Chronic Unease Themes

1. Road transportation (our biggest HSSE exposure)
   • Defensive driving
   • Journey management
   • Fatigue management
   • Exposure on public roads (no influence on public drivers)

2. LOPC (despite last year’s attention, still our top 1 incident)
   • Daily checklist
   • Preventive maintenance programs
   • Clean up

3. Near Miss reporting (important focus to continue learning from incidents)
   • Definition of near miss
   • No name no blame culture
   • Reward and recognition

4. Goal zero mindset (see what happened at SBU sessions)
   • Is goal zero admirable, but unrealistic (non zero world), doomed to fail? Belief in it, take it day by day
   • People will be held accountable (punished..?) for a goal they cannot achieve. Feel uncomfortable to intervene
   • Our people have demonstrated they can achieve challenging goals. Plan, do, assess, adjust cycle.
   • We commonly embrace challenging goals in other areas e.g. sports.
   • Goal zero is the only morally right thing to do, who should we hurt?

5. Emergency response (good example from Michels, but never done for other teams)
   • Emergency response plans
   • Use of bonded routes
   • Drills

6. Workplace conditions
   • Inclement weather (e.g. lightning)
   • Health and hydration
   • Equipment safety
Mobo's Chronic Unease focuses:

1. LOPC. Why aren't we improving our LOPC issues at a much faster rate?
2. Defensive Driving: Are every single one of our drivers living by the Smith System and all the incredible benefits that come with utilizing it? Are we getting our drivers certified quickly enough?
3. 90,000 miles! Mobo trucks are driving approximately 90,000 miles per week during a fairly busy week. Are our drivers aware of the incredible risk exposure per truck/driver? Are we ensuring they are alert? Fatigue fighting programs? Exposure on public roads and the impacts on Shell/Mobo reputation. Distractions?
4. Continuous improvement-----improving our safety mindset/culture. Are the basics being conveyed day in and day out? Processes refined? Old safety policies reviewed and improved?
5. Improved Mentoring w/ more structured feedback. Early identification of suspect drivers improved?

Mobo's near miss program:

Mobo's failure to maintain a strong and meaningful near miss program that provides significant value is due to the failure of top management (myself). It is ultimately my responsibility to ensure these valuable tools are used and implemented in a manner that will derive the most benefit to our safety program/culture.

A re-evaluation of our program is being conducted. New near miss cards are being developed and the program is being overhauled. Training and education as well as managerial accountability (collecting, analyzing, and communicating data) will be crucial. This program "overhaul" is being done now and it is our goal to start implementing the "new and improved" program within two weeks.

Please let me know if this information is what you were looking for. Martina, I emailed only you so that you can take this information and provide it to Hans in the way you best see fit. I don't want to overload his inbox with emails he doesn't care to receive.

Regards,

Tony Mosso
Mobo Services

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Following the Core Contractor's Meeting last week, we at AAM took a look at our 3 "struggles" and identified the following:

1. Sub-Contractors
2. Trucking, transporting on Public roadways
3. Lack of Near - Miss Reporting

This was in response to Shell's request to each Core contractor to identify 3 main areas of challenge.

Thank you,

Tyler Bean

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Cole’s 3-27-12
I see in the email below that we need to report Chronic Unease Themes. I discussed it with our crew this morning and something that came up is they feel safety rules for different areas of Shell do not apply to all which sometimes it makes it difficult for them to feel comfortable to intervene. They also worry that we may look bad because, other haulers or operators may get the work done faster because they do not have all of the extra safety precautions as we do. I reassured our team that they are doing a great job and to keep following the safe procedures and to still intervene if they see a wrongful act. I thought this was a good topic to submit for our Chronic Unease Theme. If you need any additional information on this, please let me know.

4/4/12
AECOM Chronic Unease Theme:
We need to improve the identification and management of changing conditions in the field.
Thanks,
Kris

Here are our Chronic Unease issues within our Safety Management Program, which we are in the process of improving.

1.) **Near Miss Reporting:** In an effort to identify why we as a company struggle at times with this issue, our members of our Safety Committee took a step back to the basics last month’s meeting and asked each other what is our definition of a Near Miss? Hopefully by adopting an official definition “**An unplanned event or occurrence that has the potential to result in injury, illness or property damage**” and a new train of thought (slogan) throughout our company, we will see an increase in Near Miss Reporting. Our new company-wide slogan is...

   “Live by the 4 R’s.” **Recognize + Report + Remain Safe = Return Home**

2.) **On-Site Emergency Exercises:** We recognize that we have been lacking in this area, as our Proactive Indicator Sheet reveals. Plans are being discussed as to what type of drills can / would be permissible to be performed on site. We hope to conduct an unannounced false alarm in the near future.

   We’ll see you tomorrow in Wellsboro..

   **Respect your co-workers...Report those Near Misses**

Shane Greene

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Penn E & R
Chronic Unease Themes
April 12, 2012

1. Are we doing enough to address “lone worker safety?”
2. How do we more effectively communicate the importance of reporting near misses, and generate more near miss incident reports from the field.
3. Day in and day out, driving safety continues to be our greatest exposure. Have we done enough to address this issue?
4. Application of our Journey Management process must be fine-tuned.
5. What more can we do to improve the safety of employees performing frac tank inspections?
6. Better methods must be developed, communicated and followed to assess if a spill is “fresh water” or some other type of fluid (e.g. flowback water, production water, etc.).
7. When spills are called in from the field, how can we be certain that the spill was actually on containment, and that the amount being reported is accurate?

Hello Martina,

Please find my attached Chronic Unease. I am not sure it is exactly what you are looking for; not so much deficiencies in our programs or the way we administer them, but an item that has come to my attention as a result of the longer drives associated with our expanse of services into areas such as the Appalachia region. An item that concerns me; not only because I know this happens, but because at this stage in my research have found no true solution or even indicating factors to be aware it is occurring or soon will occur.

Kind regards,

Steve

Chronic Unease

Fatigue Management presents the area of unease I have in regards to on-going safety. While we have a good safety record - zero recordable field injuries / incidents in over a decade of service; customer requirements to meet deadlines and/or limit downtime can result in long hours and long workweeks. Sleep is a biological factor, not a matter of willpower or energy drinks. Although a person can be accustomed to demanding schedules and long hours, they cannot be conditioned to live without sleep. In fact long term sleep depravity is fatal to humans. Once the body reaches a certain point of sleep depravity, the brain and cognitive functions become adversely affected, coordination and the reasoning process becomes cloudy and eventually the brain forces sleep.

My true unease lies in the possibility that even in times of light fatigue the human brain is suspected to engage in what is called Microsleep (studies are underway), a condition where the individual may remain at task with eyes wide open, appearing fully awake and functional to the observer, but in reality experiencing partial shutdown of the brain. This is in contrast to the idea that a person is either awake or asleep (or falling asleep); but rather that during certain times the brain may shutdown certain parts of itself to rest, while other parts remain fully functional. Studies are suggesting that Microsleep could explain why people experience the feeling that at one moment (for example) “I was driving and everything was just fine, then all of the sudden I was not on the road anymore, but with no recollection at all of ever leaving the road.” Microsleep may also be attributable to actions such as setting an object down and seconds later not being able to find the object, or suddenly forgetting what you were just doing.

Dr. Chiara Cirelli, professor of psychiatry at the School of Medicine and Public Health, University of Wisconsin-Madison states "Even before you feel fatigued, there are signs in the brain that you should stop certain activities that may require alertness," "Specific groups of neurons may be falling asleep, with negative consequences on performance."

My research continues: seeking information on identifying the contributing factors, information on the signs that Microsleep is imminent, information on prevention, and information on protecting our workers as they often face long days, long drives and perhaps inadequate sleep patterns.

Chronic unease for me are the thing that are out side of our control. I feel that our employee and the other contractors working for Shell are preforming their jobs safely and taking the proper steps mitigate the hazards associated with the work that we do. However we cannot completely control the public. We do have control in place to keep the not only our worker safe but the public safe as well, but it only takes one errant driver or one person in an area where they shouldn't for something catastrophic to happen. Not only am i concerned about our people but the publics' safety also ways heavy on my mind. Also our employees traveling to and from the work site. We provide training and learnings to our employees, but we have no influence on all of the other drivers. That is what keeps me up at night, the things can't control.
Thank you,
John – HRI 4/13/12

For me, it is the daily risk of our workers-on-foot getting struck by either 1. Our own construction equipment or 2. The traveling public. As far as the traveling public, this can happen one of two ways: either an HRI worker inadvertently stepping out into live traffic or an out-of-control vehicle entering our workzone. If any of the above incidents would occur, it could likely be the worst case - a fatality.

I think this is not only a chronic unease, but also an ever-developing effort on HRI's part to: communicate this risk to our people, maintain their visibility, and maintain a panoramic awareness within each ground worker and operator for each ground worker and piece of equipment and public vehicles.

A challenge? Indeed it is.

Josh-HRI 4/12/12

3/19/12 Dynamic
The following have been identified by Dynamic as “Chronic Unease Themes”:

- Not following safe work practices
- Tolerance to risks
- Modes of travel

Dynamic as implemented the following improvements to address these themes:

- Not following safe work practices:
  - Safe work practices are initially covered during our two-day new employee orientation/SH&E training.
  - Employees attend refresher training annually that includes safe work practices.
  - Annually supervisors and management attend a multi-day SH&E refresher training that covers safe work practices.
  - Safety meeting topics are provided to supervisors, to cover with their crew members weekly. These topics are safe work practices taken directly from our Safety, Health, and Environmental Management System.

- Tolerance to Risks
  - Risk tolerance training has been added to our SH&E supervisor training and new employee orientation/SH&E training. This includes what risks are, how to mitigate them, etc.
  - Weekly risk tolerance topics are sent to supervisors to cover with their crew members.
  - Stop, Think, and Act reference cards are handed out to all employees during our new employee orientation/SH&E training.
  - Daily safety meetings and JSEA coverage to help remove complacency. We have also requested that crews have a “refocus meeting” after lunch to cover any changes in their work.

- Modes of Travel
  - A Journey Management Plan has been developed and added to our Safety, Health, and Environmental Management System.
  - Journey management forms are to be completed and turned in to direct manager when traveling.
  - Shell website is to be utilized for appropriate roads when traveling.