



Oceanic Consultants

OCCUPATIONAL HEALTH and SAFETY
MANAGEMENT SYSTEM

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OHS Management System Desired Outcomes and Behaviors

ELEMENT I --- POLICY POID LEADERSHIP

Expectation 1.1 OHS policies are established, communicated and periodically updated.

Expectation 1.2 Desired Outcomes/Behaviors:

- An OHS policy has been established, communicated and is practiced in line with company states values/goals.
- Employees and contractors understand and are accountable for following OHS policies.
- Camac has a positive reputation in the community, media and industry.
- Venture and Oceanic decisions reflect the intent of the policy
- Camac Oceanic has an “OHS first” image and reputation in industry.

Lagos & Houston Offices establish and implement OHS. Management Systems that are consistent with the Corporate OHS Management System.

Desired Outcomes/Behaviors:

- There is alignment across project boundaries to ensure compliance, accountability lines and continuous improvement.
- There are no significant gaps between Oceanic’s OHS Management Systems and either Mobil’s or the business unit in which the project is being executed.

Expectation 1.3 Lagos & Houston Offices evaluate whether business-specific OHS Management System expectations are required.

Desired Outcomes/Behaviors:

- Supporting requirements/processes established for the Oceanic.
- The entire scope of operations associated with OHS risks is covered within the Oceanic OHS Management System.

Expectation 1.4 A system is in place to define, document and assign OHS roles and responsibilities.

Desired Outcomes/Behaviors:

- Project Manger and Oceanic Lagos & Houston offices understand and accept their roles and responsibilities.
- Oceanic personnel act on their responsibilities.

- There is clarity between the line and support functions.
 - Roles and responsibilities are used for performance assessments.
 - Performance assessments are part of annual individual overall performance assessments.
 - Assignment of roles and responsibilities survives changes to people and the organization.
- Expectation 1.5 Management demonstrates leadership and promotes commitment to improving OHS performance through active and visible participation.
- Desired Outcomes/Behaviors:
- Oceanic has common goals and vision. The Leader's Vision is shared by the organization.
 - Oceanic demonstrates clear commitment and visible support for improving OHS performance.
 - Oceanic Leadership ensures resources are available.
 - The OHS Management System is owned by the line.
 - Leadership delivers on commitments.
 - Oceanic openly committed to Leadership intentions.
- Expectation 1.6 Employees and contractors are encouraged to be actively involved in improving OHS performance.
- Desired Outcomes/Behaviors:
- Feedback and ideas from employees and contractors is occurring.
 - Contractor's performance and standards are aligned with Camac OHS objectives and policy.
 - There is employee/contractor ownership of OHS responsibilities.
 - Employees are actively involved in safety committees.
 - Contractor OHS performance must be acceptable before projects are awarded.
- Expectation 1.7 OHS performance indicators are established and monitored.
- Desired Outcomes/Behaviors:
- Problem areas for targeting of KPI's are identified.
 - Indicators incorporate risk and continuous improvement.
 - There are opportunities to choose leading indicators (e.g., near misses) versus lagging indicators (e.g., fatalities).
 - Performance indicators drive focused behaviors.
- Expectation 1.8 OHS cost's are measured, understood and managed.

Desired Outcomes/Behaviors:

- Use of available funds is prioritized.
- Funding is based on risk.

Expectation 1.9

A system is in place to evaluate EHS performance and management systems of prospective partners to ensure that the partnership's approach to EHS is acceptable.

Desired Outcomes/Behaviors:

- The partnership contact ensures aligned/compatible EHS Management Systems.
- The Business Unit has an understanding of which companies are good/desirable partners.
- The Business Unit has successful relationships with partners resulting in
 - Less friction
 - Consistent values
 - Expected business performance.

Expectation 1.10

A system is in place to periodically review EHS performance of Partnerships.

- The Business Unit has verified the status of common goals and policy.
- The Business Unit has successful relationships with partners resulting in
 - Improved financial performance
 - Improved reputation with the community, industry etc.
- Lessons from partnership relationships are learned for future Improvements.

Expectation 1.11

EHS performance is an integral part of individual and team performance and is included in calculation of personal compensation' outstanding contributions are recognized.

Desired Outcomes/Behaviors:

- An awards/recognition program is in place.
- There is a strong linkage between performance and reward.
- There are incentives for continuous improvement.
- The awards/recognition program motivates teamwork.
- The awards/recognition program promotes accountability and responsibility.
- The awards/recognition program motivates the workforce to (for example):
- Participate on OHS Safety Commites, give presentations, attend safe work practices training.
- Recognize and report OHS hazards.

ELEMENT 2 ---- CONTINUOUS IMPROVEMENT

Expectation 2.1 Systems are in place to ensure that Oceanic periodically measures the level to which the requirements of Oceanic client expectations are being met and ensure continuous improvement.

Desired Outcomes/Behaviors:

- Oceanic is achieving optimal OHS performance at lowest cost and is on target to reach its goals.
- Oceanic identifies gaps and efficiently allocates resources to reduce them.

Expectation 2.2 Measurable OHS objectives established annually and used to drive continuous improvement. These objectives can also be used to assess the Oceanic client status on individual Capital Projects.

Desired Outcomes/Behaviors:

- Core expectations are given a priority.
- OHS is considered in Oceanic's Strategic Operating Review. The entire organization is aligned with OHS objectives. Targets are clear and measurable.
- Clear objectives are effective in driving improved OHS performance.

Expectation 2.3 Procedures are in place to encourage the transfer to good OHS systems, programs, practices and technology of other Camac units and companies to the Oceanic client system.

Desired Outcomes/Behaviors:

- Work efficiency is improved resulting in:
 - Reduced time to develop new OHS procedures
 - No need to re-invent the wheel.
- Oceanic has achieved top-tier OHS performance.
- There is improved camaraderie/diversity/inclusion.

ELEMENT 3 ---- SAFETY, HEALTH and ENVIRONMENT MANUAL

Refer to HSE Manual.

ELEMENT 4 ---- INCIDENT REPORTING AND INVESTIGATION

Expectation 4.1 A system is in place for reporting OHS incidents, including near misses.

Desired Outcomes/Behaviors:

- The workforce is engaged in reporting all incidents.
- Business impacts arising from incidents are minimized by communicating the right information to the right people within the required timeframe.

Expectation 4.2 A system is in place to ensure that incidents are investigated to determine root causes, and corrective actions necessary to prevent their recurrence.

Desired Outcomes/Behaviors:

The root causes or systemic deficiencies for each incident are identified and properly reported.

Expectation 4.3 A system is in place to select corrective action and track implementation to completion.

Desired Outcomes/Behaviors:

- The most cost-effective (not the cheapest) are selected.
- Progress reviews of implementing corrective action are conducted.

Expectation 4.4 Lessons learned from incident investigations are shared with appropriate audiences.

Desired Outcomes/Behaviors:

- Recurrence of similar incidents is prevented.
- OHS behaviors have been changed or improved.
- The contents of OHS training are enhanced.
- Lessons learned are shared throughout the organization.

ELEMENT 5 ---- CRISIS PREPARDNESS

Expectation 5.1 A system is in place to identify potential crisis scenarios and their impacts.

Desired Outcomes/Behaviors:

- Risk management and mitigation is an integral part of front-end definition.
- Consequences of potential crisis scenarios are identified.
- Scenarios and impacts are identified.
- Scenarios and impacts are used as a training basis.
- Management has confidence it can address all potential crisis scenarios.

Expectation 5.2 A system is in place to ensure that up-to-date emergency response and crisis management plans exist at each level of the corporation.

Desired Outcomes/Behaviors:

- Current plans are available and understood by all.
- Plans are current, aligned with industry standards, meet community expectations, and match business and government expectations.
- Feedback after drills is incorporated into plans.
- Plans are reviewed periodically.
- Plans are understood by all of the internal accountable and responsible personnel.
- Plans are valid, appropriate, and correct.

Expectation 5.3 Equipment, facilities and trained personnel needed to respond to emergencies are defined and readily available.

Desired Outcomes/Behaviors:

- The plans define resources needed.
- The community has confidence in Camac's ability to respond to emergencies.
- Oceanic participates with the Oceanic Business Unit in conducting successful exercises and drills providing
 - Opportunities for continuous improvement
 - Tests of resources and plans.

Management and the workforce have confidence in their ability to respond to emergencies.

- External resources are contracted to ensure availability.
- Oceanic with the Lagos & Houston Offices have demonstrated effective response to incidents.
- The corporate image is being maintained.

Expectation 5.4 Regular training exercises and drills are conducted to ensure readiness for emergency action.

Desired Outcomes/Behaviors:

- Lessons are learned and incorporated into plans.
- There are trained, competent personnel throughout organization, both frontline and support.
- The community has confidence in Mobil's ability to respond to emergencies.
- Risks are reduced.

Expectation 5.5 The relative roles, responsibilities and capabilities of Mobil and government emergency response agencies are understood and incorporated into emergency response plans.

Desired Outcomes/Behaviors:

- The community has confidence in Camac's ability to respond to emergencies.

- Regulatory agencies are reassured about Camac's ability to respond to emergencies.
- Effective exercises are conducted.
- Oceanic and the Oceanic Business Unit have demonstrated effective, reliable response to incidents.

ELEMENT 6 ---- ENVIRONMENTAL PROTECTION

Expectation 6.1

Desired Outcomes/Behaviors:

- Through daily monitoring, immediate corrective action can be taken in case of excessive emissions (air, water or waste).
- Oceanic Business Unit enhances relationships with the community and regulatory authorities.
- Excessive emission fees are minimized.

Expectation 6.2

Desired Outcomes/Behaviors:

- Waste is handled, stored on-site, transported and disposed of in an appropriate manner.
- Disposal costs are reduced.

Expectation 6.3

Desired Outcomes/Behaviors:

- Camac facilities' emissions are at best practical levels.
- Excessive emission fees are minimized.
- Oceanic Business Unit enhances relationships with the community and regulatory authorities.

OHS competencies, skills and accountabilities are identified for positions.

- Project Managers have current lists of OHS requirements for their direct reports.

Expectation 6.2

Desired Outcomes/Behaviors:

- A system is in place to provide training to Oceanic staff.

ELEMENT 7 ---- COMMUNITY RELATIONS

Expectation 7.1

Channels of communication with the local community are established and fostered.

- Understand, manage and maintain the good relationship that the Oceanic Business Unit has with the local community.

CPM Outcomes/Behaviors:

- Community groups and representatives are identified.
- Method for communicating with community representatives is established and implemented.

Expectation 7.2 Community concerns about Camac are identified and addressed.

Desired Outcomes/Behaviors:

- The Oceanic Business Unit has the ability to expand or establish operations in current and new areas.
- The community has trust in Camac's ability to effectively handle incidents.

CPM Outcomes/Behaviors:

- Community concerns are heard and responded to.
- Requests for information are considered and responded to.
- Accurate and consistent messages are provided to the media.

Expectation 7.3 Contact is established and maintained with environmental, health and safety authorities.

Expectation 7.4 Systems are in place to monitor and communicate emerging OHS issues and legal requirements and communicate their impact to Mobil business.

Desired Outcomes/Behaviors:

- There are no surprises from new legal requirements.
- The Oceanic Business Unit has adequate time for planning and execution of compliance strategies.
- Rework of facilities or programs due to changes in the legal requirements is prevented.

CPM Desired Outcomes/Behaviors:

- Understands and manages the legal requirement process to keep the Oceanic Business Unit informed of any pending OHS requirements.