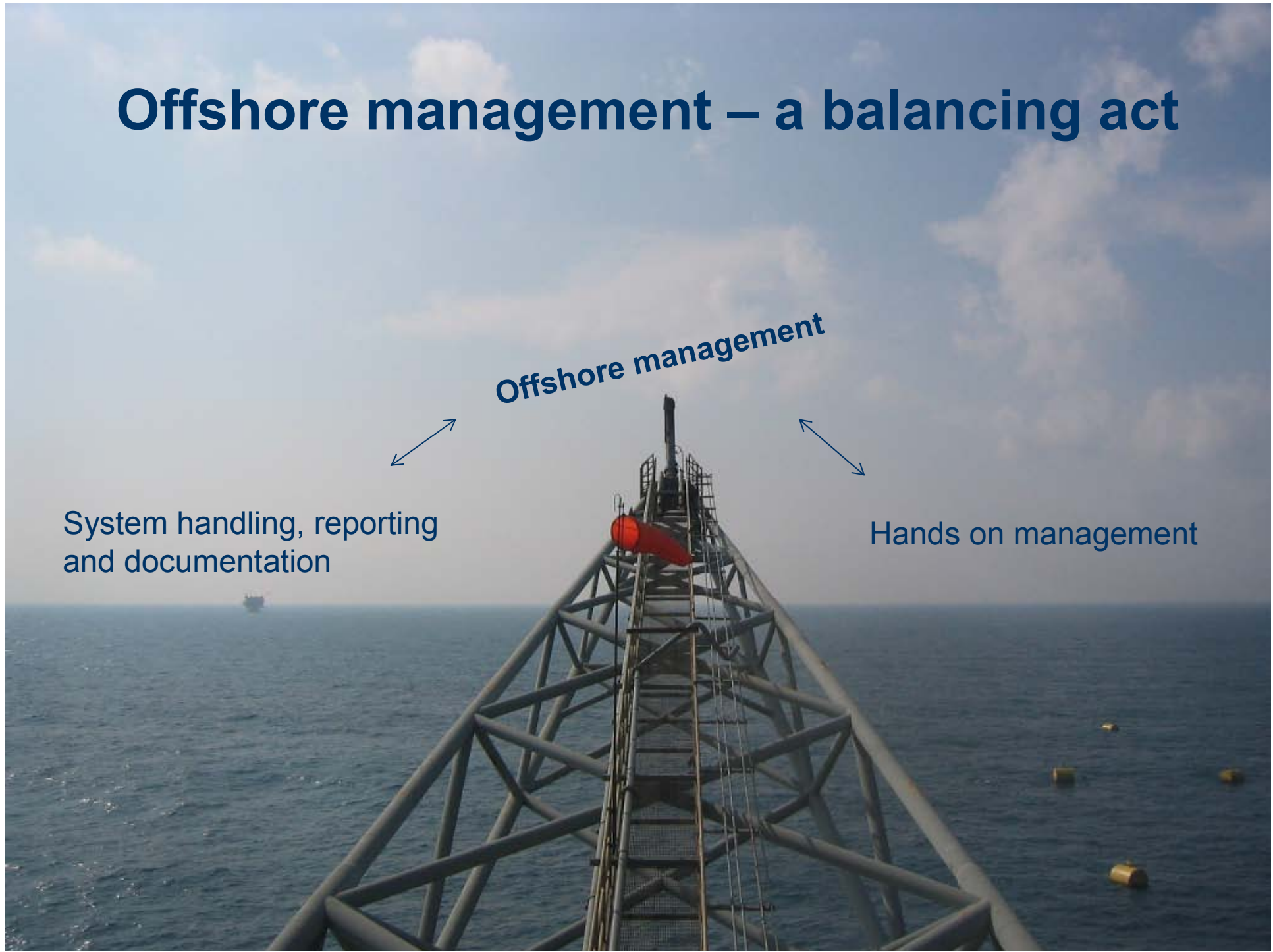


# Offshore management – a balancing act

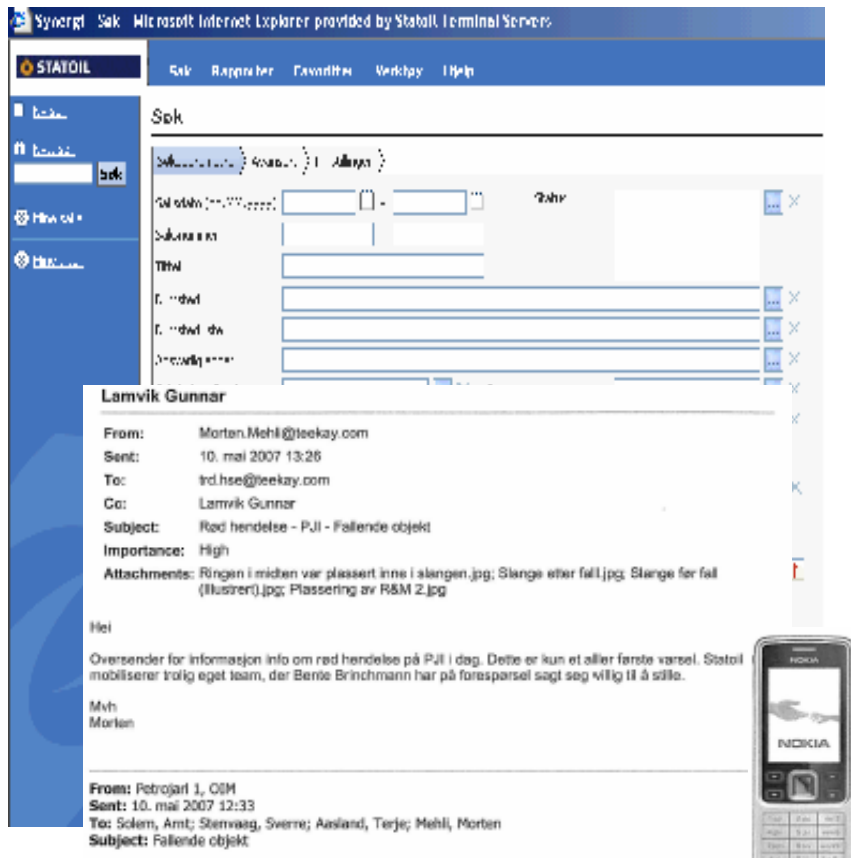
Offshore management

System handling, reporting  
and documentation

Hands on management



# "Paperwork" vs. Hands-on management



Synergil Søkk Microsoft Internet Explorer provided by Statoil Terminal Servers

STATOIL Søkk

From: Morten.Mehl@teekay.com  
Sent: 10. mai 2007 13:26  
To: Ingrid.Huse@teekay.com  
Cc: Lamvik Gunnar  
Subject: Rød hendelse - PUI - Fallende objekt  
Importance: High  
Attachments: Ringen i midten var plassert inne i slangen.jpg; Slange etter fall.jpg; Slange før fall (Illustrert).jpg; Plassering av R&M 2.jpg

Hei

Oversender for informasjon info om rød hendelse på PUI i dag. Dette er kun et aller første varsel. Statoil mobiliserer troig eget team, der Bernt Brinchmann har på forespørsel sagt seg villig til å stille.

Mvh  
Morten

From: Febrojar 1, OSM  
Sent: 10. mai 2007 12:33  
To: Solem, Arnt; Stenvaag, Sverre; Aasland, Terje; Mehl, Morten  
Subject: Fallende objekt

VS



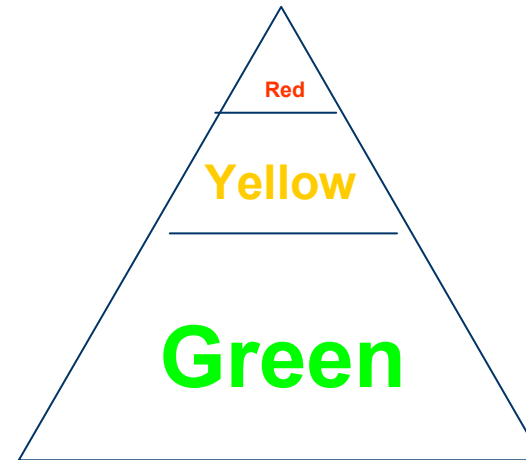
# Reporting overload in the North Sea?

- Are measures in the North Sea often too complicated and synonymous with more reporting and system handling?
- Are the solutions part of the problem?
- Is it so that every problem is met by a revision of the existing procedures?
- Is it a trend towards too bureaucratic operations and is "normality" is reported as a deviation?
  - Replacement of a bolt – maintenance work
  - Night in the Malacca Strait – "a series of near accidents"
  - A cut in a finger – "it's included in the contract"
- What happens to *force majeure* and bad luck?

# Today's incident reporting practice

- What characterizes today's reporting regime?

- Synergi
- 1-15-600
- To *learn* from the incidents and from this *predict* and *avoid* the more severe one's from happening



- Does it work according to plan?
- Why report incidents that is closed and where the risk potential is zero?
- What is the alternative to do all the *reporting*?
  - To act on the spot
  - This may demand more from the offshore managers – more *living knowledge* and more *active involvement* in the operations

# All incidents – the same root?

- The reporting regime is based on an idea that all incidents have the same common origin
  - “An urban myth” (Hale)
  - Nuts & bolt
- Vs. adhesive bandage



# Some unintended and unwanted effects of this reporting regime

- Does this practice express a lack of confidence towards the employees ability to solve problems or to do a proper job?
  - "kindergarten"
- The essential is drowning in a sea of information
  - A lot of nonsense is reported and filed
  - 24 green reports on errors on the same instrument
- The offshore management is not enough time outside - a lack of hands-on involvement in operation
  - It is not sufficient to be wearing a coverall in your office
- Incident reporting – only *one* type of task that generate paperwork for the managers



# Offshore management – overwhelming administrative tasks

- Generated by administration in general (e-mail, tel) and handling of quality and safety systems
  - Strategies to meet all this paperwork
    - Organizational strategies
      - New people employed just to do administrative tasks
    - Individual strategies – “civil disobedience” among the managers
      - “100 e-mail per day – luckily we have the function “mark all as read”
      - “If I had read all my mail, I would never been able to leave the office”
      - “I guess people don’t read all the e-mail they receive, or?”
      - “Store away mail (before it is deleted)”
      - “I never read CC-mail”
- *Is this some kind of electronic impression management?  
One way to be visible or present in today’s organization  
where it is a scarcity of attention rather than information ?*

# Managers and hands-on involvement (1)

- Pilot study in 2005, focusing upon time use among toolpushers in the North Sea
- Several toolpushers state that they are working "hands on" just 10-15% of their workday. They give the following reasons for this situation:
  - *"increased bureaucratization"*
  - *"learning and implementing new procedures"*
  - *"HSE-requirements and following rules and regulations"*
  - *"Synergi"*
  - "The work has changed from "hands on"/ "outdoor" work to office work"
- According to some the lack of hands-on management has impaired their professional skills and competence

# Managers and hands-on involvement (2)

- Web based survey (2007) pivoting around the reporting and documentation duties among 187 offshore managers on board 9 nine installations in Statoil, Norway
  - Platform and HSE managers, and maintenance, technical, and drilling supervisors
  - Formal reporting - Synergy, SAP etc
  - Informal reporting – telephone, e-mail etc
  - The response rate of the survey was 78 percent
- 72 percent insist that hands-on management will prevent accidents from occurring
- 60 percent of the managers wish they could spend more time outside during an ordinary day at work
- 68 percent see operational work as a way to learn more about the operations
- 72 percent spend less than three hours out of their office

# Tasks that are very obstructive to operational work

N = 187

- 58% handling e-mail
- 49% regular meetings on board
- 42% follow up of other reporting systems than Synergi
- 34% follow up incident reporting/Synergi
- 33% (unplanned) phone calls from on shore
- 31% personnel administration
- 23% planning of handovers

**Thank You!**

