



YOU AND I  
**WILL**  
GO HOME SAFELY



# ENERGY BUSINESS ACADEMY HSSE MANAGEMENT

**Abidin Mohamad Zen**  
**Contractor HSSE Management Lead**

# SAFETY FIRST! SAFETY ALWAYS!



Emergency exits



Contact numbers



Fire drills



Assembly point



AED



First aid kits



Alarm sirens/bell



Restroom facilities



Refreshments



YOU AND I  
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GO HOME SAFELY

# GROUND RULES



Mobile on silent.  
Be Present



Actively Listen



Actively Participate



ONE voice at a time



Be On time

# MAIN OBJECTIVES

- ❑ To help vendors (SMEs) understand HSSE requirements needed during Pre-award stage and Post-award stage
- ❑ To provide an awareness on
  - ✓ Contract HSE Risk Assessment
  - ✓ Greenbanding Assessment (HSSE Questionnaires)
  - ✓ Contract HSSE Plan
  - ✓ Key Performance Indicator

# INTRODUCTION TO HSSE

HSSE (Health, Safety, Security, Environment) is a core value for BSP.

We demonstrate this every day with our Ways of Being:  
Creating an Incident and Injury Free Workplace.

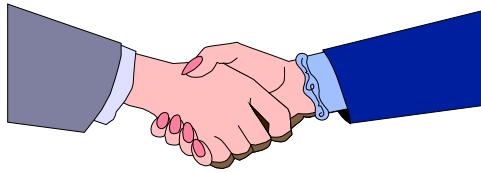
## Our goals:

Every person who works for BSP goes home safely;  
our assets are safe and we can show it;  
our people and our assets are secure;  
the environment is unharmed and  
our neighbour live in harmony alongside our operations.

# WHY IS HSSE IMPORTANT?



2 mins  
Classroom



## MORAL DUTIES

“.....Safety is our number 1 priority....”

Everyone has the moral right to go home to their family in the same condition as they came to work.

## Workplace Safety and Health Order 2009

### EMPLOYERS DUTIES

Sect.12(3c).....ensuring persons are not exposed to hazards, etc.

### EMPLOYERS DUTIES TO OTHERS

Sect. 12(4).....do not expose others to risks

### EMPLOYEES DUTIES

Sect.15(1a).....use the their PPE as specified.

Sect.15(b).....co-operate with employer to comply.



**Costs**

- Insurance
- Loses
- Deferment
- Compensation

## Economic – Good Safety is Good Business

“Piper Alpha explosion involved the loss of 167 lives and is estimated to have cost over £2billion, including £750million in direct insurance payouts.....”

# WHY CONTRACTOR HSSE MANAGEMENT?

To achieve an incident and injury free workplace, Shell and contractors must be fully aligned in HSSE Values and objectives

The majority of incidents involve contractors and improving contractor safety is a major element of our drive towards Goal Zero. Working with contractors to close any gaps in competency and performance can deliver top quality safety performance.



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# What is Goal Zero?

**GOAL  
ZERO.**

**NO  
HARM.**

**NO  
LEAKS.**



- Pursue no harm to people
- Ensure no significant incidents, fatalities, spills or gas releases





# CONTRACT MODE

MODE 1

MODE 2

MODE 3

# CONTRACT MODE

Contract Mode specifies which HSSE-Management System (HSSE-MS) will be applied to the activity being performed under the contract.

## Mode 1

Contractor will perform **using BSP HSSE MS**. HSSE performance data and incidents are recorded.

Eg. Maintenance/Service Contractors working on a Shell owned asset, office or administrative support, specialist training on BSP site.

## Mode 2

Contractor will perform **using the contractor's own HSSE MS** which materially equivalent to Company's HSSE MS. HSSE performance data and incidents are recorded.

Eg. Drilling Rig operated by a Contractor, offshore pipe-lay barge, dive or construction support vessel.

## Mode 3

Contractor's workscope at the **contractor's site** will performed **using the contractor's own HSSE MS**. **NOT required** to report HSSE performance data and incidents, and is NOT part of Shell HSSE performance statistics.

Eg. Equipment manufacturing, fabrication or maintenance workshops where work is also undertaken for other companies and Supply of PPEs



# CONTRACT HSSE RISK



# CONTRACT HSSE RISK ASSESSMENT

## IDENTIFY THE HAZARDS & CONSEQUENCE

- What are the hazards and worst credible potential consequences?



# CONTRACT HSSE RISK ASSESSMENT

## Risk Assessment Matrix (RAM)

The Contract HSSE Risk is the risk associated with the activities performed under a contract.

SEVERITY	CONSEQUENCES				INCREASING LIKELIHOOD				
	People	Assets	Community	Environment	A	B	C	D	E
					Never heard of in the Industry	Heard of in the Industry	Has happened in the Organisation or more than once per year in the Industry	Has happened at the Location or more than once per year in the Organisation	Has happened more than once per year at the Location
0	No injury or health effect	No damage	No effect	No effect					
1	Slight injury or health effect	Slight damage	Slight effect	Slight effect					
2	Minor injury or health effect	Minor damage	Minor effect	Minor effect					
3	Major injury or health effect	Moderate damage	Moderate effect	Moderate effect					
4	PTD or up to 3 fatalities	Major damage	Major effect	Major effect					
5	More than 3 fatalities	Massive damage	Massive effect	Massive effect					

# STEPS TO CONDUCT CONTRACT HSSE RISK ASSESSMENT

1) Identify all hazards associated with activities in the contract work scope, covering but not limited to the following;

- Nature of the work
- Location of the work
- Possible associated hazards
- Potential Consequences

2) Identify the Potential Severity for each of the hazard.





# CONTRACTOR HSSE QUESTIONNAIRE

## GREENBANDING ASSESSMENT

# Greenbanding

**Greenbanding** is the Shell Contractor selection and management process for

- ✓ contractor HSSE prequalification,
- ✓ capability assessment &
- ✓ contract performance management.

## What are the benefits of Greenbanding process?

- A consistent and standardised approach across the Shell Group.
- Helps to identify gaps in HSSE capability & performance of contractors.
- Drive focused improvements to close those gaps.



# CONTRACTOR HSSE QUESTIONNAIRE

## Guideline for HSSE Capability Assessment

Weighting  
percentage

1	Leadership & HSSE Culture	20%	★
2	HSSE Policy & Strategic Objectives	10%	
3	Organisation, responsibilities, resources, standards & documentation	15%	★
4	Risk Management	15%	★
5	Planning & Procedures	10%	
6	Implementation & performance monitoring	15%	★
7	HSE auditing & management review of HSE-MS	10%	
8	HSE management - additional features	5%	



Guideline for  
: Capability Assess

# EXAMPLE QUESTIONNAIRE TO SUPPLIER/CONTRACTOR

## Supplier / Contractor Pre-Award HSSE Questionnaire (Version 1 - 1 June 2011)

Supplier / Contractor

Date of Assessment

Completed By

A.N. Other plc

Sunday, September 1, 2019

Abidin Mohamad Zen (HSE/23)

Required KPIs are listed on the 2nd tab

HSSE stands for Health, Safety, Security & Environment  
Please cover all aspects in your responses to the questions

	Keyword			Question	Document
1	Leadership & HSSE Culture				
	Commitment to HSE aspects through leadership	1.1	a)	How are senior managers personally involved in HSE management for example objective-setting and monitoring?	Refer to xxx.doc
			b)	Provide evidence of commitment at all levels of the organisation?	XXX-Project HSES Management Plan.doc
			c)	How do you promote a positive culture towards HSE matters?	Refer to Newsletter, poster invitation competition, management walkabout findings report
2	HSSE Policy & Strategic Objectives				
			a)	Does your company have an HSE policy document? If the answer is YES please attach a copy.	HSSE Policy

Response

Set performance objectives and targets for HSSE

- HSSE responsibilities assigned to all managers and supervisors
- Set and implement procedures for managing compliance and non-compliance
- Clear communication of HSSE policy, goals, risk and controls
- HSE meetings, intranet, posters, signage, toolbox, safety campaigns etc

HSSE performances monitoring and objective setting by senior managers are performed during management reviews session.

We have a few campaigns which we run offshore and onshore. They are:

- Hand Injury Prevention Poster Drawing Contest.
- Three Point Contact Poster Drawing Contest.
- Safety Champion Award.
- Behavioural Based Safety Management Observation Award.
- Best Communication Card Award.

This version is to be sent to Supplier



Supplier  
Questionnaire - Supplier

# ASSESSING THE QUESTIONNAIRES BY HSE ADVISOR

## Supplier / Contractor Pre-Award HSSE Questionnaire (Version 2 March 2012)

Please copy and paste in supplier's responses from their sheet to this column

Supplier / Contractor

Date of Assessment

Assessed By

Company

Thursday 23rd August 2018

Abidin Mohamad Zen, HSE/23



Supplier  
Questionnaire - Analysis

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Scoring (A=0, B=3, C=6, D=10) IF N/A question will not be counted but only if N/A is justified otherwise = A

Valid questions are those that have been scored excluding those where N/A has been accepted

Score as % of valid questions >80% = Green, 50%-79% = Amber, <50% = Red

	A	B	C	D
1	No evidence of HSE commitment from senior management and poor HSE culture in the organisation	Some evidence of HSE involvement by management, lacking positive HSE culture	Evidence of active management involvement in HSE, HSE culture acceptable	Evidence of a strong, positive HSE culture in senior management and at all levels throughout the organisation

# CONTRACTOR HSSE QUESTIONNAIRE

Outcome of HSSE Questionnaire is the Supplier HSSE banding, which may be Green, Amber or Red.

Banding	Score	Description
GREEN	$\geq 80\%$	No significant gaps in the management system and HSSE capability unconditionally meets company requirements.
AMBER	50 – 79%	One or more significant gaps in HSSE MS HSSE capability conditionally meets company requirements.
RED	$< 50\%$	Not well implemented. Low HSSE capability.

- Maximum of 3 years
- No repeat assessment if Green banding still valid



Supplier HSE  
qualification ... Inst

# CONTRACTOR HSSE QUESTIONNAIRE

	Low HSSE risk	Medium HSSE risk	High HSSE risk
Mode 1	Optional (use where relevant)	Mandatory	Mandatory
Mode 2	Optional (use where relevant)	Mandatory	Mandatory
Mode 3	Not required	Not required	Not required



# CONTRACT HSSE PLAN





# CONTRACT HSSE PLANS - WHAT & WHY

## WHAT IS IT?

- Document that provides insight as to HOW and WHEN a Contractor is going to ensure a Goal Zero performance

## WHY?

- To inform everyone involved about the HSSE Risks and Controls of the scope of work
- To ensure clear accountabilities, who is doing what by when



# PRE-AWARD HSSE – CONTRACT HSSE PLAN

The Contract HSSE Plan should follow the structure of an HSSE-MS and include the following such as:

- Hazards Management
- Management of sub-contractors
- HSSE training targets
- HSSE visits
- Land transport vehicles
- Health management standards
- Environment, including waste management
- Emergency response, drills and exercises
- Provision of accommodation for overseas workers
- HSSE audits and inspection
- HSSE meetings
- Gaps identified from Contractor's HSSE Capability Questionnaire



## Generic HSSE Plan

CONTRACT HSSE PLAN																											
Contract No.:													2020												ACTION PARTY		
Contract Title:													Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1 Leadership & HSE culture																											
Management HSE Visit and Inspection / meetings																											
XYZ Site Leadership Team HSE visits and inspections													*	*	*	*	*	*	*	*	*	*	*	*	*		XYZ - SLT
XYZ / BSP Leadership Team HSE Site Visits & Inspections															*			*			*		*			XYZ - SLT, Snr.Mgt. & BSP-LT	
BSP Business Partner Forum / HSE Events																*					*					XYZ - SLT / HSEO	
Pro - Active Seat Belt & Bike Helmet Inspection Check														*			*			*			*			XYZ - SLT / HSEO / WSS	
Monthly Contract Holder HSE Meeting													*	*	*	*	*	*	*	*	*	*	*	*	*		XYZ - SLT / HSEO
Quarterly XYZ / BSP Senior Management HSE Meeting															*			*			*		*			CM / Snr. Mgt. & HSED	
HSE Campaign (Reward, Recognition & Consequence Management)																											
Monthly Best PAKAT (Stop card) awards (Quality & Quantity)													*	*	*	*	*	*	*	*	*	*	*	*	*		HSEO & WSS / FS
Best HSE Worker of the Month													*	*	*	*	*	*	*	*	*	*	*	*	*		HSEO & WSS / FS
Selection of best HSE worker of the year (XYZ Corporate level)													Selection										Awarding	CM / HSED / FS			
Best HSE Supervisor performance of the year (XYZ Corporate Level)													Selection										Awarding	CM / Snr. Mgt. / HSED			
2 HSE Policy & Strategic Objectives																											
Company Policy																											
Cascade company policies (During Site HSE Meetings)													*	*	*	*	*	*	*	*	*	*	*	*	*		HSEO / WSS / FS
3 Organisation, Resources, standards and documentation																											
HSE Competence Assurance																											
Competence assessment on staff with HSE critical positions																											
HSE Organization																											
Update Organizational Chart and Cascaded (During Contract Holder Meeting)													*	*	*	*	*	*	*	*	*	*	*	*	*		CM / FS / HSEO
HSE Responsibilities																											
Ensure all employees are aware of their HSE roles & responsibilities (Induction & Toolbox Talk)													-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----		HSEO / Supr. / FS	
COMMUNICATION																											
HSE Notice Board																											
Regular update of HSE information and Best PAKAT (Stop card) on all HSE notice boards													-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----		HSEO & WSS	
HSE Meetings																											
Weekly XYZ Project HSE Meeting (In-house overall project coordination HSE meeting)													*	*	*	*	*	*	*	*	*	*	*	*	*		FS / WSS / SWSS & HSEO
Monthly XYZ Site HSE Meeting													*	*	*	*	*	*	*	*	*	*	*	*	*		HSEO / WSS / FS
Weekly XYZ Core Team Meeting													*	*	*	*	*	*	*	*	*	*	*	*	*		XYZ - SLT / HSEO
Weekly HSE Coordination (/BSP project team) Meeting													*	*	*	*	*	*	*	*	*	*	*	*	*		XYZ - SLT / HSEO
Monthly Interface (BSP) Meeting													*	*	*	*	*	*	*	*	*	*	*	*	*		XYZ - SLT / HSEO

# Continue.....

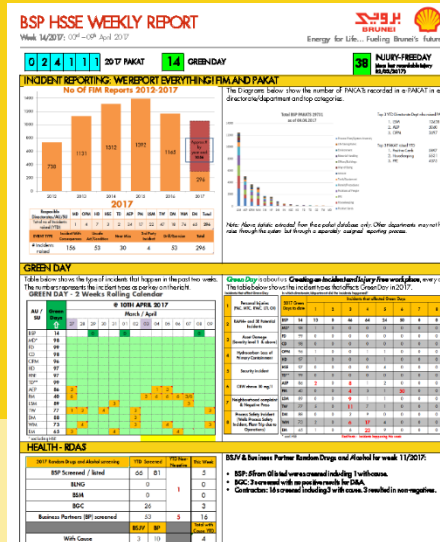
<b>TRAINING AND COMPETENCY</b>													
<b>HSE Induction</b>													
BSP HSE Induction (E-Kawal Application)	----	----	----	----	----	----	----	----	----	----	----	----	HSEO / FS / CM
HSE Induction to all visitors & new employees before starting work	----	----	----	----	----	----	----	----	----	----	----	----	FS / HSEO
<b>HSE Training Plan</b>													
Ensure employees receive mandatory HSE Training to ensure competency & monitor HSE Training Plan accordingly.	----	----	----	----	----	----	----	----	----	----	----	----	HSEO / FS
<b>4 RISK MANAGEMENT</b>													
<b>Hazard Identification Plans</b>													
Prepare HIP's (Hazard Identification Plans) for tasks with potential hazards and to agree with the company representative before starting work and revise if site condition or additional hazard exist.	----	----	----	----	----	----	----	----	----	----	----	----	WSS / FS & HSEO
JSA (Job Safety Analysis) Session (as and when required)	----	----	----	----	----	----	----	----	----	----	----	----	HSEO / FS / PE / WSS
<b>PAKAT</b>													
Annual Target of: 8000 PAKATS	----	----	----	----	----	----	----	----	----	----	----	----	All
<b>5 Planning and Procedure</b>													
<b>Exercises and Drills</b>													
Carry out periodic emergency response exercise, monitor performance and take corrective action			*		*			*		*			
<b>PPE/Fire Fighting Eqpt. / First Aid Kit / Defibrillator</b>													
Maintain Fire Fighting Equipments, First Aid Kit supplies, Eyewash & Defibrillator	----	----	----	----	----	----	----	----	----	----	----	----	HSEO / DFA
Ensure that all employees have the correct PPE & in good condition	----	----	*	----	----	----	----	*	----	----	----	----	WSS / HSEO / FS
<b>Land Transport / Lifting Equipment</b>													
Ensure Land Transport STL Vehicle Compliance are in place	----	----		----	----	----	----	----		----	----	----	WSS / HSEO / TA / FS
Ensure all lifting equipments are checked and certified periodically			*						*				WSS / HSEO / FS & CAP
<b>Occupational Health</b>													
Confirm all employees undergo fitness to work and / or periodic examination	----	----	----	----	----	----	----	----	----	----	----	----	WSS / HSEO / FS
<b>6 Implementation and Monitoring</b>													
<b>HSE Objectives and Targets</b>													
Share HSE objectives & performance (During Site HSE Meeting)	*	*	*	*	*	*	*	*	*	*	*	*	CM / HSEO / FS
PAKAT (Stop card) trending and analysis (significant / repetitive findings)	*	*	*	*	*	*	*	*	*	*	*	*	XYZ-SLT / HSEO
Monitoring action follow-up tracking register	----	----	----	----	----	----	----	----	----	----	----	----	HSEO
Monthly HSE Report - HSE Plan Status, Training Matrix + HSE Statistics	*	*	*	*	*	*	*	*	*	*	*	*	CM / HSEO / FS
<b>Incident Reporting and Investigation</b>													
Ensure procedure compliance, investigate incidents and ensure the completion of follow-up actions (As & when necessary)													CM / HSEO / FS & WSS

# Continue.....

<b>7 HSE audit and management review of HSE MS</b>													
<b>Inspections</b>													
Monthly Cross-functional visits with Worksite Supervisor	*	*	*	*	*	*	*	*	*	*	*	*	HSEO / WSS
Carry out line management labor camp inspection and ensure completion of actions			*							*			XYZ-SLT / HSEO
Scaffolding Inspections	*	*	*	*	*	*	*	*	*	*	*	*	XYZ-SLT / HSEO
<b>Audits</b>													
Subcontractor HSE Audit					*					*			XYZ - SLT & HSE team
Internal System Audit (SSOW - Safe System of Work)			*			*		*		*			XYZ - SLT & HSE team
<b>HSSE GCF Assurance Protocols</b>													
Use of GCF Assurance Protocols for inspections and audit program	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	XYZ - SLT & HSE team
<b>Self-Assurance assessment on HSE-MS</b>													
Monthly assessment on HSE critical elements eg Risk management, Monitoring system, etc	*	*	*	*	*	*	*	*	*	*	*	*	XYZ-SLT / HSEO
<b>8 HSE Management – Additional Features</b>													
HSE Performance Review (BPR - Business Performance Review)											*		CM / Snr. Mgt. & HSED
<b>LEGEND :</b> <div style="display: inline-block; vertical-align: top; margin-right: 20px;"> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: white; text-align: center; line-height: 20px;">*</div> Frequency Schedule  <div style="border: 1px solid black; width: 20px; height: 20px; background-color: green; text-align: center; line-height: 20px;"></div> Done         </div> <div style="display: inline-block; vertical-align: top;"> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: white; text-align: center; line-height: 20px;">-----</div> On going progress  <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red; text-align: center; line-height: 20px;"></div> Not Done         </div>													
<div style="display: flex; justify-content: space-between;"> <div> <b>Prepared By:</b>  <b>XXX (Contractor Representative)</b>            Date &amp; time:         </div> <div> <b>Reviewed and Approved By:</b>  <b>XXX (Contract Holder - XXX)</b>            Date &amp; time:         </div> </div>													
<div style="display: flex; justify-content: space-between;"> <div> <b>Reviewed and Approved By:</b>  <b>XXX (Contract Manager)</b>            Date &amp; time:         </div> <div> <b>Reviewed and supported By:</b>  <b>XXX (HSSE Advisor- XXX)</b>            Date &amp; time:         </div> </div>													



# HSSE KPI (KEY PERFORMANCE INDICATOR)

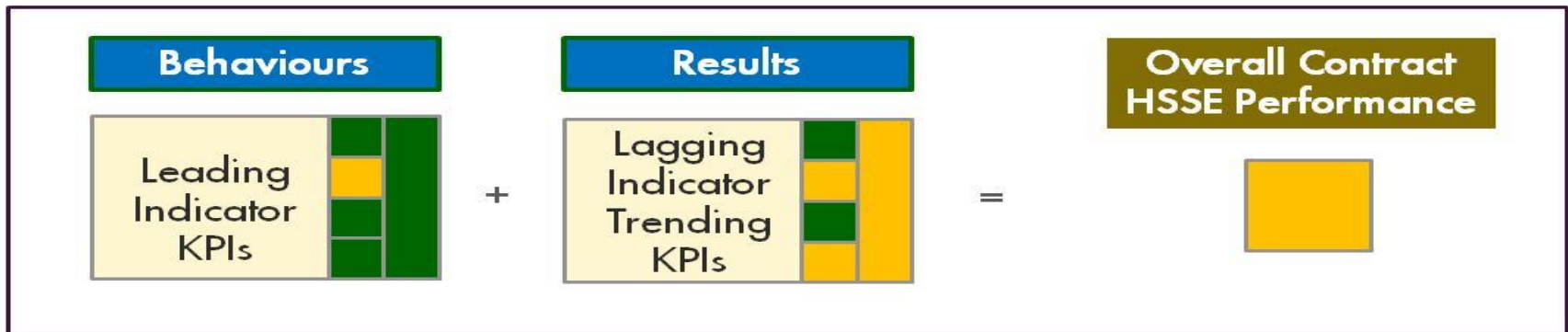


Leading Performance Indicators



# HSSE KEY PERFORMANCE INDICATOR (HSSE KPI)

- HSSE performance targets shall be set to ensure progress towards Goal Zero and to protect the environment. Key Performance Indicators (KPI's) shall be established, monitored and results reported to allow for verification. KPIs are divided into Leading and Lagging indicators.



Key Performance Indicators

# HSSE Key Performance Indicators (HSSE KPIs)

## - Leading Performance Indicators

Their role is to help improve future performance by promoting action to correct potential weaknesses without waiting for demonstrated failures.

Examples of Leading HSSE KPIs:

- No. of Leadership HSSE site visits
- No. of HSSE related events facilitated by Senior leaders
- No. of Supervisors trained in Safety Leadership training
- No. of proactive safety inspections per worksite
- No. of sub-contractor audits
- % of outstanding actions in the hazard register & average days of overdue
- No. of Emergency Drills to be conducted
- % of competency of HSSE Critical Positions assured
- % of Permit-To-Work audit performed

# HSSE Key Performance Indicators (HSSE KPIs)

## - Lagging Performance Indicators

'Lagging performance indicators' are those that measure what has happened in terms of incidents. They measure what has been achieved but do not of themselves contribute to improved performance.

Examples of Lagging HSSE KPIs:

- Fatalities (FAT)
- Lost Time Incidents (LTI)
- Lost Workday Cases (LWC)
- Restricted Workday Cases (RWC)
- Medical Treatment Cases (MTC)
- First Aid Cases (FAC)
- Total Recordable Cases (TRC)
- Lost Time Injury Frequency (LTIF)
- Total Recordable Case Frequency (TRCF)
- Loss of Primary Containment (LOPC)
- No. of Security incidents
- No. of Near Miss incidents
- No. of Life Saving Rule Violations





# POST-AWARD HSSE REQUIREMENTS





# POST-AWARD HSSE REQUIREMENTS

## Pre-Mobilisation

- All HSSE requirements are communicated to all relevant parties through a Kick-off meeting, followed by a Pre-Mobilisation audit.
- **Pre-Mobilisation audits** for major projects includes some or all of the following:
  - HSSE MS, HSSE Plan, Emergency Response, Health Standards, ISO 14001, HSSE Training, Lifting Equipment, Marine and aviation *requirements*, *Maintenance of Tools and Equipment*, *Vehicles*, *Site layout*, *Provisions for accommodation and subcontracting management*.

## Mobilisation

- **Milestone Zero (MZ0)**
  - Contract HSE Plan & HSSE KPI finalized
  - Issue a MZO letter
- **HSSE Start-up audit**
  - For complex or new contractor
  - Focus on onsite physical verification
  - Check implementation of the contract HSSE Plan.

# POST-AWARD HSSE REQUIREMENTS

## Monitor Performance

- Competence Assurance
- HSSE Auditing
- Execute Business Performance Review

## De-Mobilisation

- Ensure the hazards & environmental aspects associated with demobilisation are fully identified.
- Appropriate controls implemented to minimise the risk exposures.

## Close-out

- A joint evaluation of the contractor's and Company's HSSE performance is conducted as an HSSE reference for future work & learning.



# Q&A



THANK YOU