



## 2007 Transfield Worley Services Best Practice Forum Program

### Sunday 11 March 2007 “SUSTAINING PERFORMANCE THROUGH BEST PRACTICE”

Time	Venue –Conrad Jupiters
06:00pm	<p><b>PRE DINNER DRINKS &amp; WELCOME DINNER</b></p> <p><i>Welcome Address: Peter Watson, Managing Director and CEO, Transfield Services</i></p> <p><i>Guest Speaker: Dr Fiona Wood (AM)</i></p> <p>Medical scientist and surgeon Fiona Wood, 2005 Australian of the Year, is best known for her spray-on skin treatment of burn victims of the Bali bombings. Her exceptional leadership, surgical skills and the fact that she had the vision to plan for a large-scale disaster five years before the Bali tragedy, brought world-wide praise and recognition to the Royal Perth Hospital Burns Unit and highlighted the ground breaking research into burn treatment taking place in Western Australia. Through her enthusiasm, innovation and vision, Fiona has saved and improved countless people's lives and has inspired a nation.</p>

### Monday 12 March 2007

Time	Venue – Conrad Jupiters
<b>07:00 am – 08:30am</b>	<p><i>Registration and tea/coffee in the foyer</i></p>
07.30am – 08.30am	<p><b>ORIENTATION SESSION</b></p> <p><i>Host” Frank Thistlethwaite, Brownfields Project Manager, Woodside</i></p> <p>This session is aimed at first time attendees to the Best Practice Forum. It will cover details on the history of the Best Practice Network, the participating organisations, management structure, examples of sharing best practices and an introduction to Best Practice Forum 2007. Also covered will be details on the various initiatives within the Best Practice Network including the HSE Focus Group, Small Projects Performance, Productivity Benchmarking, interactive Induction Centres and Tank Benchmarking.</p>
08:30am – 10:30am	<p><b>GENERAL SESSION</b></p> <p><i>Host: Paul McCarthy, Executive General Manager (Mining, Process, Hydrocarbons), Transfield Services</i></p> <p><b>Welcome</b></p> <p><i>Veréna Preston, Director of Integrated Services, WorleyParsons</i></p> <p><b>Keynote address</b></p> <p><i>Steven Sargent, Chief Executive Officer GE Australia &amp; New Zealand</i></p> <p>Chief Executive Officer of GE Australia and New Zealand, and President and CEO of GE Commercial Finance, Australia &amp;</p>

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New Zealand. GE Australia and New Zealand is made up of six business units including GE Consumer Finance (GE Money), GE Commercial Finance, GE Industrial, GE Infrastructure, GE Healthcare and NBC Universal. Steve oversees each business and acts as a national executive for GE in the region.

### **Best Practice Network Update**

***Paul Zeidan, Manager Best Practice, Transfield Worley Services***

An update on the activities of the Best Practice Network over the last 12 months including Asset Integrity, Problem Solving, Induction Centres Australia, HSE Focus Group, Small Project Performance, Productivity Benchmarking Through Estimating Norms and Tank Maintenance Benchmarking.

### **Sustainability Speaker: Origin Green Energy**

***Paul Zealand, General Manager Exploration and Production, Origin Energy***

Through Origin Energy GreenEarth we offer clean electricity from hydro, wind, biomass and solar sources. These generation methods produce electricity with zero greenhouse gas emissions. Origin is the market leader in Green Electricity sales with more customers purchasing green electricity from us than any other energy retailer in Australia. Our 2004/05 target was to increase our green electricity customer base to 50,000 customers and lift the annual carbon dioxide equivalent savings to 280,000 tonnes. We exceeded this target, with 55,137 customers at 30 June 2005 and annual carbon dioxide equivalent savings of more than 311,000 tonnes.

**10:30am –  
 11:15am**

***Morning tea (group photo)***

11:15am -  
 01:00pm

### **CEO Panel: Corporate Responsibility**

***Facilitator: Margot Cairnes, Founder & Chairman, Zaffyre International***

Some of Australia's leading thinkers, company directors, academics and practitioners discuss the most relevant trends and developments in Corporate Social Responsibility. How companies are going beyond philanthropy, how Gen Y and others are choosing ethical employers, reporting, corporate governance, employee engagement, reputation management, responsible consumption and Corporate Responsibility in the Indigenous Community.

### **Graduates Panel: The Next Generation**

***Facilitator: Joan Lynch, General Manager Capability & Culture, Transfield Services***

Graduates who have been selected as highly potential within some of the participating organisations of the Best Practice Network will be moderated/facilitated by an external party to the panel group.

- The X&Y divide
- Making industry attractive to new graduates
- Working in remote areas
- How do we cater for their different needs?
- Training and development
- The graduates are empowered to work together as a team, given as much room for possibilities as possible.

01:00pm -  
02:00pm

Lunch

02:00pm –  
04:00pm

CONCURRENT SESSIONS: CHOOSE "A" "B" OR "C"

02:00pm –  
04:00pm

## Stream A: HEALTH & SAFETY

**Host:** *Peter Hayward,  
Global HSE Director,  
WorleyParsons*

### Health and wellbeing at BlueScope

Since 1995 there have been a number of health initiatives undertaken across the Steelworks, all with the goal of achieving improved health outcomes in employees. This presentation will outline some of the more successful campaigns and highlight issues that need to be considered when designing health initiatives in heavy industry.

**Dr Chris Darling, Manager Safety, Health & Risk, Australia & New Zealand Industrial Markets, BlueScope Steel**

### HSE Training Portal

BHP Billiton is developing high quality e-learning training for the mining industry and all other industries that are exposed to Working at Heights, Working in Confined Spaces and SCBA/Longline that can be used to drive towards Zero Harm to all people on operating sites.

**Wayne Panagis, HSE Regional Training Leader, BHP Billiton and Lesley Wemyss, Managing Director, Crestfern P/L**

## Stream B: OPERATIONAL EXCELLENCE

**Host:** *John Pitman,  
Head of Engineering,  
Shell Todd Oil Services*

### Creating excellence though teams at Melbourne Water

Winner of Franco Belgiorno Nettis Award, this team's many achievements include formalising a Regional benefit plan with other like TSL contracts in the locality, implementation of a human resources plan to 2010, building relationships and saving dollars.

**Adrian Spencer, Contracts Manager, Transfield Services**

### Achieving operational and HSE excellence

The strategies employed by a wide range of companies/industries to achieve HSE operational excellence in the current business climate and the relevance of their experience will be outlined. In particular, the paper will cover experiences of different companies attempting to "integrate" HSE in their operations, and experiences balancing "systems", "engineering" and "cultural / behavioral" initiatives. The importance of "felt" safety leadership by all leaders in the companies will be emphasised as a

## Stream C: MAINTENANCE & RELIABILITY

**Host:** *Andrew Wall,  
Operating Manager,  
Transfield Services*

### Daily management of plant availability using PS (problem solving) board at Alcoa Yennora

The maintenance reliability program centres around a daily management meeting using the PS board. This process is designed to support and promote everyone's ability to input into continuous improvement

**James Taylor, Maintenance Superintendent, Alcoa Australia Rolled Products, Yennora**

### Identifying and turning bad actors around at Shell Clyde

After capturing equipment failure/production loss statistics, it is important to analyse that data to turn "bad actor" equipment around for improved safe operation and increase plant availability.

**Bruce Dilley, Senior Reliability Engineer, Shell refinery Clyde**

### The Ageing Facility Strategy

As it was adopted for the NRA major maintenance opportunity, this opportunity was run through the facilities that have been operated by Transfield Worley and Woodside. Best Practice learning workshops have been held and the outcomes presented.

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### **Contractor safety**

B&J Catalano are a medium sized earthmoving and haulage company within WA with Worsley Alumina (86% BHP Billiton) as a major customer.

B&J Catalano have changed their safety approach from being customer driven to self driven and proactive with outstanding results throughout their company. Besides the important safety improvements, the changes also resulted in significant cost benefits.

**Roger Bunny, Chief Executive Officer, B&J Catalano's**

### **GE – PowerSuite**

GE will discuss their “EHS Frameworks” containing 27 elements, 700 questions and guide notes to act as a web-based multi-language tool that combines “how to” information with methods of evaluation.

Throughout all GE systems, the web plays a vital role in promoting consistency and regular monitoring. The GE PowerSuite is a web-based tool that facilitates global communication, standardised compliance auditing and task management to provide consistent reporting and measurement across GE.

**Bobby Thai, EHS Leader, General Electric Energy**

necessary factor in achieving HSE operational excellence.

**Dr Neil Isles and Mark Lapworth, Ibis Business Solutions**

### **General Electric - Operational Excellence in EHS**

Session E requires operations leaders to discuss their EHS performance for the prior year, including areas for improvement with both their business leaders and GE’s senior environmental managers. These sessions are conducted in front of their peers and provide an opportunity to test knowledge and commitment.

**Susan McCulloch, HSE Manager, General Electric Energy**

### **Achieving Operational Excellence in Hydrocarbon Processing Facilities**

A global Best Practice OpX model, as deployed by major hydrocarbon processing companies, is reviewed. Best practice Leadership & Management, Human Performance, Reliability & Maintenance, Loss Prevention and Control, Production Optimization and Production Information and Control Systems are integrated to achieve safe, reliable and profitable production.

**David Turner, EVP Business Development Asia, KBC**

**Guus Kessler, NR2 Opportunity Leader - Woodside**

### **Primavera Planning and Scheduling Tool at Bluescope Steel.**

In August 2004, BlueScope and Transfield engaged Deloitte Consulting to analyse the end to end maintenance business process and recommend initiatives to improve the business. As a result of this analysis, 6 initiatives were implemented including a new scheduling capacity planning tool (Primavera Enterprise).

**Mark Halligan, Industry Account Manager – MPH & International, Transfield Services**



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04:30pm -  
06:00pm

### **GENERAL SESSION**

*Host: Paul Hardisty, Regional Director, WorleyParsons Komex*

#### **Hypothetical – Global warming and the nuclear debate**

The underlying question is how electricity is best produced now and in the years to come. Uranium mining is simply a means to that end. Greenhouse concerns will be an increasing constraint on fossil fuel use.

With the debate heating up about whether Australia should expand its sales of uranium to countries such as India and China, Australian scientists and energy experts face some of the tough questions about nuclear power; is it ever going to be safe enough? With terrorism still a major global problem, can we afford to use or even sell uranium in future? Will climate change force us down the nuclear track whether we like it or not and is it really any better than “clean coal”?

06:00pm -  
07:00pm

*Free time*

07:00pm

*Pick up for dinner*

07:30pm -  
11:00pm

*Forum dinner. Venue - Sheraton*



# 2007 Transfield Worley Services Best Practice Forum Program

## Tuesday 13 March 2007

<b>Time</b>	<i>Venue – Conrad Jupiters</i>		
<b>08:00am – 08:30am</b>	<i>Registration and tea/coffee in the foyer</i>		
<b>08:30am – 10:30am</b>	<b>CONCURRENT SESSIONS: CHOOSE "A", "B" or "C"</b>		
08:30am – 10:30am	<p><b>Stream A: ASSET/TECHNICAL INTEGRITY</b></p> <p><b>Host:</b> <i>Mark Warren, Facilitator, WorleyParsons</i></p>	<p><b>Stream B: SUSTAINABILITY</b></p> <p><b>Host:</b> <i>Tony Hunt, Environmental Manager, Transfield Services</i></p>	<p><b>Stream C: PROJECTS</b></p> <p><b>Host:</b> <i>Charles Rottier, Executive General Manager - Major Projects and Programs, Transfield Services</i></p>
	<p><b>The responsibility matrix in Asset Integrity Management</b></p> <p>One of the features of an Asset Integrity System is a Responsibility Matrix. This identifies all asset groups that are covered by the scope and matches them with roles of people in the specific organisation. It defines the Technical Integrity Custodian (TIC) (the person responsible for the life cycle of a group of assets). It will also capture the processes with each having a Technical Integrity Authority (TIA) (the person responsible for specific process, such as design, operations etc.) The TICs and TIAs need to fully understand and accept their responsibilities and everyone who works with an asset or process will know the teamwork necessary to achieve a sustainable asset integrity management system.</p> <p><b>Frank Egan, Principal Integrity and</b></p>	<p><b>Economics of water resource</b></p> <p>Associated with oilfield development in Libya. How the environmental cost benefit analysis can be used to identify socially optimal development strategies. In this case, profitable development was combined with measures which will have a significant impact on protecting water resources across Libya, resulting in over US\$2b in net benefit for the country each year in water resources protection alone.</p> <p><b>Paul Hardisty, Regional Director, WorleyParsons Komex</b></p> <p><b>Environment in design</b></p> <p>By embedding environmental analysis into the design process at the earliest stages (select, FEED), designs produced by the engineering contractor can be pre-engineered to meet the strictest environmental requirements and aspirations. This paper illustrates how</p>	<p><b>Integration with operators for capital delivery</b></p> <p>The recent capital projects and the typical client capital project process, the drivers for this client process and factors resulting from this process. Culminating all the opportunities for value added principles.</p> <p><b>Joe Miksis, Project Director, Chevron, El Segundo and Joe Lucido, PEC, WorleyParsons</b></p> <p><b>Project Ranking System</b></p> <p>The project ranking tool is used to evaluate the comparative value of proposed capital projects at the Boyne Smelters Limited. The proposals are evaluated against the BSL key result areas in the business strategic map. The key result areas are Environment and Communities, Health and Safety, People Commitment, Operational Excellence and Financial Strength. The projects are scored between 0 and 160. The project scores are</p>

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### **Corrosion Engineer, WorleyParsons**

#### **Assessment is the key to Asset Integrity**

Assessment is the key to Asset Integrity and doing it without proper data is a folly. Industries today are a maze of data but lack mechanisms that can sift through the data, interpret historical evidences and set up robust maintenance regimes. Criticality analysis, RCM, RBI, maintenance effectiveness audits, maintenance optimisation and risk spare analysis are some of the major initiatives towards Asset Integrity.

**L Sekhar, Head of Technology and Consulting, Hofincons Infotech and Industrial Services**

#### **Integrity in aviation**

Technical services provide specialised engineering support in all disciplines of aircraft engineering. Structural, systems, electrical, avionics and performance specialists provide excellent technical expertise for maintenance operations on Qantas and customer aircrafts, engines and components. Production planning provides a service to ensure maximum utilisation of manpower and resources, rescheduling work flow for cost effective maintenance.

**Alan Milne, 747 Fleet Manager Engineering & Maintenance, Qantas Airways Ltd**

#### **Sustaining Asset Integrity – A Whole of Life Approach**

Recent convergence of thinking on the

environmental concerns were reviewed at each stage of design by an integrated team, from site selection to choice of equipment, process and complex layout.

**Vanessa Guthrie, Environmental Manager, Woodside**

#### **Managing greenhouse emissions**

Managing Greenhouse Gas Emissions and the market mechanisms for pricing CO<sub>2</sub>. Greenhouse gas management is fast becoming one of the most important and high profile environmental issues for any resource development project. Public awareness of global climate change is driving governments, industry and the financial sector to place a value on atmospheric emissions, and global carbon markets and mechanisms such as the CDM (Clean-development mechanism) present significant new opportunities for managing, offsetting and gaining credit for positive action to reduce emissions.

**Andrew Beatty, Environment and Environmental Markets Group, Baker & McKenzie LAWYERS (Australia)**

#### **Waste/water recovery and recycling**

The environmental impact resulting from traditional abrasive blasting and water-jetting techniques to remove toxic coatings is avoided using contract resources proprietary waste/water recovery and recycling system. The productivity of the UHP technology both exceeds conventional methods and considerably decreases HSE risk.

used to prioritise a capital plan of 400 projects over seven Mutual Recognition Units at BSL.

**Danie Swemmer, Acting Capital Projects Manager, Rio Tinto Aluminium**

**Wayne Steer, Manager BSL, WorleyParsons**

#### **Pipes and Pumps Program – West Australia Water Corporation**

With a need to meet growing infrastructure needs in the state, WAWC looked at ways to effectively increase their ability to deliver capital renewal and new works in its water and wastewater networks around the state. WAWC was seeking a delivery mechanism that maintained its approval gateways but allowed the contractor to manage the works program. Recognising the resource limitations that existed in their organisation, WAWC chose to adopt a Managing Contractor Model. This model sees the managing contractor delivering concept designs, design development and delivery of projects against a target cost, with alliance style risk and reward cost and non-cost KPIs.

**Jim Ghaswala, Project Director, Project Management Branch, Western Australian Water Corporation**

**Philip Knudsen, Contracts Manager, Transfield Services**

#### **Small projects performance & best practices**

Achieving best practice in the performance of Small Projects is a key business goal. Objective analysis of project performance via the systems and processes used and the



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principles of good Asset Management has directed attention to the role and availability of applicable models and their supporting industry standards. To help this conversation the Asset Management Council (AM Council), formerly the Maintenance Engineering Society of Australia has developed a suite of models, some new, some pre-existing. This presentation will focus on one of these models and its application to assuring the performance of physical assets as required by the organisations business plan. The integrative role of Asset Management in bringing together existing disciplines of systems engineering, integrated logistic support, configuration management, total productive maintenance and total quality management will be explained. A brief outline of the Asset Management Council's one day Fundamentals of Asset Management and its objectives will be described.

**Jim Kennedy, National Chairman,  
Asset Management Council/ MESA**

**Scotia Boelee, Business Development  
Manager, Contract Resources**

people involved can identify potential areas for improvement. In parallel with this benchmarking using various metrics can provide comparisons with established external/competitive benchmarks to enable your company to further understand how to achieve "best in class" performance.

**Rob Mayston, Project Manager,  
WorleyParsons**

**Rob Young, Specialist, IPA**

**10:30am-  
11:00am**

**Morning Tea**

11:00am –  
01:00pm

### **Stream A: COLLABORATIVE CONTRACTING**

**Host: Veréna Preston,  
Director - Integrated Services,  
WorleyParsons**

#### **Emerging collaborative contract**

Western Power have embarked on a process that would see them operating under a collaborative contract. The

### **Stream B: SKILLS AND RESOURCES**

**Host: Matt Gavin,  
Engineering Manager  
Transfield Worley**

#### **Rapid mobilisation of worldwide resources**

Drawing upon expertise from around the world, TGE can respond to demand within

### **Stream C: SHUTDOWN/TURNAROUND**

**Host: Pim Doorman,  
Engineering Manager  
Worsley Alumina**

#### **Shutdown on a major "drag line"**

BMA, Australia's largest coal producer, operates one of the world's largest dragline fleets, with 33 draglines and 8 shovels in

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reasons why Western Power is a publicly-owned company that is accountable to its' Board of Directors and why the Government of Western Australia would go down this path is explained. The contract is to support the construction and ongoing maintenance of the electricity transmission and distribution system.

**Rod White, General Manager Works Delivery, Western Power**

### Integrated capital project delivery - the journey

Implementing an integrated approach to working with engineering and project delivery service providers. These presentations outline the start of the journey in establishing an integrated team for engineering and capital projects delivery. Drivers behind the strategy, the process employed in implementing the strategy and the continued drive by the partners to deliver value will be discussed.

**Raymond Bentley-Comins, Manager Asset Management, Zinifex**

*From an operations perspective*

And

**Peter Rees, Strategic Procurement Manager, Hydro Aluminium**

*From a procurement perspective*

### Gippsland Water Factory Alliance

Gippsland Water provides high quality

two weeks of notification. A recent experience that demonstrated this in action was at the Collie Power Station. An outage of one of their turbines was decommissioned, removed and replaced in record time. With people from Europe, Asia and the Americas drawn upon to assist in this undertaking gives us confidence that emergencies can be averted from our worldwide resources.

**Vaughan Cranswick, Development Manager, TGE**

### Supply and demand issues affecting major projects in Saudi Arabia

Demand placed upon the market for resource and labour is at an all time high. In Saudi Arabia, Ma'aden has taken steps to minimise the impact of supply.

**Harold Hickling, Project Director, WorleyParsons, Saudi Arabia**

### Sustainable engagement for indigenous people

The whole engagement strategy should cover employment, cultural competency, cultural recognition and understanding values.

**Eddie Fry, Chairperson Transfield Services Indigenous Advisory Board, Neil Birtchnell, Group Customer Services Manager, Transfield Services**

### Global procurement through China

The availability and reliability of equipment out of China that will benefit cost savings and time schedules. There are potential risks and hurdles that with

operation in the Bowen Basin. The availability and reliability of this machinery is critical to BMA's coal production schedule and is maintaining its position as a leader in the international coal industry.

In an exclusive long-term relationship with BMA, Transfield Services expects to deliver: Improved contractor safety performance; Integrated long-term planning; Lower costs per shutdown; and Increased availability and reliability of assets.

**Matthew Sayers, Maintenance Engineering Superintendent, BHP Billiton Mitsubishi Alliance (BMA) – Blackwater Mine.**

### Shell's flawless startup

Engage the Operations and Contracting teams to ensure a high level of operational readiness and flawless commissioning, start up and handover of the facility.

**Paul Rushworth, Turnaround Manager, Shell Refinery Clyde**

### Positive safety indicators during shutdowns

An overview of how Positive Performance Indicators can be used as a powerful tool for managing safety in a shutdown environment.

**Shah Abdul-Rahman, HSE Manager - Shutdowns & Projects, Transfield Services**

### Shutdowns at QNI

The transition of shutdowns at QNI based on the Asset Management Turn around (AMTA) improvement group. While covering all aspects of planning and executing a shutdown, it will cover ways to improve and



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water, wastewater and waste recovery services that secure social, environmental and economic benefits for Central Gippsland. The relationship between Gippsland Water and Transfield services has been in place for a number of years. Gippsland Water, in addressing a Pollution Abatement Notice (PAN) issued by the Victorian EPA decided not just to address the PAN but to set the foundations for an advanced recycled water facility in the Latrobe Valley. The Water factory is designed to treat both industrial and domestic waste water, currently recycling about 25% of the flows but with a long term view achieving 100% recycling. The project includes a significant emphasis on community education and sustainability.

***Charles Rottier, Executive General Manager - Major Projects and Programs, Transfield Services***

### **Project alliancing – Victorian Government Practitioners' Guide**

The Victorian Government is the first state in Australia to introduce whole of government Project Alliance Guidelines. This practitioners' alliancing guide is available to be used by all government departments.

***James Moss, Senior Manager Risk Management group, Department of Finance & Treasury, Victorian Government***

sound business practice, quality delivery control and interface can be adequately mitigated to best practice standards.

***Edward Hao, Vice President Procurement/ Contracts, Maison WorleyParsons***

sustain performance from shutdown to shutdown.

***Pat Bourke, Maintenance Manager, QNI***  
***Matthew Pogson, Shutdown Superintendent, Transfield Services***

01:00pm -  
02:00

Lunch



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02:00pm -  
03:00pm

*Plenary session*

### **WRAP UP**

#### ***Tony Lendrum Director & Coach Strategic Partnering Pty Ltd***

Tony Lendrum is Director of Strategic Partnering Pty Ltd. Tony is a recognised authority in the area of High Performance Relationship Management, Strategic Partnerships and Alliances. His books “The Strategic Partnering Handbook – 4<sup>th</sup> Ed” and The Strategic Partnering Pocketbook and associated relationship management models and tools have become value adding reference points for leading edge organizations throughout the world

03:00pm

*Close*

*\*\*The Speakers, topics and times are correct at the time of printing. In the event of unforeseen circumstances, the organising group reserves the right to delete or alter items in this program.*