FALL 2003 VOLUME 2 NUMBER 2

GlobalSantaFe

ProFile



Message from Management

By Roger Hunt
Senior Vice President, Marketing



During the late 1990's, the industry saw a dramatic increase in the level of exploration activity in deepwater which, for the purpose of this article, is defined as water depths greater than 3,000 feet. Early exploration success in the Gulf of Mexico and West Africa stimulated high demand for floating drilling rigs. This demand was satisfied by several contractors building or modifying a fleet of modern deepwater drillships and semisubmersibles. GlobalSantaFe participated in this building boom by upgrading the *Explorer*, *Celtic Sea* and *Arctic I* and building the new ultra-deep deepwater drillships *Jack Ryan* and *C.R. Luigs*. When these rigs were delivered the Company successfully secured multi-year contracts at rates of compensation which generated a fair return on the capital investment.

We now find ourselves in a different market environment. Approximately 70% of the entire deepwater fleet (89 rigs) come off their initial contracts during the years 2003 and 2004. If the level of demand for these units was equal to the level of the late 1990's, then it is likely that long-term contracts would be available as these rigs become available. However, the deepwater market is entering a phase where the major discoveries found in 1998-2002 will be developed. There is more demand for semisubmersibles to work on development projects than there is for drillships, which are better suited for exploration campaigns. All of this results in finding ourselves in a market for drillships characterized by one and two well contracts in literally every corner of the world. To offer the reader an example of the type of market we are facing, it is interesting to follow the recent trail of the *Jack Ryan*. The *Jack Ryan* left Australia on July 12 without a contract. As we were pursuing projects in West Africa, Brazil and the GOM, we made the decision to steam toward Cape Town, South Africa, where the vessel refueled for the remainder of the journey. By the time it arrived in Cape Town we still did not have a job. Instructions were given to the Captain to steam toward the coast of West Africa and be ready for a change in course should the need arise. Fortunately, we were awarded a contract by Woodside a few days out of Cape Town and the vessel proceeded directly to Mauritania. Although it was a wild ride for both the sales and operational departments (coordinating the sales effort, personnel movements and logistics), the vessel was unemployed for only 29 days, which speaks very highly of the reputation that the *Jack Ryan* and her crews have for excellence.

Any discussion of the deepwater market cannot be complete unless we mention our Development Driller class of deepwater semisubmersibles. As the deepwater exploration phase got into full swing, the Company decided to design and build a semisubmersible that targeted the development phase of the exploitation cycle. After several years of market research, the decision was made to construct the *Development Driller I & II* and we are now well into the construction program. Over the past two years the *Development Driller* sales team has made over 50 technical sales presentations to our customers around the world. We are pleased to report that the level of interest in these rigs is very high. These units are multi-functional and are equipped with the latest drilling, marine and maintenance technology. Our customers are recognizing the fact that the performance enhancers of the *Development Driller* units will bring significant savings to their development drilling projects. As most deepwater developments are planned as two to three year projects, our customers are seeking the safest and most efficient way to conduct their drilling and completion operations. We are now participating in several bids for development projects in the GOM and West Africa and expect to receive a contract commitment in the near future.

One of the challenging market sectors has been the North Sea which has a weak demand for the semisubmerisible fleet and a low level of activity in the Central North Sea for the big jackups. Rig demand has been negatively impacted by mergers, increased taxes and asset swaps. However, with the UK government introducing new concession–licensing terms and several new companies entering the sector, we believe activity in the area will rebound. It is particularly pleasing to note how quickly new entrants into the North Sea are proceeding with their work programs. Apache, an independent oil company, acquired the Forties field in April 2003 and has already awarded a drilling contract to GlobalSantaFe. Apache will contract the *Galaxy I* for an initial period of three months and then the *Galaxy III* with a balance of a one-year contract term. We are hopeful that companies like Apache will stimulate additional drilling activity in the North Sea over the next year or two.

Some other recent "wins" worthy of note include the Company's success in winning a contract with BHP in Trinidad to participate in their Angostura Development. The *Monitor* has safely completed its relocation from the North Sea to Trinidad and will commence drilling operations shortly. We wish the crews every success for an incident-free start up.

Another major success story is the increase in the number of jackup rigs that we have working for ChevronTexaco in the GOM. Over the past 18 months, we have gone from zero to five rigs under contract to ChevronTexaco's Western Division. The growth was almost solely attributable to our willingness to be held financially accountable for our performance, i.e. have skin in the game together with our customer. To the credit of the crews and shore-based team supporting these rigs, we are laying the foundation of a mutually rewarding long-term relationship.



GlobalSantaFe

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On the Cover:

Constellation I, the prototype of a new rig design, was delivered from the PPL shipyard in Singapore in July.

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Constellation I—
Setting a New Standard in Jackup Design



***Constellation I* departing Singapore for final commissioning.**

On July 24, 2003, the new high-performance jackup rig, *Constellation I*, departed the PPL shipyard in Singapore. The rig was towed a distance of nine miles to a location with the 95 foot water depth required for final commissioning of the deep well pumps and water makers. (The *Constellation II*, an identical sister rig, is scheduled to be delivered in the first quarter of 2004.)

Prior to vessel completion, senior crew personnel who were selected from the Company's international fleet, were assigned to the pre-ops crew complement and spent several months in Singapore and Norway undergoing extensive training for the rig's specialized pipe handling, BOP, SCR, and other systems along with drilling simulator training.

New Standards in Jackup Design

The *Constellation I* has the drilling capabilities of the Company's harsh environment jackups plus additional features that will enable it to define new drilling standards. The rig is equipped with a dual activity pipe handling system and state-of-the-art drilling capabilities, designed to reduce critical path time to drill wells. This unit is capable of drilling to 30,000 feet in water depths of up to 400 feet. A 75-foot reach cantilever with a combined drilling load capacity of 2.6 million pounds enables the rig to operate over a large drilling pattern.

"With the construction of the *Constellation I*, our goal is to provide our clients with a new generation of jackup rigs capable of meeting their future drilling needs. The *Constellation I* is designed to increase drilling efficiency and to perform beyond traditional exploration and development drilling requirements," said Jon Marshall, GlobalSantaFe President and CEO.

"This rig represents an exciting addition to GlobalSantaFe's worldwide fleet, strengthening our global operations and offering advanced drilling technologies and efficiencies such as offline tubular stand make-up with transfer to and from the rig floor; over 16,000 square feet of deck space; and superior variable deck load capacity. The addition of the *Constellation I* reflects GlobalSantaFe's commitment to continue to provide state-of-the-art drilling capabilities for our customers," Jon added.

Construction Team

The core group of the construction team began forming in late 2000 during the pre-bid phase and was substantially complete by commencement of the fabrication in 2001.

Program Director Paul Law and Construction Manager Mark Aitken, with substantial support from the Company's Tech Ops department, led the effort to complete the construction specifications required for the competitive bid process and, subsequently, led the construction project itself. Finalization of the contract plans was a joint effort between the project team, Tech Ops and Freide & Goldman, the designer of the JU-2000 jackup. The final rig configuration was carefully crafted to meet the requirements identified by the Marketing department and Drilling Operations. The successful bidder to build the rig was PPL (formerly Promet) in Singapore.

The core group of the project team was split between Houston (Sylvia Taylor, Ivo Dworschak and Reg Powell) and Singapore (Zana Abdullah, Rose Ramaya, Alistair Taylor, Pete England, Marvin Morrison, Max Lefebvre, Leo Nijssen, Walter Hazard, Paul Nicholas, Greg Vincent, Jim Hart, John McAuslin, Donny Hutchison, Steve Hunter, Jim Cook, Michael Vincent and Mark Tranfield). Of course, the project couldn't go anywhere without the procurement and logistical shipping support of GlobalSantaFe's Resource Rig Supply (Harry Swanston, Brian Wolf, John Castro, Matt Morgan, Joe Williams, and Dave Meek, just to mention a few of the primary players).

This was a very challenging undertaking for the project team for a number of reasons, including: *Constellation I* was the prototype of an entirely new design, which meant that, although the team applied lessons learned



The *Constellation I's* Deck SMART™ system enables stands of drill pipe and casing to be made up off line and moved to the drill floor without manual intervention. Photo shows the Horizontal to Vertical PipeRacker (HTV) in operation.

from the Galaxy construction projects, the detailed engineering for the JU-2000 and all its systems had to be developed from scratch; it was the first time the Company had worked with the builder, PPL; and the budget, time line for procurement of materials, and construction schedule were all very tight. Everyone involved was a significant contributor to the process of completing this project and should take pride in that accomplishment.

The Company is currently pursuing contract opportunities in all of our operating regions including Southeast Asia, West Africa and the Gulf of Mexico.

We welcome *Constellation I* to the GlobalSantaFe fleet and wish the rig's personnel many safe and productive years ahead.



On April 16, 2003, C.C. Tan (left), Deputy Commissioner of Maritime Affairs, Vanuatu Maritime Services Limited, presented a 'tamtam' to Paul Law, Program Director for the *Constellation I* construction program. Also in photo are Steve Gooch, legal consultant; unidentified Vanuatu Maritime representative; and Mark Aitken, *Constellation I* Construction Manager. *Constellation I* is registered in Vanautu (see article on page 7).

The tamtam is a wooden gong used by indigenous inhabitants of the Vanuatu archipelago to call for important gatherings and has come to symbolize the warm relationship between the people of Vanuatu and the vessels which fly her flag.

Adriatic I and *Baltic* Help Total Achieve Milestone in Nigeria



***Adriatic I* (left) and *Baltic* working on Amenam complex offshore Nigeria. The complex includes two drilling platforms, one production platform and a quarters module. A gangway allows walking transfer between modules.**

By Christophe Raimbault

The Total Amenam field development offshore Nigeria achieved a significant milestone in July with first production flowing from four wells. The *Adriatic I* and the *Baltic* commenced drilling operations on the field in July 2002 and have successfully drilled 13 difficult wells for Elf Petroleum Nigeria Limited, a direct affiliate of Total. The field will be at peak production of 120,000 barrels per day by the end of 2004 and the first drilling development phase will be completed around the second quarter of 2005.

The story of the Amenam field development is a long one. The initial call for tenders for two drilling units was issued in 1998 and, after a long series of negotiations and one complete re-bid, in October 2001, GlobalSantaFe was awarded two contracts of two firm years plus a one-year option each. Due to the major drilling challenges on Amenam, the contracts included significant upgrades for both units. Third mud pumps, additional setback and skidding capabilities, additional mud capacity, and larger quarters were the primary upgrades.

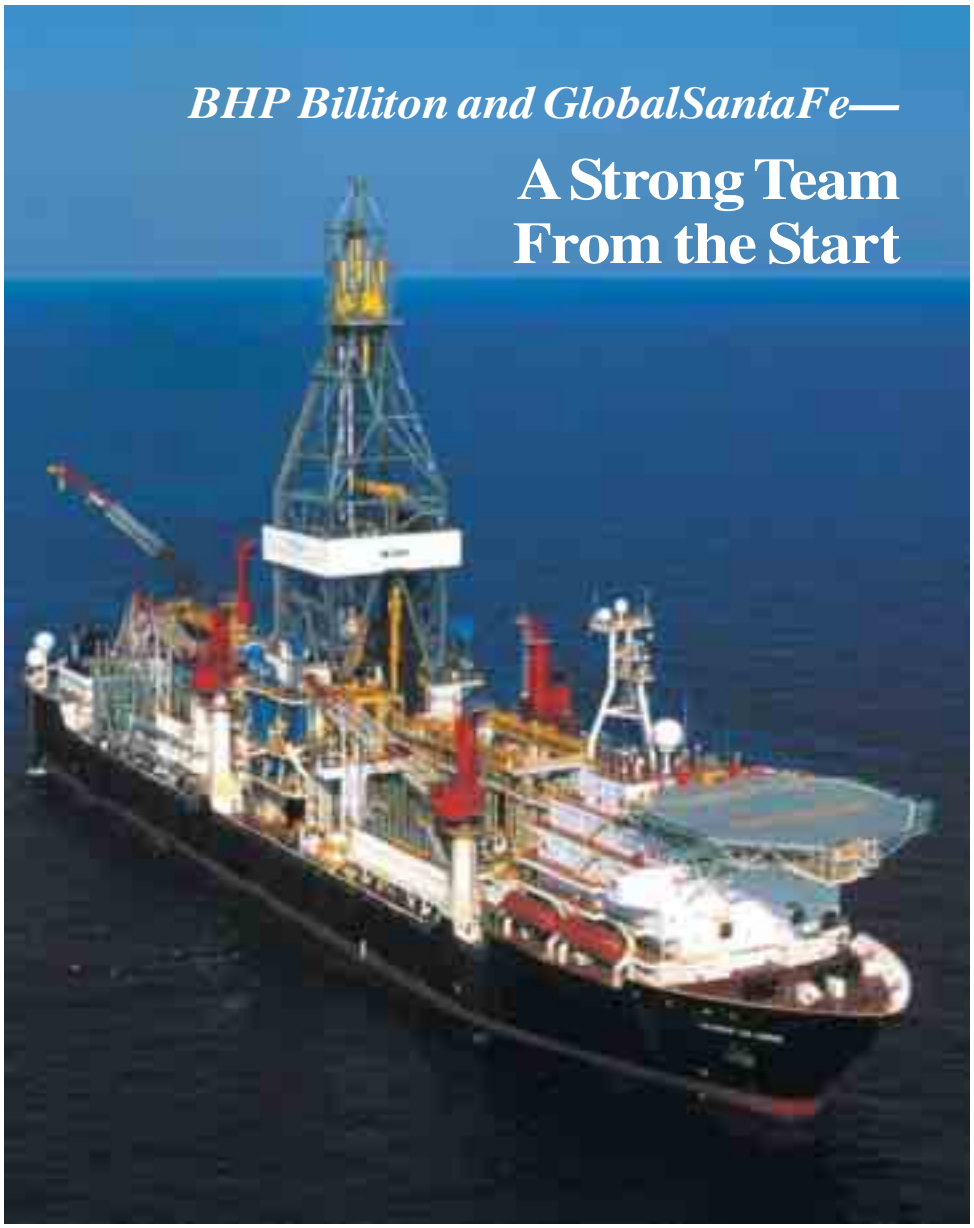
In June 2002, after 10 weeks at the shipyard in Douala, Cameroon, the *Adriatic I* was ready to move to the first location. The *Baltic* underwent an upgrade in Trinidad and crossed the Atlantic on a dry tow vessel to join her "little sister" just two weeks later. Both units will continue drilling next to each other until at least the second quarter of 2005.

Significant work was necessary to coordinate and ensure safety and efficiency of simultaneous production and drilling activities on the site. The Total and GlobalSantaFe teams in Port Harcourt enjoy a high level of cooperation and have established a "bridging" document which implements safety rules on the site. Both teams can be proud of the excellent safety record on the Amenam complex since the start-up of the project.

A third drilling platform will be set in 2005 on the Amenam field and hopefully one of the two jackups will remain for an additional year.

Congratulations to the crews and management of the *Adriatic I* and the *Baltic* for their achievements.

BHP Billiton and GlobalSantaFe Form a Culture of Safety, Teamwork and Performance Onboard the C.R. Luigs



The *C.R. Luigs* working for BHP Billiton in the Gulf of Mexico.

By the Crews of the *C.R. Luigs*

In just four years the *C.R. Luigs* has set several records and enjoyed numerous successes while encountering such formidable challenges as deepwater hydrates, powerful hurricanes and working in water depths to 8,800 feet. The ship's diverse international crew attributes much of this success to the unique partnership established between GlobalSantaFe and BHP Billiton. This success has positioned the *C.R. Luigs* among the premier drillships in the industry today.

Delivered from the shipyard in Belfast, Northern Ireland, in March 2000, the *C.R. Luigs* is a 759-foot, dynamically positioned ultra-deepwater drillship. She is designed for a maximum drilling capacity to well depths of 35,000 feet in water depths to 12,000 feet. The ship is currently outfitted for drilling in water as deep as 9,000+ feet.

During the initial 36-month drilling campaign with BHP Billiton, the vessel enjoyed numerous accomplishments, including drilling four wells that surpassed the five-mile mark and drilling three wells in over 8,000 feet of water. As a result of the team's continuing success in safety and drilling achievements, an extension of this excellent relationship was secured with a contract that will carry into 2004.

From the very beginning the two companies have fostered a culture of safety and teamwork that has made the accomplishments of the last four years possible. To date, the drillship has completed 14 exploratory wells in water depths of 3,500 feet to over 8,800 feet—11 were with BHP and nine were successful finds. The ship earned a "Best in Class" award for completing the Chinook 2 well in a water depth of 8,835 feet, drilling to a total depth of 25,109 feet. The *C.R. Luigs* later returned to the Walker Ridge Block to drill the Chinook 3, a 169-day well, in water depths of approximately 8,830 feet. The well exceeded a total depth of 27,650 feet and encountered a very encouraging pay zone. To date, the Chinook 3 is the most challenging and technically demanding well completed by the drillship and her crew. This well pushed the ship and her crew to the limits but, with perseverance and determination, the well's unexpected challenges were taken in stride and dealt with in a professional manner.



From left, front row: Jake O'Mara, Derrickman; Brandon Hobbs, Roustabout; Stefan Muylca, Roustabout; Barry Simmons, Roughneck.

Back row: Chris Stafford, Roustabout; Ron Pridell, ET; Mike Mote, Crane Operator; Derek Moreland, Roughneck; David Russell, Directional Driller; Doug Cox, 010 Driller; Jimmy Spells, Assistant Crane Operator; Darrell Shipp, Toolpusher; Todd Cabra, Assistant Driller.



From left: Roy Olson, DP Operator; Jon Cadman, BHPB Companyman; Christine Hafen, Chief Mate; Barry Braniff, GlobalSantaFe Operations Engineer; Sean Whitmore, DP Operator; Steve Hulce, Rotating Rig Superintendent; Lambros Klaoudatos, Captain.

The *C.R. Luigs* is one of only five or six rigs in the world capable of drilling the Gulf of Mexico's deep Cascade and Chinook wells. The Neptune-3 appraisal well was spudded on June 8, 2002, in a water depth of 6,140 feet, to a measured depth of 18,643 feet. Following the positive result from this well, the Neptune-5 appraisal well was spudded on July 2, 2003. The well was drilled to a total depth of 19,142 feet in 6,215 feet of water. Both were successful wells for BHP Billiton, contributing significantly to proving up the reserves in this field which could lead to a decision for future development.

While these feats are impressive, the accomplishment that the crew is most proud of is achieving two years without a Lost Time Injury. This achievement has been a direct result of the GlobalSantaFe and BHP Billiton safety programs onboard the ship. The programs (or tools as the crew sees them) include FOCUS, ASA, JRA, Dropped Object Surveys and the Permit to Work Program. Both companies have a deeply ingrained safety mindset that has produced a synergistic effect. When the contractor and the operator share similar safety goals, the reinforcing influence on all concerned is nothing short of awesome.

Safety has truly become a way of life onboard the *C.R. Luigs*. We look forward to achieving an injury-free workplace and sharing in continued successes with our client.

Vanuatu Recognized for High Maritime Standards

The U.S. Coast Guard recently released its 2002 statistics on inspections/detentions of vessels entering U.S. Ports and, once again, vessels under Vanuatu registry continue to meet the highest maritime standards. Vanuatu-flagged vessels (the primary flag state for the GlobalSantaFe fleet) experienced 65 random inspections in 2002 resulting in not a single detention. Over the last three years, the Vanuatu detention rate in the U.S. averaged less than 1% (0.76%). In comparison, the all-country detention rate in the U.S. was 2.5% for 2002, and 2.4% for the last three years. Worldwide, Vanuatu's 2002 detentions totaled three which was a 50% decrease from 2001 and a 67% decrease from 2000.

This high standard of maritime operations can be attributed to continuous enforcement of convention requirements by recognized organizations and safety inspectors, frequent communications with vessel owners and operators, and the positive proactive position taken by owners and operators regarding safety and environmental protection.

Currently, 42 units in GlobalSantaFe's fleet are under Vanuatu registry with the plan that all but two vessels will fly the Vanuatu flag by the 2nd quarter of 2004.

GlobalSantaFe Second Annual Safety Poster Competition

By Bill Robinson



Bill Robinson, Director HSE Worldwide

GlobalSantaFe Families Participate in Workplace Safety

With the great success of the first annual Safety Poster Competition, it gives me great pleasure to announce the second annual worldwide Safety Poster Competition which is open to the children of employees who are 15 years of age and younger.

The rules are simple. Eligible contestants may submit an original drawing of their parent in the GlobalSantaFe workplace, together with a brief safety-related caption or message explaining why they would like their mother or father to work safely. Each entry must include the title, "Please Be Safe – My Future Depends On It".

Winners will be chosen by the Company's Safety Standards Review Committee and prizes will be established for three separate and distinct age groups as follows:

Group 1:	Group 2:	Group 3:
Up to and including 7 years	Ages 8 through 11 inclusive	Ages 12 through 15 inclusive

The deadline for submissions is December 12, 2003. All submissions should be sent to GlobalSantaFe, 15375 Memorial Dr., Houston, TX 77079-4493, Attn: Hope Urban.

Winners will be selected no later than December 17, 2003, and will be notified as soon as possible thereafter. There will be one Grand Prize winner, and three Runner Up winners selected from each age group who will receive the following awards:

1. First prize (for each age group) is a $1,000 savings bond or equivalent. The winner's drawing will be included in the 2004 GlobalSantaFe Safety Calendar.

2. Each of the three Runner Up winners (from each age group) will be awarded a $500 savings bond or equivalent and their drawings will be included in the 2004 GlobalSantaFe Safety Calendar.

3. All contestants' artwork will be framed and proudly displayed in the workplace of their parent.

Our families remain the primary drive behind all of our safety efforts. Following last year's excellent participation, we look forward to receiving posters from the four corners of the globe and being able to view all of the unique and heartfelt submissions. Good luck to all participants!

Why is your first priority to work safely? Because they are waiting for you to come home.



Cody Laing displays his check for $500 he won in the 2003 Safety Poster contest as a runner up in the Group 1 division. With Cody are his brothers Brayden, age 3, and Tain, age 4. Their father, Peter Laing, serves as a Night Toolpusher on the Compact Driller. Peter, wife Sue, and their sons live in New Zealand.

Through the Eyes of a Child

By Andy Gill

Ask a child why they like chocolate and the answer you will probably get is, "Because I do!" Simple really, isn't it. That's the beauty of kids—they call it as they see it and say it as it is. Why do we have to grow into adults?

When the 2003 GlobalSantaFe Safety Poster calendars came out it didn't really surprise me in the least to see the simplest of drawings, complete with the simplest of messages, attract so much interest from a vast number of adults. The competition was no doubt stiff and the choices difficult, but eventually the HS&E group came up with 12 worthy winners. Do you think any fun was had drawing them? I don't think for a second that any of the participants or winners saw this as a chore.

One of the winners, Jordan McCallum, whose father Peter works in the Cairo office, came up with the picture for the month of June. Jordan, who was a mere six years old and attends school in Cairo, appeared in the Summer 2003 edition of *ProFile* accepting his award from Ian Kelly, Vice President Middle East Area. Imagine the look on the face of his father when he saw his son's artwork in the calendar. Further imagine his embarrassment when the comment "draws better than his old man" started going around the office. Fortunately, Peter saw the funny side.

The message that came through from all of these budding artists is again quite simple: they care! Whether you work in an office, warehouse, or on a drill floor, they have identified that you work in an environment which holds potential safety hazards so they sent the message to their parents, "Be careful, I love you."

We call this "Risk, Hazard and Control". The kids just call it "caring".

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CMI and Palace Exploration Obtain UK Broom Field License

North Sea Operator DNO assigned a portion of UK Broom Field License to CMI and Joint Venture Partner, Palace Exploration



Front row (left to right): Tom Morrow (President of CMI), Stewart Watson (Chief Executive of DNO) and Bob Zinke (Vice President of Palace Exploration).

Back row (left to right): Jon Goodale (CMI North Sea Manager), Greg May (CMI Senior Legal Advisor), Paul Nielsen (CMI Land Manager) and Chuck Hauf (CMI Vice President and General Manager).

CMI (GlobalSantaFe's upstream subsidiary) achieved a milestone on July 9, 2003. The company, along with Joint Venture Partner Palace Exploration, obtained a combined 45% interest in the Broom Field (formerly West Heather) Licenses, totaling approximately 50,000 acres, from operator DNO. CMI's 2002 success in the Broom Field as well as future work commitments led to CMI's qualification and eventual securing of the Licenses. Both earning wells in 2002 were drilled and completed by ADTI utilizing the *Arctic IV* semisubmersible.

The United Kingdom Department of Trade and Industry (DTI) is the regulatory body (equivalent to the Gulf of Mexico's Minerals Management Service) in charge of licensing in the UK Continental Shelf. Obtaining these Licenses was a significant step in CMI's planning for future North Sea projects.

Sherry Richard Joins Company as Sr. Vice President, HR



Sherry Richard

In June, Sherry Richard joined GlobalSantaFe in the position of Senior Vice President, Human Resources, bringing over twenty years of energy related experience to the Company.

Following graduation from Murray State University in Kentucky in 1979 with an MBA, Sherry began her career in the oil and gas industry with Phillips Petroleum (now ConocoPhillips). From 2000 through mid-2003, Sherry served as Vice President, Human Resources with Chevron Phillips Chemical Company. Between 1980 and 2000, she held a wide variety of positions with Phillips including operational, commercial and international roles. Begining her career in the Human Resources field, Sherry held both generalist and specialist roles domestically and in Norway. In 1995, she became Manager of the San Juan Basin in New Mexico with responsibility for all aspects of exploration and production in that region. In 1998, she became Manager, North America Gas Marketing with commercial responsibility for gas sales, gathering and processing arrangements, and other responsibilities. Sherry was Manager, Corporate Planning, prior to accepting her most recent position with Chevron Phillips.

Joe Boyd has assumed a transitional role and will continue to provide support to the Company.

Through the Eyes of a Child...

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The message was simple: people are depending on me to do my job safely and look out for others as well as myself. And most importantly, return home at the end of the day to the biggest ray of sunshine that could melt butter—the loves of your life, the people who care for you.

Congratulations to all the kids who participated in the 2003 Safety Poster contest. I got the message.



Candice Bridgelal (holding plaque) was a $1,000 winner in the Company's Trinidad operation Safety Poster competition held in 2002. Candice's artwork appeared on the Summer 2002 cover of *ProFile*.

At a presentation ceremony held on April 7 in the Trinidad office honoring Candice were (front row from left): Candice's father, Steve Bridgelal, Motorman on the *Adriatic VII*; Candice; and her mother, Parbatie Bridgelal. (Second row): Bernie Sheppard, Country Manager; Jason Kidman, Accountant; Kristen Talma, Secretary; Carol Bachan Radoo, Human Resource Coordinator; and Maria Martinez, Materials Coordinator.

Applied Drilling Technology Inc./International — Now ADTI

World's Largest Turnkey Drilling/Well Construction Company

Applied Drilling Technology Inc. (Houston) and Applied Drilling Technology International (Aberdeen)—both now known as ADTI—are the turnkey and drilling management services divisions of GlobalSantaFe. ADTI was originally formed in 1979 under Global Marine to provide turnkey drilling services in the Gulf of Mexico. Today, ADTI offers turnkey and project management services around the world for Operators that do not have the staff, expertise, or are looking for an alternative way to manage their drilling risk and budget. Turnkey services are those conducted on a lump sum or fixed price basis. The risk/reward spectrum of services offered by ADTI ranges from daywork rig support (low) and project management (medium) to turnkey (high). In the majority of the wells drilled under a turnkey contract, ADTI assumes the mechanical risk of drilling a well and providing the primary evaluation log at total well depth. Project Management services usually encompass all of the planning, procurement, drilling, completion and well testing operations performed on a well, but under this type of agreement ADTI does not assume the mechanical risk of the operations and is compensated on a price per day or bonus/incentive arrangement.

Historical Background – Global Marine

ADTI was formed in 1979 by Russ Luigs (former Global Marine Chairman and CEO) and Tom Short (first President of ADTI). This was part of the vision for Global Marine to one day become "an oil company for hire" through its drilling rigs, operating company (Challenger Minerals) and drilling management services (ADTI) subsidiaries. ADTI drilled its first two wells in 1980 and, during the first 13 years, drilled 104 turnkey wells (averaging about 8 turnkey wells per year). In May, 1992, Tom Short was succeeded by current GlobalSantaFe CEO Jon Marshall and ADTI changed its business approach by reducing bid margins to become more competitive with Operators' own well cost estimates. Since this business model change in 1993, ADTI has seen activity levels increase to an average of 75 wells per year up to a total of 896 turnkey wells drilled by the end of June 2003. Doug Vrooman took over as president in 1995 and was recently succeeded by Blake Simmons.



On July 29, 2003, ADTI President Blake Simmons (right) presented a plaque to Johnny Edwards, President of Energy Resource Technology, commemorating ADTI's 100th turnkey completion.

Global Marine conducted international project management and turnkey operations under subsidiaries known as Global Marine Integrated Services – Europe and International, (GMIS-E) and (GMIS-I) respectively. GMIS-E was formed in 1992 and performed mostly project management work in the North Sea region. GMIS-I conducted turnkey and project management services in West Africa from 1995 through 1998. In 1998, GMIS-I was rolled into ADTI in Houston.

In 2000, ADTI purchased Eaton Industries of Houston, a company formed by Dr. Ben Eaton, a world-renowned pore pressure prediction expert. Operations for Eaton Industries are headed by Darrell Molnar, Vice President. In addition to pore pressure prediction services, Eaton also has a consulting arm of 59 engineers and rig supervisors available to ADTI and outside Operators alike.

Historical Background – Santa Fe

Santa Fe's Wells Engineering (SFWE) group was formed in 1991 in Aberdeen in response to Shell's request for contractor supported drilling management operations. This initial program expanded to include drilling engineering and integrated drilling services which continue to this day. The Santa Fe group conducted 33 turnkey drilling projects in Egypt onshore and in the Gulf of Suez from 1994 to 1999. Additionally, SFWE conducted turnkey work in Venezuela for Exxon. On the engineering side, the SFWE group wrote critical well drilling manuals for high temperature/high pressure drilling (HTHP) and extended reach drilling (ERD) which are used today by GSF and various Operators.

Organizational Structure

ADTI now conducts its business from two primary offices: Houston and Aberdeen. Within the turnkey group, work is split between planning, contracting, and operations. In Houston, with a total staff of 105, the engineering planning group consists of 18 drilling and completion engineers and two geologists. This

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Some notable statistics of the combined ADTI:

- An industry leader in safety
- Conducts about 140 well operations offshore annually
- Annual gross revenue in excess of $400 million
- Over 300 employees dedicated to turnkey and project management services worldwide
- Over 10 million feet of hole drilled on turnkey
- Over 950 wells drilled on turnkey
- Over 100 completions on turnkey
- Over 180 wells drilled under various management scenarios



Magellan drilling on the Franklin Platform in the North Sea.

Magellan Completes Elgin/Franklin Project

By Mark Greenhow

After nearly five-and-a-half years, the heavy duty harsh environment jackup *Magellan* has left the Elgin/Franklin field. During this period, the rig drilled seven high-pressure, high-temperature wells on the Franklin field and one (G9) on the Elgin field for Total, in addition to several workovers. Nearly 200,000 feet have been drilled into the difficult reservoirs of this field, requiring a high level of familiarity with the intricacies of HPHT drilling and well control from the crews. Indeed, that expertise and patience enabled all the wells to be completed, perforated, and brought on line before the rig moved to the shipyard at the end of the contract in July.

For the technically minded, the last well developed was F7, drilled into the West Franklin Area to 21,080 feet MD with 13-3/8" casing shoe set at 12,175 feet and 10-3/4" x 9-7/8" shoe set at 17,600 feet, weighing in at 1.4 million pounds. Despite taking over 200 days to complete, the well was a success and indeed may lead to further production drilling.

Many challenges were successfully overcome including casing hangar repairs using 1,000-ton spider/elevators and wellhead pressures up to 12,000 psi. The rig drilled Triassic formations using a 20,000 psi BOP stack and an additional choke manifold.

Many changes occurred during the contract period, most significantly, both companies were involved in mergers. The operator was originally Elf, then TotalFinaElf, and then Total. This resulted in changes in procedures and personnel, including most positions up to Regional Vice President.

The *Magellan* celebrated one year without an LTI on May 10, 2003, and is progressing toward a year without any recordable incidents. Steady improvements in the rig's safety performance have been made, enhanced by the crew completing FOCUS 1 training and taking the culture of safety observations back to the rig. Time Out For Safety (TOFS) tools have been working well and no doubt have contributed toward the rig's safety culture. The approach to safety and drilling is very healthy aboard the *Magellan* and it is the crew's mission that this trend will continue on future contracts.

ADTI...

Continued from page 10

group is headed by Steve Morrison, VP Planning Engineering and Analysis. The commercial team is headed by Ken Baum, VP Marketing and Contracts, and the Operations group is headed by Joe Bob Wycough, VP Operations. This group has successfully managed as many as 19 concurrent rig operations and has utilized over 90 different drilling rigs in the past 3-1/2 years. Operations engineering support and rig procurement is managed by Bob Wood, VP Operations Engineering.

In Aberdeen, Lowestoft and Cairo, the recently renamed Well Engineering group is now re-branded as Applied Drilling Technology International. It is managed by Chris Ness, Regional Vice President GlobalSantaFe Drilling U.K. Ltd. Turnkey Services are headed by Jeff Shyer and Project Management Services are headed by Peter Howell. Frank Walsh handles Rig Support and Resource Development while Doug Nunn manages the Lowestoft office. Andrew Stannard serves as Commercial Manager and Mick Hodgetts as Business Development Manager. The International group currently has nine rig operations in progress, working under a variety of turnkey, project management and integrated services contracts.

Looking Forward

The pre-merger ADTI and Well Engineering groups were leaders in their market. The merger in 2001 brought these groups together to form the world's largest group focused solely on drilling and completions service operations. Looking forward, ADTI's mandate is to expand its proven turnkey and project management services beyond the Gulf of Mexico and the North Sea. Personnel have been moved across the Atlantic in both directions to cross-pollinate technical expertise and business insights.

Just as the drilling company has achieved an outstanding market position and international presence, ADTI's goal is to become a truly global business with its proven well construction services.

New Era of Security Includes Workplace

International Maritime Organization Sets the Course for Implementation of International Marine Security Regulations

By Russell Gregg

Like some far-off storm generating sea conditions of tidal wave-like proportions, the events of September 11, 2001, have impacted every shore. The tidal wave hit hard upon America's shores. The freedoms and rights of Americans, as well as all freedom-loving people, have been challenged.

Everywhere we look we find evidence of our changing world. The airports were some of the first to make some visible security changes. The process is being repeated at our schools, sporting facilities, hotels, and places of work.

Before 9/11, security systems were primarily designed to protect us against the common criminal. Each of us had a good idea of what precautions were needed to protect our loved ones and property against the common criminal. Post 9/11, the rules have changed. Our new adversary is not after our property, he is after our way of life. He abides by no rules and is willing to make the ultimate sacrifice for his cause.

"Our ability to develop and continually improve our security systems will send a clear message: we are determined and we will stand fast with both hands upon the helm."

We all must re-think and re-train ourselves to present a difficult target to these fanatical adversaries. We must adapt our present-day security systems and precautions to address the new threat.

Like the airport environment, we must evaluate our workplace security systems (both offshore and onshore) and make the necessary changes. The entire marine industry is in fact participating in developing security plans and systems. The regulations are having worldwide implications. The IMO (International Maritime Organization) is setting the standards, requirements, and deadlines for compliance.

On December 13, 2002, the IMO passed into international law nine amendments to the 1974 International Convention for the Safety of Life at Sea (SOLAS), regulating security standards for the marine industry. The new laws and standards are defined in the International Ship and Port Facility Security Code (ISPS).

The objective of the new ISPS code is clear. Participating countries (members of the United Nations) must establish protocols for involving government agencies, shipping, and port industries to detect security threats and develop security programs to safeguard their vessels and ports. ISPS not only outlines the required security systems, it mandates a July 1, 2004, deadline for compliance. The ISPS code specifically requires some hardware and procedural changes to all of our self-propelled rigs. Some of the hardware changes will include communication equipment capable of identifying vessels that may approach the rig. This type of identification system is similar to the information an air traffic controller receives to assist in directing air traffic. Additional notification systems will be dedicated to expedite any security-related issue/emergency communication to the appropriate response authorities. The system upgrades should not have a significant impact on the jackup rigs. The intent of the ISPS code is not to bankrupt the industry with high-tech security systems and additional personnel, but to train and develop our personnel to raise the level of security awareness. Our greatest protection is the efficient use of our "people resources".

GlobalSantaFe is engaged in a process to meet the standards set by ISPS. Systems and networks are being developed that will allow for the exchange of information relating to personnel and rig security. Communication protocols are being constructed to allow our rigs to receive and disseminate security information in a secure environment. Extensive rig security assessments will be undertaken to analyze and identify security vulnerabilities.

Drills and tabletop security exercises will be implemented to test and develop our security policies and our security-related response system. These security systems will be incorporated into our management system to continually monitor compliance and development.

New security systems will place additional demands on each and every one of us. The success of the system is up to us. The new security requirements will test our ability to adapt and modify the way we conduct business. Our ability to develop and continually improve our security systems will send a clear message: we are determined and we will stand fast with both hands upon the helm.

Development Driller I Shapes Up

By Mike Kucharski

July 17, 2003, marked an important milestone in the building of the *Development Driller I*. On that date, the rig completed its transformation from a collection of blocks and modules to a floating offshore drilling unit.

The final phase of the transformation started with the float out of the port and starboard pontoons, each pontoon complete with forward and aft columns, from the dry dock at JSL's facilities at Tanjong Kling Road in Singapore to the large graving dock at the same facilities. This took place at the end of May 2003 and on completion of the operation there was less than a four-inch clearance between the outboard longitudinal side shell of the pontoons and the walls of the 260 foot wide graving dock. Preparations for skidding the upper hull commenced immediately.

The upper hull was erected at the head of the graving dock and the process of mating the upper and lower hulls was started in mid-June. The 19,000 tons of upper hull and skid frame were skidded down the graving dock on skid ways in a period of just over eleven hours coming to rest over the four corner columns with just over a 12-inch vertical clearance. Forty-eight hours later, contact between the upper hulls and the four corner columns was established as a result of the careful flooding of the graving dock and ballasting of the lower hull tanks.

The work in integrating the structures of the two hulls began the following day. On July 17, the level of structural integrity was deemed adequate to allow the graving dock to be flooded and the transformed rig to be floated out and moored at the JSL outfitting quay.

This unique approach to semisubmersible construction was born out of GlobalSantaFe's need to have the construction yard develop a methodology that managed the risk to the schedule which would be inherent in the weather-dependent alternative associated with mating of the hulls afloat. Through the judicious investment by SembCorp Marine in their JSL facilities at Tanjong Kling Road, the yard has come up with a technique which not only resulted in the well-controlled and safe mating of our first set of hulls, but also provides Jurong Shipyard with the edge required to enable them to improve their competitiveness in future work of a similar nature for other clients.



1. Lower hulls in graving dock. Upper hull on skid base at head of dock. Skid ways being completed prior to skidding.



2. Upper hull partially skidded over lower hulls.



3. Upper hull and four corner columns aligned in dock. Lower hulls being floated up and trimmed to enable upper and lower hulls to be mated.



4. *Development Driller I* afloat and en route to outfitting quay following successful completion of mating operation.



Conference participants—first row, from left: Bob Burnett, Richard Harris, Curt Walters, and Malcolm Lodge. Second row: David Crochett, Ricky Corrins, Alex Malcolm, David Perez, Stuart Gray, Andy Gill, Karl Stansell, Nicole Simon-Thompson, Charlie Mearns, Bill Robinson, Charles Striedel, and Mike Hoke. Third row: Bob Lee, Bernard Lucas, Blaine Wilke, Dan Anderson, George Edwards, Kim Parker, Brian Morris, Rob Ashington, Joe Neumeyer, Eddie McWilliams, Peter Burl, Adrian Gray, and Rick McClaine. Fourth row: Greg Anderson, Bob Suggs, Bruce Staley, Kevin Skipworth, Randy Clevenger, Norm Maguire, Russ Gregg, Torben Knudsen, Harry Cooper, Scott Bell, Marion Woolie, Steve Bilsing, and Dave Kerr. Participants not in photo: Bob Devadass and Hope Urban.

Second Annual HSE&T Conference Addresses New Initiatives and Much More

The second annual HSE&T Conference was held in Houston on July 14-16, 2003. Sixteen HSE&T managers and supervisors from locations around the world were joined by Houston senior management and HSE staff for the three day conference. The conference featured an ASA refresher presentation and workshop by Dr. Bruce Staley and a program on safety leadership for the HSE professional, as well as an introduction to GlobalSantaFe's new Safety Dashboard (see article on page 18). During presentations, attendees were given an overview of the system which demonstrated the outstanding technical, time saving, and information sharing capabilities of Safety Dashboard. Attendees discussed plans for rollout of Safety Dashboard and also went through a practical session where they were able to use the system hands-on in a test mode. Dan Anderson, Domestic Environmental Manager, gave a presentation to the group demonstrating environmental procedural enhancements to the Management System and the Company's move forward in line with ISO 14001 environmental procedures. The group also discussed the issue of Integrated Training Systems and formed a committee to develop a unified process for entering, maintaining, and reporting training data. Attendees also viewed a presentation on developmental concepts for FOCUS III. The presentation showed the planned emphasis on personal awareness of individual risk tolerance and coaching methods for providing effective communication and feedback. The group also used open forum discussions to work through HSE&T concerns and solutions relating to their areas. Conference attendees were challenged by Jon Marshall, Marion Woolie, Rick McClaine, Steve Bilsing and Charles Striedel to return to their areas with the message that supervisory commitment and accountability must be reinforced, and that our core processes such as Time Out, JRA, FOCUS and ASA must become a practical part of our everyday operations, rather than an administrative process used as a suit of armor. All attendees were challenged by the management team to return to their operations with a message that we all need to exercise financial responsibility and look for cost-saving alternatives whenever possible. In his concluding address on the final day of the conference, Rick McClaine declared that the conference had been a great success and an excellent opportunity to share information on the Company's new initiatives such as Safety Dashboard, ASA Refresher, FOCUS III and to interact as a group on the development of Integrated Training Systems and help one another find cost-effective solutions to our STEA challenges. Rick commented that he was confident this group would return to the field properly equipped to assist their areas with the implementation of our HSE&T objectives.

Conference attendees were challenged by Jon Marshall, Marion Woolie, Rick McClaine, Steve Bilsing and Charles Striedel to return to their areas with the message that supervisory commitment and accountability must be reinforced...

By Bob McKechnie

Compact Driller

Several years ago at the commencement of yet another fast track shipyard project, my boss at the time, Charlie Springett, enlightened me with these words of wisdom that the key to a successful project lay in what he described as getting "the right people in the right place at the right time." "Well thank you very much Charlie," I remember thinking to myself, "but what about all the months of planning and engineering we just put into this thing?"



The *Compact Driller's* new bottleneck derrick was fully assembled and outfitted prior to rig arrival.

Some thirty or so projects later, I have to admit that Charlie was right. Certainly planning and technical ability are key ingredients of a successful project, but success *is* all about people and, more importantly, it is about people with the right *attitude* and the willingness to work as a team.

With the recently completed *Compact Driller* upgrade project at KeppelFELS shipyard in Singapore, we set ourselves some very aggressive goals and we achieved those goals largely due to the attitude and the commitment of our people, all the way from the Project Manager to the deck crew.

From the outset, we had a mountain to climb. Chevron Texaco wanted a new bottleneck derrick, an offline stand building capability, a new mud process module and an additional 24-man quarters module. GlobalSantaFe had requirements of its own: a five year hoisting equipment inspection, a special hull survey, a drawworks overhaul, replacement of three crane pyramids, and installation of three new lifeboats that were required due to the increased POB.



The new 24-man quarters module fully outfitted. Ready to be lifted into position by the Asian Hercules heavy lift barge.



The upgraded *Compact Driller* departing KeppelFELS shipyard just 37 days after its arrival.

So how do you accomplish all of that in 37 days? Put together Project Manager Peter Richardson, Construction Manager Russell McAdam, Operations Manager Sam Watt, Rig Manager Terry Brown, a motivated project team and rig crew, KeppelFELS, and a full quota of can-do attitude. Congratulations to you all, and a very special thank you to Wilson Goh, Project Manger for KeppelFELS in Singapore.



The *Key Gibraltar* upgrade included a new bottleneck derrick.

Key Gibraltar

The *Key Gibraltar* has very recently undergone a 140-day life enhancement project at KeppelFELS in Singapore. The rig left the yard complete with a new 1.5M bottleneck derrick, a National 650/750 power swivel, new SCR and electrical distribution systems, a National DNS60 king post crane, five new Caterpillar 3516B engine-generator sets and a completely re-outfitted quarters module, to name but a few of the long list of upgrades.

Planning, preparation and teamwork were once again the key components of this very successful project which was completed on time, on budget and with a terrific safety record.

Once again, KeppelFELS met the challenge of a very aggressive project schedule head on and delivered a rig that is probably the most capable MLT116C jackup drilling unit in Southeast Asia.

Many thanks to Project Manager Peter Richardson, Construction Manager Ray Campbell, Rig Manager Terry Friedrich, and their respective project team and rig crew. Also, once again, a very special thank you to Wilson Goh and KeppelFELS.

Preventive Maintenance Transition Project

By Bob Dawson and Ken Gardner

For the past 16 months, the Company has been engaged in an effort to develop its new Preventive Maintenance (PM) System. There are essentially two major components of this effort: development and implementation of the Rig Management System (RMS II)—the new software package on which the PM System will reside; to put in place "Best Practice" maintenance procedures that will be utilized throughout the Company.

Charged with making this effort become a reality is the Preventive Maintenance Department, headed by Bob Dawson, Manager of Preventive Maintenance. Included in the group are Ken Gardner, Manager, Planned Maintenance; Geoff Evans, Rob Mason, Roger Vogel, and Keith Farquhar, PM Superintendents; Priscilla West, PM Administrator; Cindy Rapasadi, PM Department Senior Secretary; and Kende Akin, Data Entry Clerk.

Implementation of RMS II

Playing an integral role in this project is the Information Services and Technology department's RMS II Development and Support Team, which has been responsible for the development of RMS II from its beginning. The team's dedicated support in the development, implementation and continuous improvement of RMS II has been, and will continue to be, invaluable to the success of RMS II and the PM Transition. The IST team consists of Corby Jones and Susan Deal, IST Programmer Consultants; consultants Scott McHargue and Jeff Rasmussen; under the leadership of John Truschinger, Vice President and CIO; Tim Osburn, Director, Client Services; and Tony Borst, Manager, Applications.

Additionally, a team of maintenance personnel was recruited from the fleet for the purpose of implementing RMS II on the rigs and in various field offices and for user training. The Implementation Team consists of Thad Roberts, Russell Butler, John Patience, Ben McKenney, Dennis Westbrook, and Harry Turner.

Initially, RMS II was implemented on the legacy Santa Fe offshore fleet. To date, more than 800 GlobalSantaFe employees, including rig management and other shore-based personnel, have received RMS II training, consisting of two and one-half days of hands-on classroom instruction. This level of training could only have been accomplished with the considerable assistance and support of Maintenance Managers Dan Harcombe, Fadel Yacoub and Phil Abbott and the Regional, Country, and Rig Operations Managers who were instrumental in the RMS II rollouts in their areas.

The implementation schedule of RMS II to the legacy Global Marine fleet is dependent on the upgrade of computer hardware on the rigs. This upgrade project began in May 2003 in the Gulf of Mexico under the direction of Tom Gilstrap, IST Senior Manager, Technical Services and David Teter, IST Support Analyst. (This computer upgrade project is not strictly for the purpose of supporting RMS II, but is a general requirement to bring the fleet's computer hardware up to a level necessary to support the Company's new IST standards.)

The Gulf of Mexico RMS II rollout is currently underway and began with the *Adriatic II* as the beta test site in June 2003. Prior to the rollout, 24 *Adriatic II* crew members received RMS II user training in the Houston office. Before the end of 2003, approximately 780 additional GlobalSantaFe employees from the Gulf of Mexico, West Africa, the North Sea and Deepwater Operations will receive RMS II training in Houston, Aberdeen and other locations. The objective is to have RMS II deployed to the worldwide offshore fleet by the end of 2003.

Reliability-Based Maintenance

A team of eight senior maintenance personnel were recruited from the fleet to develop the Company's new preventive maintenance procedures for the PM

The Gulf of Mexico RMS II rollout began with the *Adriatic II*

Adriatic II crew members received training in the Houston office



(From left) **Geoff Evans (Instructor), Tony Alford, Lloyd Cruse, Michael Abshire, Ricky Broussard, Daniel McDaniel's Charles Gragg, and Roger Vogel (Instructor).**



Richard Kennedy, Gerry Barnhill, Mike Rains, John Powell, Luther Heckendorn, James Hennessey, Donald Anderson, and Rob Mason (Instructor).



Thad Roberts (Instructor), Kevin Lipps, Ronald Hardy, Don Bass, Kernel Hobgood, Jathan Chavez, Charles Kenworthy, and Roger Vogel (Instructor).

System. The team members, drawn from diverse backgrounds and areas of operation to apply their expertise are: Tom Gibbons, Pat Stone, Eugene (Bo) Waits, Milton Anderson, Graeme Brady, Ralph Waller, Harold Spring and James Cagle. The primary goal of this effort is to identify the right maintenance at the right time by concentrating maintenance resources on critical equipment and systems, reduce or eliminate unnecessary maintenance where practical, and standardize maintenance practices on like equipment across the fleet.

In specifying maintenance activities and frequency intervals on their equipment, the Original Equipment Manufacturers (OEMs) always take the most conservative time-based approach and do not take into account the actual hours of operation of the equipment or where in the world that equipment is operating. For example, the OEM may specify a three-month inspection of a critical piece of drilling equipment whether it has been operated or not.

In the development of the new Best Practice Review Procedures (BPR) we have challenged our OEMs to move away from traditional time-based inspections and consider other means of maintenance. These maintenance methods include condition-based (wear limits), metered (usage, ton miles, fuel burned) or specific operation event-based (pre rig move) maintenance, all of which can be scheduled within RMS.

Of course, the calendar-based maintenance schedules will still exist within RMS. These will be used more for regulatory inspections, function tests, and monitoring of equipment rather than the intrusive maintenance we have today.

One area we will place more emphasis on will be condition monitoring. When most people hear the term "condition monitoring", they immediately think of sophisticated sensing technologies such as vibration analysis, thermographics, ultra-sonic acoustic analysis, etc. These technologies are very expensive, difficult to perform on a consistent basis, and a cost/benefit analysis is required before committing to their use.

Some of these methods have been, and will continue to be, utilized if the cost/benefit and reliability of the technology justify their use. At present, there are two pilot programs underway to determine the effectiveness of utilizing these techniques on top drives and other critical equipment. But, in actuality the best condition monitoring tool we have on the rig today is our equipment operators. No one knows the equipment better than the people who actually operate it. Condition monitoring starts with teamwork: when it comes to maintaining a critical piece of drilling equipment, operations and maintenance work closely together to ensure the maximum reliability of that equipment.

Our new procedures will specify detailed operator checks which will allow us to trend through RMS potential equipment problems before they actually materialize. Our operators play a significant role in our new maintenance program.

We are currently entering into RMS our new TDS 4S Top Drive BPR procedures. Our goal is to have all the new BPR critical equipment procedures entered into the system by the first quarter of 2004.

RMS II, combined with the Reliability Based Maintenance initiative, will allow GlobalSantaFe to reduce equipment failures, better prioritize our maintenance activities, and save the Company from wasting time and money on unnecessary maintenance actions.

GEMINI Project Evaluates ERP

The Executive Management of GlobalSantaFe has approved the recommendation of the GEMINI Steering Committee to evaluate an integrated system solution, also known as Enterprise Resource Planning (ERP), to support our worldwide financial and supply chain management processes. Vendor selection will take place before the end of this year and implementation is anticipated to begin before the end of 2004.

In short, this project targets the replacement of all of the Company's core financial and supply chain management systems. Implementation of the new system will affect all of GlobalSantaFe's core business units and processes and a significant percentage of our employees. In many, if not most cases, it will require significant change from the way our work is performed today. The success of the project will require a tremendous amount of front-end planning and preparatory activities and many of you will participate in some capacity to ensure a smooth and successful implementation.

All of us involved in the decision fully appreciate the substantial financial and human resources that will be required to implement this change. However, we believe that an integrated information system across all of our major activities is critical to our future success and the ability to improve GlobalSantaFe's effectiveness. Indeed, this is an excellent example of a case where the Company needs to commit more resources in order to become more effective.

There is a lot of hard work ahead of us all to make this transformation go smoothly but it is an extremely valuable investment in our collective future. When you are contacted for your help, please give the GEMINI Project Team your full support and cooperation.

Safety Dashboard Moving Forward

By Tony Borst and Scott Bell

A Single Location to Access All Safety and Environmental Information

Less paperwork, automatic documentation, quick beneficial reports…sound like a good idea? That good idea is finally a reality now that GlobalSantaFe's Safety Dashboard has arrived.

Glancing at the dashboard of your car will give you all the critical information necessary to safely operate your vehicle. Now you can go to a single place for all the information necessary to monitor safety performance in GlobalSantaFe's workplace.

What is the Safety Dashboard?

It is a **one-stop location** for anyone in the company to access, evaluate and learn from the organization's safety and environmental information. The Safety Dashboard was developed by the Safety, Training and Environmental Affairs department with the Information Services & Technology (IST) department to serve as a clearinghouse for Health, Safety, and Environment (HSE) information. The Safety Dashboard stores all the data collected throughout our company via:

- Injury or Illness Report (IIR)
- Improvement Requirement Report (IRR)
- Subsequent Remedial Measure Report (SRMR)
- Advanced Safety Audit (ASA)
- Control Number Request (CNR)
- Environmental Reporting Forms
- Training Request Forms
- Other

Our company's Management System, safety bulletins, safety notices and announcements as well as most of our safety and environmental forms are brought together in a single place on the web through Safety Dashboard.

Why do we need a Safety Dashboard?

GlobalSantaFe can increase safety management and increase efficiency with the Safety Dashboard.

INCREASING SAFETY MANAGEMENT

Using the reporting tools available in the Safety Dashboard, managers can ***identify trends*** and ***take proactive steps to forecast potential future problems.*** Aside from being a very convenient electronic filing cabinet for HSE information, the true value of the site lies in the capabilities it now provides ***users at all levels*** to quickly review, "slice-n-dice", and evaluate safety information collected in the field.

For example: A Toolpusher could pull up a report showing all the ASAs conducted on his rig within a particular time period. Sorting this information by category he notices that 80% of the ASAs related to "Reactions of People". This represents an increase by 50% from last time he checked. He can then begin to evaluate "why"? What can I do with this new information? What is causing this increase? Is it part of a bigger problem?

INCREASING EFFICIENCY

The Safety Dashboard will help us become more efficient in our reporting, resulting in a savings of both time and money. The time saved during the documentation process can now be spent in the safe operation of our rigs. Paper processes can sometimes be long and tedious. Forwarding copies or pages of multi-part forms from location to location through the management hierarchy for approvals and then the re-entry process take considerable time. Current procedures encourage the creation and maintenance of copies of this data for audit at several locations. For example, a simplified IRR ***might*** look like this:

- 5 minutes at each step for copying and recording an IRR
- 8 stops until its complete
- Total time: 40 minutes
- Multiply that by the roughly 2,000 IRRs we have completed thus far in 2003 and you have 1,333 man-hours invested in this small portion of our Safety Management System.

Consider the volume of documentation necessary for an effective safety system (IIRs, IRRs, SRMRs, ASAs) and the number of similar processes, like the one described above, and you have a lot of potential for time savings.

The Safety Dashboard is a tool that will eliminate all these additional steps required to maintain a paper trail and make the workflow much more efficient.

Now, from the instant a form is entered into the system, it becomes available. The site's electronic workflow process will notify each person in the approval hierarchy via email that a form has been created and is awaiting their approval. A link within the email will draw the approver into the site where they can review and then either approve or reject the form. After an approval is made, the next person in the chain is notified. It is now possible to have safety information entered, approved, and available to all within hours from any location in the world.

The site was developed with ease-of-use as a primary objective. The training requirements of a complex system would be costly and slow the site's rollout considerably, thus delaying its benefits. Instead, the site is extremely easy to navigate with only appropriate choices available at any point. The forms were developed to look like the paper forms so the terminology will be familiar to anyone who has gone through GlobalSantaFe's safety training programs.

When will I get Safety Dashboard?

As quickly as possible! To accelerate delivery to the company, Safety Dashboard is being rolled out to rigs ***immediately*** once each phase of development is completed. The rollout schedule began with testing on the *Celtic Sea* in the Gulf of Mexico and by the time of printing of this article, Safety Dashboard - Phase I will be complete for the Gulf.

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Parameswara Completes Upgrades—Receives Special Visitors



In April 2003, the *Parameswara*, under contract in Balikpapan, Indonesia, completed an upgrade and refurbishment project at the Tanjung Batu Marine Base in Balikpapan Bay. The primary workscope consisted of upgrading the high pressure mud system pipe work from 5,000 psi to 7,500 psi; installing three new National 12P-160 mud pumps; renewing steel in the three leg wells and mud pits; and a spud can inspection. These four significant projects, along with a host of other smaller but important works, were completed in 30 days, including towing time from the work location to the upgrade location. At times, there were over 200 people working on the *Parameswara*. Due to the diligence of all personnel from GlobalSantaFe and third party companies, one of the major goals of the project was met—no significant incidents or injuries were incurred.

The rig has returned to work in TotalFinaElf's Peciko field.

The "Balikpapan Ladies" of GlobalSantaFe took the opportunity to visit the *Parameswara*, one of the two rigs they help to support, while it was nearby for the upgrade project. (The other jackup working off Balikpapan is *Rig 136*.)



(From left): Roos Noor, Materials Secretary; Lailan Noor, Office Administrator; La Ode Syamarief, Driller; Titiek Vlack, Rig Manager Dick Vlack's wife; Wati, Catering Manager (works for catering company P.T. Usayana); and Dian Ade, Receptionist.

Bob Rose Recognized by Industry



Bob Rose

GlobalSantaFe Chairman Bob Rose was the recipient of the Offshore Energy Center's 2003 Pinnacle Award. The presentation ceremony took place during the annual *Ocean Star* Gala held in Houston on September 20. This award was established to honor current leaders in the offshore industry for their significant contributions and inspirational leadership.

Bob joined Global Marine in 1963, serving in various positions for more than 13 years, including Manager of the company's first purpose-built drillship, *Glomar II*. At the time he left the company he was serving as Vice President for Europe, Africa and the Middle East. Bob held executive positions with other companies, including President, CEO and Director of Diamond Offshore Drilling and its predecessor, Diamond M Company. Bob returned to Global Marine as President, CEO and Director in 1998 and was elected Chairman in 1999. He was instrumental in engineering the merger of Global Marine and Santa Fe International in 2001, creating GlobalSantaFe Corporation.

The OEC is dedicated to expanding the awareness of the vast energy resources beneath the world's oceans, and to chronicle the unique heritage and technological accomplishments of the industry that discovers, produces, and delivers these resources in a safe and environmentally responsible way. The OEC sponsors the *Ocean Star* Offshore Drilling Rig and Museum located on Galveston Island, a short distance from Houston. Visitors learn about operating offshore rigs and the specialized oilfield equipment involved. The museum also includes a conference facility and fully equipped areas that can be utilized for training.

Safety Dashboard...

continued from page 18

PHASE I

What: Includes electronic forms and workflow for: IRR, IIR, SRMR, ASA, CNR.

When: Completed in mid-September

Who: Deepwater and Gulf of Mexico

PHASE II

What: Includes electronic forms and workflow for: Job Risk Assessment (JRA), Document Control Transmittals, Environmental Audit Form, Hazardous Waste Log, Refuse Discharge Log, Effluent Monitoring & Daily Visual Observations Log.

When: Estimated completion by fourth quarter 2003.

Who: Deepwater and Gulf of Mexico, Trinidad, Canada, North Sea, and West Africa

PHASE III

What: Includes electronic forms and workflow for: Environmental Incident Form, Safety Bulletins, and functionality improvements.

When: Estimated completion by first quarter 2004.

Who: Deepwater and Gulf of Mexico, Trinidad, Canada, North Sea, West Africa, Middle East, and Southeast Asia[1].

Safety Dashboard **is not** a cure all. It **is** a tremendous step toward reducing administrative workload for field personnel. We all benefit when we are able to devote more time to operations and to our customers. Please help make the rollout successful by engaging in the Safety Dashboard when it arrives on your rig.

(Footnotes)

[1] Stacked rig rollout to be determined. The rollout of these sites are also dependent on the availability of connections in the various areas.

Integrated Hoisting System

Designing in Safety on *Development Driller*

By Gerald Lansdell

Over the last fifteen years, the drilling industry has gone through a technological revolution. It has moved from the traditional local and manual operation of machinery toward advanced integrated computer controls and touch screen-based operating systems that offer greater flexibility in the manipulation of equipment, accompanied by real time process feedback. The driller's workplace now bears a close resemblance to the flight deck of a modern passenger jet. The increase in complexity became necessary in order to improve safety, efficiency, and productivity in our industry. However, it also brought with it an increased dependence on mechanized systems and a greater exposure to the risks associated with removing the human element from the more basic routines of the machinery control process.

The hoisting systems on the *Development Driller* units are typical of the modern integrated systems that are installed on these state-of-the-art semi-submersibles. While it is far from the unit's most complex system, it is somewhat unique in that the equipment and systems that form the large integrated system will be supplied by four separate equipment manufacturers, one of which will act as the systems integrator. The integrated hoisting system performs all actions associated with a standard drawworks, however, it also provides the heave compensation function normally provided by the traditional passive heave compensator but in an active sense.

Active heave compensation offers a more precise method of positioning objects suspended from a floating vessel, relative to a fixed reference point, typically a well head or the sea bed, by measuring in real time actual vessel motions and adjusting the position of the drawworks drum to keep the suspended object at a fixed distance from the reference point. Active heave compensation also offers very precise control of set-down and over-pull weights, enhancements that offer greater flexibility in the services we offer our clients.



Artist's impression of *Development Driller I's* "dog house" showing the complex operating environment of today's driller.

The integrated hoisting systems on each of the *Development Driller* units consist of two active heave compensating drawworks, variable frequency AC drives, a driller's control system, and the vessel's power management system provided by National Oilwell, ABB, Sense Technology and Kongsberg Simrad, respectively. Hydralift AS, now part of NOI, was appointed as the systems integrator.

Challenges

In common with all of the risk management based studies carried out during the design and construction of the *Development Driller*, the integrated hoisting system study had three basic goals:

- Promote by design safety in the workplace.
- Reduce the risk of an environmental incident to the lowest reasonably practical level.
- Protect our investment in the vessel.

An initial review of industry statistics indicated that the number of passive and active hoisting system incidents resulting in dropped objects, lost revenue and near-miss incidents, have increased with the number of newbuild deepwater vessels entering the marketplace which indicated an underlying problem.

The next step was to compare the existing prescriptive standards that govern the design and manufacturing of these systems against the standards that are currently in place for comparable marine systems. In essence, our findings revealed that drilling system technology has advanced but the prescriptive standards have not kept pace. They essentially lacked the maturity and definition found in the marine standards. Personnel who have attended ISM training courses will no doubt remember how the lecturer described the catalog of marine disasters that brought about the changes in prescriptive legislation. Marine legislation is now at a level that is consistent with the complexity of the vessels that are in service today. Fortunately, in basic drilling operations, the previously mentioned incidents have not caused injury, loss of life or a significant environmental incident, however, the potential does exist. Historically, these incidents have been accompanied by large losses in company revenue running into tens of millions of dollars.

Since existing prescriptive drilling systems standards were lacking, the first

continued on page 27

Development Driller I



Following a unique approach to mating of the upper and lower hulls in the shipyard (see article on page 13), *Development Driller I* is currently moored at the quayside where she will remain until departing for thruster installation and sea trials at the turn of the year.

Constellation II



Constellation II hull on the quayside and ready for launching.



Constellation II during launch on September 26. The rig weighed approximately 12,000 tons and the launch date and time were picked to coincide with high tide.



The cantilever, drill floor and derrick assembled on the quayside. The next job after launching is to skid this package onto the hull.

TECHNOLOGY PROFILE

By Scott Brittin and Mark Dreith

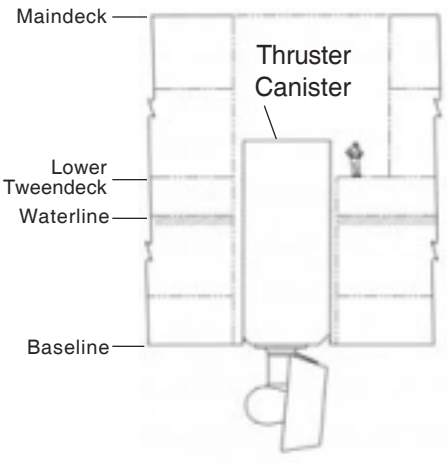
High Retraction Thrusters

Thruster Maintenance Design Enhances Safety And Efficiency

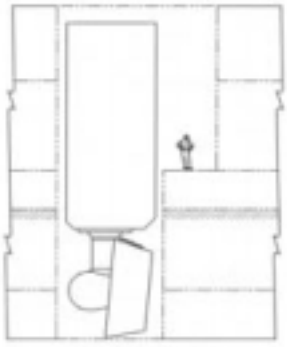
During the design development of GlobalSantaFe's newest drillships, *C.R. Luigs* and *Jack Ryan*, one objective was to eliminate the operational and logistical problems associated with the replacement of the thruster propeller shaft seals and the maintenance of the thrusters. The Project Team set a goal of being able to replace these seals without the use of divers, thereby eliminating the risk of injury associated with commercial diving and working on heavy equipment under water. After trying several different design approaches, the Team eventually developed a method to raise the thruster above the waterline, with a working space provided inside the hull to allow the removal of the propeller. This capability is necessary for access and replacement of the thruster shaft seals. By using simple and well proven rack and pinion technology, the canister, to which the thruster is attached at the bottom, can be raised high enough inside the thruster "trunk" (a large hole that passes through the ship), to allow safe access by the maintenance personnel from within the hull (see diagrams below). This method of High Thruster Retraction eliminates the requirements described later in this article for the "traditional" method of thruster maintenance, and eliminates the costly downtime conservatively estimated to be 6-8 days. This concept was granted United States Patent Number 6,439,936 B1 on August 27, 2002, by the U.S. Patent Office.

The repair and maintenance of thrusters on a deepwater, dynamically positioned drillship, presents some unique operational and logistical problems. The thrusters, controlled by the ship's dynamic positioning system, are used to keep the drillship precisely on location over the center of the well on the ocean floor in water depths up to 12,000 feet. As with any piece of rotating equipment, the seals around a rotating shaft wear out over time. On our thrusters, the rotating shaft turns the propeller. A set of seals holds the lubricating oil inside the thruster and prevents the oil from leaking out into the ocean, and conversely keeps the sea water from entering the gearbox and destroying the gears and bearings inside. These seals are subject to wear and abrasion as the shaft rotates to turn the propeller. There is no such thing as a "maintenance free" or "lifetime" seal—all seals will eventually wear out or otherwise fail to perform satisfactorily. When this inevitably occurs, the seals must be replaced. Preventing the lubricating oil inside the thruster from leaking out into the ocean is of prime importance, but it is also important that the seal be changed quickly to prevent water ingress and possible damage to the internal parts of the thruster assembly. Thrusters are very expensive if they need to be replaced, with a thruster lower unit (right angle gear case, propeller and related items) costing over $1,000,000 each.

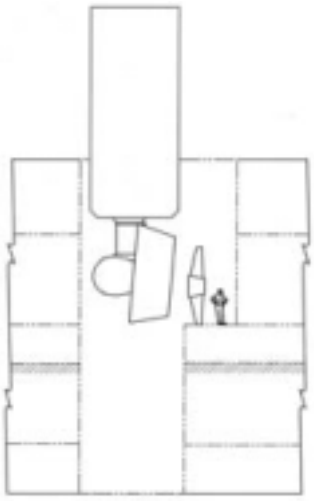
Gaining safe access to the propeller area of the thruster in order to change out the seals is required and presents a signifi-



Thruster Package Deployed
(During Station Keeping)



Thruster Package Retracted
(DuringTransit and Shallow Water/Entry Into Port)



Thruster Package in Maintenance Position
(Retracted to Lower Tweendeck for Maintenance and Repairs—Illustration Shows Propeller Removed)



Thruster below canister during construction in Belfast.

cant design challenge. Traditionally, when a thruster seal failure has been detected, the process that takes place involves shutting down the drilling operation and removing the ship from its drilling location. Next, after sailing into calm protected waters, lowering and "keel hauling" the thruster from underneath the drillship and, through a complex handling process (involving commercial divers), the thruster is raised up onto the deck where maintenance personnel can finally gain access to the propellers for removal and changing out the seals. This "traditional" method of thruster maintenance and seal change-out can result in significant downtime for the drillship due to the suspension of drilling operations, pulling of the marine riser, moving the vessel to calm protected waters, performing the maintenance work, and then returning to location and reestablishing drilling operations.

The *C. R. Luigs* and *Jack Ryan* were designed with a total of six thrusters. The two aft thrusters remain deployed in shallow water depths, such as coming into port, since they serve as the main propulsion and steering, in addition to their dynamic positioning duties while on location. The remaining four thrusters can be pulled up into the hull to allow the ships to come into port without the costly and time consuming operation of removing them. Although the concept of raising thrusters to come into port is not unique, the rack and pinion design method greatly reduces the time required to retract the thrusters.

Electrical power, control and alarm circuits, cooling water, fire protection, and hydraulic fluid supplies to the canister are all provided via a pair of umbilical loops that allow the canister to move vertically from the fully down deployed position to the uppermost "maintenance" position. The thruster (when deployed) is locked into position by a three point pin and socket arrangement which locates and secures the thruster into its operating position. All of the thrust force is transmitted back into the hull through the three point pin and socket arrangement.

The benefits of the High Retraction Thruster design have already been realized on multiple occasions. For example, even during the construction and commissioning of the drillships in Belfast, the thrusters were required to be retracted and deployed numerous times as necessary to optimize the schedule during various sea trials. When the *Jack Ryan* was brought to Galveston, Texas, to complete her construction and commissioning alongside the quay, the four forward station keeping thrusters were retracted to allow the rig to come alongside.



***Jack Ryan* with thruster canister raised to maintenance position—propeller is being removed for maintenance in a safe and efficient work environment.**

Also, the seal replacement capability has now been performed successfully on both of the drillships while on location. In the first instance, the *Jack Ryan,* while drilling off Trinidad, required replacement of the seals on two of her thrusters while the rig was working for Exxon. GlobalSantaFe provided Exxon with the data to prove that the vessel could successfully remain operating and on location while the thrusters were repaired, one at a time. This was the first time that the tools and equipment designed for removal and reinstallation of the propeller were put to use. Everyone involved was very pleased when the job went exactly as intended, giving final validation to the design. Since then, this capability has also been put to the test on the *C.R. Luigs*, again while on contract, on location, and fully operational. With the lessons learned on the first three seal change outs, it is anticipated that future seal change outs can be completed in as little as 48 hours from start to finish. This, and the improved safety of this method, are the true benefits of the High Retraction Thruster design.

This unique method of high thruster retraction has provided our newest state-of-the-art drillships with the now proven ability to safely service and maintain their vital dynamic positioning and propulsion thrusters while remaining on location without incurring rig downtime.

Safety Milestones

Congratulations to the crews and management of the following operations that successfully completed one or more years without a Lost Time Incident as of August 31, 2003.

Key Gibraltar ..... 13 Years
Key Manhattan ..... 13 Years

Rig 94 ..... 12 Years
Rig 105 ..... 12 Years

Adriatic III ..... 10 Years

High Island VII ..... 9 Years
Rig 151 ..... 9 Years

Baltic ..... 8 Years
High Island III ..... 8 Years
Rig 157 ..... 8 Years

Adriatic VII ..... 7 Years
Adriatic VIII ..... 7 Years
Main Pass I ..... 7 Years
Rig 146 ..... 7 Years

Enserch Garden Banks .. 6 Years
Rig 171 ..... 6 Years
Rig 172 ..... 6 Years
Rig 174 ..... 6 Years
Tiffany ..... 6 Years

Arctic I ..... 5 Years
High Island IX ..... 5 Years
Rig 161 ..... 5 Years

Adriatic I ..... 4 Years
Adriatic X ..... 4 Years
Aleutian Key ..... 4 Years
Arctic III ..... 4 Years
Galaxy II ..... 4 Years
Galveston Key ..... 4 Years
Labrador I ..... 4 Years
Rig 160 ..... 4 Years
Rig 177 ..... 4 Years
Rig 178 ..... 4 Years

Galaxy III ..... 3 Years
Jack Ryan ..... 3 Years
Rig 119 ..... 3 Years
Rig 155 ..... 3 Years
Rig 159 ..... 3 Years
Rig 179 ..... 3 Years

Adriatic II ..... 2 Years
Adriatic V ..... 2 Years
Beatrice Alpha ..... 2 Years
Britannia ..... 2 Years
Compact Driller ..... 2 Years
C.R. Luigs ..... 2 Years
Dada Gorgud ..... 2 Years
High Island VIII ..... 2 Years
Kittiwake ..... 2 Years
Parameswara ..... 2 Years
Rig 97 ..... 2 Years
Rig 134 ..... 2 Years
Rig 135 ..... 2 Years
Rig 140 ..... 2 Years
Rig 143 ..... 2 Years
Rig 144 ..... 2 Years
Rig 169 ..... 2 Years
Rig 173 ..... 2 Years

Adriatic IV ..... 1 Year
Arctic IV ..... 1 Year
Auk Alpha ..... 1 Year
Celtic Sea ..... 1 Year
Galaxy I ..... 1 Year
High Island II ..... 1 Year
High Island IV ..... 1 Year
High Island V ..... 1 Year
Magellan ..... 1 Year
Main Pass IV ..... 1 Year
Monarch ..... 1 Year
Monitor ..... 1 Year
Nelson ..... 1 Year
Rig 92 ..... 1 Year
Rig 102 ..... 1 Year
Rig 124 ..... 1 Year
Rig 150 ..... 1 Year
Rig 161 ..... 1 Year
Rig 176 ..... 1 Year
Rig 180 ..... 1 Year
Rig 186 ..... 1 Year
Rig 187 ..... 1 Year
Tartan ..... 1 Year

Congratulations to the crews and management of the following operations that successfully completed one or more years without a Recordable Incident as of August 31, 2003.

Enserch Garden Banks .. 3 Years

High Island III ..... 2 Years

Adriatic VII ..... 1 Year
Adriatic VIII ..... 1 Year
Arctic I ..... 1 Year
Arctic III ..... 1 Year
Auk ..... 1 Year
Baltic ..... 1 Year
Britannia ..... 1 Year
Dada Gorgud ..... 1 Year
Galveston Key ..... 1 Year
High Island VII ..... 1 Year
Kittiwake ..... 1 Year
Magellan ..... 1 Year
Piper B ..... 1 Year
Rig 105 ..... 1 Year
Rig 140 ..... 1 Year
Rig 143 ..... 1 Year
Rig 151 ..... 1 Year
Rig 155 ..... 1 Year
Rig 160 ..... 1 Year
Rig 173 ..... 1 Year
Rig 174 ..... 1 Year
Rig 176 ..... 1 Year
Rig 177 ..... 1 Year
Rig 178 ..... 1 Year
Rig 92 ..... 1 Year
Rig 94 ..... 1 Year
Rig 97 ..... 1 Year
Saltire ..... 1 Year
Tiffany ..... 1 Year

Congratulations!

Rig 174 *Saudi Arabia*



On June 16, 2003, Rig 174 completed six years without an LTI.

Rig 144 *Saudi Arabia*



On April 30, 2003, Rig 144 completed two years without an LTI.

Rig 157 *Saudi Arabia*



On May 13, 2003, Rig 157 completed eight years without an LTI.

Aleutian Key *Equatorial Guinea*



The *Aleutian Key* has completed four years without an LTI. Congratulating the personnel on this occasion are (from left): Mike Day, ExxonMobil Companyman; Steve Bilsing, Regional V.P., International; Wayne Schrader, *Aleutian Key* Senior Drilling Foreman; Jim Davis, ExxonMobil Drilling Manager; Ben Haynes, MEGI Country Manager; and Marion Woolie, Senior V.P., Operations.

Magellan *North Sea*



***Magellan* achieved 1 year without an LTI on May 10, 2003.**

Galaxy II *Canada*



George Matej (right) presenting Toolpusher Lawrence Annison with an award commemorating *Galaxy II's* milestone of working four years without an LTI. Also present for the ceremony were Chris Ness and Steve Cosby.

Arctic III *North Sea*



Jim Hibell, ExxonMobil Senior Drilling Supervisor (left) congratulating Andy Robbie, OIM, on the *Arctic III's* achievement of working four years without incurring an LTI.

On April 2, 2003, *Arctic III* passed a significant anniversary by completing four years without a Lost Time Incident.

Following reactivation of the rig after a period in stack and a comprehensive upgrade and enhancement program in the shipyard, the crews on *Arctic III* recognized the benefits of, and embraced, the safety tools which GlobalSantaFe had presented to them. As such, the rig has an excellent safety culture which has been recognized by all who have either visited or worked on her.

From the first Safety FOCUS card being submitted on January 3, 1999, to date, there have been over 15,200 cards submitted, a demonstrated commitment to Advanced Safety Auditing and the excellent tool of the Risk Assessment Prompt card. (Of interest, the very successful GlobalSantaFe Safety FOCUS process originated on *Arctic III*.) 15,200 Safety conversations or identification of equipment condition equates to 15,200 opportunities to avoid personal injury or equipment damage.

ExxonMobil, which has been *Arctic III's* client since October 2000, has recognized this commitment and presented the personnel with a commemorative plaque (see above photo).

By continuing to use the excellent safety tools, the rig is committed to achieving its ultimate goal—an accident/incident free workplace.

Rig 161 *Kuwait*



On May 8, 2003, Rig 161 completed six years without an LTI. Accomplishments during this period included: Wells Drilled—39; Footage Drilled—376,640 feet; Workovers completed—15; Rig moves—54.

Rig 155 *Kuwait*





On July 4, 2003, Rig 155 completed four years without an LTI. Additionally, Rig 155 worked one year without any Recordable Incidents. Accomplishments during this period included: Wells Drilled—6; Footage Drilled—96,756 feet; Rig moves—6; Well depths ranged from 11,800 feet to 20,234 feet.

Clancy Cavanaugh, Kuwait Country Manager (center), presenting Ayad Al-Kandari, KOC Team Leader for Deep Exploration Team, a commemorative plaque from Rig 155 personnel in appreciation for all of his and KOC's support over the last four years.

The following message was sent to Rig 155 personnel from PIC's Gary Niemetz:

"On 25th May 2003,well no. MU-0012, we had the misfortune of being stuck in the hole with a R.W.D. tool at 16,172 ft. A total of 38 days were consumed fishing this tool out, with a total of 37 round trips in what might be called severe summer weather conditions with temperatures reaching +/– 50 Celsius. GSF crews managed to finally retrieve the R.W.D. tool professionally and without incident. Great teamwork and high morale contributed to the successful closure of this fishing job. (This one did not get away!)"

Rig 172 *Kuwait*



On May 15, 2003, Rig 172 completed six years without an LTI. Accomplishments during this period included: Wells Drilled—27; Footage Drilled—97,659 feet; Workovers completed—160; Rig moves—187; Man hours worked—1,655,640.

Rig 160 *Kuwait*



On May 31, 2003, Rig 160 completed four years without an LTI. Accomplishments during this period included: Wells Drilled—45; Footage Drilled—352,307 feet; Workovers completed—6; Rig moves—51.

Rig 158 *Kuwait*





On April 7, 2003, Rig 158 completed one year without an LTI.

Grand Banks Completes Upgrade

On May 14, 2003, the *Grand Banks* arrived in Bay Bulls, Newfoundland, to carry out upgrades, including the installation of an ROV platform (complete with a cursor to the pontoon to allow launch and recovery of the ROV in more severe weather conditions) and a brine transfer piping upgrade. Several other upgrades that had previously commenced in Halifax were completed here as well, including the new enhanced pipe delivery system. On July 11, the rig was towed to the Grand Banks off the east coast of Newfoundland to commence drilling for Husky Energy's White Rose development program, the start of a two-year contract on the project.

During the project, the greatest achievement of all was the fact that the rig carried out these upgrades during a six-month shipyard period through one of the harshest winters on record without incurring a single Lost Time Incident.



***Grand Banks* in Bay Bulls, Newfoundland.**

Designing In Safety...

continued from page 20

challenge was to identify a standard that met the three basic goals and also provided a benchmark to use for the remainder of the study. After a thorough review of the standards that are internationally recognized within our industry, it was found that the Det Norske Veritas (DNV) E101 Offshore Standard for Drilling Plant met the requirements. E101 focuses on drilling equipment and offers a fresh perspective regarding the overall importance and criticality of drilling equipment, environmental standards for electronic equipment used solely in drilling operations, availability, and levels of redundancy for computer controlled systems. It also embodies lessons learned from the type of incidents mentioned earlier. With the new standard in place, the remainder of the study proceeded in two separate but dependent areas.

The first consisted of a series of independent design reviews, carried out by DNV's engineering group which included fatigue analysis, suitability of materials, design calculations, control system configuration, redundancy, fabrication procedures, quality control procedures and testing.

The second consisted of hazard identification (HAZID) and failure mode and effect analysis (FMEA) studies complemented by the results of the independent design reviews. To ensure that these studies achieved the maximum impact it was decided that the participants must include the equipment manufacturers, design engineers and the people who will operate and maintain the equipment, with DNV personnel acting as both participants and facilitators. This process was applied to the component systems supplied by each equipment manufacturer individually and then collectively to the integrated system, identifying the changes that would be necessary in hardware, software and procedures to bring the entire system to a level consistent with the standards of safety, maintenance access, robustness and reliability set out in E101 while ensuring that no additional hazards were created following the design changes.

Results

The initial response to this process received from the equipment manufacturers was guarded. A study of this depth required that they make available for general use large amounts of detailed proprietary information. However, upon completion of this study there was no doubt opinions had changed and the vendors were in overall agreement that the process introduced by GlobalSantaFe did bring value to their products and afforded them the opportunity to make a significant contribution to safety in the workplace.

During the course of this study, a total of 975 potential failure modes were examined covering 279 individual hardware and software components, resulting in 72 hardware and software changes and 38 procedural changes.

In the month of April, GlobalSantaFe became the first drilling contractor to receive design approval for the drawworks machinery and integrated control systems using DNV E101 as the governing standard. Upon the successful commissioning and testing of the integrated hoisting system later this year, DNV will certify it as "Fit for Purpose" in our intended application. At the time of writing, this is an unprecedented action on the part of a drilling contractor.

Arctic IV

"Congratulations on your fine efforts during the drilling of the BG Group's 24/13-9b water injector. The well presented a difficult challenge of combining two sections of the well in to one and that in a high angle 12 ¼" hole.

Your willingness to get out of the comfort zone of old ideas and embrace the practices taught by K&M demonstrated a degree of professionalism that is commendable. I was fortunate to watch you grow to a new dimension as a team as each of you began to recognize how important it is for everyone to make his contribution at a high performance level so that WE could be successful. There was little room for error.

There is a certain quiet pride that develops as you become aware that you are performance driven. It is the mark of a professional in any field of endeavor.

We were fortunate to have a support group of service professionals that performed at a high level as well.

I can honestly say that I would drill with you, anytime, anywhere, under any conditions.

There is plenty of work to be done yet before you deliver a successful well to BG, but the drilling hurdle is behind you.

Work safe, continue to grow and raise your standard. Until we drill together again, I wish each of you All the Best."

—Randy Harrison
K&M Technology Group
(Representing BG)

Key Manhattan

"On behalf of BG Management may I take this opportunity to express our sincere thanks and appreciation for the efforts of all on the rig during the recent well tests. The unexpected presence of extremely high levels of Hydrogen Sulphide necessitated the adoption of procedures which in them self can increase exposure to personnel injury, and therefore required close supervision and site management to ensure the work was performed safely.

Through the use of risk management, experience and common sense, the job was performed in a text book manner. The professionalism demonstrated by the rig team was second to none.

Let's continue this through to the end of the contract, raising awareness once again on all issues associated with lifting and moving loads, working vessels while offloading and back loading equipment. Lets finish the contract on a high note, and it doesn't get any higher than being accident free."

—David Millar
Drilling Superintendent
BG Tunisia Ltd

Monitor

"The rig is approaching the end of the programme of work for BP and I would like to take this opportunity to thank everyone for their contribution to this successful programme.

Mungo is a technically challenging field to drill, but in spite of the many drilling and completion problems the team has successfully completed the three well programme. These wells, in addition to the other well work that the rig has performed has extended the time the field is at maximum production and will reduce the rate of decline that is seen in future years.

In addition, the safety performance that has been achieved by the rig in the first half of the year has been outstanding. This is not just in terms of the incident statistics, because safety is not about numbers, it's the increase in contribution to the safety systems and the change in attitude towards safety. In the last year, I believe that the *Monitor* team has built a safety culture that it should be incredibly proud of and this improvement has been recognised by BP management when they have visited the rig.

In recognition of the performance, both in terms of safety and programme delivery, I would like to offer a 'Red Letter Day' voucher to the longer term members of the *Monitor* that have contributed to this success. This is a voucher that can be exchanged for activities such as white-water rafting, 4 x 4 off-roading, paragliding or something more sedate if you wish (see notes at end).

It has been a pleasure to work with such a professional and committed team and I wish everyone the best of luck for whatever they do in the future."

—Sarah Gay
Drilling Superintendent, Mungo
BP

FOCUS II—*Rig 140*

"I would just like to thank you (George Matej) and your team for the excellent 3 day FOCUS II training that I attended. I was hugely impressed by the *GSF 140* crews and the way in which they welcomed me into the team coupled with their strong drive to maintaining a safe and injury free work place. The 'Randy Smith' facilitators worked us hard during the 2 day practical sessions which really drove home the corner stones of FOCUS and the power of the team.

Having worked with all of the main drilling contractors in the past, I have never experienced such a high level of commitment to working safely and have no doubt that we will achieve our challenging HS&E goals through the power of the team and their positive behaviours.

A special thanks to Ray Berry who has not only put a tremendous effort into making FOCUS II a success but has left his team in no doubt about what is required to become and remain a member of the *GSF Rig 140* team."

—Peter Greaves
Drilling Engineering Manager (Europe, North Africa & Asia)
Amerada Hess

Labrador

"Petro-Canada would like to thank yourself (David Foster), GlobalSantaFe mnanagement and, in particular, the crew members of the *Labrador* for the safe, efficient, and positive way that they performed on the P10-4 well.

The excellent teamwork and positive "can do" attitude meant that Petro-Canada offshore and onshore teams, together with the service company teams, quickly knitted into an efficient organisation with good morale.

The rig arrived with an impressive safety record and leaves with it intact. All the well objectives were met within the plan.

Petro-Canada hopes to be active in the near future and this track record will stand GlobalSantaFe, and particular the *Labrador*, in good stead when considering future work.

Good luck in your future ventures."

—Dave McKellar
Well Construction Manager;
Reidar Hustoft
Country Manager,
Petro-Canada

Rig 140

"On behalf of the Western Area Development Project I would like to thank you and your team for all your efforts during the recent campaign. First and foremost it must be said that the team has a first rate attitude to safe operations. There appears to be a genuine concern for one another on the rig and this is manifest in the team's excellent LTI free record. There were a few challenges during the drilling of the well but good use of Time Out For Safety and other systems meant that there was always controlled management of the situation.

I personally found the open and honest approach of the team very refreshing. It is only where there really is a fear-free environment, where people can constructively challenge, that the real safety gains can be made. It is a pity that AHL is not able to promote more work with GSF and *Rig 140* as it would be of benefit to continue to develop the good working relationship.

Good luck in the future and safe operations to all your team."

—John Anderson
Amerada Hess

Rig 127

"Oxy DC&W extends congratulations to all personnel for the excellent overall performance on the IS-149 well. To date, this is the most efficient Shuaiba multilateral that we have completed, drilling 17,917 feet in 27.1 days. The well was completed 16 days ahead of schedule at $1.8 million under budget with a NPT of only 2.15%, truly an extraordinary team effort.

Keep up the good work."

—Mike Lively
OPQL Drilling Operations Coordinator,
Occidental Petroleum Qatar Ltd.

Environmental Management System

"We are pleased to inform you that BP has completed its review of GlobalSantaFe's documented, compliance-focused Environmental Management System (EMS) and is satisfied that it conforms to BP's current EMS requirements for contractors. The review process confirmed that GlobalSantaFe has procedures in place to identify and manage environmental risks and compliance obligations, including clear assignments of responsibilities from management to operations. We commend your attention to this important area of business and hope that it has been beneficial to your organization.

Please note that this is not a commitment by BP to award any work to GlobalSantaFe, a certification of compliance or a judgment of the degree of implementation of your system. We will be reviewing EMS implementation on an on-going basis through our normal contractor oversight process and will use the EMS evaluations and implementation determinations as part of our on-going contractor selection and renewal processes.

Again, we thank you for your efforts and support of this important aspect of our industry. We look forward to continuing to work with you to gain the benefits that a quality EMS will bring to both our businesses."

—Mark R. Patterson
Wells Manager, GoM Shelf
BP America Production Co.

Aleutian Key

"Congratulations to all the crew on the *Aleutian Key* for completing four years without a Lost Time Incident. This is a significant milestone and I would like to thank everyone who has contributed to this accomplishment.

ExxonMobil believes in and is committed to the concept that "Nobody gets hurt" while working for us. This is an important step on the road to that goal.

As you have proven the ability to work extended periods with no serious injury we need to raise the bar and work towards the goal of an injury free work place. All the rigs in Equatorial Guinea have worked two consecutive months this year without an injury beyond first aid and the *Key* has been recordable free for two of the four months this year. One day at a time we're moving towards an environment where everyone returns home as healthy as they came to work.

2002 was our best year in Equatorial Guinea in terms of drilling performance so clearly good safety results and good drilling performance can be achieved. The factors that contribute to a safe job—planning, preparation, training, proper tools—are the same factors needed to perform well in our operations.

Congratulations on a job well done."

—James M. Davis
Field Drilling Manager Equatorial Guinea
ExxonMobil Development Co.

Calling It a Day...



John Patterson

"Farewell, Adieu, Adios."

"As some of you may know, I have had a few health problems over the past six months and as a result I have had to make the difficult decision that it is time to call it a day.

Over the past 33 years with the Company, I have made a lot of very good friends and worked with some of the best people and teams in the business. We have had some good times and some great times, and these are memories I'll never forget.

I would like to wish each and every one of you health, wealth and happiness over the coming years and hope that when it comes time for you to "call it a day" that you have as many fond memories of your time with GlobalSantaFe as I do.

Take care and hope to see you around."

With Best Regards,

John Patterson



A luncheon was held in honor of John Patterson's retirement. John (right) with George Matej,Vice President Operations, UK, Caspian, Canada.

IADC Excellence Award 2002



Ray Dunn (left) with George Matej.

On May 16, 2003, *Rig 135* was awarded the IADC North Sea chapter Safety Excellence Award as runner-up in the semisubmersible category. Receiving the award was Ray Dunn, *Rig 135* Rig Manager.

Ray commented, "We have a lot of semis working in the North Sea and they are all working very hard to achieve an injury free work place. This award goes to us all—I am just the Manager who had the honor of receiving it."

Ray is currently serving as Rig Manager on the *Arctic III* in the North Sea and *Rig 135* is under contract in Equatorial Guinea.



Gus Norrie

On May 7, 2003, Gus Norrie achieved his 30 year milestone of service to the Company and is the sixth longest serving employee in the North Sea operation.

As a Welder, Gus has burned many rods over the years and has fabricated numerous custom projects. Gus first went to work on the Auk Platform and has served on *Britannia*, *Rig 135*, the Clyde Platform and, for the last 11 years, on the *Magellan* (Gus served as a Welder during the rig's construction).

Congratulations to Gus.



On July 6, 2003, Steve Bilsing, Regional Vice President, International (left), reached his 25 year service milestone. Marion Woolie, Senior Vice President, Operations, congratulates Steve following a luncheon held in his honor in August.



Heather Donachie, Administration Assistant in the Aberdeen office, celebrated her 20 year service milestone. (Congratulated by George Matej.)



Dave Walls, Operations Manager, UK celebrated his 15 year service milestone.

Three crew members of the *Dada Gorgud* were recognized as Safe Employees of the Month for May: Ramiz Bakhtiyev, Paint Foreman; and runner ups Nazim Gadjiev, Roustabout; and Sabiraga Djavarov, Crane Operator. Each were presented with certificates and promotional awards by ACG Well Teams Leader, Phil Prestridge.The awards presentation also gave Phil the opportunity to congratulate the crews on the safety and drilling performance of the *Dada Gorgud's* crews during the drilling of the Central Azeri template.



From left: Ramiz Bakhtiyev, Phil Prestridge, Nazim Gadjiev, Mike Simpson (Azerbaijan Operations Manager), Sabiraga Djavarov, and Steve Thorley (Rig Manager).

Davidson Iwezor, Floorman on Crew 'A', *Adriatic VI*, was selected as Crew Member of the Month for August for the quality of his Focus cards and for his contribution to safety, both in safety meetings and on the job.



"Uncle David" Iwezor

"Uncle David", as he is known to his work mates, is well liked by his supervisors and fellow crew members alike. He lives in Port Harcourt, Nigeria, with his wife, daughter and four sons. During his time off he helps his wife raise chickens and enjoys heading to the beach with his family for picnics and swimming.

Galaxy II crewmembers Terry Cock and Ranald Simms received CAODC (Canadian Association of Oilwell Drilling Contractors) awards in recognition of their supervision without Lost Time Incidents.



Terry Cock (left), Driller, receives award from Anthony Skipper, Senior Toolpusher.



Ranald Simms (left), Toolpusher, receives award from Doug Cumming, OIM.



Chella Idasi

Chella Idasi, crewmember on *Adriatic VI* in Nigeria, was recognized as the rig's Employee of the Month for June. Chella has been a pivotal force in promoting team work and safety awareness.

On a personal note, Chella is a proud family man with two sons, age seven and five, and a beautiful six month old baby daughter. The family lives in Eket, Nigeria, and Chella enjoys running, football, and especially family fun on the beach.



Two *Key Singapore* crewmembers were recognized for their long-term service to the Company. In photo from left: Ken Stockstill, Senior Drilling Foreman; Mohamed Nasr, Toolpusher (25 years of service); Ahmed Shabaan Hamid, Crane Operator (25 years of service); and Rizk Morgan, Barge Engineer. A dinner was held in honor of the employees on the *Key Singapore* on March 21.



Dave Conarty (right), *Magellan* STC, was recognized for his outstanding commitment to ASA and maintaining an injury-free workplace. Pictured here with John Boone, North Sea Operations Manager.



From left: Mark Aaron, Chairman of NIRI and Vice President, Investor Relations, Tiffany & Co.; Brook Wootton; and Louis Thompson, President and CEO of NIRI

Wootton Recipient of NIRI Award

Brook Wootton, Manager, Investor Relations in the Houston office, received the Best Communications award at the NIRI 2003 Annual Conference held June 8-11 in Kissimmee, Florida. The NIRI (National Investor Relations Institute) membership is made up of IR professionals responsible for communication among corporate management, the investing public and the financial community. Brook was President of the Houston Chapter during 2003 and is currently Chairman of the 2003 NIRI Southwest Conference.

Dust Storms a Common Sight in Desert Operations



Just as Rig 102 in Kuwait was ready for inspection, guess what happened? This photo was taken at the site of Well No. SUG-55 on May 14, by Romany Dawood as a dust storm engulfed the rig site.

Charlie Mearns Relocates to Cairo



Charlie Mearns (right), with his wife Lorraine and Chris Ness, Regional Vice President, was honored at a luncheon celebrating his contribution to UK operations.

After 23 years of service in the Company's UK operations where he served as Regional HS&E Manager, Charlie Mearns accepted a new position in the Cairo office where he will serve as Area STE Manager, Middle East. In addition to his HSE responsibilities, Charlie will also assume management of all training related activities in the Middle East region.

Over the years, Charlie has made a tremendous contribution to Health and Safety in the UK operation, not only on behalf of GlobalSantaFe, but through his outstanding work with the IADC and Step Change organizations. Charlie will no doubt maintain the same high standards in his new post. We wish Charlie and his family (wife Lorraine and children Sam, Julie and Sheenagh) every success.



This photo of a circular rainbow was taken by Derek Knights, High Island IX Drilling Superintendent, offshore Gabon. A circular rainbow viewed looking down from an aircraft is uncommon but viewing one from the ground looking up is a very rare natural phenomenon.

Environmental Commitment Recognized



BP award presentation (from left): Raj Puri (BP), Chris Harder (BP), Dan Anderson (GlobalSantaFe Domestic Environmental Affairs Manager), Bill Robinson (GlobalSantaFe Director HSE Worldwide) and Mark Patterson (BP).

On July 30, BP presented a plaque to GlobalSantaFe representatives in recognition of the Company's compliance-focused Environmental Management System (EMS) and to recognize our commitment to prevention of pollution and continual environmental improvement.

Environmental awareness has become an international concern. Countries and corporations both seek ways to address these environmental concerns. GlobalSantaFe's EMS provides a consistent standard by which our environmental commitment and performance can be evaluated and recognized internationally.

Environmentally conscious companies such as BP evaluate an organization's EMS to determine contractor selection and renewal. BP stated that "Again, we thank you for your efforts and support of this important aspect of our industry. We look forward to continuing to work with you to gain the benefits that a quality EMS will bring to both our businesses."



Marine Life Off Nova Scotia

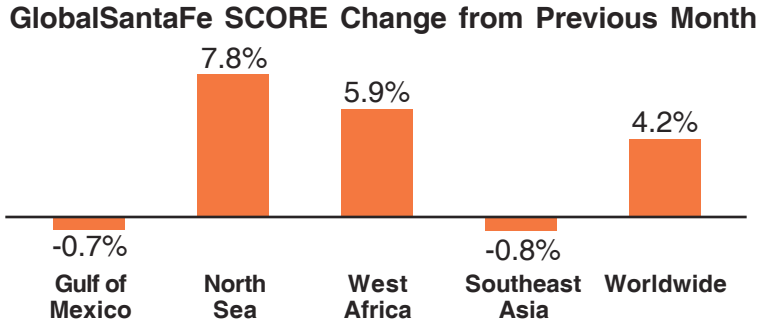
In mid-June, *Galaxy II* Barge Engineer Mike Sanford went for his camera after spotting this whale swimming about the rig. Mike commented, "It was a beautiful day, well over 20 degrees Celsius (68 degrees Fahrenheit) and the whale decided to stay around for a while—he obviously wasn't camera shy."

GlobalSantaFe SCORE—September

(Summary of Current Offshore Rig Economics)

GlobalSantaFe's SCORE compares the profitability of current mobile offshore drilling rig dayrates to the profitability of dayrates at the 1980-1981 peak of the offshore drilling cycle. In that peak period, when SCORE averaged 100 percent, new contract dayrates equaled the sum of daily cash operating costs plus approximately $700 per day per million dollars invested. In addition to a worldwide SCORE covering key types of competitive offshore drilling rigs in key drilling markets, a separate SCORE is calculated for certain types of rigs and certain regions to indicate the relative condition of rig markets.

	Sep 2003 SCORE	Aug 2003 SCORE	1 Month Change	1 Year Change	5 Year Change
Gulf of Mexico	34.1	34.4	-0.7%	3.3%	-19.4%
North Sea	45.9	42.6	7.8%	4.1%	-39.3%
West Africa	49.3	46.6	5.9%	-8.8%	-25.3%
Southeast Asia	48.0	48.4	-0.8%	2.9%	-24.1%
Worldwide	41.6	39.9	4.2%	0.0%	-32.0%
Jackup	46.7	44.2	5.5%	-5.0%	-22.0%
Semisubmersible	36.1	35.8	1.0%	7.5%	-42.5%





Mark Bachand and Erin Lake were married March 28th in Las Vegas, Nevada. Mark is Chief Mate on the *Explorer.* Erin's daughter Summer served as flower girl in the ceremony. The Bachands make their home in Sault Ste. Marie, Michigan.



On August 23, **Shelly VanTassel**, Operations Secretary in the Nova Scotia office, was wed to Bruce Fraser in an outdoor wedding held in their front yard, Portuguese Cove, Nova Scotia.



Congratulations to **Brian Townsend** and Sarah Springer on their recent marriage. Both are graduates of Texas A&M University. Brian received his B.B.A. in Finance and is an Operations Accountant at GlobalSantaFe's Houston office. The couple was married on April 12, 2003, and honeymooned in Aspen, Colorado. They now reside in Katy, Texas.

Congratulations to the parents and grandparents of the newest members of the GlobalSantaFe family



Alexandra Nicole Pirtle was born on March 3, 2003. Her parents are Donnie and Cherri Pirtle. Donnie serves as Area Operations Manager in the Cairo office.



Samuel Dane Valdez was born on May 25, 2003. His parents are Dane and Caroline Valdez. Dane is Rig Manager on the *Key Hawaii* in Saudi Arabia.



Alanna Sofia Pitre was born on August 28, 2003. Her parents are Chris and Karla Pitre. Chris is a Senior Project Engineer in Operations Support, Rig Systems Group, in the Houston office.



Jackson Thomas Statkus was born on May 27, 2003. His parents are Erin and Nick Statkus. In photo, with his daughter and grandson, is Tom Gibson, currently working in the Houston office on the Preventive Maintenance development project.



Jack Barrett Lega was born on July 23, 2003. His parents are John and Courtney Lega. John is a Senior Designer in the Houston office.



Claire Elizabeth Ansel Conery was born on May 22, 2003. Her parents are John and Eileen Conery. John is a Senior Attorney, Contracts, in the Houston office.

In Memoriam

Andrew Michael Allen passed away on July 20, 2003, from natural causes while scuba diving off the coast of Halifax, Nova Scotia. Andy's latest assignment was serving as Master on the drillship *Jack Ryan*. Among other assignments, Andy had worked in the Houston office in the position of Port Captain. Andy is survived by his wife Patricia and his stepson Luke. He was 50 years of age.

Martin Woodward passed away on August 5, 2003, as a result of a fatal heart attack. At the time of his death, Marty was assigned to the *Key Singapore* upgrade project as a Welding Foreman near Alexandria, Egypt. He is survived by his wife Sandra and two children. He was 56 years of age.

Wilber J. Lawler, a Santa Fe retiree, passed away on March 22, 2003.

Thomas O'Mara, a Santa Fe retiree, passed away on April 9, 2003.

George Good, a Santa Fe retiree, passed away on April 26, 2003.

Mary Lou Barela, a Santa Fe retiree, passed away on May 10, 2003.

James D. Walters, a Global Santa Fe retiree, passed away on May 12, 2003.

William Forsyth, a Santa Fe retiree, passed away on May 26, 2003.

Charles Smith, a Global Marine retiree, passed away on May 28, 2003.

Arthur D. Harrison, a Global Marine retiree, passed away on May 31, 2003.

Pete Beardmore, a Santa Fe retiree, passed away on July 5, 2003.

Kenneth Gardner, a Santa Fe retiree, passed away on July 21, 2003.

Carol Courtade, a Global Marine retiree, passed away on August 6, 2003.

Pete Sheppard, a Santa Fe retiree, passed away on August 9, 2003.

John C. Dunham, a Santa Fe retiree, passed away on August 15, 2003.

Charles Phillips, a Santa Fe retiree, passed away on August 25, 2003.

Ted Armstrong, a Santa Fe retiree, passed away on September 23, 2003.

Glen Palmer, a Santa Fe retiree, passed away on September 25, 2003.



Salah Samaan Ibrahim Helal

On June 17, 2003, **Salah Samaan Ibrahim Helal**, an Assistant Driller on the *Key Hawaii* in Saudi Arabia, fell to his death from the substructure beneath the rig floor to a platform deck below. Salah was born on December 6, 1964, in Dammietta, Egypt. He earned a B.Sc. of Agriculture certificate in 1986 and joined the Company in March 1991. Salah transferred from Egypt to Saudi Arabia in December 2000. Salah is survived by his wife, Mervat Moustafa Khalil El Sayad, his daughter Esrsaa, age 13, and his sons Mohamed, age 12, Esslam, age 6, and Osama, age 2. He is also survived by his mother, two brothers and two sisters. Salah was a valued member of the GlobalSantaFe family and we send our deepest sympathy to his family, friends and colleagues.

Boys and Girls Country

A warm and loving home to come to at the end of the day. A safety net should you fall. A constant support network. Strength for your past, encouragement for your future.

This is what over 1,000 Houston area youth have received since 1971 through their association with Boys and Girls Country. Located northwest of Houston, over 100 children ages 5-18 are currently calling this campus their home. Caring for children from a family in crisis, Boys and Girls Country shares with these children the love of family through the child's academics, individual interests, goals, and continued support beyond their time at Boys and Girls Country.

Such service to youth is invaluable, and has not gone beyond the notice of GlobalSantaFe employees, especially the Community Affairs Committee. The newly formed Community Affairs Committee has philanthropy at its heart and has dedicated itself to the support of the communities of GlobalSantaFe employees. The means by which the committee will give will vary from donated funds and goods to volunteer labor.

The alignment of the charitable vision of GlobalSantaFe employees with the mission of Boys and Girls Country has all the potential to be a stellar combination. The not-for-profit Boys and Girls Country survives solely on charitable donations. In addition to a monetary donation from GlobalSantaFe, Houston employees donated school supplies and clothing to the residents of Boys and Girls Country.

The Community Affairs Committee will continue to look at other ways to lend a hand to our friends at Boys and Girls Country throughout the year.



Ashley Rose Coco

Young Writer/Illustrator Wins National Award

James Coco, Welder on *Main Pass I*, and his wife Ginger, have good reason to be proud of their daughter Ashley. As a second grader at Monterey High School in Monterey, Louisiana, Ashley entered her illustrated story "Smokey and the Garbage Can Mystery" in the Reading Rainbow Young Writers and Illustrators statewide competition. In April, to her great surprise, Ashley learned she had won first place in the second grade division. Her story was then submitted to the national competition and out of 42,000 entries, Ashley won second place. Included in her prizes were three sets of books and CDs from the Reading Rainbow organization—one set for herself, the other two for her school and local public library.

Ashley, who lives with her parents and younger sister, Megan, is a straight-A student who enjoys reading, writing, art, dance and baseball.

Congratulations Ashley—keep up the good work.

ProFile Photo Competition

"Sunset, *Adriatic V*, in Nigeria" was photographed by Russ Alexander, Hull Preservation Inspection Superintendent.Thanks to the many employees who responded to *ProFile's* first photo competition. We received several great photos, a few of which appear in this issue. Please send your photo to bill.abbott@gsfdrill.com if digital or mail photos to GlobalSantaFe, ProFile Photo Contest, 15375 Memorial Drive, Houston, TX 77079 (all photos will be returned).



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