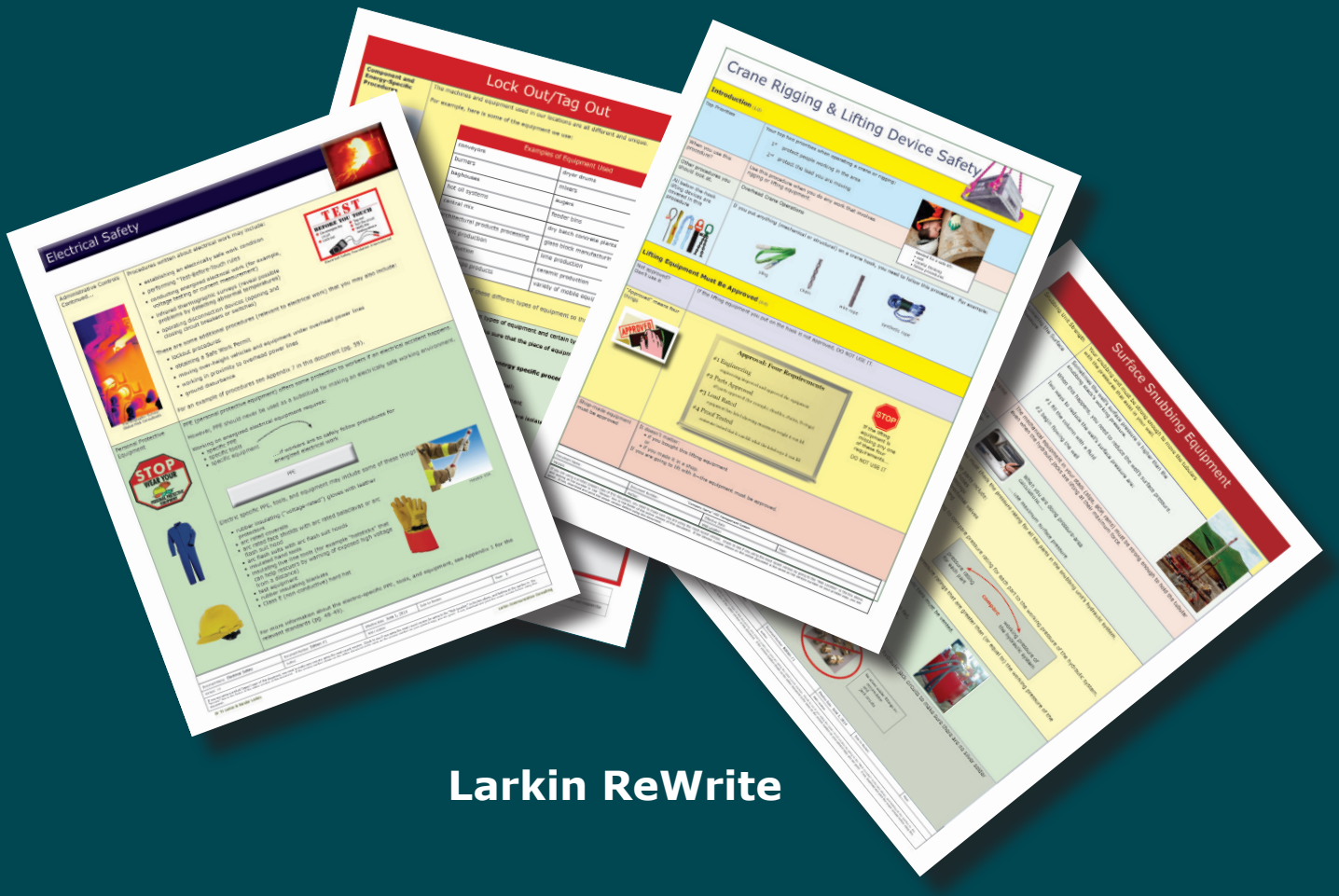
Communication Best Practice

Oil & Gas, Mining, Chemicals



Larkin ReWrite

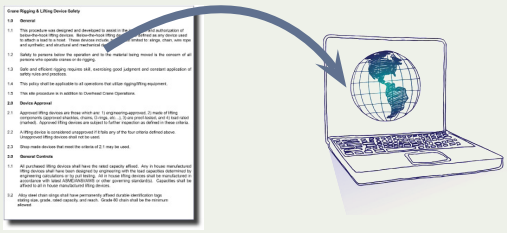
we rewrite your safety policies and procedures

Dr TJ Larkin & Sandar Larkin

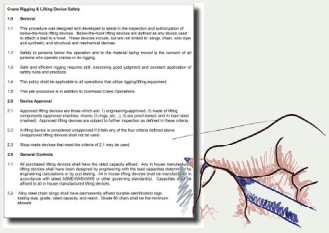
Larkin Communication Consulting

Larkin ReWrite - How It Works

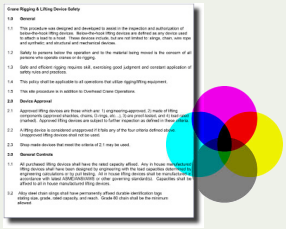
1. You Upload Your Document (Policy or Procedure)



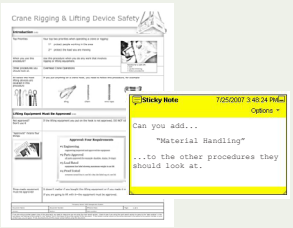
2. Larkins ReWrite Your Document



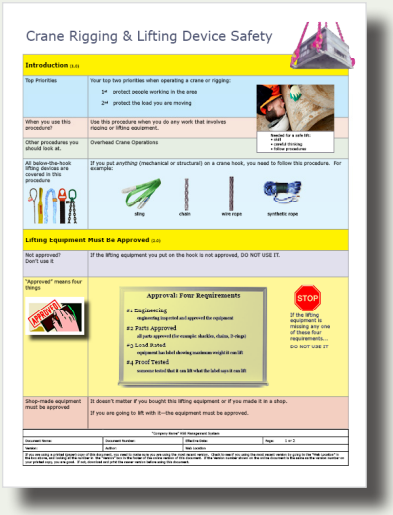
3. Larkins Add Communication Best Practice



4. Larkins Return the Document to You for any Changes



5. Larkins Insert Your Changes and Return the Finished Document



1. Uploading Your Document

Upload Your Document (Policy or Procedure)

Go to our website: www.Larkin.Biz
Go to our Larkin ReWrite Page
Click button at bottom of page "upload docs"
Complete the form
Hit "submit"

Immediately you will receive a message saying we got your document.
In 24 hours, you will receive an email with invoice (see page 10 for price details).

Or, send us an email with your document attached (Larkin@Larkin.Biz)

No Commitment

Uploading a document to us does not imply any commitment on your part.

We do not start rewriting your document until you agree to pay the invoice amount and ask us to begin rewriting.

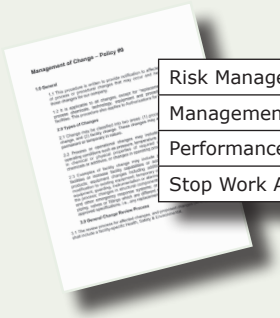
Confidentiality

We will return your original document to you at any time.

We will not release your original document or our rewrite of your document to anyone but you (or someone you authorize to receive the document).

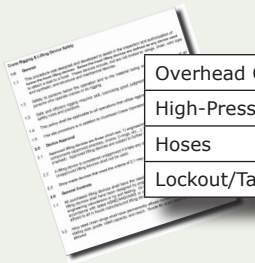
If others, inside or outside your company, ask to see your original or our rewrite, the answer is no, unless we receive permission from you.

Typical Policies We ReWrite: Examples



Risk Management	Emergency Response	Contractor Requirements	Document & Data Control
Management of Change	Investigations	Discipline	Drug & Alcohol
Performance Evaluation	Operational Control	Measurement & Monitoring	Management Review
Stop Work Authority	Fatal Risk Controls	Permit to Work	Training

Typical Procedures We ReWrite: Examples



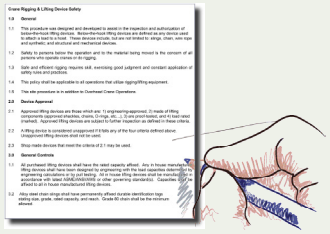
Overhead Crane	Confined Space	Hydrogen Sulfide	Forklift Operation
High-Pressure Testing	Working at Height	NORM	Hazardous Chemicals
Hoses	PPE	Compressed Gas Cylinders	Hot Work
Lockout/Tagout	Rigging & Lifting	Combustible Dust	Bloodborne Pathogens

2. Larkins ReWrite Your Document

We Do Not Remove Any Content

We Do Not Change Any Content

We Just Say It More Simply



Original Document

Contractor Relations

1.2. The Contractor will operate under the Company's SMS (Safety Management System). If the Contractor has its own SMS, at or equal to the standard of the Company's SMS and they wish to work under Contractor's SMS, then the Contractor must provide its SMS to the Company for Company's approval, which the Company may give or withhold at its own discretion.

Grade level 9
45% of adults can understand

Larkin ReWrite

Contractor Relations

Contractor must have an SMS (Safety Management System).

Contractor can use our SMS.

Contractor can use their own SMS.

If Contractor wants to use their own SMS, they have to show it to us.

We will decide if the contractor's SMS is equal to or better than our SMS.

Grade level 5
70% of adults can understand

Original Document

3.0 High-Pressure Testing

3.11 Failure to reach pressure or a loss of pressure will normally show on your gauge and is an indication of a leak in the product or the test equipment. Do not enter the test booth with pressure applied to the product in an attempt to locate the leak. This should be accomplished by viewing the product through the Lexan covered viewing ports. If this proves unsuccessful, reduce the test pressure to zero and examine the product and test equipment for signs of leakage

Grade level 10
30% of adults can understand

Larkin ReWrite

High Pressure Testing

Your gauge may show a loss of pressure.

Or, maybe you are not reaching the test pressure you wanted.

The product could be leaking, or maybe the test equipment is broken.

You may want to go into the test booth to look...

DO NOT GO INTO THE TEST BOOTH if the product is still under pressure—the product could explode.

If you need to look at things in the test booth...

- look at them from behind Lexan-covered windows
  or
- remove the pressure first, and then go into the test booth to look at the product or test equipment

Grade level 5
70% of adults can understand

Larkin ReWrite Has More Pages Than the Original

Why more pages?

Space is important for comprehension.

Physically separating the text blocks on the page helps the reader mentally separate the topics.

Using more empty space increases *both* comprehension and the number of pages.

3. Larkins Add Communication Best Practice

Writing Complexity grade level 8; 50% of adults can read at this level

Lists/Dot Points more than twice as many people will read a paragraph if sentences are replaced with a list or dot points

Line Length 3½ inches best length for accurate reading

Graphics increase recall up to 800%

Disturbing Photo fear-appeal photo makes it 50% more likely employees will follow the policy

Verdana Font best font for reading online

Color increases time spent looking at the page by 21%

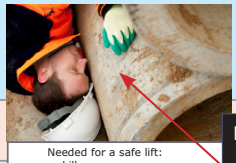
Empty Space adding even small amounts of empty space around text increases comprehension by 20%

Document Control conforms to most international standards (e.g. OHSAS 18001)

Crane Rigging & Lifting Device Safety

Introduction (1.0)

Top Priorities	Your top two priorities when operating a crane or rigging: 1st protect people working in the area 2nd protect the load you are moving
When you use this procedure?	Use this procedure when you do any work that involves rigging or lifting equipment.
Other procedures you should look at.	Overhead Crane Operations
All below-the-hook lifting devices are covered in this procedure	If you put *anything* on a crane hook, you need to follow this procedure, for example:



Needed for a safe lift:
- skill
- careful thinking
- follow procedures

sling chain wire rope synthetic rope

Lifting Equipment Must Be Approved (2.0)

Not approved? Don't use it	If the lifting equipment you put on the hook is not approved, DO NOT USE IT.
"Approved" means four things	

Approval: Four Requirements

#1 Engineering
engineering inspected and approved the equipment

#2 Parts Approved
all parts approved (for example: shackles, chains, D-rings)

#3 Load Rated
equipment has label showing maximum weight it can lift

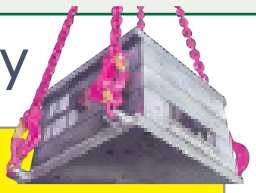
#4 Proof Tested
someone tested that it can lift what the label says it can lift

If the lifting equipment is missing any one of these four requirements...

DO NOT USE IT

Shop-made equipment must be approved	It doesn't matter if you bought this lifting equipment or if you made it in a shop. If you are going to lift with it—the equipment must be approved.

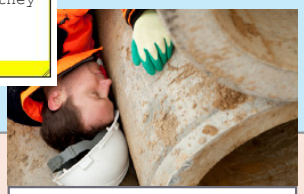
Crane Rigging & Lifting Device Safety



Sticky Note 7/25/2007 3:48:24 PM Options
Can you add...
"Material Handling"
...to the other procedures they should look at.

Introduction (1.0)

Top Priorities	Your top two priorities when operatin 1st protect people working in th 2nd protect the load you are mo
When you use this procedure?	Use this procedure when you do any work that involves rigging or lifting equipment.
Other procedures you should look at.	*Overhead Crane Operations*
All below-the-hook lifting devices are covered in this procedure 	If you put *anything* on a crane hook, you need to follow this procedure, for example:  sling  chain  wire rope  synthetic rope



Needed for a safe lift:
- skill
- careful thinking
- follow procedures

Lifting Equipment Must Be Approved (2.0)

Not approved? Don't use it	If the lifting equipment you put on the hook is not approved, DO NOT USE IT.
"Approved" means four things 	**Approval: Four Requiren** #1 Engineering engineering inspected and approved the equip #2 Parts Approved all parts approved (for example: shackles, chains, D-rings) #3 Load Rated equipment has label showing maximum weight it can lift #4 Proof Tested someone tested that it can lift what the label says it can lift
Shop-made equipment must be approved	It doesn't matter if you bought this lifting equipment or if you made it in a shop. If you are going to lift with it—the equipment must be approved.

Sticky Note 7/25/2007 3:48:24 PM Options
Please add to Approval:
#5 Color Coded Tags
Tags with a particular color showing the date the equipment must be destroyed.

...ng
...t is
...ny one
of these four requirements...
DO NOT USE IT

"Company Name" HSE Management System			
Document Name:	Document Number:	Effective Date:	Page: 6 of
	Author:	Web Location	

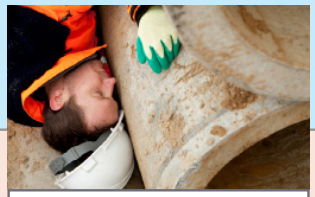
...is document, you need to make sure you are using the most recent version. Check to see if you using the most recent version by going to the "Web Location" in ...n the "Version" box in the footer of the online version of this document. If the Version number shown on the online document is the same as the version number on ...wnload and print the newer version before using this document.

Sticky Note 7/25/2007 3:48:24 PM Options
Can you guys add another box to the footer:
"Scheduled Review Date"

Crane Rigging & Lifting Device Safety

Introduction (1.0)

Top Priorities	Your top two priorities when operating a crane or rigging: 1st protect people working in the area 2nd protect the load you are moving
When you use this procedure?	Use this procedure when you do any work that involves rigging or lifting equipment. Change inserted here
Other procedures you should look at.	*Overhead Crane Operations* and *Material Handling*
All below-the-hook lifting devices are covered in this procedure	If you put *anything* on a crane hook, you need to follow this procedure, for example:



Needed for a safe lift:
- skill
- careful thinking
- follow procedures

sling

chain

wire rope

synthetic rope

Lifting Equipment Must Be Approved (2.0)

Not approved? Don't use it	If the lifting equipment you put on the hook is not approved, DO NOT USE IT.
"Approved" means five things	

Change inserted here

Approval: Five Requirements

#1 Engineering
engineering inspected and approved the equipment

#2 Parts Approved
all parts approved (for example: shackles, chains, D-rings)

#3 Load Rated
equipment has label showing maximum weight it can lift

#4 Proof Tested
someone tested that it can lift what the label says it can lift

#5 Color-Coded Tags Attached
color of the tag shows when the equipment use has expired and must be destroyed

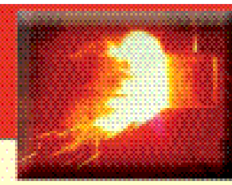
If the lifting equipment is missing any one of these five requirements...

DO NOT USE IT

Shop-made equipment must be approved	It doesn't matter if you bought this lifting equipment or if you made it in a shop. If you are going to lift with it—the equipment must be approved. Change inserted here

SAMPLE PAGE

Electrical Safety: Safety By Design

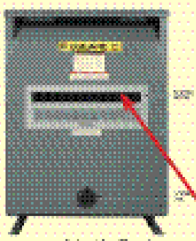


Safety By Design Continued...

Your electrical safety program needs to require that "safety" is designed into the equipment:

- during the initial design phase of new projects ⟹ design in safety
  and
- during upgrades of existing facilities or systems ⟹ design in safety

In every design, electrical risk exposure should be reduced to as low as reasonably practicable.



Schneider Electric

Safety-By-Design Requirements

Reducing the need for employees to work on energized equipment.

Reducing the available arc flash incident energy (where it is possible to do so).

Reducing the shock hazards where workers need to work on energized equipment.

Increasing the distance between a worker and a potential arcing fault source.

Installing infrared scanning windows.

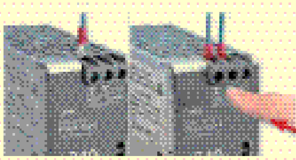
Incorporating finger-safe terminals to reduce the chance of accidental contact with energized circuits.

Installing permanent voltage metres or other permanent voltage indicators as an initial indication of energized circuit parts.

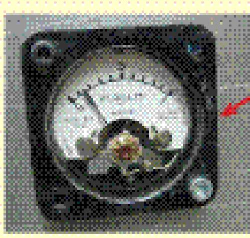
Installing neutral grounding resistors to reduce the chance of a single phase to ground fault escalating to a three-phase fault.

For example:

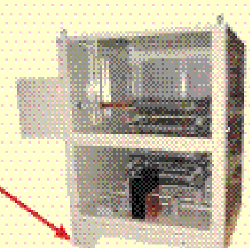
- separate the different voltage levels so workers who are troubleshooting control voltages are not exposed to higher voltage power circuits
- include finger safe designs
- insulated bus and cable terminations
- guarding



IDEC



Prometheus Fusion Perfection



Pilner

Company		Web Location:		
Document Title: Electrical Safety	Document #: [illegible]	Function: HSE	Effective Date: [illegible]	Target audience
Approved by:	Review date:	Owner:		Other relevant documents:

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Larkin Communication Consulting

SAMPLE PAGE

Surface Snubbing Equipment

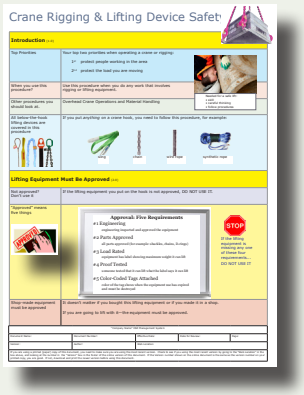
Snubbing Unit Strength	Your snubbing unit must be strong enough to move the tubulars with the pressures that exist in your well.
Lowering the Surface Pressure	Sometimes the well's surface pressure is higher than the snubbing stack's working pressure. When this happens, you need to reduce the well's surface pressure. Two ways to reduce the well's surface pressure are: #1 fill the column with a fluid #2 begin flowing the well
Stack can Overcome Maximum Lifting Strength	The mechanical equipment in your stack (slips, BOP, rams) must be strong enough to hold the tubular even when the hydraulic jacks are lifting at their maximum force.
Use "Maximum Surface Pressure" for Pressure-Area Calculations	When you are doing pressure-area calculations.... ....use maximum surface pressure
Check Pressure Rating for All Parts Used in the Hydraulic System	You must check the pressure rating for all the parts in the snubbing unit's hydraulic system. These parts include: • hoses • fittings • directional valves • piping You are going to compare pressure rating for each part to the working pressure of the hydraulic system. pressure rating for each part — compare — working pressure of the hydraulic system The parts must have pressure ratings that are greater than (or equal to) the working pressure of the hydraulic system.
Hydraulic Tank Must be Vented	The snubbing unit's hydraulic tank must be vented. You need this venting. If the BOP wellbore seal were to fail, gas may enter the hydraulic tank. The vent will release the gas.
No Silver Solder Fitting in Accumulator and Jack Circuits	You need to check the accumulator and hydraulic jack circuits to make sure there are no silver solder fittings. No silver solder fittings in: accumulator and jack circuits

Company				
Document Name: Surface Snubbing Equipment	Document Number: Edition #1	Effective Date: June 1, 2014	Date for Review: June 1, 2018	Page:
Version: 01	Author:	Web Location		

If you are using a printed (paper) copy of this document, you need to make sure you are using the most recent version. Check to see if you using the most recent version by going to the "Web Location" in the box above, and looking at the number in the "Version" box in the footer of the online version of this document. If the version number shown on the online document is the same as the version number on your printed copy, you are good. If not, download and print the newer version before using this document.

Larkin Communication Consulting

Price



Price Per Page

US$720 to US$360 per page

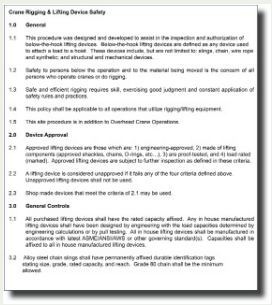
This price includes:

✓Rewrite the page

✓Add best practice

Price Per Page			
Complexity	*Grade Level*	*Examples**	*Price*
High	14	Arming Perforating Guns; Well Testing; Hydrogen Sulfide	US$720 each page
Medium	12	Lockout/Tagout; Electrical Safety; Working at Height	US$540 each page
Low	8	Vehicles & Driving; Record Keeping; Discipline	US$360 each page

*Examples show typical complexity for those topics. Sometimes relatively simple topics (e.g. Vehicles & Driving) are written with very high complexity. In that case, we would charge the "high" complexity fee. Your invoice will show the complexity of your document and the price per page.



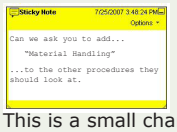
This page is 250 words.

What is a Page?

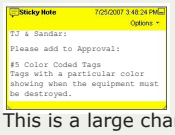
A page is 250 words.

After you upload your document, we will email you an invoice:

- we count all the words in your document(s)
- we divide the total number of words by 250 (to get the number of pages)
- we determine the document's complexity (high, medium, or low)
- invoice amount is:
  - number of pages x document complexity (US$720, US$540, or US$360)



This is a small change (see pg. 6).



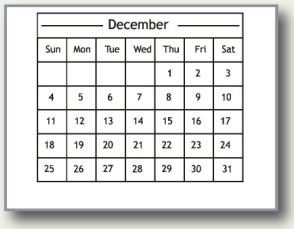
This is a large change (see pg. 6).

Price for Changes

Correcting a mistake we made = no charge
If you request a small change = $9.00 each small change
If you request a large change = $25.00 to $50.00 each large change

What is a "large change"?

A large change requires us to reformat a part of the page ($25) or all of the page ($50). We need to reformat to make everything fit on the page.

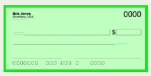


Turnaround Time?

Average turnaround time is 10 business days.

What does "turnaround" mean?

10 business days after we receive payment—we return the document to you for any changes.



Payment Methods

- online using credit card (pay on our website: www.Larkin.biz)
- check sent in the mail (details in our invoice)
- electronic direct deposit into our bank account (details in our invoice)

What To Do Next

Call Us

Since 1985, we have been helping large companies improve communication with employees.

We can talk about any of your employee communication needs.

You may schedule a telephone call or conference call for no charge.

Our phone number is: 1-212-860-2939

Email Us

You may send us an email at: Larkin@Larkin.Biz

Learn More

Our Website has information about our:

- papers (free downloads)
- book: *Communicating Change* (McGraw-Hill)
- video clips: TJ's presentations
- biography: Dr TJ Larkin & Sandar Larkin

Visit: www.Larkin.Biz

Other Services

Presentation	1-3 hours	TJ shows communication best practice: • theory • research • examples TJ shows how to use communication to create employee behavior change. See video samples on our website.
Workshop	6 hours	More hands on, TJ and a small group practice applying communication best practices to your documents.
Implementation	2 weeks	TJ moves in-house, joins a project team, and together they work on a major communication campaign.

Email us for fees (Larkin@Larkin.Biz)

Dr TJ Larkin & Sandar Larkin

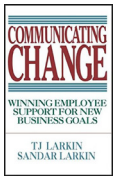
Dr TJ Larkin and Sandar Larkin began Larkin Communication Consulting in 1985.

The Larkins help large companies communicate with employees

Two specialties

Communicating Major Change	*Communicating Safety*
mergers outsourcing new technology benefit changes corporate direction	policies procedures lessons learned toolbox topics investigation results

Larkin's publications include

Book 	*Communicating Change*, McGraw-Hill, New York.
Harvard Business Review 	"Reaching and Changing Frontline Employees," *Harvard Business Review*.

TJ's background

Ph.D. Communication (Michigan State University)
M.A. Sociology (University of Oxford)

Sandar's background

Before starting Larkin Communication Consulting in 1985, Sandar worked for the Long Term Credit Bank of Japan.

Contact information

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