# FOUR DISCIPLINES OF SAFETY EXECUTION

## Purpose

The purpose of this program is to establish a simple safety-focused framework for ensuring that the most important and most impactful actions that contribute to the goal of "zero accidents" get completed with every job. The logic behind the Four Disciplines of Safety Execution (4DSX) model is that the disciplines, if executed perfectly with every job performed, will consume less than 10% of the team's time while getting them 90% of the way to the goal.

## Scope

This program represents the corporate 4DSX. All elements of this model shall be applied to the division models. The Division Goals set lower in the organization must serve to achieve the goal at the top of the organization, which means a 4DSX must be applied to every job executed within Pulsar Helium operations.

## Rules

- Corporate Goals are set on an annual basis
- Division Goals may be set on a quarterly basis
- No team focuses on more than two Goals at a time
- The battles chosen must win the war. Goals lower in the organization must serve to achieve the Goals at the top of the organization
- Senior leadership can't set lower-level Goals, but they can veto them. People need to be involved in the setting of the Goals to be engaged in the achieving of them
- All Goals should be in the form of going from X to Y by a certain date (see Kennedy's challenge)

## Key Responsibilities

**Supervisors**
- Shall ensure that this framework is applied to every job within their scope of operations, whether performed by Pulsar Helium employees or contractors. The JSA is an excellent tool for accomplishing element #2.

**Employees**
- Shall support this requirement and participate as required.

## The Pulsar Helium Four Disciplines of Safety Execution (FDSX)

Goal
- To protect our people, the environment, our assets, and our reputation by targeting zero incidents

Act on the Leading Measures (PHS)
- Have a good **P**lan, that
- Identifies and mitigates the **H**azards, and
- **S**top the job if something isn't right

Maintain a Compelling Scorecard
- Everyone must always have access to the score so they can tell if they're winning. (http://safehe.com/)

Accountability
- Accountability is accomplished through the application of expectations, training, coaching, and positive reinforcement. The goal is to make participation and compliance easy and understandable.

## Discipline 1: Focus on the Wildly Important

*"There will always be more good ideas than there is capacity to execute."*

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Focus on less to accomplish more. Start by selecting 1 wildly important goal instead of trying to work on a dozen goals all at once. Not to suggest you ignore the work necessary to maintain your daily operation. It is a suggestion that you narrow your focus to work on what you want to improve significantly.

Most intelligent, ambitious people don't want to do less. Especially if it means saying no to good ideas, they are wired to do more, but there are always more good ideas than there is capacity to execute.

When you choose a wildly important goal, you identify the most important objective that won't be achieved unless it gets special attention. In other words, your ordinary course of business won't make it happen.

To define that goal, identify where you are now, where you want to be, and by when. Said differently, you define a starting line, a finish line, and a deadline. Psychologically, it is very important to have a single measure of success. This is the discipline of focus, and it's the first step in creating a winnable game.

## Discipline 2: Act on the Lead Measures

*"Once a team is clear about its lead measures, their view of the goal changes."*

While a lag measure tells you if you've achieved the goal, a lead measure tells you if you are likely to achieve the goal.

No matter what you are trying to achieve, your success will be based on two kinds of measures: Lag and Lead. Lag measures track the success of your wildly important goal. Lags are measures you spend time losing sleep over. They are things like revenue, profit, quality, and customer satisfaction. They are called lags because, by the time you see them, the performance that drove them has already passed. You can't do anything to fix them; they are history.

Lead measures track the critical activities that drive or lead to the lag measure. They predict the success of the lag measure and are influenced directly by the team. A typical example of a lag measure is an incident rate. Which activities or measures will lead to preventing incidents? Planning, hazard recognition, and stop work! These leading measures will predict the success of incident reduction, and they are activities that we can directly influence. Simple enough but be careful. Even the smartest people fall into the trap of fixating on a lag measure they can't directly influence. This is because lags are easier to measure, and they represent the result we ultimately want. Think of a lead measure as a level that moves your wildly important goal.

## Discipline 3: Keep a Compelling Scoreboard

*"Great teams know at every moment whether or not they are winning. They must know, otherwise, they don't know what they have to do to win the game."*
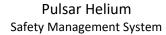
People and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win.

People play differently when they are keeping score. If you doubt this, watch a group of rigs drilling wells. See how the game changes the minute scorekeeping begins; it's not a subtle change.

The best scoreboard is designed for, and often by, the front-line workers. A worker's scoreboard is quite different from the complex scoreboard that analysts love to make. If workers know the score, if they can influence the lead measure, and if the lead measure moves the lag measures, you know you have a

winnable game. Disciplines 1, 2, and 3 are nothing more than a formula for creating a winnable game. Discipline 4 is how we play that game.

The lag and lead measures won't have much meaning to the team unless they can see the progress in real-time. Bowling through a curtain is not that much fun. Discipline 3 is the discipline of engagement. People perform best when they are emotionally engaged, and the highest level of engagement comes from people who know the score- whether they are winning or losing the game. It's that simple.

## Discipline 4: Create a Cadence of Accountability

*"Accountability breeds response-ability."*

Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate safety performance management system. The combined teams meet on a quarterly basis to do the same.

The cadence of accountability is a rhythm of regular and frequent team meetings that focus on the wildly important goal. These meetings happen weekly, monthly, quarterly, and among small, consolidated teams daily. Ideally, they are a short and simple-to-understand overview of the highlights. In that brief time, team members hold each other accountable for commitments made to move the score.

The secret to Discipline 4, in addition to the quarterly cadence, are the commitments that team members create in the meeting.  One by one, team members answer a simple question: 'What are the one or two most important things I can do this quarter that will have the biggest impact on the scoreboard?" In the meeting, each team member reports first if they met last quarter's commitments, second if the commitments move the lead or lag measures on the scoreboard, and finally, which commitments they will make for the upcoming quarter.

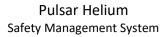## Division 4DSX Example Models 2023

### Construction
Goal
- Maintain an incident and injury-free workplace

Leading Measures

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- Proper Planning
- Proper Training
- Experienced Mentors
- Hazard Recognition and Mitigation
- Culture of Teamwork
- Stop the job if something isn't right

## Drilling
Goal
- Manage risk presented by 3$^{rd}$ parties

Leading Measures
- Proper Planning
- Hazard Hunt Program
- High Grading Contractors (based on nuisance issues)
- Full Participation w/Preventative Measures (Plan, Hazards, SWP)

## Completions
Goal
- Reduce incident occurrence rate by half

Leading Measures
- Proper Planning
- Situational Awareness
- Line of Fire Prevention (Red-Zones)
- Hazard Recognition and Mitigation/ Hazard Hunts
- Full Participation w/Preventative Measures (Plan, Hazards, SWP)

## Production
Goal
- Zero Incidents

Leading Measures
- Proper Planning
- Hazard Recognition and Mitigation (Hazard Hunts)
- Near Miss Reporting
- Stop Work Authority