

RISK MANAGEMENT

Next Generation Pipeline Workforce

Mindset, Heartset, Skillset



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Future Leaders & Managing Risk in the Workplace Human Factors

Managing Risk in a Dangerous Workplace

How I learned about **RISK MANAGEMENT!**

The hard way!

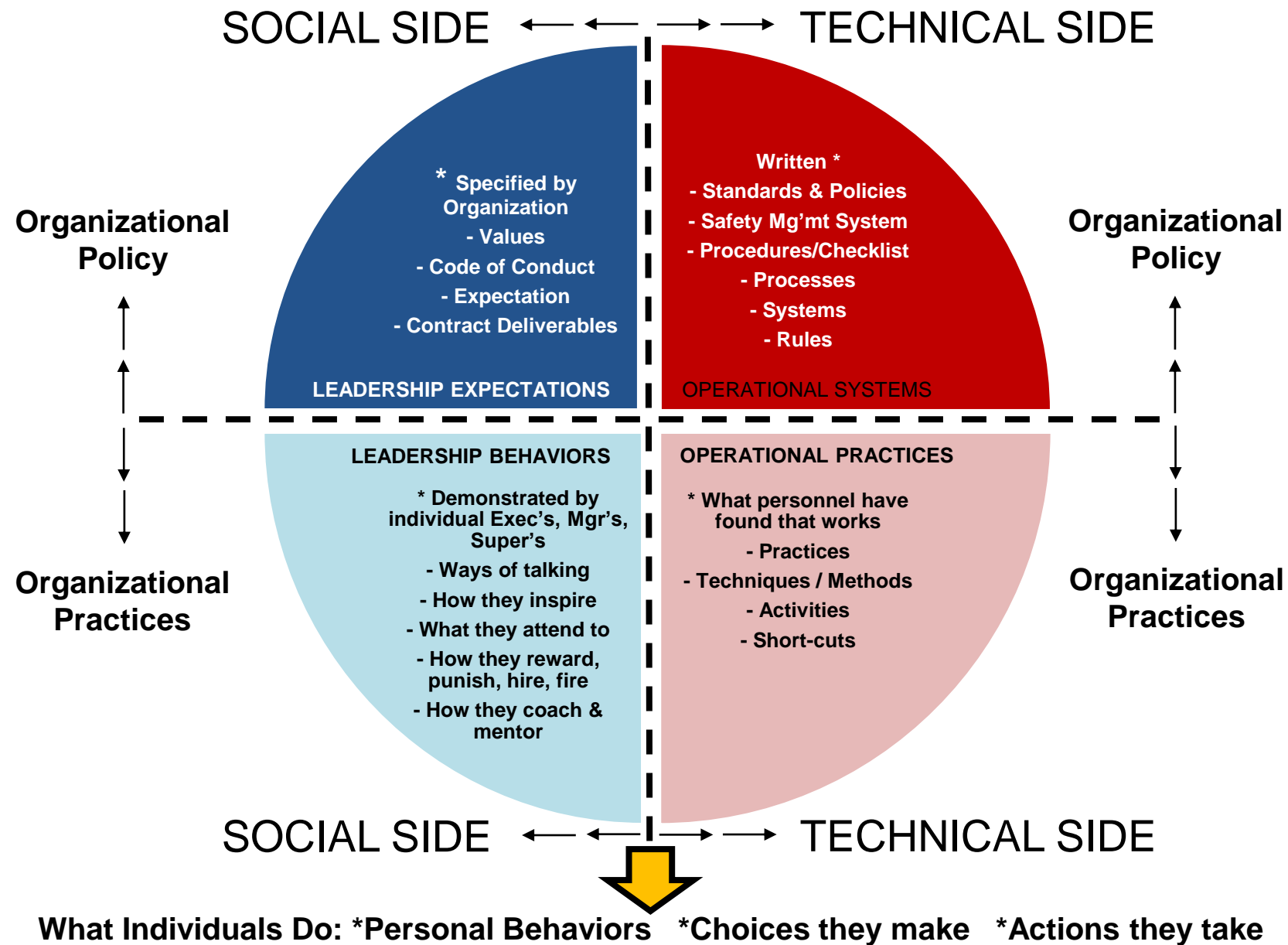
My Story. . .



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How to Influence Operating Behavior in the Workforce



Jim Wetherbee

Jim's 5 signs of healthy organizations

1. **INFORMED:** Leaders listen to their workforce and know what is going on. Communication is 2-way, and people report freely on errors and near misses, confident that this information will be used to improve safety.
2. **MINDFUL:** There is a 'smart awareness' about potential failures. People think about what might go wrong and what should be done to prevent it.
3. **LEARNING:** We examine and learn from internal/external incidents, which are acted upon. Assumptions are challenged. Procedures are constantly validated.
4. **FAIR:** People accept and agree on accountabilities and consequences. Everyone is treated equally and consistently. Failures are opportunities to improve. Blame is reserved for truly culpable behavior.
5. **RESPECTFUL:** People are involved and encouraged to participate—their ideas are sought out and considered. They are willing to listen and to defer to those who have the knowledge and expertise.



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Quote by Jim Wetherbee

Risk Management structure is the framework of policies, rules, and standards of practice, and is intended to give employees direction. These are company-wide standards, basic operating principles, and local rules, work practices and procedures. The leaders are responsible for ensuring this structure of guidance is correct, published, accessible, and understood. Leaders must know that people are not accountable unless they have accepted their responsibilities after understanding what they are.

Specify practices. The leaders must clearly set expectations to follow the guidance, including what practices are to be used. Practices are the ways of working, including the methods for making decisions or performing tasks. Employees are expected to conform to the standards and principles, and comply with the policies and rules.

*Employee must understand and accept the accountability - by committing to perform. If the accountability is not accepted, the leader should not expect performance. **When organizations fail, this is often the omitted step; the leaders may provide the policies and rules, but then will fail to set expectations to follow certain practices, won't test for understanding or ask for commitment, and don't verify that the expected practices are actually being performed.***



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Understanding the Numbers – what
our next generation is facing

Where have all our Sage's gone?



Dumbledore



Obi-Wan Kenobi



Gandalf the wise

Deloitte Millennial Survey 2013

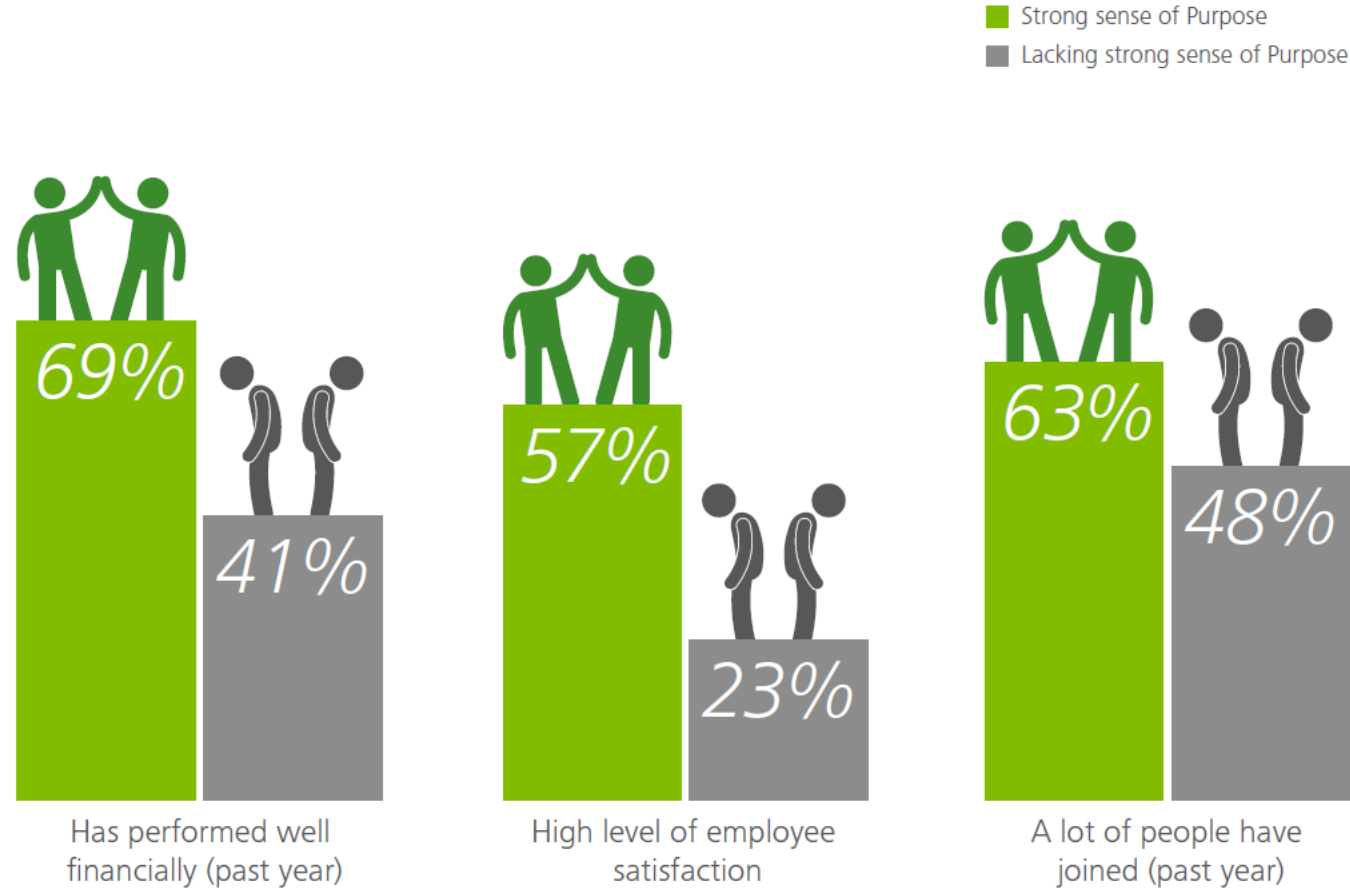
Challenges facing society that demand the attention of business...



Q. What are the challenges facing society that you think most demand the focused attention of businesses and others to find new solutions?
[Open question] Base: All 4,982 respondents

Deloitte Millennial Survey 2015

Figure 2: Purpose strongly linked to business performance and employee satisfaction



Q. Thinking about the company or organization you work for, to what extent would you agree or disagree with the following statements?

Base: All 7,806 respondents

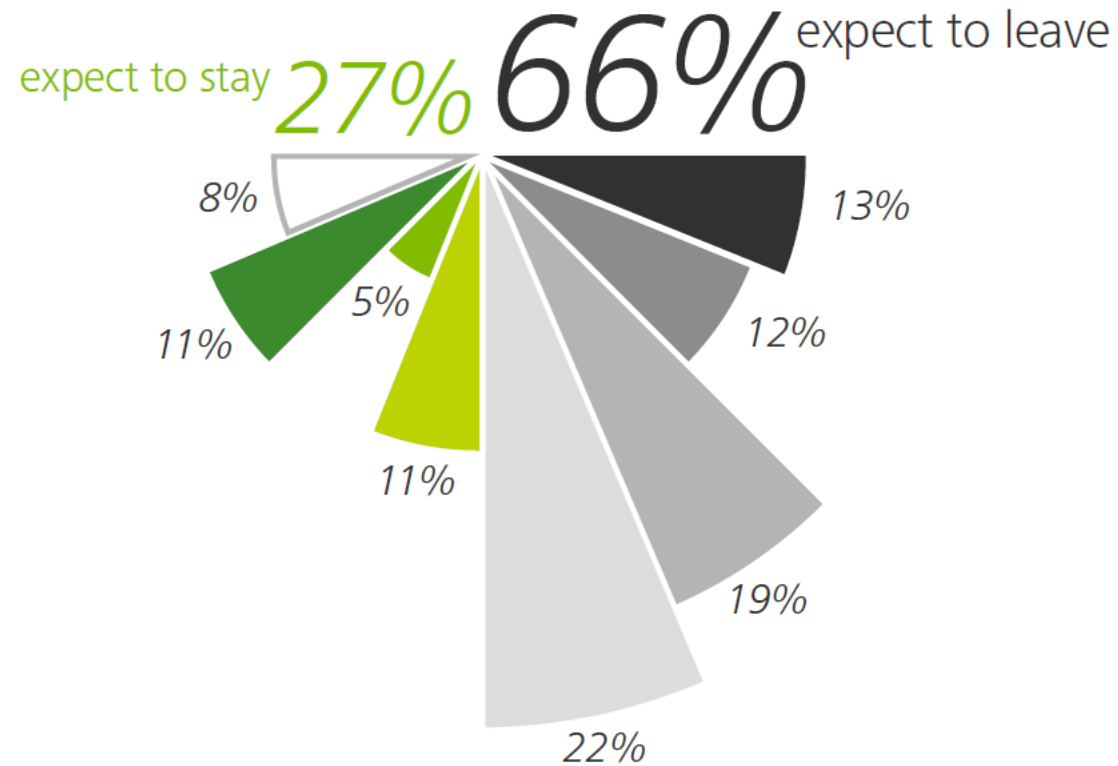
Deloitte Millennial Survey 2016

Many Millennials have one foot out the door

Figure 1: Two in three Millennials expect to leave by 2020

Percentage who expect to leave in the next...

- ≤ 6 months
- 6 months to 1 year
- > 1 to 2 years
- > 2 to 5 years
- > 5 to 10 years
- > 10 years
- Would never leave
- Don't know



Q. If you had the choice, how long would you stay with your current employer before leaving to join a new organization or do something different?

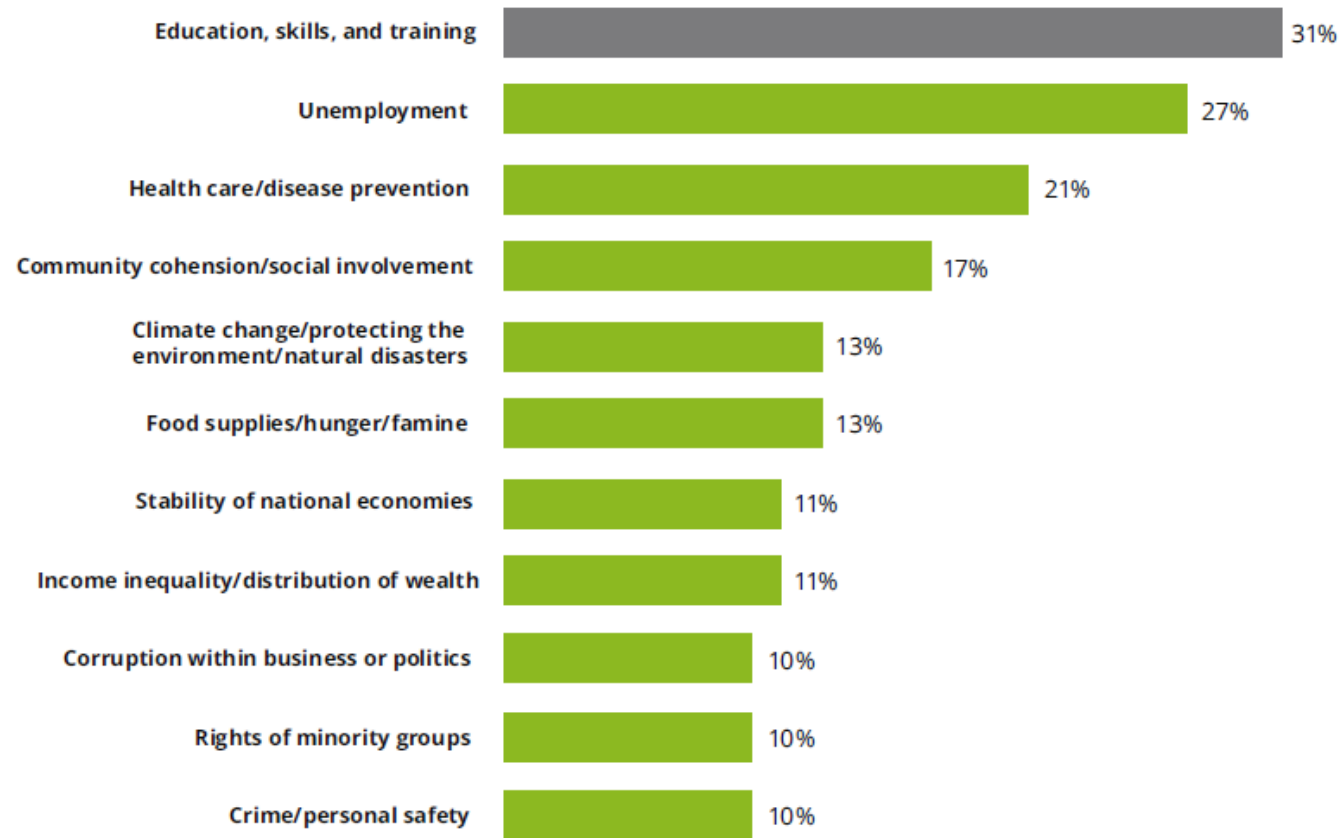


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Deloitte Millennial Survey 2017

Figure 7. Millennials' employers most supportive of education, employment, and health care initiatives
Percentage of employers currently addressing the following issues



Q14. Which of the following issues, if any, does your organization help to address by getting directly involved or by supporting charities and others working in that area?



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Deloitte Millennial Survey 2018

In this year's survey, millennials' views of business's motivations and ethics, which had been trending up, took a sharp downward turn . . .

-15% ↓

Agree that business leaders are committed to helping improve society

+12% ↑

Believe that businesses have no ambition beyond wanting to make money

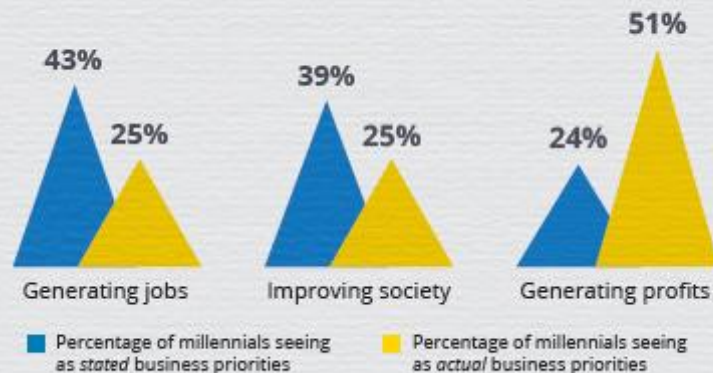
-17% ↓

Believe that businesses behave in an ethical manner

+16% ↑

Believe businesses focus on their own agendas rather than considering society in general

. . . partly because businesses are out of step with millennials' priorities.



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Why Competency – isn't training a
person enough?

What is COMPETENCE ?

Competence means the ability to undertake responsibilities and to perform activities to a recognized standard on a regular basis. Competence is a combination of practical and thinking skills, knowledge, understanding and experience, and may include a willingness to undertake work activities in accordance with agreed standards, rules and procedures. Competence depends on the context and the environment in which the activity is performed, and also on the working culture of the organization. In the work environment the standard of competence is the standard of work expected to satisfy a number of requirements, including business objectives as well as health and safety requirements. The context, environment and culture are particularly relevant during a person's development program before their first competence assessment, and when seeking to address any subsequent sub-standard performance.

Developing competence will not in itself guarantee safety, but it will improve the predictability of good performance.

~The Office of Rail Regulation

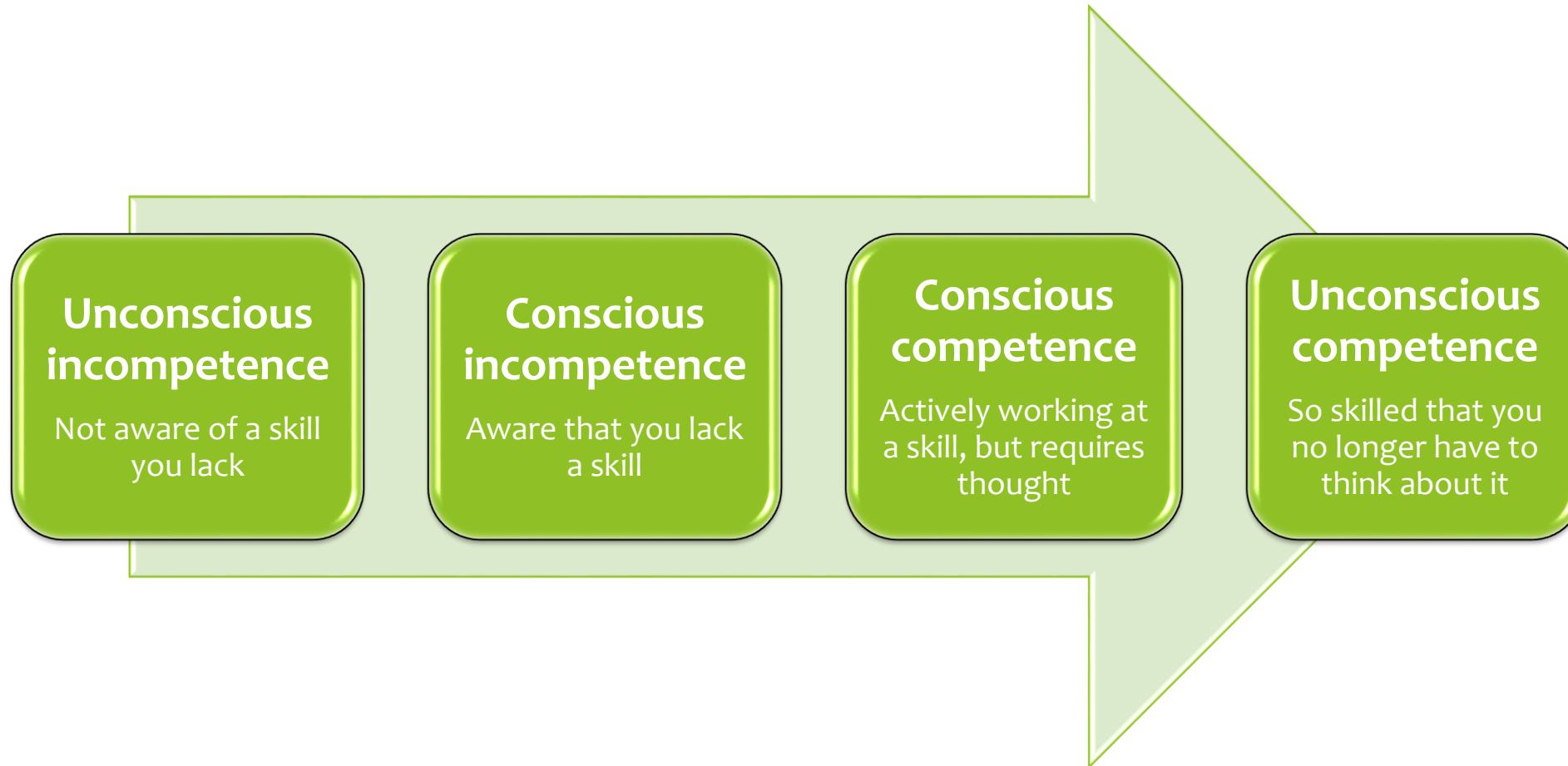


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The 4 stages of competency (or learning)

Thomas Gordon & Noel Burch



Common Misconceptions

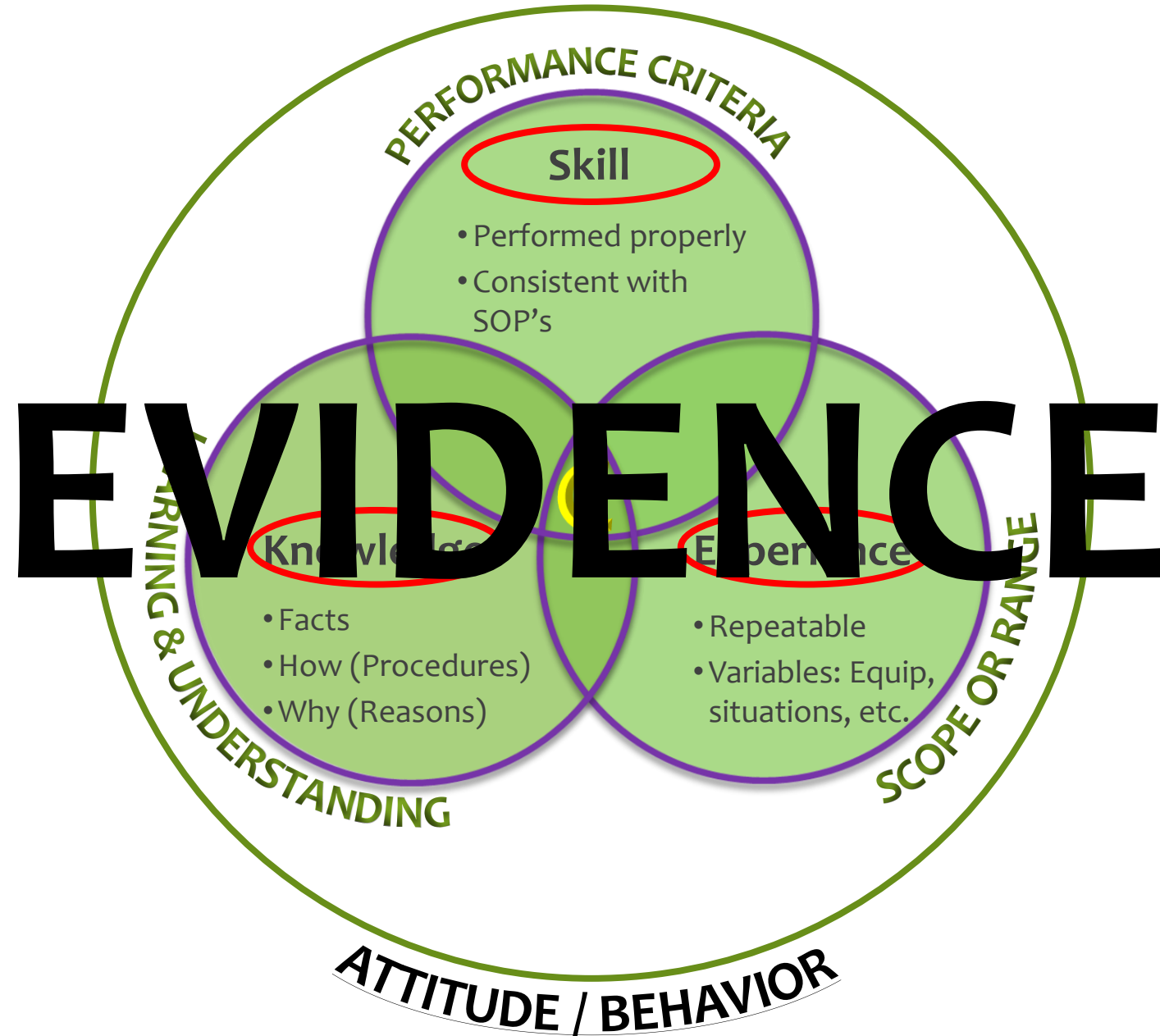
Training	=	Competence
Knowledge	=	Competence
Experience	=	Competence
Behavior	=	Competence
Assessment	=	A written test



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Key Principles of the Competency Model



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Workplace Assessment

Getting it Right!

Assessment – Key to Risk Management of Human Factors

- Workplace assessment should only be conducted by trained & qualified assessors
- Assessments measure knowledge & performance of the individual as defined in standards – **NOT PERSONAL OPINIONS**
- Understanding the legal impact of how to conduct, record, and document an assessment summary
- Knowing how to provide feedback of the assessment summary to increase Accountability & Trust
- Assessments should be thru-out an individual's career



Communication



Body Language

Questioning

Ask me about my drive from home to here this evening, so that you can try and determine my capability as a driver ?



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Observation



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Questions: How observant are you?

1. Are there cars parked on both sides of the road? **YES**
2. How many cars are parked on the left side of the road? **6**
3. What color is the pickup truck driving on the road? **BLUE**
4. How many cars are waiting at the stop light intersection? **1**
5. Is parking allowed on the right side of this road? **NO**
6. What's the speed limit? **35**
7. Are there any pedestrians on the sidewalks? **YES**
8. Are you allowed to pass another car on this road? **NO**
9. How many pipeline right of way markers did you see? **2**



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What is an Assessment?

A collection of **evidence** to
determine if an individual's
competence **meets a**
required standard

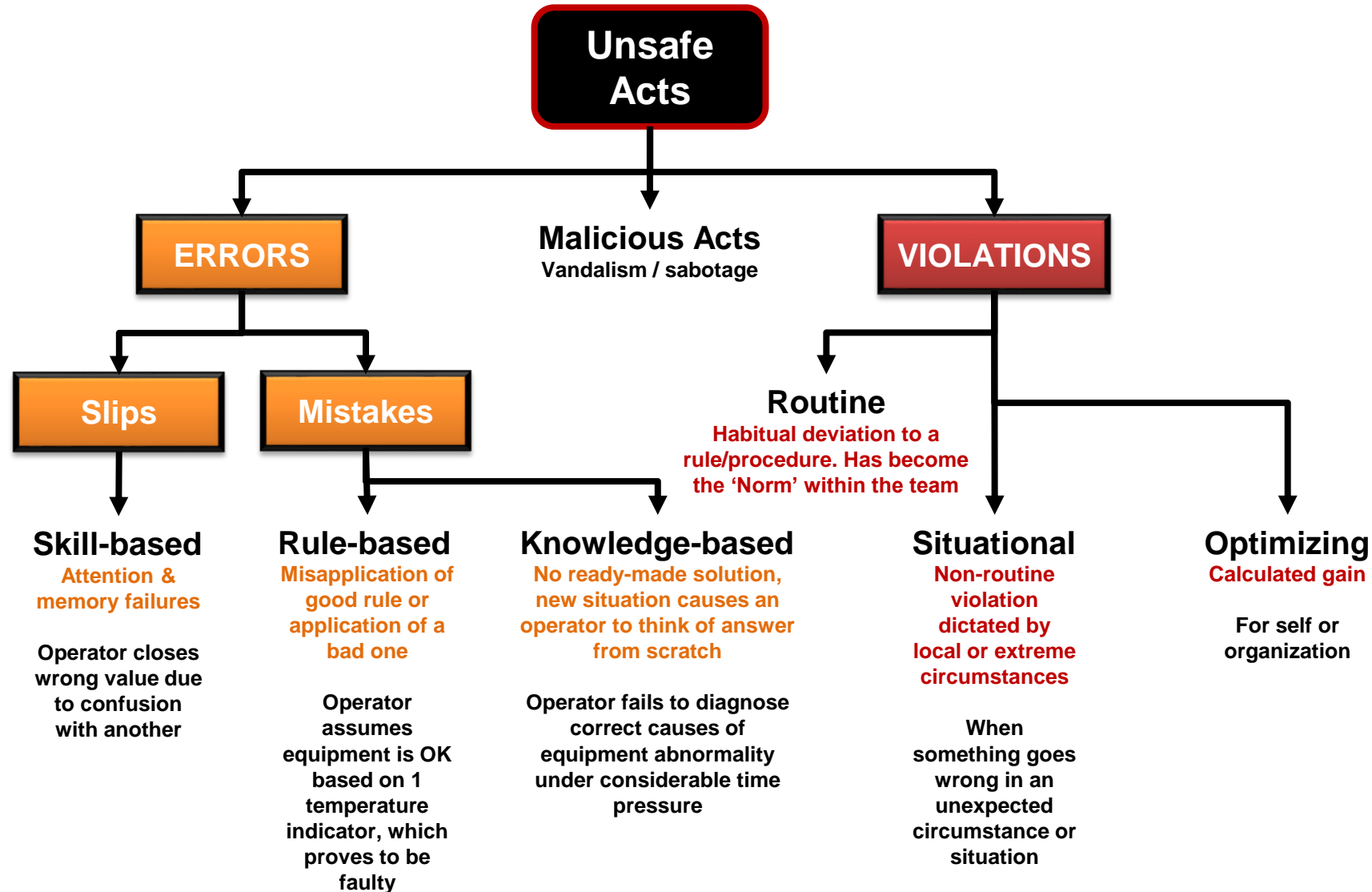


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Building Safety competency (culture)
in high risk industries

Unsafe Acts



What is Rule Breaking?

- Someone's **act** of **non-compliance**, which takes that person into an area in which subsequent errors are much more likely to have a **bad outcome**.



Todd Conklin

Pre-Accident Investigations (2012)

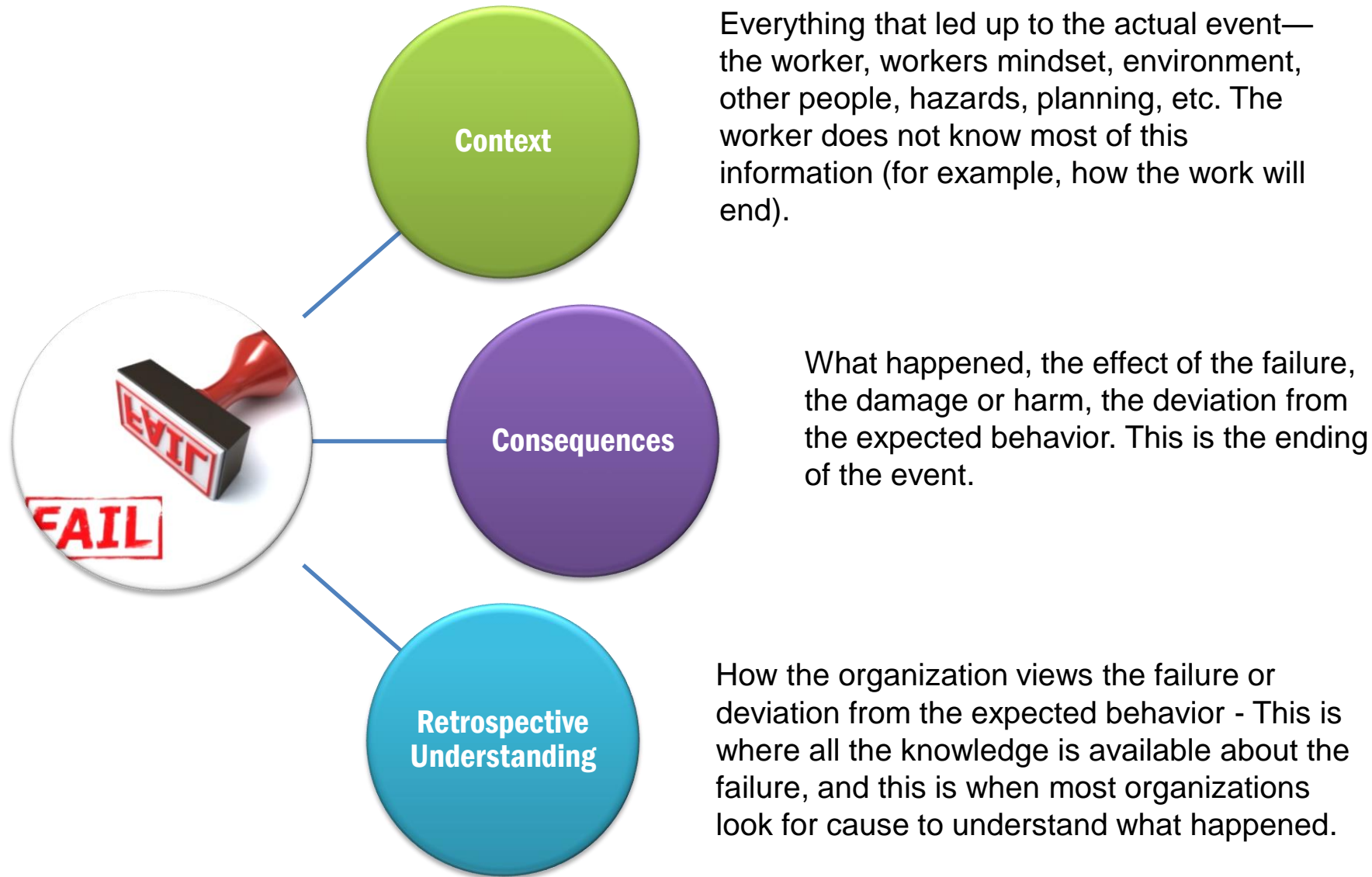
I'm about to commit safety blasphemy. Workers don't **cause** failure; workers **trigger** failure. They trigger **weaknesses** that already exist in the environment in which they work, the processes, the systems, the job sites, and in the organization itself. Ultimately, you should only try to understand failure for what you can **learn**, not for who you can **blame**. **Cause & effect** implies a remarkably linear failure path, a mechanical failure. Human failure is never linear. Human failure always **involves complex relationships**: relationships between people and processes, people and technology, people and machines, people and other people



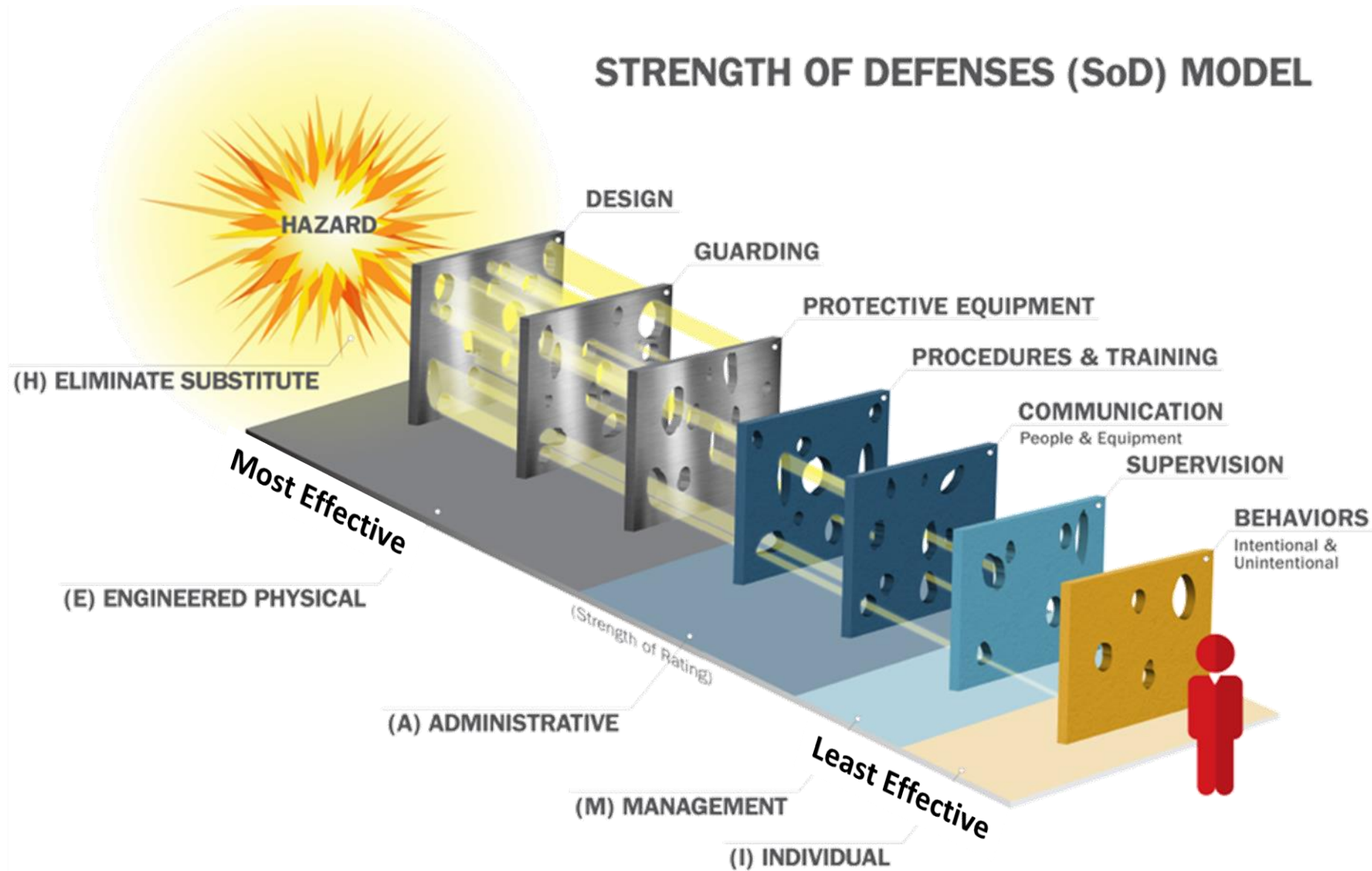
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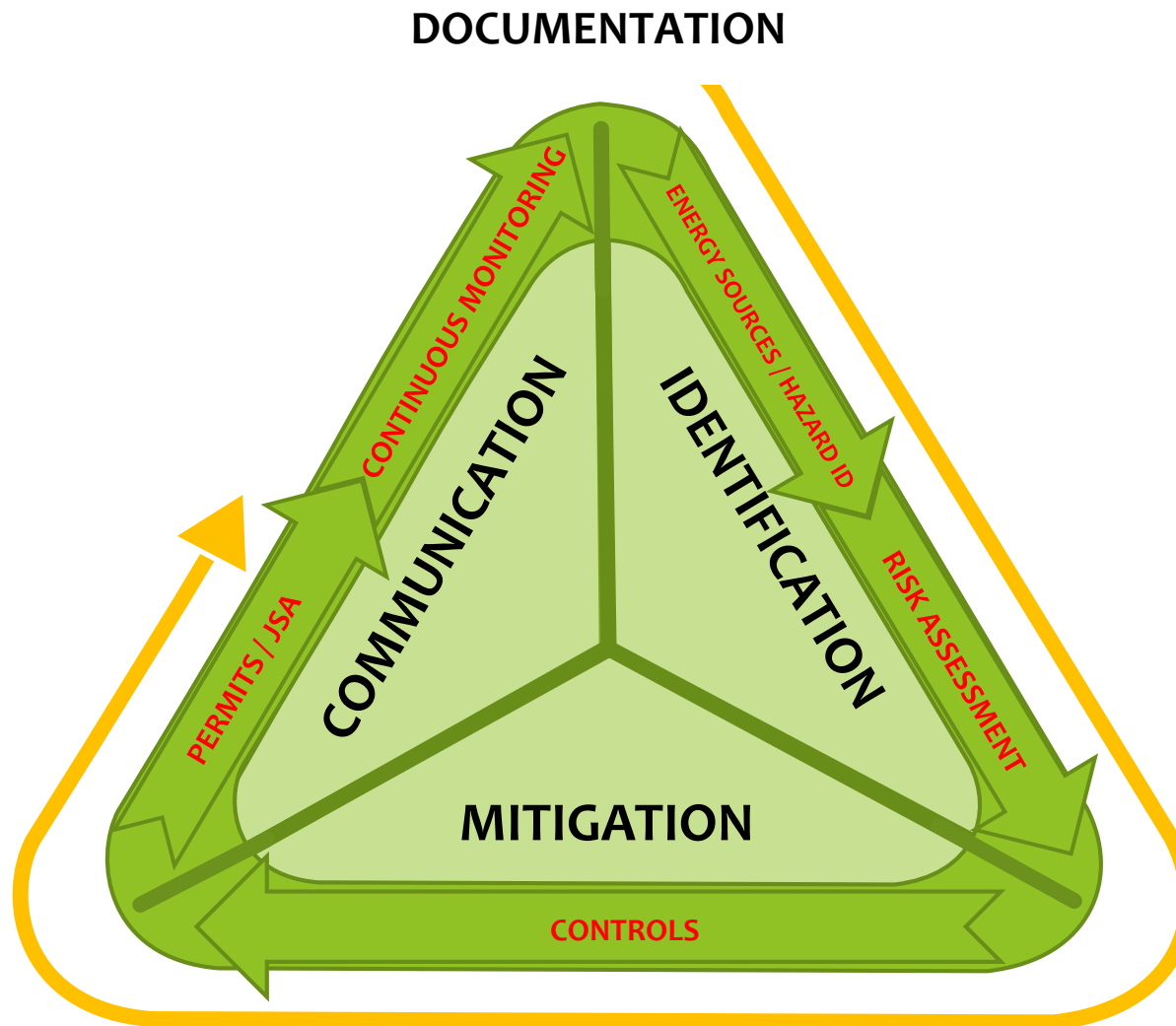
Dr. Todd Conklin - The 3 Parts of Failure



James Reason – Swiss Cheese Model

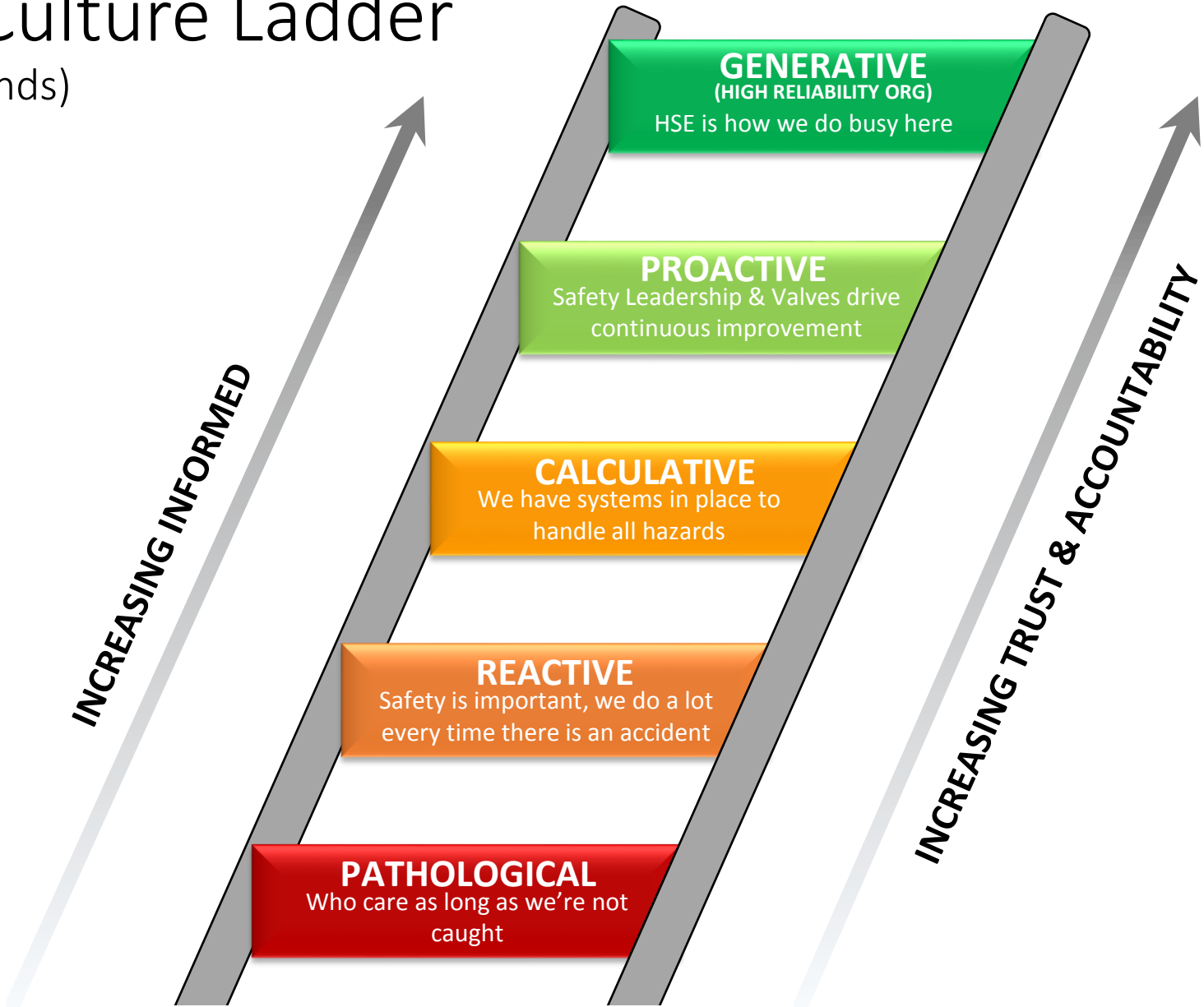


Safe Work Management Cycle



Safety Culture Ladder

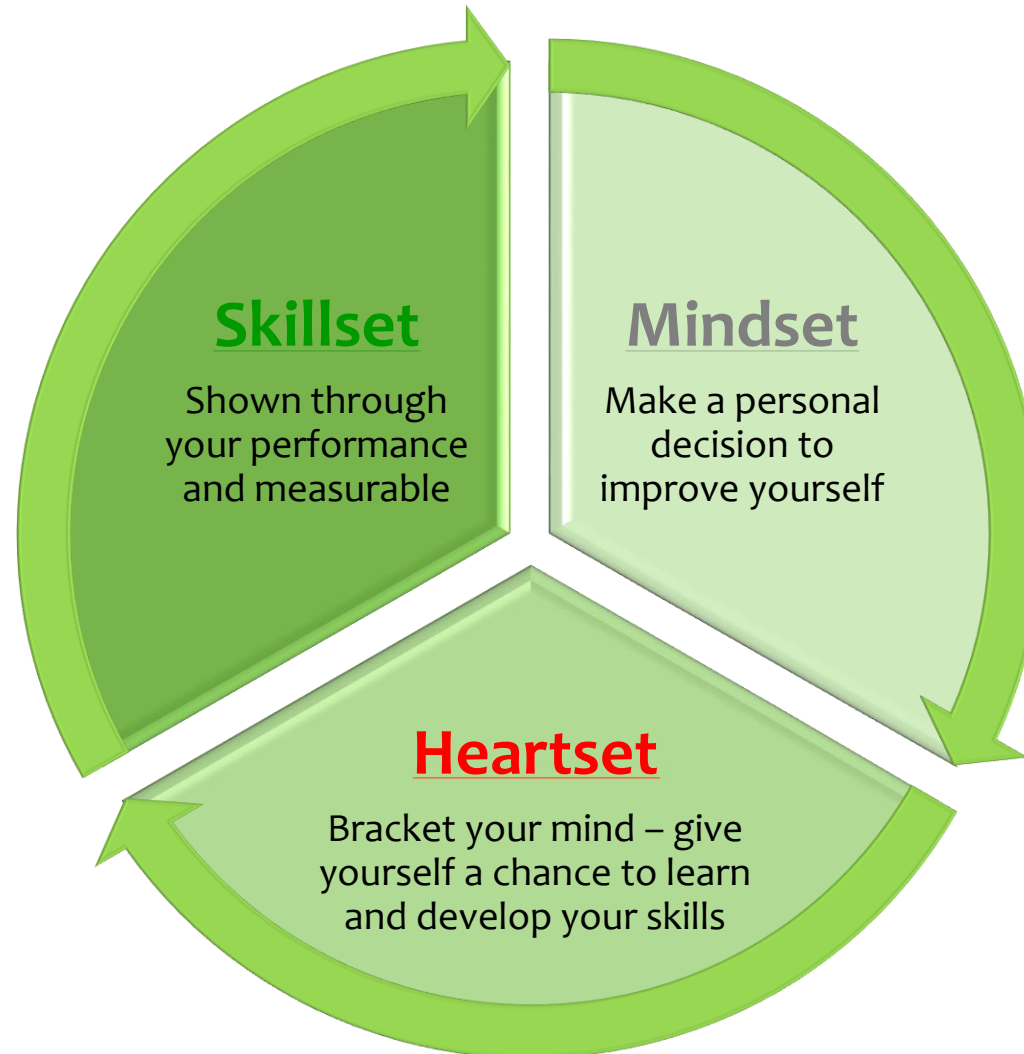
(Hearts & Minds)



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Maintaining our Next Generation Workforce



Thank you for listening

IF YOU WOULD LIKE TO FOLLOW UP BY EMAIL OR PHONE,
PLEASE CONTACT ME.

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