

International Association of Drilling Contractors



Workforce Development Committee Meeting

22 April 2015

1:00 – 4:30 pm

IADC

10370 Richmond Ave., Suite 760
Houston, TX 77042

Minutes

<p>13:00 – 13:05</p>	<p>Welcome & Call to Order <i>Pamela Wakefield, Patterson-UTI, Committee Chairman</i> Pamela Wakefield called the meeting to order.</p> <p>Facility Orientation/Safety Briefing & IADC Antitrust Policy <i>Patty Tydings, IADC</i> Patty Tydings provided the facility orientation and safety information.</p>
<p>13:05 – 13:15</p>	<p>Attendees' Introductions <i>Pamela Wakefield</i> All attendees introduced themselves.</p>
<p>13:15 – 13:45*</p> <p>*Note: Agenda was reordered to accommodate panel member</p>	<p>Workforce Attraction and Development Initiative (WADI)—IADC's Newest Accreditation Program <i>Brenda Kelly, IADC, and Pamela Wakefield</i></p> <p>Ms. Wakefield reported on the Faraday award, which was given yesterday to Patterson-UTI, Lone Star College, and IADC for their efforts to recruit and train veterans and then put them to work.</p> <p>Brenda Kelly reported on the pilot course delivered in Malta within the last month. The pilot was very successful. WADI is a (baseline) 2-week course that provides trainees with a foundational knowledge of the industry. Some training providers have programs that go beyond the baseline requirements.</p> <p>Ms. Wakefield reports that her company has hired 68 people so far from the Lone Star program (10-week program) and that those employees have been more successful, have a higher retention rate (90%), and are promoted to supervisory positions much faster. Another attendee reported that his company has hired some from that program, too, and they have had great success.</p> <p>An attendee asked what it means that the program is ready to go live. Ms. Kelly reported that the required forms are near completion and that colleges and training providers may begin applying within the next 2 weeks. There are about 50 colleges that have been involved in helping to develop the initial program.</p> <p>Members asked questions about how well the colleges are sharing resources.</p> <p>The group discussed the value of the prescreening requirements.</p>

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<p>13:45 – 14:45</p>	<p>IADC News & Workforce Development Initiatives</p> <ul style="list-style-type: none"> • Navigating the IADC Website—<i>Loretta Krolczyk, IADC</i> • Proposed Rigger Curriculum—<i>Patty Tydings, IADC</i> • Competence Guidelines Document—<i>Brenda Kelly, IADC</i> • Other—<i>Brenda Kelly, IADC</i> <p>Patty Tydings presented work done by the Crane-Rigger Accreditation Program Workgroup.</p> <p>Ms. Kelly presented work done on the Competence Program Guidance document.</p> <p>Ms. Kelly provided a brief overview of the status of the Well Control Training and Assessment Program (now called WellSharp). She explained the five levels for the Drilling Operations training track. The Well Servicing and Underbalanced Drilling tracks will be developed in a future phase. The knowledge assessment is now a standardized, online assessment with proctors. IADC provides a template for the simulator/skills assessment.</p> <p>The group asked about the KSA database and the possibility of developing KSAs for leadership. Ms. Kelly asked the WDC if they are interested in helping to develop these new KSAs to add to the database. The conversation moved into the area of human factors. Some members believe it will be difficult to identify and articulate core “soft skills” that are universal. Julia Swindle mentioned API’s RP75, which focuses on some of these topics as they relate to safety.</p> <p>Loretta Krolczyk provided an overview of what’s available on the IADC website, including chapters, how to become a member, committees, technical resources, lexicon, KSAs, etc.</p>
<p>14:45 – 16:00*</p> <p>*Note: Agenda was reordered to accommodate panel member</p>	<p>PANEL: Leadership Training – Developing the Next Generation of Oil & Gas Industry Leaders</p> <p><i>Pamela Wakefield, Moderator</i></p> <ul style="list-style-type: none"> • Dave Demski, Atwood Oceanics • Bonnie Houston, National Oilwell Varco • Bob Newhouse, Noble Drilling <p>Pamela Wakefield reported on the results of the Leadership Survey that had been distributed by IADC to committee members.</p> <p>Dave Demski, with an engineering background, has been focusing on leadership training for about 15 years.</p> <p>Bonnie Houston is in a new position at NOV and has been involved in leadership development for about 5 years.</p> <p>Bob Newhouse, VP of L&D at Noble, has been working in leadership development his entire career, which spans more than 20 years.</p> <p>Pamela Wakefield served as moderator for the panel discussion.</p> <p>Mr. Demski said some aspects of leadership development will never change (or not much).</p> <p>Ms. Wakefield said the O&G industry is unique in that employees are promoted very quickly.</p> <p>Ms. Houston discussed putting an individual’s leadership development at the right place in their career. There is more to it than just competencies. ‘Leadership’ requires skills beyond management skills. How to manage teams, motivate, give feedback, and coach are critical leadership skills as are the ability to think systems, think holistically in financial matters, and be</p>

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customer focused. She uses a “designed approach to stretch assignments” to see how they do, but they did not communicate to them what they were doing. They are attempting now to have a more intentional approach.

The panel recommends working with university partners to build these programs. One key factor in this is the visible support between company management and the professors coming in to advise the program.

Mr. Newhouse said that the generation gap is a huge factor in the leadership development. There are not many experienced leaders between the age of 30 and 50. He discussed the importance of recruiting the right people for the leadership development. They are looking for young people who have the aptitude to see the big picture and like to identify people who have a varied background (multiple countries/languages, balance between liberal arts and sciences). They are also looking for people who are comfortable with data. The complexity of the future is immense. People will have to identify patterns in the data, get on a plane to China, and understand the various regulatory regimes all at the same time while using analytical and systems thinking. Noble has developed their own leadership-competency model and uses the KSAs. He provided an example of KSAs Noble has developed for the Rig Superintendent, which includes behavioral and experiential requirements.

Mr. Demski mentioned the importance of developing a model in which the leaders clearly drive business results. He also emphasizes follow-up and modeling so the effort doesn't just “become an event.” Before doing training on a rig, they go out and do a baseline assessment to determine how well the employees on a rig are doing the basic skills. They require internal coaching on the rigs and modeling from the managers. Atwood's senior leaders participating with leader trainees.

The group discussed how these leadership skills can be measured.

“Setting expectations” (one of the critical six skills identified by Demski's Atwood Oceanics) and related qualities are tied to behaviors that describe what this looks like. There is still some subjectivity, but they are able to get to some qualitative and quantitative measurements. Specifically, Atwood correlated rig metrics with leadership skills.

They are all working on how to take some that has been entirely qualitative and add some science to it. This is where the professors can help.

The group discussed the engagement of senior management. Noble doesn't have a formalized process for mentoring, but the leadership model is universal. They do, however, require coaching. They are working on how to get into the context of where the employees spend their time. There is different engagement for the different levels and expectations. They spend their money on providing coaches to help leaders work through the contextual problems.

Mr. Newhouse says there is no way to quantify some of these skills, but you can measure the effect on business. There are some correlations that can be drawn. Mentioned “wet wear” and hardline ROIs. They look at it not as a cost but as an investment.

Noble uses a very sophisticated simulation system that allows them to develop, teach, and assess in very complex environments (e.g., and now how do you communicate or delegate?). Mr. Newhouse says sometimes it's best to infiltrate rather than communicate and get permission to try something new.

See book called “Thinking Fast and Thinking Slow.” The Law of Least Effort. It's important to get the leaders to slow down and think through what they are doing.

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	<p>Important Lessons:</p> <p>Skills must be immediately applied on the job. There must be follow-up and modeling. Don't let training just be an event.</p> <p>It's important to teach people in teams and engage multiple people from the same worksite, so one person doesn't come back from training and expect different reactions.</p> <p>Leadership training needs to be part of a bigger picture. Integrate this training into operations and the KSAs. They discussed the whole lifecycle of the system in which all the training and systems are integrated with continuous application of the principles.</p> <p>Feedback should look like this: Here's what you did, and here's the impact it had.</p> <p>Ms. Wakefield asked who would want to be involved in a workgroup to develop leadership KSAs? Several members volunteered: Bob Newhouse (Noble), Pamela Wakefield, and Deric Simmons (Precision Drilling). Contact Brenda Kelly (Brenda.kelly@iadc.org) if interested in being involved. (Martin Payne is also interested, and volunteered after the meeting.)</p>
16:00 – 16:30	<p>OPEN DISCUSSIONS & FUTURE MEETING TOPICS</p> <p>Email future topic ideas to Pamela Wakefield or Brenda Kelly.</p> <p>Action Item: In about a month, send out a survey to find out good future topics that the group may be interested in.</p> <p>Pluses and Deltas for this meeting:</p> <p>Pluses: Panel discussion, surveys that go along with the topic, finding out about the website</p> <p>Deltas: No food available, many missed the survey because it was buried in the invitation (if we can put the link to the survey on the IADC website, so when they click on Register for the Meeting, it will take them to the survey along with the other info like the agenda).</p> <p>Future meetings:</p> <ul style="list-style-type: none"> • Best practices • Lessons learned • Resources that are out there • Get members to report on initiatives <p>Next meeting: July 15 at 1 p.m. at IADC</p> <p>West Texas (Vickie Watkins) offered to provide lunch at next meeting.</p>
16:30	<p>ADJOURNMENT</p>

Attendance:

Name		Company Name
Nick	Mair	ATEC TRAINING & CERTIFICATION
Dave	Demski	ATWOOD OCEANICS

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Julia	Swindle	CENTER FOR OFFSHORE SAFETY
Nolan	Habegger	GE OIL & GAS
Lance	Brown	HERCULES OFFSHORE
Brenda	Kelly	IADC
Patty	Tydings	IADC
Elfriede	Neidert	IADC
Loretta	Krolczyk	IADC
Bill	Waldroop	INTERTEK
Kevin	Fitzgerald	INTERTEK
Fenil	Shah	LEARN TO DRILL
Vibha	Shah	LEARN TO DRILL
Bonnie	Houston	NATIONAL OILWELL VARCO
Bob	Newhouse	NOBLE
Stephen	Tierney	NORTHWEST TECHNICAL SOLUTIONS
Tony	Martin	PACIFIC DRILLING SERVICES, INC
Steve	Thomas	PACIFIC DRILLING SERVICES, INC
Pamela	Wakefield	PATTERSON-UTI
Cherie	Jones	PATTERSON-UTI
Sofian	Charman	PRECISION DRILLING
Deric	Simmons	PRECISION DRILLING OILFIELD SERVICES CORPORATION
Richard	Johnston	RIG QA INTERNATIONAL INC
William	Fleming	ROWAN COMPANIES PLC
Stephen	Simmons	TESCO CORPORATION
Barry	Cooper	WELL CONTROL SCHOOL
Vicki	Watkins	WEST TEXAS SAFETY TRAINING CENTER