



Shell Scotford COAA Safety and Productivity Moment

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Agenda

- How Shell is working to create a Caring and Collaborative atmosphere to improve using a tripartite approach
- Shell's Turnaround Partnership Tripartite program is about a how we work together to improve safety, quality, productivity and use of apprentices.

Shell Scotford Overview

- Scotford consists of three facilities:
 - Refinery (opened in 1984)
 - Chemicals plants (Styrene in 1984 and Glycols in 2000)
 - Upgrader (opened in 2003 and expanded in 2011)
- Ongoing maintenance activities (routine maintenance, major maintenance, winterization)
- Turnarounds conducted in Spring & Autumn



A call to action

- People continued to be hurt despite our pursuit of Goal Zero
- Something needed to change
- Engaging senior leaders at Shell, Building Trades, and the local contractors who could demonstrate what real leadership behaviours can achieve
- This integrated approach became the basis of the Tri-Partite initiative



Shell Tripartite

- Tri-partite formed which includes Shell, BT and Contractors to improve Site Safety
- Steering team and implementation team developed to oversee the process
- First rollout began at Scotford in February 2011
- Initiative includes: Leadership team session, site walks, Dialogue sessions, action lists and follow up
- Shell Turnaround Partnership group started in 2012 to align on resourcing needs and turnaround improvement (Safety, Logistics, Quality, Productivity and Workforce Supply)



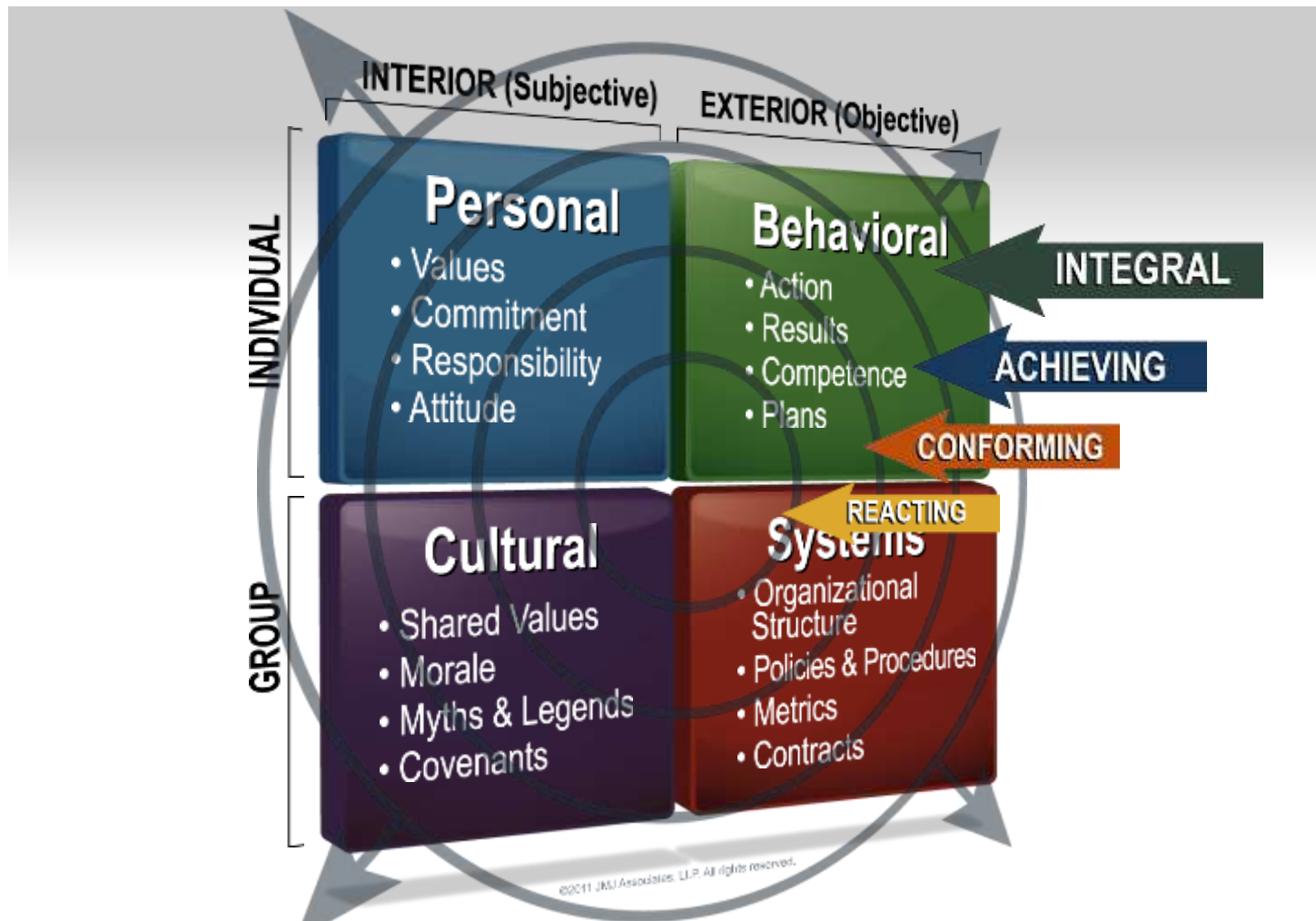


Tripartite Initiative

What does our ideal collaborative culture look like?

- Great teams
- Open and honest communication
- Solid planning - proactive
- Common goals
- Safety is part of everything we do
- We are professional and learning is valued
- Standardized practices
- Consistent rules which apply to all parties

Goal Zero Safety Culture Initiative



An Integral Approach to Safety Leadership



Industry Safety Vision

Safest place to work in the world

- We care for everyone that works for us and we want them to return home in the same condition

Safety is not a competitive advantage

- Individually we believe we cannot get there (fast enough);
- It is imperative that we collaborate

Complete collaboration between Owners, Contractors, Labour

- Jointly, we can/will drive a sustainable cultural transformation



Goal Zero Safety Culture Initiative

- Workforce perceived improved safety culture at site
- Multi-discipline/trade collaboration occurred
- Increase in
 - Near Miss Observation
 - Interventions/Coaching
 - Safety Suggestions
 - Reduced total injuries

- **“It is a pleasure to come to work and we are proud to work here.”**
 - **“It’s a safe and secure workplace.”**
 - **“Our leadership walk the talk!”**



Goal Zero Safety Culture

- Shell , Contractor, Building Trade Leadership attended Goal Zero Leadership Workshop.
 - For a turnaround, an supervision training is added
- Workforce to attended a Goal Zero Orientation aimed at building a caring and collaborative atmosphere.

- Invite others to participate in Shell's Goal Zero Leader training

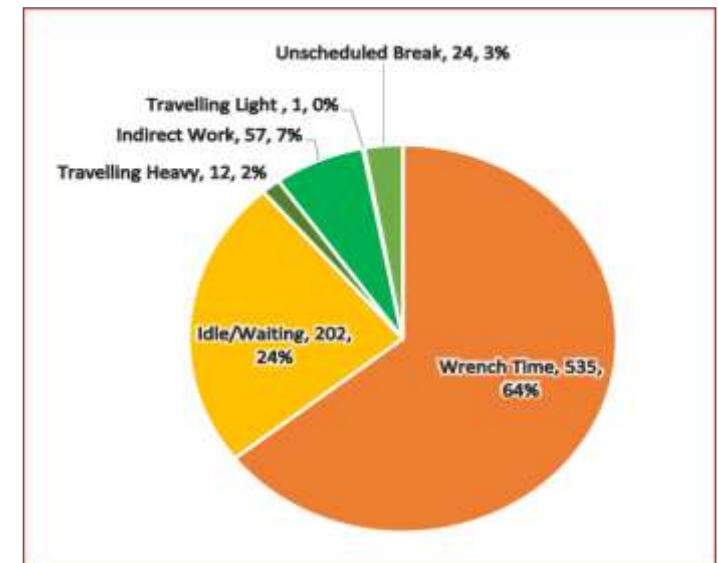
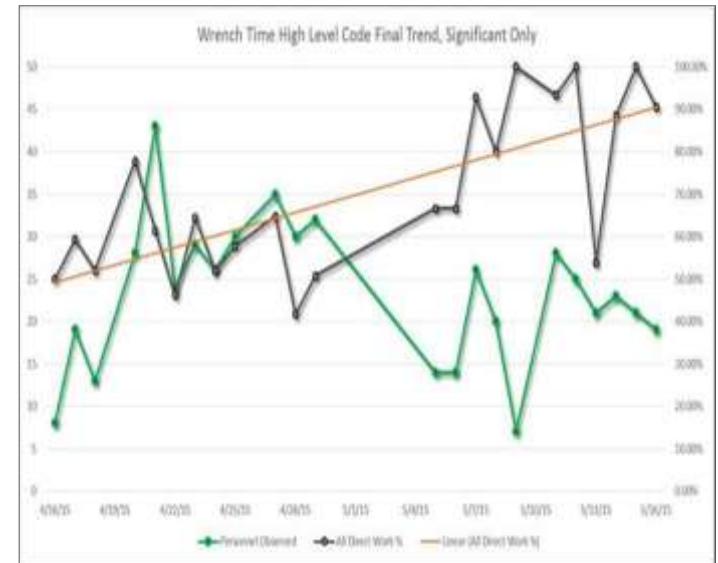
Seven key areas identified to improve to 50% HOTT

1. GOOD CULTURE
2. IMPROVE LOGISTICS AROUND ACCESS
3. MAXIMIZE TIME IN THE FIELD (BREAKS)
4. WORK ALWAYS AVAILABLE AND READY TO GO
5. SETTING THE STAGE FOR THE NEXT SHIFT
6. PERMITTING PROCESS
7. FOREMAN\SUPERVISOR SOFT SKILLS



Results

- **Achieved average HOTT = 64%**
(note method of measurement varied)
- Maintained positive collaborative approach through out turnaround
- First Upgrader turnaround start up schedule not impacted by leak
- Safety was best during later half where highest HOTT achieved
- Monitoring in field adjusted mid way to be less intrusive
- **Can be achieved using a collaborative tripartite approach**
- **Does not impact execution safety or quality of workmanship**



Apprentices

■ History

- Less than 20% apprentices used during turnaround
- Mostly 3rd and 4th years
- Stigma associated with bringing more apprentices (cost, safety, quality, availability)

■ Challenge

- Down turn in economy impacted traditional opportunities
- Impact to our future work force

■ Opportunity

- Retest using apprentices during turnarounds
- Use Tripartite approach to understand opportunities/limitation
- Expand the envelope (pre apprentice and all years)
- Individual commitments as to what each group (Contractors/Halls) are willing to achieve

Results

- **Numbers**

- 394 apprentices
- Achieved over 29% total of work force
 - range from 11% to 44% by Contractor/Hall

- **Impact**

- No safety, quality or productivity issues
- Positive feedback by contractors, journeymen and apprentices

- **Feedback**

- Individual apprentices asked to complete an anonymous survey
- Data review at post turnaround Tripartite meeting
- Opportunities to improve identified and applied to other turnarounds

Closing

- **Improvements can be done in many areas using a collaborative approach.**
 - **Safety**
 - **Quality**
 - **Productivity**
 - **Cost/Schedule**
 - **Apprentices**
- **Synergistic benefits**
 - **One is not at the expense of another**

Questions and Answers

Q&A

