
Appendix 1 to Guidelines 088 - Norwegian Oil and Gas Recommended guidelines for Common model for work permits (WP)

Translated version

COMMON MODEL

The following describes a common model for operational safety in connection with specific activities.

The model describes the action pattern that must be used as a basis in order to ensure risk management. This also safeguards the objective of the WP system, which is to ensure that all aspects related to risk in work activities are taken into consideration in the planning, advance approval, preparation, execution and completion of work (Ch. 3.1 in Guideline WP).

The objective of the model is to provide clear guidelines for how the individual is expected to act during planning, execution and evaluation of work tasks.

Each company will still use its established tools and systems to ensure quality and precision in the action pattern.

Common model for compliance and leadership

The overall goal is safe and efficient operations.

The industry wants to develop an action pattern where people identify and handle risk based on compliance with requirements in addition to expert assessments, both as individuals and teams.

The objective of the model is to provide clear guidelines for how the tasks should be completed.

The compliance and leadership model is divided into “task” and “leadership”.

The task part applies to a person or group that is responsible for a task, and illustrates the action pattern that should be followed in order to ensure risk management. This first step involves securing the correct and common understanding of the task and risk, followed by identifying relevant requirements, the knowledge of the team, executing the task and finally evaluating the result, as well as learning and improvement.

The leadership part describes roles a manager must fill to enable teams and individuals to comply with the action pattern each time a task is executed. Managers must communicate, be role models and provide training and guidance to their own teams in order for the action pattern to become part of the culture.

The model is a tool for understanding risk management and a common language for the entire industry. This helps create a culture that effectively strengthens compliance and robustness on the Norwegian shelf.

The “compliance and leadership” model is the framework for a risk-based approach in all of our tasks and describes “how to work” when we manage risk in our day-to-day work.

Executing personnel	Task	Understand task and risk	Identify requirements	Improve			Delivery
				Knowledge of the executing personnel	Execute task	Evaluate result	
Manager	Interaction						
	Leadership in the work day Communicator - role model - trainer/instructor						

Translation of Figure 1, Appendix 1.

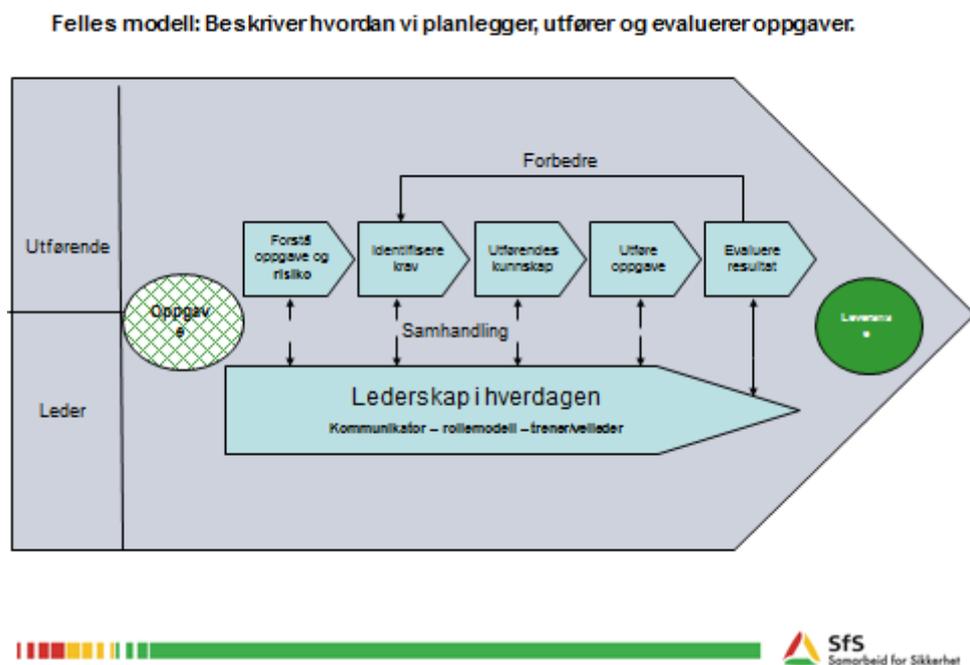


Figure 1

Task	Managers For all activities with and without WP	Interaction	Executing personnel	Companies' tools
Understand task and risk		Describe the activity Describe risk Describe risk owner		Use established tools and methods
Identify requirements		Identify and understand requirements (company's collective knowledge)		
Knowledge of the executing personnel		Close the gap between the company's knowledge and individual's knowledge		
Execute task		Continuous risk assessment		
Evaluate result		Ensure learning and improvement is maintained		
Delivery		Control of risk		

Translation of Figure 2, Appendix 1.

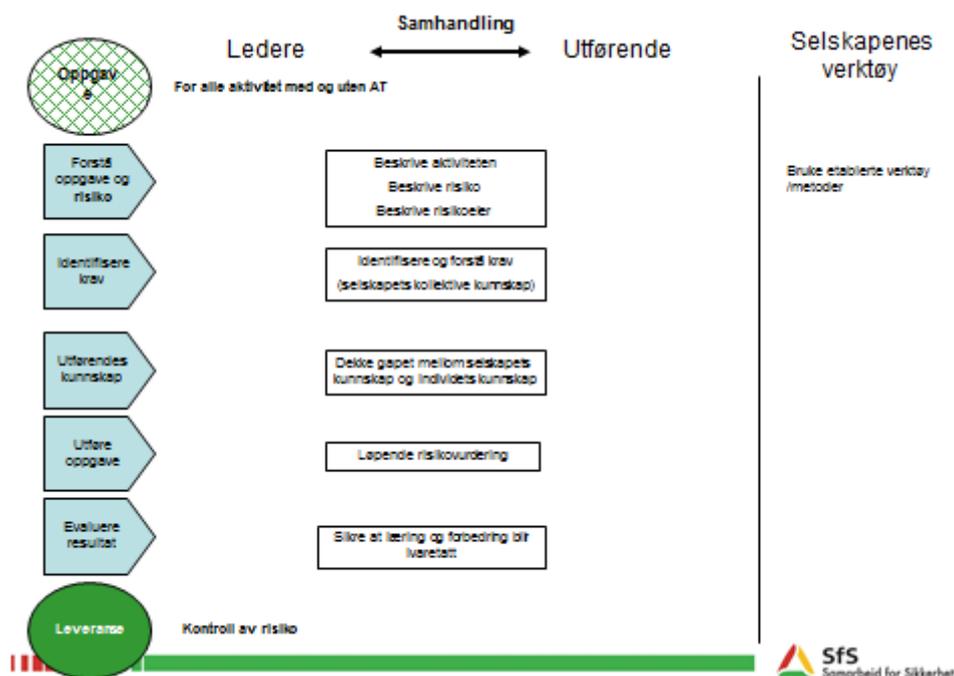


Figure 2

Compliance and leadership in everything we do

Precision and quality in our deliveries in all areas and at all levels lays the foundation for our ability to deliver safe, reliable, effective and competitive results. Compliance and leadership in everything we do enables us to make consistent high-quality deliveries. Active use of the management system in our daily work ensures precision, quality and learning so that we can continue to develop our performance culture.

Compliance: Active and integrated use of the management system in the delivery process, including learning and improvement.

Leadership: Active demonstration of values, the partnership with our co-workers and leadership principles.

We are introducing this action pattern to increase the quality of our deliveries. Better quality is best achieved through interaction, dialogue and reflection where we actively use our knowledge and expertise.

The action pattern describes how we plan, execute and evaluate our own work.

The action pattern is not the result, but the process can lead to robust performance if the quality in each step is sufficient. The three first steps of the action pattern relate to planning. Considerable emphasis is placed on identifying risk (Step 1) and risk management (Steps 2 and 3).

A correct and common understanding of the task is a key precondition in order to be able to identify and handle risk.

The model for compliance and leadership describes a common process for how we plan, execute and evaluate our deliveries as teams and individually – it is the way we work.

The model applies to all types of tasks. Clearly defining all steps enables us to achieve the desired results.

Leadership in this context is carried out by managers or employees who are responsible for a task or a delivery. It deals with precise communication of expectations, acting as a role model for how the management system should be used, continuous follow-up of the task and training the team. In addition to leadership principles, this behaviour enables us to use the compliance and leadership model actively.

Activity steps in compliance and leadership:

Understanding the task: Ensure a common understanding of the task and the expected end result. Identify risk and risk owner.

What do you do when you want to understand a task?

Task understanding involves describing the desired delivery and result and having a common understanding of the risk factors and possibilities. It is important to identify risk factors and possibilities before moving on to Step 2. You must also clarify whether there are any secondary tasks, or if it is part of a larger task.

Identify requirements: Identify and understand the relevant requirements for the task.

How do you identify requirements?

You identify the relevant requirements for the task and discuss them to achieve a common understanding of the requirements and their purpose. The requirements and methods described in the company's management system can be considered our common risk management knowledge. Furthermore, it is crucial to use the team's overall knowledge and expertise to identify and manage risk.

Knowledge of the executing personnel: (team's assessment) Identify, analyse and evaluate the overall risk scenario, determine and implement measures, address responsibilities in the team.

Team's assessment

In this step we use knowledge and experience to assess whether risk identified in Step 1, together with formal requirements in Step 2, cover the activity. When you now have a comprehensive overview of the applicable requirements, you can assess whether you must compensate for any additional risk for the activity. If requirements for a specific activity are indicated in the management system, this means that we will receive help to handle risk also in Step 2. Step 3 involves a comprehensive risk assessment based on individual and collective knowledge and experience.

Execute the task: Manage risk by adjusting if changes occur, and stopping as a part of the work to detect changed risk aspects.

How do you execute the task?

The result of Steps 1-3 is a plan for how the task should be executed. When you perform a task, you monitor changes, and in the event of potential changes, you discuss them to re-assess risk, requirements and methods (continuous risk management).

Evaluate the results: Assess progress, gaps and learning. Suggest improvements and share experiences.

When you evaluate the result, you discuss acquired knowledge and improvement areas for the task itself and use of the action pattern; document new knowledge and/or propose improvements to relevant governing documents.

Learning and improvement

A learning organisation consists of learning groups and teams.

Common learning depends on each person both wanting to share and learn. Three learning elements are emphasised in the action pattern.

Individual learning

Individual learning also deals with evaluating one's own performance and looking for future improvement possibilities.

Learning in a team

Learning in a team is when the team evaluates its process for planning and execution of a task, for example by discussing communication in the team and involvement of the team members.

Common learning

Common learning is when individual learning or learning in teams is made available to others, so colleagues in other parts of the organisation can benefit from the lesson.

How do you ensure quality and precision in every step?

Extensive understanding of tasks, risks and knowledge about the management system are crucial factors for precision.

This requires effective communication based on the following principles:

- Share... Everyone shares their understanding with others.
- Evaluate... Everyone is interested in each others' understanding
- Summarise... Someone summarises the group's understanding

These skills supplement the action pattern by telling us HOW we ensure quality in each step.

The steps of the action pattern describe WHAT we need to execute an activity (task understanding).