**MAESTRO – HSE Organization**

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| Reminders of this module's objectives:  At the end of the sequence, participants:   * Will know MAESTRO and its use (foundation of regulations for daily operation). * Will be able to quote its key contents. * Will know the major points of the Group's HSE organization and know that HSE is everyone's responsibility. |

This document is the trainer guide. You must follow it because it contains all of the elements that will enable you to lead such a module, namely:

* instructions for the exercises,
* references to the accompanying Powerpoint and/or various resources such as films, e-learning, etc.
* questions to ask participants,
* exercises to be completed, if necessary.

**Estimated duration:** 1 hour 10 minutes.

**Teaching methods:** In-class presentation.

**Prerequisites:** none.

Important points for preparing the sequence:

Before beginning this module, we recommend you ensure:

* That the organizational chart you have is up to date.

**Welcome the participants:**

Welcome to this module.

To start with, let's look together at the objectives of this module and how it is rolled out.

**Show slide 2.**

**Ensure that the contents are clear to everyone.**

**Answer any potential questions.**

**5 minutes** **00:05**

**Sequence 1:**

***The aim of the sequence:*** *participants should understand that to meet HSE challenges and risks, the Total Group has created a framework comprising the HSE management requirements, called MAESTRO. This framework is applicable to the whole Group, whatever the branch.*

Regarding Total's risks, remember that they are risks of any kind, which are sometimes unforeseeable, with potentially catastrophic consequences.

We will start by looking at what the Total Group has put in place to control these risks in all its activities.

To do this, we will begin with an actual situation and help John to control the risks…

**Explain the situation on slide 3.**

**Once read, ask participants to answer the question.**

**Leave 5 minutes, then ask the Groups for their answers.**

**Note the answers on the board, grouping responses by regulations, responsibilities, documents… i.e. the elements of a management system.**

Like John, to meet these risks and challenges, Total, like all oil companies, has implemented an HSE framework, which it has called MAESTRO.

MAESTRO comprises the principles and requirements which define the major operating principles for the activities and organization of each site/subsidiary.

**Show slide 4.**

**Summarize from the “it is our joint HSE backbone" angle, our guide, etc.**

**Then show slides 5 and 6**

**Clarify that on slide 6, the (new) MESTRO principles are to be finalized.**

**Note: the “universal/generic” appearance of these applicable principles, for all issues (safety, environment, security, etc.) and for any site/subsidiary, whatever its activity. (Example: the training principle applies to safety, environment, etc.).**

**Finally, show slides 7 and 8, where the application is the same whatever the Branch (unless the contents are not the same because the professions are different)**

**15 minutes** **00:20**

**Sequence 2:**

***The aim of the sequence:*** *participants should understand that documents may vary between Group, Branch, subsidiary and sites.*

We have already seen some documents. Now let us try to understand how the principles of MAESTRO convert to regulations on-site. There are 3 levels.

**Show slide 9.**

**Remind participants of the meaning of the different branches and what a site/subsidiary is (one or more gas stations, a production platform or a refinery).**

In pairs, give participants a few moments to look at how we could develop the training requirement.

**Let participants answer and pay attention to the level of accuracy provided. Clarify if needed.**

**Write the answers on the board and try to group the responses provided into 3 levels.**

**Show the answer using slide 10.**

**Explain the different levels.**

**Finally, emphasize the consistency of all of the documents from Group level to site/subsidiary level. But also between the sites/subsidiaries of the same branch.**

Let us do an exercise: where would you place the following documents?

**Let participants answer for each case then correct if needed.**

**Explain the different levels.**

* Are the HSE training regulations mandatory for all EP employees? **(level 2)**
* Are the HSE training regulations linked to the specific regulations of a country? **(level 3)**
* What HSE regulations are specific to the Antwerp refinery? **(level 3)**
* Does an HSE management system need to be implemented throughout the entire Group? **(level 1)**

**To finish, ask participants**:

How do you see these documents being used in your work?

**Let them answer and direct them towards “these documents are a source of reference for regulations which you must follow and ensure are followed in your day-to-day work.** **The Group documents are provided to understand where the site/subsidiary regulations come from and the site/subsidiary regulations that must be strictly followed.**

**At the end, emphasize the fact that these documents are also a source of knowledge for daily operation (guide and manual documents)**.

**15 minutes** **00:35**

**Sequence 3:**

***The aim of the sequence:*** *participants should understand that there are Group tools to control the H3SE risks.*

Through the MAESTRO requirements, there are many tools to enable you to control/master HSE risks on a daily basis. They are standard across all Branches and constitute our shared HSE culture. They are recognized on all sites/subsidiaries.

**Show slide 11 and ask, tool by tool, if anyone knows what it is.**

**If not, give the answer in a few words.**

**Also specify that it is not necessary to go into more details at the moment, because these tools will be looked at and tried throughout the integration course.**

**5 minutes** **00:40**

**Sequence 4:**

***The aim of the sequence:*** *participants should understand the variation in the chain of responsibility from the Group to the site/subsidiary, that the HSE teams are there as a support, and that everyone has a role to play in HSE.*

Let's go back to John's story. He thinks that the entire safety for the 3 sites rests on him alone.

In your opinion, is John the only one responsible for safety and for controlling the risks over the 3 sites?

**Let them answer.**

**And check that the answer is no.**

In your opinion, who should take part of the responsibility for HSE?

**Note the answers on the board.**

**Then show slide 12 and ask participants to specify, in pairs, the responsibilities of each of the roles identified.**

**Wait 4 minutes and ask each group to come and write their answer on the board (one role per group).**

**Then, once all of the groups have finished writing, clarify the differences.**

**Finally, summarize the roles:**

**- they are shared**

**- John is ultimately responsible (as company manager) and is thus responsible for providing the HSE resources to ensure risk control.**

**- the others are all responsible for using the resources at their disposal, to ensure that they observe the regulations for both their safety and the safety of others.**

**- As for the HSE technician: an HSE support, who advises and looks at the activities with safety in mind. But safety does not rest on them alone.**

**Establish the connection with Total by saying that it is similar.**

Let us look at how this happens in the Total Group…

**Show slide 13 and comment that:**

At all levels, the operations manager is responsible for safety (and HSE).

**List the 4 levels.**

**Then show slide 14.**

And, at all levels, the supporting HSE teams are HSE specialists who help, advise and guide the operations manager.

To put some names to responsibilities, let us look at the organizational chart at Group or Holding level.

**Then show slide 15.**

**Place Mr. Pouyanné (answer: still above Ms. Spinoy). And say that this slide corresponds to the experts (advisors to Mr. Pouyanné) on the previous slide.**

**On this slide, ask a couple of participants:**

In your Branch, who is the expert to Mr Pouyanné?

**Let them answer and steer them towards the Branch expert.**

**To finish, to establish the link with the preceding messages and ask the participants to answer the following question:**

What are your HSE responsibilities? What kind of HSE actions will you carry out over the next few days?

**Let them reflect for 3 minutes.**

**Then go around the table and ask each participant to give an answer.**

**Ensure that everyone gives at least one answer, even if it is not very accurate at this point.**

**Do not let anyone pass on giving an answer. If someone really does not know, ask the others to help them out.**

**25 minutes** **01:05**

To summarize this module, ask everyone what they wish to take away from this.

**Let them reflect for 2 minutes.**

**Then let them answer.**

**Correct if needed, should certain concepts be poorly explained.**

Do you have any other questions about this module?

**Answer any questions.**

Thank everyone for attending.

**05 minutes** **01:10**