



CASE STUDY

Acergy

Achieving dramatic reductions in injuries through critical behaviour analysis.

Situation

Acergy is a global seabed-to-surface engineering and construction contractor to the offshore oil & gas industry. The company focuses on deepwater and challenging environments with the largest growth market in subsea, umbilicals, risers, and flowlines (SURF).

Acergy's senior leadership is committed to operating safely at all times and has a safety vision of an incident-free workplace. Though Remotely Operated Vehicles (ROVs) handle an increasing amount of the most dangerous deep-sea installation work, the company's six-thousand employees still routinely work in high-hazard environments while supporting the design, procurement, installation, and inspection of a project's subsea pipelines and umbilicals.

In 2006, Acergy was introduced to BST while participating in the Kizomba-C project with ExxonMobil Development Company (EMDC). At that time, the company was offered the opportunity to participate in a series of safety leadership workshops and assess the project team's safety climate using BST's Organisational Culture Diagnostic Instrument (OCDI).

As a result of their participation, team leaders uncovered a significant opportunity to enhance Acergy's already robust safety processes and further improve safety performance. More

specifically, the initial safety climate assessment revealed that Acergy's employees were unlikely to approach one another, even when found to be engaging in at-risk behaviour. During the workshops, it became clear that in order for Acergy to reduce incidents and achieve their safety vision, employees would need to be equipped with effective ways to communicate and intervene when observing other employees in harm's way.

Solution

Using Critical Behaviour Analysis, Acergy began by studying fifty Undesired Event Reports (UERs). The study identified eighty-four behaviours, sixteen of which were deemed to be 'critical at-risk behaviours' contributing to accidents. Acergy also found that the top five at-risk behaviours accounted for nearly two-thirds of injuries; furthermore, eliminating those behaviours could prevent a full 62% of recorded injuries. The UER analysis also found variability in behaviours from work site to work site.

Acergy sought to make employees more likely to approach and provide feedback to one another regarding site-specific behaviours known to produce the most frequent and serious injuries. The company launched the Critical Safety Behaviours Campaign globally in April 2009, in line with its established

safety vision – No One Hurt, No Damage to Assets or the Environment. Though an observation process was already in place, the campaign further modified it to accommodate the Critical Safety Behaviours (CSB) identified in the 2007 study. Parallel measures included upgrading the subcontractor management procedure, strengthening the zero tolerance policy for substance abuse, and improving communication and visibility with managers in the field.

Results

Acergy was able to achieve outstanding results by using the principles learned on the Kizomba-C project. In less than twelve months, the company went from its worst safety performance in years to the best in its history.

The following control chart shows the total recordable injury frequency rate before and after the kickoff of the Critical Behaviours Campaign. Prior to its initiation, Acergy’s performance showed a few significant variations in performance, but no long-lasting improvement. Following the kick-off, overall safety performance showed a statistically significant improvement of 47% over the first thirteen months; by project’s end, Acergy’s safety performance was ranked in the top 25% in its industry.

Acergy remains determined to position itself as an HSEQ industry leader by continuing to develop its safety culture and build in the consequences that drive safe behaviour in the most positive ways. Moving forward, they will continue to reinforce compliance with policies, procedures, and processes, reminding personnel of their obligation to stop unsafe operations, and management responsibility for both action and lack of action.

At a Glance:

- Acergy is a global seabed-to-surface engineering and construction contractor to the offshore oil & gas industry.
- The company’s 6,000 employees routinely work in high-hazard environments, supporting the design, procurement, installation, and inspection of subsea pipelines and umbilicals.
- Acergy was introduced to BST in 2006 while participating in the Kizomba-C project with ExxonMobil Development Company (EMDC).
- Within the first 13 months, Acergy had reduced their injury frequency rate by 47%
- By project’s end, Acergy’s safety performance was ranked in the top 25% in its industry.

