



## AzSPU

### AzSPU Lessons Learned Process

**AZSPU-HSSE-DOC-00137-2**

<b>Authority:</b>	Mike Barnes, HSE & Engineering VP	<b>Custodian:</b>	Adalat Mamedov HSE Reporting and Risk Management TL
<b>Scope:</b>	AzSPU	<b>Document Administrator:</b>	AzSPU HSSE MS Doc Coordinator
<b>Issue Date:</b>	12 April 2008	<b>Issuing Dept:</b>	AzSPU PPL team
<b>Revision Date:</b>	15 October 2010	<b>Control Tier:</b>	2
<b>Next Review Date:</b>	15 October 2011		

## CONTENTS

<b>1. INTRODUCTION .....</b>	<b>3</b>
<b>2. OBJECTIVES .....</b>	<b>3</b>
<b>3. SCOPE .....</b>	<b>3</b>
<b>4. ROLES AND RESPONSIBILITIES .....</b>	<b>3</b>
<b>5. SPU LL PROCESS .....</b>	<b>6</b>
<b>5.1 GATHERING AND PRE-SCREENING OF LL MATERIALS .....</b>	<b>6</b>
<b>5.2 SME GROUPS.....</b>	<b>7</b>
<b>5.3 FOLLOW UP ON RECOMMENDED IMPROVEMENT ACTIONS .....</b>	<b>9</b>
<b>5.4 LL WORKGROUP MEETINGS .....</b>	<b>10</b>
<b>6. E&amp;P HIGH VALUE LEARNING EVENTS.....</b>	<b>11</b>
<b>7. MEASUREMENT AND METRICS .....</b>	<b>11</b>
<b>8. AZSPU INCIDENTS TREND ANALYSIS .....</b>	<b>11</b>
<b>9. SKILLS AND COMPETENCY.....</b>	<b>13</b>
<b>10. DOCUMENTS USED FOR LESSONS LEARNED COMMUNICATION IN AND OUTSIDE OF AZSPU.....</b>	<b>13</b>
<b>APPENDIX 1: AZSPU SUBJECT MATTER EXPERT (SME) GROUPS .....</b>	<b>14</b>
<b>APPENDIX 2. DOCUMENTS USED FOR LL COMMUNICATION .....</b>	<b>15</b>

## 1. INTRODUCTION

This procedure describes the lesson learned (LL) process within AzSPU and seeks to prevent reoccurrence of incidents by communication incident findings and acting on these leanings, as required. This also ensures our internal LL process is set to address the recommendations from High Value Learning Events (HVLE) issued by Group/E&P Segment.

The procedure intends to meet the requirements in BP's Operating Management System Framework (OMS) which, under section 2.4, states:

‘BP requirements and practices are continuously improved and modified to incorporate learnings from within and outside the company’

## 2. OBJECTIVES

The objectives of the Lessons Learned process are:

1. Provide a system to gather lessons learned from the various sources available
2. Provide a system whereby lessons are reviewed by specialists or group of specialists in certain subject areas who would advise how the lessons could be embedded into operations
3. Detail how actions resulting from lessons will be agreed, implemented and tracked to closure
4. Provide a system whereby trend analysis of incidents are performed for identification of improvement opportunities in our systems and processes
5. Provide a mechanism for effective communication of lessons to the SPU

Using this process, the Azerbaijan Strategic Performance Unit (AzSPU) will be able to review the potential learning events, provide recommendations for avoiding similar events in AzSPU, as well as being able to demonstrate progress to closure of any actions taken as a result.

## 3. SCOPE

This process applies to the entire AzSPU operations.

Note: The lessons identified at the AzSPU level will be shared with Projects as applicable

## 4. ROLES AND RESPONSIBILITIES

This is a multi-discipline process and is coordinated by the HSE Reporting and Risk Management Team. It requires engagement and dedication by key roles in various parts of organisation for effective implementation of the process and achieving of the objectives. These roles are described below

- The **VP HSSE & Engineering** is accountable for maintaining this process and ensuring its rigorous use. This accountability is delegated to the Planning, Performance and Learning Manager, who will be responsible for the process and its effective operation
- The role of the **Subject Matter Experts** (SMEs) is to provide thorough technical review of the “lessons learned materials”, such as incident reports and incidents’ trend analysis, MIA/HIPO LL one-pager reports, safety flashes, etc.  
Responsibilities include but not limited to:
  - review of lessons learned materials for applicability to the AzSPU organization
  - provide well grounded recommendations on what changes in plant, systems, process or organisation are required to avoid similar failures
  - where necessary, review the recommended actions with functional and operations leaders to secure commitment for implementation
  - where necessary, support actions owners with implementation of the actions stemming from the LL review

SMEs roles are further detailed in Subsection 5.2

- The **AzSPU LL Coordinator** is accountable for coordination of the lessons learned process. The responsibilities will include, but not limited to the followings:
  - develop and issue LL communications to the SPU organization
  - do pre-screening of the LL materials for applicability and relevance to certain subject areas and provide the selected materials to the SME’s for review
  - support SME Groups, in particular facilitate the SME Groups’ review meetings as necessary
  - measure and monitor effectiveness of the SPU LL procedure and report to management
  - organize and facilitate LL Workgroup meetings
  - ensure SME’s recommendations are communicated to operations/functional leads for endorsement and for inclusion in their work plans
- The **HSE Performance Analyst** role will support the LL Coordinator in implementing the above responsibilities. The HSE Performance Analyst’s responsibilities include, but not limited to the followings:
  - gather learning materials and deposit them in a shared folder
  - review HSE KPI’s statistics, do incident’s trend analysis for AzSPU and draw conclusions together with the SME’s in certain discipline areas
  - help the LL Coordinator to develop and issue AzSPU Lessons Learned communications
  - monitor and track implementation of the LL recommendations by the action owners
  - facilitate the SME’s review meetings when necessary

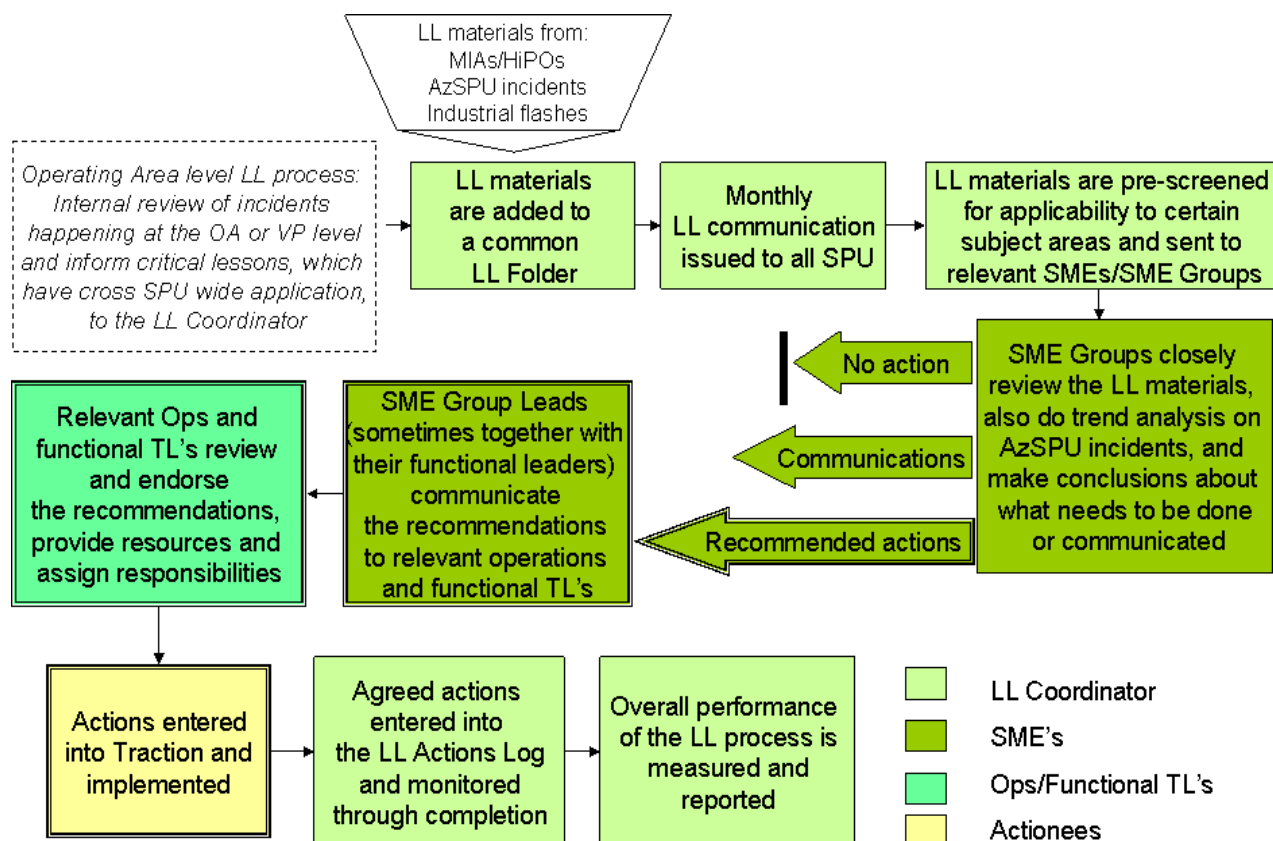
- **Operations and functional leadership** will review the outcomes of LL reviews conducted by the SMEs Groups in the light of current business priorities and endorse recommendations to be implemented in their area of responsibility. They are responsible for:
  - interpret agreed recommendations into specific actions
  - dedicate resources to implementation of LL actions within their area of responsibility
  - hold people under their leadership accountable for LL actions assigned to them
  - in cases of rejecting of a LL improvement recommendation, provide written justification

They will also participate in the LL Workgroup meetings organized by the LL Coordinator

## 5. SPU LL PROCESS

LL process consists of various step-by-step activities, these are undertaken by key roles, which are discussed in the previous section. LL Coordinator is key to the process who's primary role is to integrate these activities into a single framework.

Overall LL process is described in Figure below



The process steps are discussed in the following subsections:

### 5.1 Gathering and pre-screening of LL materials

AzSPU LL Coordinator will gather LL materials from various sources. A lesson can come from many and varied sources. Some of the sources are discussed below:

- Key source of the LL materials is the BP's MIA/HIPO database, where MIAs and HiPOs information are entered in the form of one page LL documents. These will also include Segment High Value Learning Events (HVLE's)

In addition, some lessons learned information will be disseminated through Segment LL CoP network. AzSPU PPL Manager is part of the LL CoP and he will ensure the information reaches the AzSPU LL Coordinator.

- AzSPU internal incident investigations may have important learning opportunity that is applicable across the SPU. There is Operating Area level LL process, where all the incidents happening at the OA or VP level are reviewed on regular basis with Operations and HSE leaders for potential lessons. When those lessons are deemed to be applicable cross SPU, then these will be forwarded to the LL Coordinator for dissemination across the SPU

In addition, AzSPU internal incidents are subject to trend analysis by subject matter experts (SMEs). As a result of trend analysis they will derive appropriate learnings for the SPU. This part of the process is described in Section 8 in detail.

- Another source of LL material is the Safety flashes and learnings or warnings issued by various reputable institutions as learnings from serious failures in oil and gas industry. Also, these could be warnings by manufacturers or service companies

The LL materials are deposited in the LL Common Folder ([\\bp1bakis003\Baku\\_Office\AzSPU\\_LL\\_Committee\\_Folder](#)) which is accessible by all AzSPU employees.

The LL Coordinator will then issue monthly communication to AzSPU community informing of the new LL materials gathered, and key lessons from these incidents. The monthly communication will also be issued to AzSPU's strategic contractors.

In the LL communication text there will be a linkage to the AzSPU LLs Follow Up Register, where details of actions and communication taken for each particular lesson will be provided

As a next step, the LL Coordinator will do pre-screening of the LL materials gathered for applicability to AzSPU and certain subject areas. The Coordinator will send the materials to appropriate SME Group Leads for review, also will ensure these are reviewed and discussed as appropriate.

## ***5.2 SME Groups***

For convenience of reviewing, the LL materials are attributed into separate subject areas. The materials will be made available or provided to the identified SME's for review.

There are four SME's Groups are set up. These are:

- Lifting and DO SME's Group lead by the AzSPU Lifting TA in Operations H&S team
- Driving/Transportation SME Group lead by the Transportation Functional Authority in Midstream H&S team
- LOPC and Process Safety SME Group lead by the Process Safety TA in EA's team
- COW SME's Group lead by the COW Leader in Operations H&S team

These specific SME groups are set up with consideration of the most frequently occurring serious incidents in AzSPU that requires closer and more professional focus for addressing their causes. Apart from these groups, there are other SME's within the SPU who will be engaged in review of learning materials pertinent to their subject areas as necessary. In addition, specialists in Contractor Companies may be called in for professional consultation when necessary

The roles of the SME Groups are as follows:

- Review the LL materials pertinent to their subject area, determine applicability to the SPU organisation and whether there is anything that the SPU can do to embed learnings, and finally recommend improvements to our internal systems, processes or plants;
- Monitor the AzSPU incidents pertinent to their subject area, also ensure investigations are thorough and deep enough, and that actions are sufficiently addressing the identified root causes. In addition, provide specialist support to investigations as necessary;
- Do trend analysis on AzSPU incidents pertinent to their subject area, provide outcomes, along with recommendations for improvement, to the appropriate functional/operations management and work with them to push for real changes in our internal systems, processes or plants;
- Work closely with BP segment/global and industrial networks on their subject area to gain access to the best practices that are applicable to our operations and consider their implementation in AzSPU.

The SME groups consist of various subject matter experts/professionals across the organisation, but the content may change depending on organisational moves and other circumstances. It is the SME Groups Leader's responsibility to form and manage the group content

Each of the SME groups' leader determines a meeting schedule for their meeting and how frequently they need to meet - this would typically be once a month depending on workload intensity.

Outcomes of the SME meetings will be recorded and communicated to the LL Coordinator. The LL Coordinator will support the SME groups in various ways, which may include participation in and facilitating the SMEs meetings, subject to availability. The LL Coordinator will update the LL Follow Up register based on outcomes of the SME Groups meetings, also ensure actions are entered into Traction.

The SME Groups will have close review of the learning materials provided. In some cases, they may need more or specific information on AzSPU's existing systems and processes that may not be immediately available. Therefore, they will engage with the owners of those systems to get the details they need in order to make meaningful conclusions.



The followings are the expected outcomes from the SME Groups' review depending on the learning case:

1. Conclusion that there is no applicability of the reviewed learning to AzSPU.
2. The learning is relevant to our processes or systems, but the SPU does not need to change any of its processes or systems, or do anything differently. This conclusion may come out from situations when there is no obvious or potential gap or deficiency in our existing systems or processes that would potentially lead to the similar incident reoccurring. Or there may be conclusion that changing the existing systems or processes may pose additional or unacceptable level of risk to the AzSPU. Reasons for choosing this one should be clearly recorded in the LL Follow Up Register.
3. There may be a decision to communicate a piece of important/critical information to relevant employees or teams. The purpose of the communications may be to refresh people's understanding of certain hazards or risks, or remind when they need to behave in a certain way or follow certain instructions, rules, procedures in order to prevent similar incident from reoccurrence.
4. Verification requests can be done when it is necessary to check certain parts of AzSPU processes, systems or plants to ensure they are free of potential gaps, issues or deficiencies that were part of reasons leading to an incident that occurred elsewhere. As an outcome from the completed verifications, clear actions, or communications may follow.
5. Recommended improvements to the AzSPU existing plants, processes or systems.

Process for follow up on recommended improvements are described below

### ***5.3 Follow up on recommended improvement actions***

Recommended improvements will be communicated to appropriate people within the organisation for taking actions. In some cases, where these are applicable to teams within the HSE & Engineering function, the recommendations will be directly communicated to the relevant TL's for taking actions.

Where the recommendations have cross functional applicability, the SME Group Leader will work with his/her manager to take it to the relevant operations/functions management for discussion and implementation. Those recommendations that should be implemented by offshore operations can be discussed and agreed first with the OIM Network Leaders, which will take the message further down to OIMs and site leaders and secure their commitment

In all cases, the SME Group Leader should use persuasive approach to ensure recommended improvements are adopted and interpreted into specific actions. Where

the recommendations cannot be implemented for some operational reasons or other circumstances, or where implementation need to be deferred, then these reasons should be documented

Once reviewed and endorsed by the relevant operational and functional leaders, the actions will be assigned specific target dates and responsible parties, and these will be entered into Traction for implementation

Whatever actions are entered into Traction for implementations, the LL Coordinator will update the LL Follow Up Register

#### ***5.4 LL Workgroup Meetings***

LL Workgroup Meetings will be run at least twice a year facilitated by the LL Coordinator. It will chaired by the Planning, Performance and Learning Manger and coordinated by the Lessons Leaned Coordinator.

The objective of the LL Workgroup Meetings:

- review the LL process and strategy, and identify improvements where possible
- review progress on LL reviews and follow up on improvements
- reporting on system performance measures
- discuss key actions that are taken as a result of LL review, if necessary
- when high-value lessons shall be embedded in the organisation, propose appropriate actions and completion timescale

The following people will be invited to the SPU LL Workgroup meetings:

- Operations VP, Midstream VP, D&C VP
- Midstream Area Operations Manager - at least one from Operations and one from Midstream
- Drilling Manager(s)
- Engineering managers
- Drilling Integrity IM lead
- HSE & Engineering VP
- PPL Manager
- AzSPU EA
- Process & Process Safety TA
- Operations H&S Manager
- Midstream H&S Manager
- Health Manager
- HSE Performance Reporting and Risk Management TL

Minutes of the meeting will be recorded and any follow up actions will be tracked through Traction.

## 6. E&P HIGH VALUE LEARNING EVENTS

E&P HVLEs are issued through the E&P networks for immediate implementation. All E&P HVLEs will be passed to the AzSPU LL Coordinator for addition to the Lessons Learned shared folder.

When a HVLE is received, the LL Coordinator will organise a consultation with the relevant subject SME or SMEs Group Leader. The SME/SMEs Group Leader will have a discussion with his/her functional leader and the HSE & Engineering VP if necessary, updating on them actions and mechanism of delivery of the actions

Based on outcomes of the discussion and through consultation with others as relevant, the LL Coordinator will create a new Other Event in Tr@ction for each AzSPU VP organisation, owned by the appropriate VP. This particular event will be appropriately titled with the title of the High Value Learning Event. Every action relating to high-value lessons will then be added to the appropriate Other Event report in each VP, again using the previously set up action item type 'High-value Learning'.

Subject to agreement with the relevant SME or SME Group Leader and LL Coordinator, an ad-hoc LL Workgroup meeting may be called to review progress on the HVLE follow up actions and determine further interventions where needed.

Once the follow up actions are completed, the LL Coordinator may need to send a note to the Segment about completion of the HVLE action(s) in AzSPU

## 7. MEASUREMENT AND METRICS

As part of the annual LL performance report submitted to the ALT, the following metrics will be used:

- Percentage of high value learning actions closed out on time
- The number of HSSE and Engineering lessons captured each month
- The number of improvement recommendations made by each of the SME Groups per number of actions are followed up

These metrics shall be tracked and reported by the Lessons Learned Coordinator. Reporting on metric will be part of the LL communications

## 8. AZSPU INCIDENTS TREND ANALYSIS

AzSPU incidents will be analysed for trends on regular basis. The trends may be positive and negative.

At the SPU level, the trend analysis will be performed as per the following subject areas:

- CoW related incidents (excluding Lifting/DO and Driving). Incidents in this category will be analysed by the CoW SMEs Group

- Lifting/DO related incidents. Incidents in this category will be analysed by the Lifting and Dropped Object SMEs Group
- LOPC& Process Safety related incidents. Incidents in this category will be analysed by the LL and Process Safety SMEs Group
- Transportation related incidents. Incidents in this category will be analysed by the Driving Compliance Technical Authority
- Marine related incidents. Incidents in this category will be analysed by the SPU Marine Authority
- Aviation related incidents. Incidents in this category will be analysed by the Aviation Authority
- Health related incidents and medevac cases will be analysed by the Health Manager and her team

HSE Performance Analyst in PPL team will support the SMEs with trend analysis and provide necessary data. The scope of this analysis will be covering all incidents happening in SPU

In addition to the above, trend analysis also performed at the Operating area and facility level. These are performed mainly by the Operating Area H&S Advisors to track trends at the OA level and draw recommendations for internal usage. In case, a trend is deemed to be significantly important to the rest of the business, the HSE advisors will forward the outcomes to a relevant SMEs Group for consideration for the SPU wide interventions and recommendations

Frequency of the analysis should be quarterly, however, ad-hoc trend analysis is also a possibility

Scope of the trend analysis varies and will include the followings as minimum:

- Immediate and system causes from injury cases
- Causes of near misses
- Analysis of incident potentials.

Based on outcomes of the trend analysis, the SME Group Leaders will develop recommendation(s) for improvements: these could be a one off action, or an education programme or other improvement programme. In any case, the improvement recommendations, along with necessary justifications, will be taken to discussion with the relevant operations/functional leaders

## 9. SKILLS AND COMPETENCY

- LL Coordinator: basic incident investigation, 4-5 years analyst role in HSE
- Competency of people doing trend analysis: basic incident investigation training, 5+ years experience in particular field to be able to draw meaningful message and offer improvement options

Competency of SME's are part of the Engineering and HSE personnel competency review & assessment process and not discussed here.

## 10. DOCUMENTS USED FOR LESSONS LEARNED COMMUNICATION IN AND OUTSIDE OF AZSPU

There are several documents used in AzSPU processes for communication of HSE Learnings from incidents which feed into the lessons learned process.

- One pager lessons learned documents developed from MIA/HiPo incidents
- AzSPU Safety Flash/Alert documents

See Appendix 2 for details of the document

**Note:** Outside Distribution of Lessons Learned One-Pagers, HiPlus and similar documents should not go from individual assets but from SPUL office.

## APPENDIX 1: AZSPU SUBJECT MATTER EXPERT (SME) GROUPS

### Lifting and Dropped Object SMEs Group:

- AzSPU Lifting TA (operations) - **the SME Group's Leader**
- Mod's Project Manager
- DC&I H&S TL
- Sangachal Lifting Coordinator
- Logistics H&S TL
- Major Projects Lifting TA

### LL and Process Safety SMEs Group:

- AzSPU Process Safety TA - **the SME Group's Leader**
- AzSPU Process TA
- Sangachal Senior Process Engineer
- Pipelines IM Lead
- ACG Lead Mechanical Engineer
- Offshore Process Engineer
- HSE Reporting and Risk Management TL

### CoW SMEs Group:

- COW/Safety Systems Lead - **the SME Group's Leader**
- Operations H&S TLs
- Midstream H&S TL's
- Incident investigation specialist

### Transportation/Driving SME

- Driving Compliance Technical Authority

Other SMEs who could also be involved in review of learning materials include, but not limited to:

Marine – SPU Marine TA  
 Electrical – SPU Electrical TA (If required)  
 Corrosion – SPU Materials/Welding TA  
 Mechanical – SPU Mechanical TA (or delegate)  
 Operations – SPU Operations Advisor

## APPENDIX 2. DOCUMENTS USED FOR LL COMMUNICATION

### “One-Pager” Lessons Learned Report

“One-Pager” report is the key corporate document for Lessons Learned communication. One Pager report will be issued for all Major and HiPo incidents as a minimum. The sample of the One-Pager Lesson Learned Report presented in the *Appendix 2* and shall contain the following details:

- Title of incident;
- Summary of the incident;
- Country of incident;
- Location of occurrence,
- Date and time of incident;
- Description of incident;
- Conclusions;
- What went Wrong/Well
- Actual and Potential Losses;
- Lessons Learned;
- Key Messages;
- Picture of the incident;
- Date of issue of “One-Pager” Report;
- Tr@ction number and
- Contact name

### Safety Flash


A AzSPU Safety Flash/Alert should be issued if: as a result of an incident, important information is to be issued promptly to a wider population.

Safety Flash/Alert document can be also issued in case if some important safety issue observed from repetitive or similar incidents reported from AzSPU and it is required to highlight the reasons and precautions via broader communication to prevent the like incidents from happening again.

A proforma for AzSPU Safety Flash/Alert is shown in *Appendix 4*. All AzSPU Safety Flashes/Alerts must be approved by AzSPU Central HSSE department prior to issue. Installations are recommended to provide photos or video clips to better describe the incident.

AzSPU Safety Flash/Alert should be issued if, as a result of an incident, important information is to be issued promptly to a wider population.

## LL DOCUMENT TEMPLATE

		Lessons Learned Document Type Title Here
<b>INCIDENT:</b>	<b>SUMMARY OF SYSTEM CAUSES:</b>	
<b>TYPE OF INCIDENT:</b>		
<b>BUSINESS UNIT:</b>		
<b>LOCATION OF INCIDENT:</b>		
<b>COUNTRY:</b>		
<b>Tr@ction No:</b>		
<b>DATE OF INCIDENT:</b>	<b>SUMMARY OF LOCAL ACTIONS:</b>	
<b>BRIEF ACCOUNT OF INCIDENT:</b>		
	<b>KEY REMINDERS:</b>	
	<b>NEW LESSONS LEARNED:</b>	
<b>WHAT WENT WRONG (CRITICAL FACTORS):</b>		
	<b>PHOTOGRAPH:</b>	
<b>SUMMARY OF IMMEDIATE CAUSES:</b>		
	<div><b>CONTACT:</b></div>	



## AzSPU Lessons Learned Procedure

## Safety Flash Template

		<b>SAFETY FLASH</b>	
<b>Subject</b>	:		

<b>Sites</b>	:				
<b>Dates</b>	:				<b>Page 1 of 1x</b>

**What Happened:****Key Lessons:****Recommendations:****Contacts for Further Information:****Originator** :