



# INTERSOL 2007

## BP Remediation Management

HSSE Management in Europe: Experience at Contaminated Sites

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# Remediation Management Rationale



- A **centralised function** of BP
- Provides a **Global Framework** for Controlling and Managing BP's environmental liabilities.
- Has a globally consistent **evaluation** and **decision making** process
- Ensures powerful **Shared Learnings** across BP
- Allows Revenue Generating Businesses **to focus on Operating** their business

# Remediation at Contaminated sites

## Consultants, Contractors and Subcontractors



- Consultants, contractors and subcontractors support operations
- Operate within framework set by Remediation Management and run by Environmental Business Managers (EBM)
- Consultant – design remediation system, support regulatory negotiations
- Contractor – perform site operations
- EBM and Contractor supported by HSSE for example Safety on Site Assessment



# BP Safety & Operations Goals...

Applies to all 'Workforce' (staff + contractors)



Effective S&O  
Connectivity...

Working together to...

By utilizing...

To prevent...

**Plant**

**Contain our materials,**  
when, where and how  
we want them.

**Process Safety,**  
IM Standard

Loss of life

**Processes**

**Be in control of all**  
aspects of our  
operations.

**COW Standard,**  
Driving Safety, MOC,  
Compliance, Marine  
Operations, Security

Damage to  
Environment

**People**

**Ensure every**  
individual has  
required  
competencies and  
**takes safety**  
personally.

**Learning,**  
Consequences,  
Cultural Themes,  
Incident Response

Accidents

Underpinned by Leadership with four cultural themes...

**Focus on Operations**  
**Disciplined Approach**

**Bias for Continuity**  
**Teamwork & Empowerment**

Injuries and  
Illnesses

# Consultants, Contractors and Subcontractors



- A regular procurement process takes
- Procurement, RM Operations and HSSE work together to define specific set of Operations requirements, HSSE criteria and Procurement strategy
- Third party Safety & Operations philosophy must be aligned with BP's
- Rigorous HSSE audit before any Master Service Agreement is awarded
- Ongoing collaborative programme to assure required performance and standards are met and to share best practice and lessons learned



# Remediation Management

## Tools to support Assurance and Expectations



### **BP Group Standards:**

- Control of Work
- Integrity Management
- Golden Rules
- BP Group HSSE reporting tool

### **Remediation Management standard practices:**

- The 4 D's
  - Digging Driving Drilling (Mobilisation) and Demobilisation
- Assurance (Internal/External Audits)
- Safety Leadership
- Powerful Safety one-to-one conversations

### **Remediation Management HSSE Assurance and Expectations Tools:**

- Behavior-based Safety
- Risk Management (JSA/Hazard Recognition)
- Contractor Management Framework
- Subcontractor Management
- Drug & Alcohol-free Workplace
- Emergency Response
- Health and Safety Plan (HASP)
- Improvement Process
- Incident Reporting
- Compliance
- Training
- Weapons-free Workplace

# Remediation Management HSSE Website



<http://rmhsse.bpglobal.com>

The screenshot shows a Microsoft Internet Explorer browser window displaying the BP Remediation Management HSSE website. The browser's address bar shows the URL <http://rmhsse.bpglobal.com/>. The website features the BP logo in the top left corner and a search bar in the top right. A navigation menu includes links for Assurance Plan, Reporting, Communication, Award Program, Resources, and Global Community. On the left side, there are dropdown menus for External Links and BP Links. The main content area has a yellow background with the text "Remediation Management External HSSE Site" and a photograph of a worker in a hard hat and safety glasses holding a sample vial. Below this, the text states "Remediation Management's HSSE goals are simply stated:" followed by a list of goals: No Accidents, No Harm to People, and No Damage to the Environment. A news box on the right lists three updates: "New Remediation Site Goes Online" (22 February 2006), "Assurance Plan Updated" (23 February 2006), and "Remediation Photo Library Updated" (23 February 2006). The footer contains contact information, copyright notices, and maintenance details.

bp

Search:  » Go

Assurance Plan Reporting Communication Award Program Resources Global Community

External Links  
BP Links

## Remediation Management External HSSE Site

Remediation Management's  
HSSE goals are simply stated:

- No Accidents
- No Harm to People
- No Damage to the Environment

> New Remediation Site Goes Online  
22 February 2006

> Assurance Plan Updated  
23 February 2006

> Remediation Photo Library Updated  
23 February 2006

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# Contractors Expectations Key Performance Indicators 2007



**Annual Expectations Meeting** includes staff, consultants, contractors and subcontractors

## Key Performance Indicators

- **Control of Work** Process and Procedure
- **The Driving Standard** Defensive Driving  
Fatigue Management
- **HSSE Incident Reports** Reports entered to BP Group Reporting System  
Actions closed out
- **Quality HSSE Reports** Follow up and Share Lessons Learned
- **Safety Discussions with Site workers**
- **Safety, Compliance and Integrity Management Checklists**

## Sharing

- **KPI's** and other Safety Performance measures
- Powerful **sharing of Contractors experiences** (stories) during breakout sessions
- Capture learning through improvements to **Operating Management System**



# Remediation Management Supplier HSSE Awards



## Award Program



- Key way to acknowledge Contractor and Subcontractor effort and performance
- **Excellence in HSSE Award** recognizes Contractors and Subcontractors who have an acceptable HSSE record when performing work on RM sites
- **Diamond Award** presented to Contractors who have an acceptable HSSE record on RM sites **and** who have contributed the most to RM's success in the areas of leadership, innovation and subcontractor management

# Control of work



## The Standard

- BP Group Standard (mandatory)
- Developed to improve the personal safety of every person who works for BP
  - Reduce the number & frequency of injuries and fatalities that occur as a result of incidents in the workplace
- 12 elements

# Control of Work program



## PLAN THE WORK

- Element 1 **Policy** concerning the CoW process
- Element 2 All roles have **defined accountabilities**
- Element 3 All persons **trained and competent** to carry out their roles
- Element 4 Planning and scheduling of work **identifies tasks & interaction**

## ASSESS THE RISK

- Element 5 Tasks must be **risk assessed** before work starts
- Element 6 **Work permit** must be obtained for specific types of work
- Element 7 **Documented scope, hazards, controls and mitigations**

# Control of Work program



## CONTROL WORK

- **Element 8** **Responsible person** regularly monitors and manages work
- **Element 9** Work site to be **left in a safe condition** on completion or interruption of the work

## CAPTURE THE LEARNING

- **Element 10** The Control of Work process is regularly **audited**
- **Element 11** Internal and external lessons learned to be **captured, incorporated and shared**

## STOP UNSAFE WORK

- **Element 12** It is clear to everyone that they have the **obligation and authority to stop unsafe work**

# CASE STUDY - WHY CoW IS SO CRUCIAL!



**Photo 1 : Geoprobe on Drilling location**



**Cutting shoe of damaged Core Sampler with part of protection material of the electric cable**



**Soil excavation showing damaged cable**

# CRITICAL FACTORS AND ACTION PLAN



- **Critical Factors:**

- 1) Decision to favour oral information versus existing utility map,
- 2) Lack of communication between the field crew and the project manager,
- 3) Will to save time on site due to the complaint of a neighbour the day before,
- 4) Limited utility search with radio detection tool,
- 5) Control of work process was not managed completely (MOC)

- **Actions:**

- 1) Improvement of existing DICT (underground services consultation) procedure,
- 2) Creation of specific document indicating responsibilities for each specific project,
- 3) Stop Work Policy + reinforcement of communication between Contractor Management + BP,
- 4) Training with BP and Subcontractors (COW + Hazard Recognition),
- 5) Integration of Field-HSSE Responsible in BP dedicated Team.