



Reflective learning – facilitator guidance

Video *Only together*

Introduction

This leaflet describes the specifics of the reflective learning engagement session called *Only together*.

For general guidance and tips on running a reflective learning session please read and use the generic guidance available from the Hearts and Minds website

(<https://heartsandminds.energyinst.org/toolkit/reflective-lfi>).



Only together we can achieve ‘goal zero’

Only together is all about collaboration between clients and contractors. The video is recommended for all client and contractor staff involved in contractor HSE management (pre- and post- award).

Only by working together at all levels can we deliver world class HSE performance and much more (good safety = good business!).

Working together as contract management teams, as clients and contractors, as contractors and sub-contractors, respecting each other’s responsibilities, and taking care of our own, are key.



Content of the video

The video focuses on two different incidents, switching back and forth between the two. (Note: explain this to the audience up front, so they know what to expect).

In part 1 we see client and contractor representatives discussing the scope of work:

- building a solar park in South America
- repairing a heat exchanger in a refinery in Asia.

In both scenarios shortcuts are taken resulting in incidents.

Part 2 focuses on the pre-award phase and explains what could have been improved when preparing of the contract.

Part 3 focuses on the execution of the contract and connecting the pre- and post-award phases of the contract.

Key Lessons

Only together

- People make mistakes and only together we can prevent harm.
- People normalise risk. Only together can we avoid incidents.
- People struggle with dilemmas and only together we can solve them.

Learn how clients and contractors can best work together

IOGP 423 Guidance

The International Association of Oil and Gas Producers (IOGP) describes the process of contractor HSE management in IOGP guide 423 *HSE management guidelines for working together in a contract environment*. It is all about managing risks and managing interfaces in all phases of contractor HSE management, together with contractor partners.

IOGP 423 tip-sheets

IOGP offers several free tip-sheets to help your company. There are tip-sheets available on contract risks, contract modes, and capability assessment.

Tip-sheets relevant to this video are the generic tip-sheet, explaining the importance of working together in more detail, and the tip-sheet on contract HSE plans.

A good contract HSE plan is fit for purpose, contains all important information from the contract and connects the pre- and post- award phases.

All tip-sheets can be found on the IOGP website:

<https://www.iogp.org/oil-and-gas-safety/hse-management-contracting/>

Info on incidents used in video

The incidents used in the video did not actually happen, but are inspired by real incidents that happened in industry. Both scenarios were simplified for practical purposes and therefore do not include technical complexities you would expect to see in real scenarios.

In this reflective learning video focus on and discuss the contract HSE management process, how we work within our own organisation, and together as client and contractor.

Many incidents start in the office! Poor preparation of work, not involving the right specialists in time, cost- and time pressure all play a role.

Think about your role. What can you do to prevent incidents? How can you reduce the risk of an incident happening? Other reflective learning videos like *Removing the hazard, I own my barrier* (also in the office) and *Chronic unease* are highly recommended. You can find them on the Hearts and Minds website.



Questions in video

Questions after part 1 (plenary)

- What part did the contract managers play in the incidents?
- What actions contributed to the incidents?

Questions after part 2 (discuss in small groups)

- How do you make sure HSE risks are addressed pre-award?
- How do you ensure the HSE plan is fit for purpose and can be used at site?
- How do you stay in touch with the work when it goes into the execution phase?

Questions after part 3 (discuss in small groups)

- How do you verify the contract/HSE plan is being delivered?
- How are sub-contractors managed?
- What will you do when the scope changes?

Questions at the end of the video (plenary)

- What did you learn today? What could be improved?
- What can you do to work more effectively together?



Use questions relevant for the audience



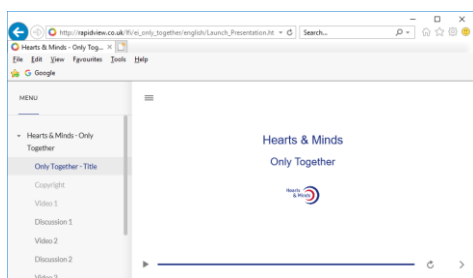
The questions used in the video have been tested and should give you the right discussion in the room. It is OK to use other questions if they are more relevant for the audience, or if you want to address a specific topic that is relevant for your organisation.

Possible follow-up questions:

- Do you know of incidents where poor contract management led to an incident?
- How do you verify the contract/HSE plan is being followed?
- How do you improve a HSE plan if it is not fit for purpose?
- How do you communicate and report learnings for improvement in your organisation?
- How do you make sure the contract HSE plan is known to everyone on site?
- How do you, as client and contractor, stay in touch at every stage of the work?

Video tool menu

Use the menu in the video tool at the start of the meeting to explain the structure of the session. No slides are needed.



Objectives for the session

After actively participating people will:

Know: that only together can we achieve top HSE performance and what is needed to improve the (contractor HSE management) culture in their organization.

Feel: empowered, stimulated and invited to work together (intervene and welcome interventions).

Do: (re-)assess their contract HSE risks (during preparations and execution of a contract) and strengthen the collaboration with contractors.

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