



HSE Corporate Business Plan 2011



MD Message on HSE

I want to make it very clear that the overarching priority for me is the performance in Health, Safety and Environment and how integral this is to the definition of success.

Of course we all want more production, lower unit costs and so many other indicators, but what I want above all, is to make sure that each and every one of you, PDO staff, contractors and our neighbors, have the opportunity to share our success stories with their friends, family and loved ones at the end of each day and at the end of every rotation.

If we look at our 2010 HSE performance, I am pleased to see significant improvements in road safety and in the fields of environment and health. We need to hold these gains and continue to improve further. This 2011 HSE Business Plan is on one hand, designed to uphold the gains and on the other, it focuses on reducing significantly the number of LTIs (Lost Time Injuries), especially in industrial fields, by effectively implementing the worksite hazard actions items forming part of this plan. We are also making good progress in Asset Integrity Process Safety Management but we will need to increase emphasis to management of change and process compliance.

I need you all to implement the Golden rules by complying with our standards in your respective areas of work, intervening where you see a non-compliance taking place, respecting our neighbours and the environment. The Life Saving Rules have been key to addressing increased ownership, simplification and consequence for non-compliance and I expect the same rigour and diligence as we continue their effective roll-out and communication. I also need your help to enhance the reporting of near misses, a "gift and blessing" we cannot and must not waste, so that we can disseminate learnings across the organisation and the industry at large to avoid that risks and warnings in our operations turn into real incidents.

Please take care of your own safety and those around you. Thank you,

Raoul Restucci
Managing Director

LIFE SAVING RULES

WHAT ARE THEY?

- 

1 Work with a valid work permit when required
- 

2 Conduct gas tests when required
- 

3 Verify isolation before work begins and use the specified life protecting equipment
- 

4 Obtain authorization before entering a confined space
- 

5 Obtain authorization before overriding or disabling safety critical equipment
- 

6 Protect yourself against a fall when working at height
- 

7 Do not walk under a suspended load
- 

8 Do not smoke outside designated areas
- 

9 No alcohol or drugs while working or driving
- 

10 Wear your seat belt
- 

11 While driving, do not use your phone and do not exceed speed limits
- 

12 Follow prescribed Journey Management Plan



SIGNIFICANT CHANGES IN 2011

- Quality check of closure of level 1 audit actions (Serious / High from 2010 audits)
- Revised HSE-MS to include Process Safety, Behaviour Based Safety programme & Effective Performance Monitoring Management
- Active engagement of Contractors, HSE Managers & Contract Holders
- Specialist audits – Radiation & Worksite Hazards
- Development of HSE KPIs, similar to TI for Directors to manage HSE Performance
- Focus on closing LoA findings
- Focus on Process Safety compliance

HSE PROJECTS

ROAD SAFETY

- In-Vehicle Monitoring Systems (IVMS)
- Consequence Management
- Driving Forums
- Secondary Logistics

Martin Stauble
Martin Stauble (XD)

CONTRACT HSE

- Enhance HSE Competence of Contract Holders' Team
- Enhance CEO role through Letter of Assurance (LoA)
- HSE Pre-Qualification & Banding

Saif Al Hinai
Saif Al Hinai (OND)

PROCESS SAFETY

- People and Systems
- Operating Integrity
- Technical Integrity
- Design Integrity

Suleiman Al Tobi
Suleiman Al Tobi (UEOD)

WORKSITE HAZARDS

- Compliance to HSE Training
- High Quality Hazard Awareness Programme
- Review and Fresh launching of Life Saving Rules (LSR)
- Improve STOP Implementation

Abdulsattar Al Murshidi
Abdulsattar Al Murshidi (UWD)

NORM & OILY WASTE MGT.

- Identify and Quantify NORM
- Manage Health and Environmental Risks
- Manage Waste Disposal

Amran Al Marhubi
Amran Al Marhubi (OSD)

OCCUPATIONAL HEALTH

- Fatigue Management
- Health Risk Assessment (HRA)
- Radiation Safety
- Food Safety

Naaman Al Naamany
Naaman Al Naamany (MSEM)

HSE-MS FRAMEWORK

- HSE-MS Revision
- HSE Audits
- Communication

Naaman Al Naamany
Naaman Al Naamany (MSEM)

ENVIRONMENT & SD

- Compliance with Laws & Standards
- Waste & Pollution Management
- Data Quality Management

Naaman Al Naamany
Naaman Al Naamany (MSEM)

2011 HSE CORPORATE SCORECARD

KPI	Wt.	0	1	2
LTIF	10%	0.54	0.43	0.27
Process Safety Plan: % Completion of Critical 2011 items	10%	90%	100%	110%
Total		20% of Corporate Scorecard		



- Comply
- Intervene
- Respect



12 Life Saving Rules



"No Harm to People & Environment"

Raoul Restucci

Raoul Restucci
Managing Director



“Driver competency is the key to success on the roads”

The Road Safety Must Win team aim to save lives and prevent road traffic accidents in our operation. We focus on improving the competency of our driving workforce whilst increasing the awareness relating to the dangers on the roads. In 2010, we focused on improving the driver training and assessments whilst engaging directly with drivers in our comprehensive Driving Forum road-show. For 2011, we are implementing the new in-vehicle technology providing remote supervision to our drivers. The emphasis is to introduce road safety initiatives which are self sustaining and owned by the operation. The declining road accident rate has been encouraging, but, until we operate without deaths on the road, we continue on our journey to strive for Goal Zero.

Martin Stauble (XD)
Champion, Road Safety

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES										
					MSEM	OND	OSD	UWD	UID	UEOD	GD	HD	FD	XD	UPD
IVMS	Comply	Complete introduction, embed the new IVMS management system into the directorates and conduct trend analysis	IVMS report as per MS requirements	Q2	R	R	R	R	R	R	R	R	R	R	R
Consequence Management	Intervene	Contract Holder to acknowledge confirmation of understanding of road safety default management procedures	Written confirmations received	Q1	S	R	R	R	R	R	R	R	R	R	R
	Comply	Contract Holders to close out all road safety defaults identified by RSST/ PDO within one month of receiving report	90% Closure	Monthly	S	R	R	R	R	R	R	R	R	R	R
Driving Forums	Intervene	Directorates to deliver driving forums in three stages using material supplied by MSE team (Total 48 driving forums)	3 driving forums per area	Q1 - Q4	R	R	R	R	R	R	R	R	R	R	R
Secondary Logistics	Intervene	Conduct one logistics forum with 25 key contractors	Report	Q2	S			R							
	Comply	All Contract Holders to audit contract commuting arrangements	Commuting audits	Q2	S	R	R	R	R	R	R			R	R

Accountable person: Champion

R = Responsible, S = Support



“Contract HSE Management being addressed through key initiatives”

The role of “Contractor HSE Management” in achieving Goal Zero is significant, as work by contractors account for more than 80 per cent of PDO’s total exposure hours. During the period between 2000 and 2010, contractors accounted for 98 per cent of incidents.

Contractor HSE Management is being addressed through three key initiatives each aimed at targeting a specific area where HSE management can be significantly influenced and improved. These include: Improving Contract Holdership Scheme; enhancing the role of contractor CEO’s in HSE management and strengthening the HSE criteria during contractor selection.

In 2010, we managed to train more than 100 Contract Holders and Site Representatives in order to close some of their HSE competency gaps. Between 2009 and 2010, we also managed to launch “Contractor HSE Letter of Assurance” and verified 25 of our top High HSE Risk Contractors - an exercise which has been appreciated not only by PDO, but within our contractor community as well. The other big achievement in 2010 is that we managed to successfully launch “Contractor HSE prequalification and Banding process.” This ensures a level playing field between contractors when it comes to evaluating HSE capability of competing contractors in a tender process. For 2011, we intend to continue to do more of the same.

Saif Al Hinai (OND)
Champion, Contractor HSE

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES											
					MSEM	OND	OSD	UWD	UID	UEOD	GD	HD	XD	FD	UPD	
Enhance HSE Competence of Contract Holder Team	Comply	Define a company Selection Criteria for Contract Holders Scheme in terms of (Competency, capacity, experience)	Approved criteria	Q1	S										R	
	Comply	Contract Owners to assess M/H risk contracts CHs and CSRs HSE competency/capacity and ensure identified gaps have been closed. Report progress quarterly to Directors.	90% gaps closed	Q3	S	R	R	R	R	R	R	R	R	R	R	R
Enhance CEO Role via LOA	Comply	All H/M Risk contracts (excluding the previously submitted and verified 25 contractors) to submit LOA via the web. An affirmation presentation by Contractor CEO (previously verified 25 contractors) to the appropriate PDO director on closure of actions.	Contractor CEO Presentation	Q1-Q4	S	R	R	R	R	R	R	R	R	R	R	R
HSE Pre-Qualification & Banding	Comply	Update the PR1171/C9 documents to include the HSE Pre-qualification banding process and align with C&P (SP1233)	Issue revised PR 1171/C9	Q2	R										S	

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“Taming the Tiger”

The Asset Integrity-Process Safety Management (AI-PSM) improvement programme has been ongoing since 2009. We have delivered many improvements in the last 2 years, reducing the risk of a major fire, explosion or spill in our company. We are calling this the 'Taming the Tiger' programme referring to the analogy of lions and tigers for personal safety and process safety. The focus has been on the high risk assets but we have also delivered improvements across PDO in the areas of, for example, raising staff awareness through procedures training and communication efforts, improving alarm management, Safety Critical Equipment maintenance and Permit to Work. We have implemented a new assurance framework and conducted internal and external AI-PSM audits. Our experience from the last 2 years, the learning from incidents and feedback from recent audits have helped us to put together the 2011 programme. In 2011 we will continue to roll out the technical improvements but also focus more on the behavioural aspects of process safety including management of change, risk assessment, compliance and process safety competence.

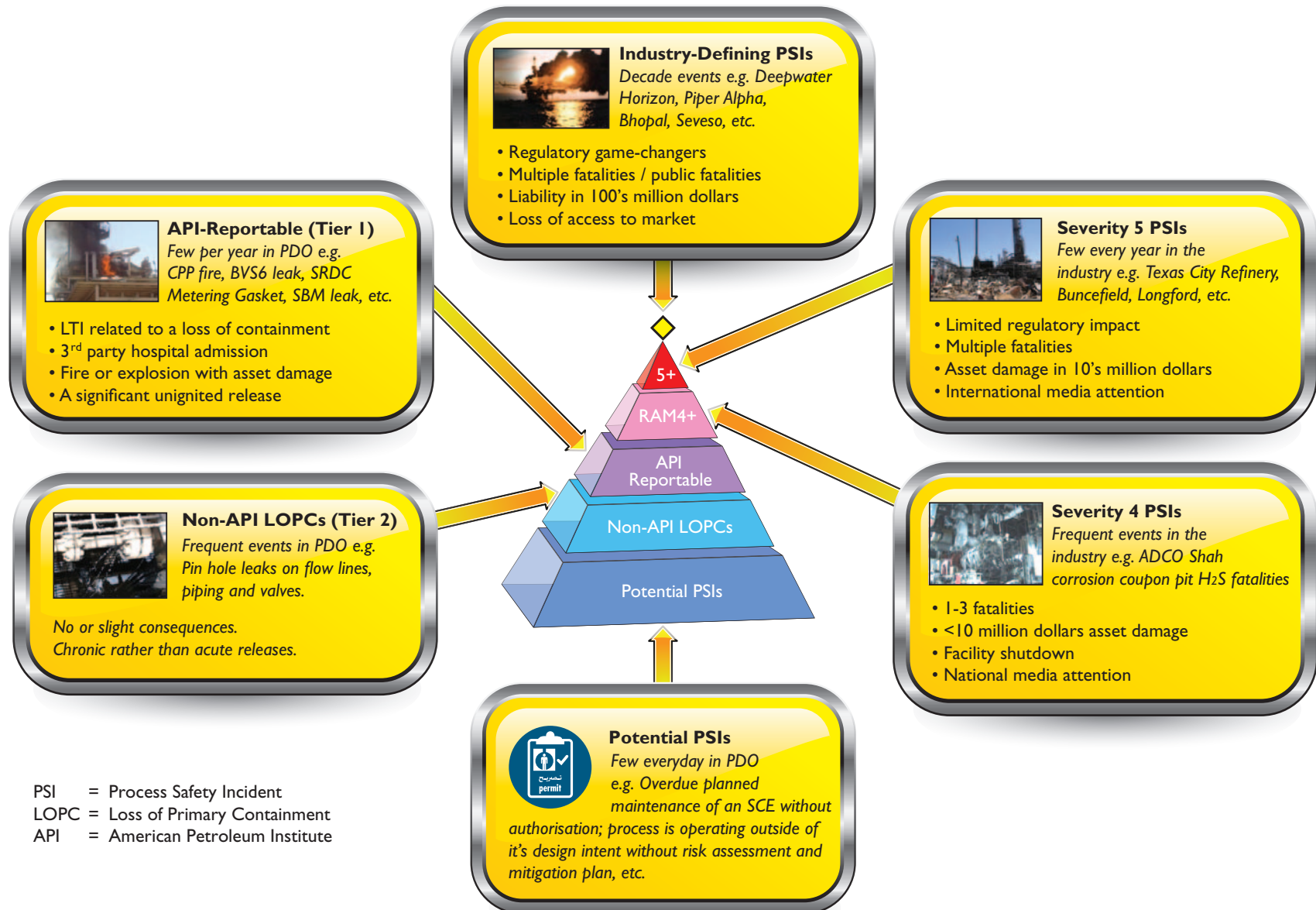
Suleiman Al Tobi (UEOD)
Champion, Process Safety

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES							
					MSEM	OND	OSD	UWD	UID	UEOD	GD	UPD
Asset Integrity - Process Safety	Comply	DCAF in place for 20 projects going through the ORP process	Project progress	Q4	S	R	R		R	S	R	S
	Comply	ACAL defined for the 4+2+4 assets	Project progress	Q4	S	R	R		R	S	R	S
	Comply	Process Safety in Project assurance reviews (1 per quarter)	Project progress	Q4	S	R	R		R	S	R	S
	Comply	Corrosion Management System and roll out plan developed	Project progress	Q4						R		S
	Comply	Corrosion Management support contract in place	Project progress	Q3						R		
Asset Integrity - Process Safety (10% of Corporate Scorecard)	Comply	Asset register verification complete and implemented for Nimr, Qarn Alam, Lekhwair, MAF terminal, GGP.	Project progress	Q4		R	R		R	S	R	S
	Comply	Ex-equipment fully verified and rectified for Marmul, Nimr, Qarn Alam, Lekhwair, Yibal, Fahud, MAF terminal, GGP.	Project progress	Q4		R	R		R	S	R	S
	Comply	Completion of Level 2 self assessments and cross-directorate audits (externally supported) for Nimr, Qarn Alam, Lekhwair, MAF terminal, GGP and Harweel	Project progress	Q4	S	R	R		R	S	R	S
	Comply	Quarterly Verification of Level 3 assurance of CCPS element 9 'Permit to Work' and element 15 'Conduct of Operations' carried out by the Delivery Team Leader for Birba, Al Noor, MOL, CPP, Qarn Alam, Lekhwair.	Project progress	Q4	S	R	R		R	S	R	S
	Comply	Number of high risk Well Integrity issues across PDO 12 or less by 31/12/2011	Project progress	Q4		R	R	S		S	R	S
	Comply	Management of change implementation	Project progress	Q4	S					R		

Accountable person: Champion

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Process Safety Incident Triangle



PSI = Process Safety Incident
LOPC = Loss of Primary Containment
API = American Petroleum Institute

NORM & Oily Waste Management



“Striving for continuous improvement in all areas”

The main purpose of the Must-Win Project on NORM & Oily Waste is to identify and quantify the amount of NORM and oily waste in the company, manage the health and environmental risks associated with the waste and find suitable means of treating and/or disposing of these wastes.

In 2010, the focus was on the identification of oil facilities which have NORM, quantification and oil content measurement of oily waste stockpiles in waste facilities, audits and inspections of waste facilities, well engineering contractors, field trial of oily soil treatment and evaluation of NORM disposal options. The NORM Specification was also updated and will be re-launched while training to work safely and monitor for NORM will continue.

In 2011, we will carry on improving the management of the oily waste facilities, evaluate possible treatment and disposal for the various oily waste, conduct surveys within our Gas facilities for NORM as well as audits on well services, maintenance activities and others. In addition, a hazardous waste contract will be put in place and MECA endorsement for selected NORM disposal options will be sought.

Amran Marhubi (OSD)
Champion, NORM & Oily Waste Management

NORM Management

Team Leader: Brett Young (MSE32)

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES							
					MSEM	OND	OSD	UWD	UID	GD	UPD	
Identify & Quantify	Comply	Survey and label NORM contamination within PDO Gas Facilities	Survey reports received & databases updated	Q1	S						R	
		Quantify NORM contaminated sludge waste and activity	Survey report received	Q2	R	S	S					
Manage HSE Risks	Comply	Relevant Directorates include NORM in their HSE audit plan and comply with SP1170	100% Compliance	Q4	S	R	R	R	R	R	R	S
	Respect	Initiate NORM Working Group (PDO and Contracting Community) and conduct forums to further improve NORM Management	4 x Forums	Q1-Q4	R	S	S	S	S	S	S	S
NORM Disposal	Intervene	Conduct detailed design study for an engineered landfill to dispose of PDO's NORM wastes	Location and Design Approved	Q4	R	S	S					

Oily Waste Management

Team Leader: Khalifa Al-Harthy (MSE2)

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES							
					MSEM	OND	OSD	UWD	UID	GD	UPD	
Manage HSE Risks	Intervene	Implement improvement plans for oily waste storage facilities. Optimise use of existing OBM and oily waste recovery pits and storage area for oil contaminated soil.	Complete improvement action items	Q1	S	R	R					
Oily Waste Disposal	Intervene	Identify, justify and implement a cost-effective option for the removal and treatment of QA viscous sludge	Complete treatment and disposal of sludge	Q1-Q2	S	R						
		Introduce and manage improved land farming practices to enhance hydrocarbon biodegradation (as part of the SOW for new tender for management of all hazardous wastes).	Achieve TPH<1%	Q4	S	R	R					

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“The key to reducing injuries is ability to identify and manage hazards”

As part of the Worksite Hazards Management (WHM) Must-Win project, our aim is to improve awareness of PDO and contractors workforce to realise, identify and manage various hazards at the workplace.

In 2010, we revamped the HSE training programme, enhanced the quality of Tool Box Talks thru usage of TRIC-pan PDO and upgraded PTW. We also kick started the hazard hunt project.

Despite these efforts we observed a shift of fatalities from road to worksite and also we could not hold the 2009 LTIF record of 0.29. Furthermore LSR and STOP were not consistently applied as intended and we are not effectively learning from incidents.

In 2011 we will focus on enhancing hazard hunts to include heavy machinery and tools/equipment. Furthermore we will do a fresh re-launch of the Life Saving Rules and promote reporting and celebrating the near misses to prevent incidents.

While we know we would have many challenges during the course of the year, our objective and commitment to “Goal Zero” remains above everything else.

Abdulsattar Al Murshidi (UWD)
Champion, Worksite Hazards Management

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES										
					MSEM	OND	OSD	UWD	UID	UEOD	GD	FD	HD	XD	UPD
Compliance to HSE Training	Comply	Each Directorate to verify compliance of their staff with HSE training as per SP 1157	100% Compliance	Q3	R	R	R	R	R	R	R	R	R	R	R
	Comply	Every Contract Holder to verify contractor staff compliance with HSE training as per SP 1157	100% Compliance	Q3	R	R	R	R	R	R	R	R	R	R	R

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	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES													
					MSEM	OND	OSD	UWD	UID	UEOD	GD	FD	HD	XD	GD	UPD		
High Quality Hazard Awareness Programme	Intervene	Contractor and PDO to conduct hazard hunt in all worksites ensuring that each staff participates at least once.	Hazard Hunt conducted for 80% of staff	Q1 - Q4	S	R	R	R	R	R	R				R	R	R	
	Intervene	Contractor and PDO to conduct a dedicated session to train front line supervisors on conducting effective Toolbox Talks and use of TRIC.	session conducted	Q1-Q2	S	R	R	R	R	R	R				R	R	R	
	Intervene	Develop awareness package on hazards and risks related to heavy machinery operation and tools & equipment at worksites and conduct awareness workshops across PDO and contractors community	Hazards package developed	Q1-Q2	R													
			At least 1 workshop conducted at each site	Q2-Q4	R	R	R	R	R	R	R	R				R	R	R
Review and fresh launching of Life Saving Rules (LSR)	Intervene	Develop plan and material for fresh launching of LSR to include: - Coaching on LSR related procedures - Understanding and reporting near misses - Reporting all LSR violations - Consequence management review - Inclusion of LSR in HSE meetings and Toolbox Talks	Plan developed and revised consequence management structure approved	Q2	R	S	S	S	S	S	S	S	S	S	S	S	S	
	Intervene	Implement the plan for fresh launching of LSR	Progress against the plan	Q2-Q3	S	R	R	R	R	R	R	R	R	R	R	R	R	
Improve STOP implementation	Comply	Each directorate and contractor to conduct STOP scheduled visits as per SP1259.	100% compliance	Q1-Q4	R	R	R	R	R	R	R	R	R	R	R	R	R	
	Comply	Report STOP performance quarterly to MDC	Reported quarterly to MDC	Q1-Q4	R	R	R	R	R	R	R	R	R	R	R	R	R	

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“Implementing Robust HSE-MS is vital towards improving our HSE performance”

I am delighted with the significant achievements in 2010. Key improvements in occupational health and environment areas included but were not limited to compliance, establishing excellent reputation with regulators etc. Despite the good performance, we should continue to sustain this momentum in order to hold our gains and achieving continuous improvements.

While actively supporting the 5 Must Wins and delivering on the HSE assurance program, we also kick started the HSE-MS revision project. The gap analysis exercise of our HSE-MS identified a need to simplify the documents, develop a structured behavior based program, create an effective performance monitoring and include/raise the profile of Process Safety in our HSE-MS.

This 2011 Corporate HSE Plan is aimed at sustaining the achieved improvement in 2010 and focusing on key areas such as waste disposal, food safety, radiation and fatigue management besides the launch of the revised HSE-MS, executing assurance plan and verifying closure of high action items resulting from 2010 HSE-MS Level 1 audits.

I am looking forward to be working with you all to achieve and exceed our previous best HSE performance records.

Naaman Ali Naamany (MSEM)
Champion, HSE Manager

Occupational Health Management

Team Leader: **Dr Suad Lamki (MSE3)**

	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES											
					MSEM	OND	OSD	UWD	UID	UEOD	GD	HD	FD	XD	UPD	
Fatigue management	Comply	Formalize agreement on summer work timings as per legislation	Approval MDC	Q2	S								R	S		
	Intervene	Raise Fatigue Management awareness and Implement the requirements	100 % coverage	Q1-Q4	S	R	R	R	R	R	R	R	R	R	R	R
Health Risk Assessment (HRA)	Comply	Contractors to review existing generic HRAs, update according to the nature of work and implement	100 % coverage	Q2-Q4	S	R	R	R	R	R	R	R			R	
Radiation Safety	Comply	Conduct Level 2 Radiation Safety Audits covering; NDT, Well Logging, Multiphase Flow Meters, Density gauges/profilers	Report	Q3	S	R	R	R	R		R					
Food Safety	Comply	Verify caterers are HACCP certified	100% compliance	Q1-Q4	S	R	R	R	R	R	R	R			R	
	Comply	Analyse Drinking water once per month for each camp	100% Coverage	Q1-Q4	S	R	R	R	R		R				R	

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	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES								
					MSEM	OND	OSD	UWD	UID	UEOD	GD	HD	XD
HSE-MS Revision	Comply	Revise HSE-MS as per Project Plan	Quarterly progress report	Q3- Q4	R	S	S	S	S	S	S		S
LEVEL 1 HSE Audits	Comply	Infrastructure Directorate HSE-MS Audit	100% completion	Q1	R				S				
	Comply	Environmental Management System Recertification Audit	100% completion	Q2	R	S	S	S	S	S	S	S	S
	Comply	Amal Steam Project HSE-MS Audit	100% completion	Q2	R		R						
	Comply	Exploration Directorate HSE-MS Audit	100% completion	Q3	R								R
	Comply	Radiation Management Audit	100% completion	Q3	R	S	S	S	S	R	S		S
	Comply	HSE Management of Small Field Operators	100% completion	Q4	R		R						
	Comply	Worksite Hazards Management Audit with focus on management of Heavy Machinery such as Cranes and Graders	100% completion	Q4	R	S	S	S	S	R	S	S	S
Other Audits	Intervene	Verify closure of high actions resulting from Level 1 HSE-MS audits 2010	100% Verification supported with a report	Q2	R	R					R	R	
Communication	Intervene	Cascade HSE learning packages and check effectiveness	6 communication packages. Annual survey	Q1-Q4	R	R	R	R	R	R	R		R
	Comply	Develop HSE KPIs for Directors to Monitor	Agreed set of KPIs with reporting formats	Q1	R	R	R	R	R	R	R		R

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	Golden Rules	Delivery KPI	Measurement	Target Time	DIRECTORATES									
					MSEM	OND	OSD	UWD	UID	UCPM	UEOD	GD	UPD	
Compliance with Laws & Standards	Comply	Map up environmental footprint caused by WTUs and by the use of crude oil in generators	Footprint Map	Q1-Q2	R			R						
		Evaluate options to alleviate the foot print.	Options with cost impact	Q3-Q4	R			R						
Waste & Pollution Management	Comply	Dispose waste wood and Mercury wastes as per the respective strategies agreed by MECA	100% Compliance	Q3	S	R	R						R	
	Comply	Discharge to the Sea as per regulations. Complete phase II and III projects.	100% Compliance	Q3	S				R					
Data Quality Management	Comply	Conduct integrity review of meters related to environment: Flares; Well injections, ETP, STPs, Reverse Osmotic Plants, Power Plants.	Report	Q1-Q4	R	S	S					R	S	

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Accountable: Approves, must “sign off” acceptance of results. The accountable party approves the work done by the responsible party and is accountable for the results.

Responsible: Responsible to get it done. The executing party executes the necessary work and takes the actions required to ensure compliance with legal requirements and Company’s Policies and Standards

Support: Provides support to the Responsible Party and the Accountable Party

HSE CORPORATE CALENDAR 2011

Activities	Act. P.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Corporate HSE Audits	MSE53												
Infrastructure Directorate HSE-MS Audit			26 to	09									
Environmental Management System Recertification Audit					16 to 25								
Amal Steam Project						14 to 25							
Radiation Management Audit								16 to 27					
Exploration Directorate HSE MS Audit										03 to 14			
HSE Management of Small Field Operators											15 to 26		
Worksite Hazards Management Audit with focus on Heavy Machinery													03 to 14
Joint Management Site Visits	MSE5212												
Nimr	OSO/OND	11											
Fahud	ONO/HD		6										
CPP	GD/MD		21										
Coastal Offices and Facilities	UIB/DMD		22										
Bahja	OSO/MD			1									
Maf Jetty & Offshore	UIT/UEOD			8									
Drilling North	UWD/MD			13									
Qarn Alam Project	ONQM/UID			14									
Marmul	OSE/DMD			14									
Logistics South	UWL/OND			15									
Seismic North	XPM/UWD				12								
Lekhwair	ONO/MD					1							
Bahja	OSE/HD					1							
Amal Project	OST/UID					10							
Nimr	OSE/UEOD							4					
Drilling South	UWD/GD										4		
Seismic South	XPM/MD										16		
Marmul	OSO/XD											5	
Logistics North	UWL/UWD											6	
Harweel	OSGO/UID											14	
Fahud	ONE/DMD											20	
Kauther by Road	GD/UPD											21	
HSE MD/DMD Meetings	MSEM												
MDC (First / Second Sunday each Month)													
MDIRC (Every Monday 13:15)													
Communication	MSE51												
Conduct Directorate HSE plans + KPI reporting sharing session		25											
Conduct CH HSE Workshop			22										
Conduct Contract HSE managers Workshop					27								
Safety Day								5					
2012 HSE Plan development kick off								27					
CEO conference										20			

HSE CORPORATE CALENDAR 2011

Activities	Act. P.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Road Safety Management	MSE13												
Driving forum phase 1 kick off (Total 16 sessions)			13										
Driving forum phase 2 kick off (Total 16 sessions)							5						
Driving forum phase 3 kick off (Total 16 sessions)											9		
Launch new IVMS		9											
Safety Training	HLD8												
Execute Safety Leadership Commitment Workshops													
ATP CPD Workshop (HLD8/HLD81)													
Safety Leadership Facilitator Workshop (HLD/HLD8/ HLD81)													
HSE TCAQA contractor initial audit of ATPs and Approved contractors													
Occupational Health	MSE3												
Forums on NORM quarterly (Feb, May, Sept, Nov)				1 forum			2 forum			3 forum			4 forum
Occ. Health Road Shows			Feb 5-9, 12-16, 19-23, 26		10								
HRA Training - Qarn Alam & Fahud					9-13								
HRA Training - Nimr & Marmul					22-26								
Food Safety Training					13-15					11, 12			
Doctors Training in OH Marmul				15-18									
Doctors Training in OH Fahud				20				21-23					
Fatigue Specification Phase 1		1-7		21	12	1-7				1-7		1-7	
Fatigue Specification Phase 2			14-21	22		14-21			14-21	13	18		14-21
Fatigue Specification Phase 3		22-28		23	22-28		22-28				22-28		
Environment	MSE2												
Oman E day Quiz		2-8											
Awareness Training: MAF			14										
Awareness Training: Fahud, Yibal, Lekhwair, Qarn Alam			20-23										
Awareness Training: Nimr, Marmul, Bahja, Harweel Project				13-16									
Environmental Inspections: MAF		9											
Environmental Inspections: Fahud													
Environmental Inspections: Yibal			27										
Environmental Inspections: Lekhwair											18		
Environmental Inspections: Qarn Alam & Saihrawl										25			
Environmental Inspections: Nimr										18			
Environmental Inspections: Marmul												27	
Environmental Inspections: Bahja						29							
Environmental Inspections: Harweel Project				20									
Launch of Revised HSE-MS	MSE52												
MAF								20, 27	2, 8, 15, 22				
Fahud								18					
Yibal								28					
Lekhwair								30					
Qarn Alam									1				
Nimr									2				
Marmul									3				
Bahja									10				
Harweel Project									11				
Logistics South									15				
Logistics North									18				
Seismic North									21				
Seismic South									29				
CPP									23				
Gas Facilities - QA									25				
Amal Steam Project									30				

Do you use the Incidents Pyramid as a Dashboard to prevent incidents?

2010 HSE Performance

