



ASSIST & ASSURE GUIDANCE MANUAL

GRP-AA-GUI-001



Right Solutions. Right People. Right for the future.

What is Assist & Assure?

The MPK Assist & Assure (A&A) Program is our way of working that focuses on implementing leadership skills before, during and after all tasks. The primary objective is to reduce the number of incidents, accidents and events through dedicated safety leadership and frontline coaching to enable thought provoking conversations at the work front, adequate planning and consultation that leads to a safer workplace.

The Assist component of MPK's Assist & Assure Program promotes and coaches the need for a consistent approach in safety conversations during work preparation and planning, job execution and supervision. These safety conversations are built upon the following fundamentals:

Open-ended questions: Prompt a thoughtful response (switching on the thinking brain and promoting engagement).

Focus Areas: Embedding the Core Mandatory Requirements (CMR's) Critical Controls and improvement areas (understanding of how they apply to jobs at hand and how risks are managed).

Learning: By sharing a safety story and lessons learned from a previous incident. This provides a reference for the risks of the job and a healthy sense of unease regarding what may go wrong.

The Assurance component of MPK Assist & Assure Program enables MPK to verify that the program is consistently implemented across all business units using leading indicator data and internal reporting.

The Assist & Assure Program promotes a lead by example mindset, which is about developing an environment where people are empowered and feel valued and proud of their work.



Leadership Expectations

It is critical that leadership at all levels of MPK, from the CEO to the Front-Line Workers own the MPK Assist & Assure Program. It requires a solid understanding of the program's 4 key elements and the expected application of those elements at the work front every day.

Key elements are:



Assist & Assure is owned by site for the site and will only sustain itself by site leadership owning, supporting, and driving this simple process consistently, daily.



Roles and Responsibilities



CEO, COO, Country Managers, and Group Managers

- » Monitor and review MPK's Assist & Assure processes across your line of business.
- » Set the Assist & Assure Program expectations in accordance with the MPK Assist & Assure Program roles and responsibilities across your line of business.
- » Complete leadership walks, document observations, and provide feedback in accordance with the MPK Assist & Assure Program Corporate Performance Indicators.
- » Carry your card and take it out to initiate a Step 7 Safe Work Process (SWP) / After Action Review (AAR).
- » Review MPK Assist & Assure data monthly and provide feedback and support continuous improvement opportunities are identified.

Operations / General Managers, Business Unit Leaders, Project Managers, Construction Leads, and Business Partners

- » Monitor and review MPK's Assist & Assure processes across your line of business.
- » MPK Assist & Assure Awareness Inductions have been completed by all personnel.
- » Ensure MPK Assist & Assure Roles and Responsibilities have been identified for all your personnel in accordance with the Assist & Assure Guidance Manual.
- » Carry your card and take it out to initiate a Step 7 Safe Work Process (SWP) / After Action Review (AAR).
- » Have a monthly connect with your leaders to verify MPK's Assist & Assure Program status.
- » Complete leadership walks, document observations, and provide feedback in accordance with the MPK Assist & Assure Program Corporate Performance Indicators.



Site Managers, Superintendents, HSE Managers / Leads, Assist and Assure Lead, and Rig Managers

- » Monitor and review the MPK Assist & Assure processes on your sites, and set a clear expectation for site leadership in accordance with the MPK Assist & Assure Corporate Performance Indicators.
- » Lead by example; Ask open-ended questions, questions about new workers / lone workers / critical tasks daily.
- » Carry your card and take it out to initiate a Step 7 Safe Work Process (SWP) / After Action Review (AAR).
- » Ensure After Action Reviews (AAR) are completed daily.
- » Set clear expectations for Contractors regarding participation in the MPK Assist & Assure Program.
- » Complete leadership walks, document observations, and provide feedback in accordance with MPK Assist & Assure Program Corporate Performance Indicators.

Supervisors, Leading Hands, and Drillers

- » Lead the execution of the MPK Assist & Assure Program on site through personal participation and holding personnel accountable.
- » Facilitate Transition to Work (TTW), After Action Reviews (AAR) , and identify opportunities for improvement.
- » Carry your card and take it out to initiate a Step 7 Safe Work Process (SWP) / After Action Review (AAR).
- » Ask open-ended questions, related to daily tasks / activities during Transition to Work (TTW) and Step 7 Safe Work Processes (SWP).
- » Assist and coach contractors on site in the MPK Assist & Assure Program.
- » Ensure MPK Assist & Assure is discussed in all meetings. Engage team members that are not participating.
- » Complete leadership walks, document observations, and provide feedback in accordance with the MPK Assist & Assure Program Corporate Performance Indicators.





Assist & Assure Lead

- » Manage MPK Assist & Assure Coaches, ensuring awareness training is facilitated and coaching is completed on all MPK sites.
- » Provide ongoing support, coaching all personnel following awareness training and provide feedback regarding positive observations, opportunities for improvement.
- » Complete leadership walks, document observations, and provide feedback in accordance with the MPK Assist & Assure Program Corporate Performance Indicators.
- » Carry your card and initiate Step 7 Safe Work Process (SWP) / After Action Reviews (AAR).

Assist & Assure Coaches

- » Facilitate the Awareness Induction for all personnel.
- » Coach frontline leaders and workers following awareness training providing feedback regarding positive observations and opportunities for improvement.
- » Complete leadership walks, document observations, and provide feedback in accordance with the MPK Assist & Assure Program Corporate Performance Indicators.
- » Carry your card and initiate Step 7 Safe Work Process (SWP) / After Action Reviews (AAR).

Assist & Assure Champions

- » Support the MPK Assist & Assure Program on site to sustain the daily strategy.
- » Support the implementation of the MPK Assist & Assure 4 Key Elements with peers on site to sustain the daily strategy.
- » Attend and participate in MPK Assist & Assure champions forum when requested.
- » Take part in additional MPK Assist & Assure training when required.

HSE Advisors

- » Know and understand MPK's Assist & Assure Program to actively support leaders and all personnel.
- » Carry your card and initiate Step 7 Safe Work Process (SWP) / After Action Reviews (AAR).
- » Observe and participate in Transition to Work (TTW) meetings, Step 7 Safe Work Processes (SWP), and Goal Zero Supervision (GZS) and provide feedback to your line manager.

Front-Line Operational Personnel

All front-line operational personnel are required to:

- » Complete MPK Assist & Assure Awareness Induction.
- » Apply the MPK Assist & Assure strategies on a task-by-task basis.
- » Promote and coach new starters in the use of the MPK Assist & Assure Program.
- » Engage and take part during all Transition to Work (TTW) meetings and After Action Reviews (AAR).
- » Carry your card and initiate Step 7 Safe Work Process (SWP) / After Action Reviews (AAR); and apply the Step 7 process to every task and if something changes.

MPK Assist & Assure 4 Key Elements

The fundamentals from the MPK Assist & Assure Program must be applied consistently across all operational areas of MPK and comprises of 4 key elements as depicted in the below:



ASSIST AND ASSURE PROGRAM 4 KEY ELEMENTS



ASSIST

- Transition to Work**
What? We run our meetings in a certain way. (Consistency is the key).
How? (Circle 1) Job Hazard / Control, (Circle 2) Focus Areas (CMR's), (Story) Safety Share.
Why? Switch crews on by asking open ended questions, create unease. (Engage thinking brain).
- Step 7 - Safe Work Process (SWP)**
What? Step 7 Safe work Process.
How? Carry the card - Every line every time.
Why? Ensure that we identify what can go wrong and how we can prevent it from happening.
- Goal Zero Supervision (GZS)**
What? Leading by example through daily engagements.
How? Before (TTW), During (Step 7), After (After Action Review).
Why? Sets expectations, ensures a consistent approach to preparing and executing work.

ASSURE

- Assurance**
What? Identifying performance gaps in safety systems and behaviours.
How? Bar Chart (behaviours), rose plot (systems)
Why? Find gaps before an incident (& fix). "Feed the Assist".

Change

- » Change is constant
- » Environment & conditions
- » Green hats, 3rd parties, SSE's
- » Key risks
- » Change management, MOC



Focus Area





ENGAGE » THINK » FOCUS » LEARN

MPK. Right solutions. Right people. Right for the future.

Initial MPK Awareness Induction training is facilitated by MPK Assist & Assure Coaches via the MPK Awareness Induction package. The MPK Awareness Induction is mandatory for all MPK employees and contractors, it provides all with a comprehensive overview of the program and is supported by coaching that enables:

- » Continued reinforcement of the importance of safety conversations during planning, job execution, and supervision.
- » Open and honest feedback to be provided.
- » Continued engagement with the workers ensuring all elements are consistently implemented across the business.
- » Observe operations and coach leaders on use of open-ended questions, praising the positive and correcting the negative.
- » Additional support and training for front-line leaders and those at the work front.
- » Positive observations, opportunities for improvement to be identified through participation in Assurance activities, to ensure the program is sustainable.



Transition to Work (TTW)

What?

We run our meetings in a certain way.
(Consistency is the key)

How?

Circle 1 - Job Hazard / Control
Circle 2 - Focus Areas (CMR's)
Story - Safety Share

Why?

Switch crews on by asking open ended questions, create unease.
(Engage thinking brain)

ASKING NOT TELLING

Transition to Work (TTW) prepares teams and individuals working in a high-risk environment by identifying what can go wrong and how to prevent that from happening.

A successful Transition to Work (TTW) requires running meetings in a consistent manner by asking open-ended questions and engaging the thinking brain.

(Two Circles and A Story) – “ENGAGE – THINK – FOCUS – LEARN”

The facilitation of the Transition to Work (TTW) meetings can utilise the following guidelines:

1. Conduct After Action Review (AAR):

- » What went well?
- » What didn't go well? Are there any actions required?
- » How could we improve?
- » What did we learn today?

Did anyone stop the job / intervene?

2. Outline the upcoming Scope of Work for Shift.
3. Allocate Roles and Responsibilities.
4. Two Circles and a Story.

1st Circle - Ask open-ended questions with regards to:

- » What could go wrong?
- » How will you prevent it from going wrong? (Hazards & Controls).

2nd Circle - Ask questions about Focus Areas relevant to CMR's in your Scope of Work:

- » Use Checkback to establish understanding.
- » Involve all personnel attending the Transition to Work (TTW) meeting.

Story - Discuss a Safety Share relevant to the work, then ask in relation to Safety Share:

- » Could this happen to us?
- » How would we respond if it does?

Identify / Manage Change;

- » What will you do if something changes?
- » What could change?





Step 7 - Safe Work Process (SWP)

What?

Step 7 Safe work Process.

How?

Carry the card - Every line every time.

Why?

Ensure that we identify what can go wrong and how we can prevent it from happening.

HAVE THE CONVERSATION, AVOID THE INVESTIGATION

The Step 7 Safe Work Process (SWP) provides a structured approach to conversations which encourage full engagement of the work team. The approach allows for consistent review of the plan, work preparation, and what could go wrong.

Safety conversations based on the Step 7 Safe Work Process (SWP) must be applied at the work front:

- » Before any Task / Activity.
- » When change is identified.
- » After any breaks or when work has stopped for any period.

All personnel should ensure the following process is completed:

- » Carry Your Card, get it out, and Go Through Everyline, Everytime.
- » What is the Plan? Review the Plan including (Work Instructions, SOP, JHA, SWMS).
- » Ask open-ended questions.
- » Use Checkback to Verify understanding.
- » Walk the Line. Verify each Step has been covered before starting work.



Goal Zero Supervision (GZS)

What?

Leading by example through daily engagements.

How?

Before (Transition to Work)
During (Step 7)
After (After Action Review)

Why?

Sets expectations, ensures a consistent approach to preparing and executing work.

PRAISE POSITIVES (TELL)

CORRECT NEGATIVE (ASK)

MPK expects that all leaders support and drive Goal Zero Supervision (GZS) at the work front as per allocated roles and responsibilities.

The Goal Zero Supervision (GZS) component should be applied:

- » Before the job - ensuring a quality Transition to Work (TTW) meeting has taken place.
- » During the job - Step 7 conversations to check back on workers understanding of roles and responsibilities, managing risks, dealing with change, and ensuring a final check has been done.
- » After the job - an After Action Review (AAR).

Leadership is responsible for encouraging conversations at the work front and should include:

- » Praise the positive, correct the negative – use praise as much as a correction.
- » Checkback with the personnel to verify understanding.
- » Lead through communication and engagement, not through doing the task.
- » Clarify Roles and Responsibilities and be clear on who is supervising the job.



Assurance (Leading Indicator)

The Assurance component of the MPK Assist & Assure Program requires personnel to complete Leading Indicator Reviews to enable MPK to verify that the Assist & Assure Program is consistently implemented and embedded across all business units.

Assurance Activities will be completed in accordance with MPK Corporate Performance Indicators by:

- » Front-line leaders - including Supervisors, Superintendents and Project / Workplace / Site / Construction Management;
- » Assist & Assure Coaches; and
- » MPK Senior Management - including CEO, COO, GMs, Operations Managers, BU Leads, and Group Managers.





Performance Indicators	Target	Responsible Role/s
Percentage of personnel (including contractors) who have completed awareness training	80%	All
	1 per month	<ul style="list-style-type: none"> » Supervisors » Leading Hands » Drillers » Assist & Assure Coaches » HSE Advisors
Number of Assurance Activities (lead indicators) completed per role	1 Quarterly	<ul style="list-style-type: none"> » CEO » COO » Country Managers » Group Managers » General Managers » Operations Managers » Business Unit Leaders » Assist & Assure Lead » Business Partners » Project / Area Managers » Construction Leads / Managers » Site Managers » Superintendents » HSE Managers / Leads » Rig Managers
Number of Leadership walks completed per role	1 per month	<ul style="list-style-type: none"> » Supervisors » Leading Hands » Drillers » Assist & Assure Coaches » HSE Advisors
	1 Quarterly	<ul style="list-style-type: none"> » CEO » COO » Country Managers » Group Managers » General Managers » Operations Managers » Business Unit Leaders » Assist & Assure Lead » Business Partners » Project / Area Managers » Construction Leads / Managers » Site Managers » Superintendents » HSE Managers / Leads » Rig Managers
Compliance with responsibilities in accordance with role	100%	All

Lead indicators aligned with the MPK Assist & Assure Program elements with relevant roles trained in requirements during Awareness Induction Training. Monthly reporting will be utilised to ensure relevant roles are completing lead indicator reviews and provide stakeholders including senior management information that will be used to identify positives, and opportunities for improvement, to enable support to be provided to address identified focus areas (as required).