

International Association of Drilling Contractors



Joint HSE & Workforce Development Committees Meeting 1 February 2016

Location:

Omni Houston Hotel Westside
13210 Katy Freeway, Texas Ballroom 5-7
Houston, TX 77079

Minutes

12:30 – 12:35	<p>Welcome & Introductions <i>Pamela Wakefield, Patterson-UTI, Chairperson, Workforce Development Committee</i></p> <p>Pam Wakefield called the meeting to order.</p> <p>Facility Orientation <i>Omni Hotel Staff</i></p> <p>OMNI Hotel staff provided a safety briefing for the venue. Jane Murphy volunteered to take the sign-in sheet in the event of an emergency.</p>
12:35 – 12:50	<p>SAFETY MOMENT</p> <p>Jane Murphy provided a safety moment about a colleague who was detained when her flight from Houston to Cairo was detained in Ireland due to a terroristic threat. Ms. Murphy emphasized the importance of communication during events like this.</p> <p>Another attendee provided a safety moment about the elderly, dementia, and the possibility of their confusion. His mother had disappeared for several days and was not reachable after she missed her turn and got lost. After the incident, he put in place some safety devices to help prevent her from getting lost in the future.</p> <p>Another attendee provided a safety moment about texting and driving. He was nearly hit when a driver was texting and drove through a red light at a high rate of speed. Another attendee mentioned that a taxi driver recently checked a text while driving through Dallas and, in another incident, a young man hit the back of a rig-moving truck and was killed. Brooke Polk shared the story about the niece of an IADC member who was killed Friday while texting and driving and not wearing her seatbelt.</p>
12:50 – 12:55	<p>ANNOUNCEMENT: 2016 Committees Chair & Vice-Chair IADC Anti-Trust Guidelines <i>Brenda Kelly</i></p> <p>Brenda Kelly reviewed the Anti-Trust Guidelines.</p> <p>Dr. Kelly then announced the new 2016 Chair and Vice Chair. Michael Stephens (Nomac) and Cody Ashley (Latshaw) have agreed to co-chair the HSE Committee. She indicated that the vice chair position is still open for an offshore representative. Erin Ring, Noble Corp., volunteered to serve as Vice Chair.</p>

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<p>12:55 – 13:40</p>	<p>Stacking Land & Offshore Rigs for Successful Restart <i>Capt. Robert V. Sheen, Ocean Shipholdings, Inc.</i></p> <p>Captain Sheen presented information about how to preserve assets while they are stored during a downturn. He discussed how US Naval vessels are stored and the resources required to preserve the assets. Operating MSC and MARAD ships can be in Full Operating Status (FOS) and Reduced Operating Status (ROS), or laid up.</p> <p>The key to keeping vessels laid up is in planning. What issues are anticipated (e.g., storms)? What might be the long-term effects of neglect? How can the asset be monitored? How can you supply power to the ships?</p> <p>The planning is different depending on how long the ship will be laid up. If it is shorter term, then a dedicated maintenance crew may be the best option. If it is a long-term storage, then remote alarms and dehumidification may be a part of the planning.</p> <p>Vessels and equipment that is designed for salt water may be difficult to store.</p> <p>The location is also an important factor. Considerations include Port Authority Requirements, Port State Requirements, Class Requirements (e.g., Lloyd’s Register, DNV, AVS), Flag State Requirements, Local Security Concerns, Mooring / Anchoring Considerations, Logistical / Industrial Support Considerations. Sheen spent some time explaining the surveys required to maintain the asset’s class.</p> <p>Other considerations include accessibility (controlling access), maintenance, preservation, insurance requirements.</p> <p>It is important to document the asset maintenance and machinery status prior to laying up and making it available for breakout. Will you use your own personnel, or will you hire a contractor? If you hire a contractor, what is their liability in the event of an issue? What is your liability? When using your own personnel, consider having them record all of the information for themselves to help facilitate the breakout.</p> <p>Develop a breakout plan before the lay up. Will you need industrial assistance, “relief letters” for the crew, to address outstanding repair and maintenance issues, to notify the Class and Flag states? Do you need clean linens and to bring refrigeration online before the crew arrives for breakout?</p> <p>During the breakout, do you have spare parts? Do you need to remove plugs, heat lamps? Have you addressed fuel quality? Is all machinery buttoned up?</p> <p>Finally, make your decisions early and communicate them to people. Do your due diligence before arrival at the lay up location. Be prepared for a different crew to have to do the breakout.</p> <p><u>Questions:</u></p> <p>Issues that he has experienced? The four ships he discussed in the presentation had to be laid up much longer than anticipated.</p> <p>Methods for access control? Security fences, 24-hr security, shutting the water-tight doors and using digital locks, securing all exterior doors.</p> <p>Issues that could occur and cause a change in the asset’s status/state? An example of this is the seat valve. If the manufacturer goes out of business and you need a part they had built, then you have to find another company that can produce a similar product.</p>
<p>13:40 – 13:55</p>	<p>IADC KSAs for Leadership <i>Brooke Polk, IADC</i></p>

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	<p>A Leadership Subcommittee within the Workforce Development Committee to develop KSAs for Leadership. They finished their work, which will be presented at a meeting the morning of Feb. 2. They broke up the competencies by team level and organizational level. These new KSAs will be available at the end of February on IADC's KSA database.</p> <p><u>Questions:</u></p> <p>What standard did you use? How did you come up with the KSAs? They pooled all their resources, what had already been developed in this area among all the member companies. They researched what else had already been done.</p>
<p>13:55 – 14:15</p>	<p>BREAK</p>
<p>14:15 – 15:00</p>	<p>Human Factors and Restarting Your Crews <i>Bob Newhouse, Newhouse Consultants</i></p> <p>This presentation focused on what is important and why in regards to bringing crews back online after the industry downturn.</p> <p>Most of the attendees are here because they are responsible in some way for the competence of people.</p> <p>Seismic Shift in our Industry: From 2009 to 2013, the industry experienced a great deal of growth because of ultra-deep waters and fracking, the rise of national oil companies, new builds, new technology with greater complexity, increased global regulatory scrutiny, and the post-Macondo drive toward process safety, among other factors. Then, 2015 happened. Now, we are living in uncertainty.</p> <p>Organizational research has shown that when faced with significant change, we go through stages of reaction, denial, depression and then action. With all of the change we faced from 2007 to 2014, the industry was just emerging into experimentation with new processes for simulation and learning. When the commodity crash of 2015 hit us, we cycled back and the industry is—collectively—not in a fairly depressed stage while figuring out what all of this means and the path forward. The good news is that the only way to go is “up”—and as the industry re-stabilizes over the next two to three years, we will begin to see more experimentation and innovation for better ways to develop competency.</p> <p><u>Small Group Activity</u></p> <p>When restarting a rig (new or recalled crew), what are the most critical human factors concerns?</p> <ul style="list-style-type: none"> • New hires, rehires, knowledge and skill retention • Loss of top talent (technical and other) • Understanding the different company cultures when multiple companies come together for the first time. • Convincing the best consultants that they should come back and assure stability because much of the talent has given up on the industry. • The people willing to come back after the downturn will be the risk-takers, who we may not find acceptable from a safety standpoint. • Bringing in new people (only 30% of the people may come back). • Mentoring will be difficult because many of the older rig workers have been laid off and may not be able to come back.

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- Keeping resources in play during the downturn and preparing for the future.
- Familiarizing the crew to new technologies.
- How to customize the learning.
- Companies competing for talent.
- Mix of the old and new.

What approaches, training, or interventions are you taking to address these concerns?

- Onboarding process before anyone goes near the rig to reinforce company culture.
- Competence assessments, find the gaps, and apply training specifically where needed.
- How do we do things here, and why do we do it that way (rather than how it is done in general)?
- Developing an onboarding program for consultants.
- Preparing to familiarize mixed crews with the assets.
- The people willing to come back after the downturn will be the risk-takers, who we may not find acceptable from a safety standpoint.
- Building in some time to prepare a rig and its crew before sending them back out and before assigning positions.
- Using on-the-job training and provide support for new employees.
- Pre-assessments to determine gaps and provide customized training.
- Structured mentoring.
- Hiring the right people to begin with.
- Keep a few people who have specific expertise to be able to pass the baton when new people are brought in.
- Have clear communication between the training department, HR, and operations.

Competency Assurance

How do we educate our operations leaders about the importance of preparing people and then assuring competence early in their role.

How can we partner with educational institutions and other organizations that can help us find and prepare the right people. "We don't have to be gunslingers and do everything ourselves."

How can we use all of the resources that have been developed (benchmarking, as it is sometimes called when we help ourselves to each other's ideas)?

The meaning of competence is changing. Technology is changing. It's important for everyone to understand why we should focus on competence and how we can accomplish it.

Learning should be more about application and less about lecturing. Use simulation in multiple forms, including team-based simulation, where you can see how the team communicates and who follows protocol.

Use self-directed learning,. See www.hole-in-the-wall.com and the "Ted Talk" about a case study in which children were introduced to a computer and allowed to discover it for themselves. Within 3 minutes, the children were able to figure out how to use the computers. There were three basic types of learners in this study: those that acted, those that criticized, and those that just watched. After the experiment, they discovered that all three types of learners had learned the same. People all learn by doing, watching, and criticizing (or being criticized), and all of these types of learners are equally effective. People learn on the job and through team-based work.

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We may only get 50% of our workers back, and the supervisors will be expected to mentor all these people. How can we apply self-directed learning to help the people coming back as well as the new people?

Virtual Reality (also called “Online Immersive Learning”) is the learning of the future. It is unclear what this will mean exactly or what it will look like. A similar concept is “Augmented Reality,” in which technology can help augment the learning.

Maybe the Big Crew Change is upon us. We have lost many of our experienced workers, and they are not coming back. We will have a huge knowledge-transfer problem. How can we transfer the knowledge from the older generation to the younger one? To make matters worse, it is estimated that 50% of the existing workforce (even now) will retire in 5 to 7 years. Can we get these people to sit down right now and develop some training to transfer their knowledge?

Normalized Deviance

- Cultural acceptance of wrong behavior
- Situational blindness
- Passed down implicitly—not explicitly
- Rarely aware of what has been normalized

This is a cultural issue. It’s not just about training; it’s about the culture of an organization.

Crew Resource Management

The airline industry (specifically United Airlines) began looking into the human factors that cause crashes. Their goal was mainly changing the culture to encourage people to speak up when there might be a problem.

Doing the right thing in our industry will have some upfront cost.

Cultural Vigilance

Organizational and leadership assessment and training for

- Purpose—Setting and communicating
- Behaviors—Walking the talk, holding accountabilities
- Systems—Hire, reward, promotion, audit, management of change, SMS
- Learning—Creating a “just culture,” fostering open dialogue, positive critique and engagement across the organization

An attendee brought up the differences of the generations and the need for management to understand the workforce coming in. The younger generation engages with others and communicates differently than the older generations.

Newhouse believes you can accelerate experience through simulation. You can allow people to experience things in simulation that you could never allow them to experience on a real rig. You can allow them to fail.

To facilitate higher reliability in your training, you must listen to the front lines and what they think they need to learn.

An attendee brought up the Challenger accident and the causes and how that fits into this discussion.

We need more “systems-thinkers.”

15:00 – 15:15

Texas Workforce Commission, Skills Development Fund Opportunity

Patricia Harakal, Executive Director Implementation, Operations & Grants—Lone Star College

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	<p>Linda Head explained how the Gateway Program works at Lone Star. She then asked the group if Lone Star should continue the gateway program right now with the industry in this downturn. The attendees had varied opinions but generally seemed to think that providing this knowledge to student continues to be important.</p> <p>Patricia Harakal presented information about the grant program at Lone Star. She provided an overview of Lone Star, their locations, and the first Gateway graduates.</p> <p>The Texas Workforce Commission funds the Customized Training program presented. Lone Star administers grant money through this program. Eligible job titles must be making the prevailing wages for the area in Texas where the job is located. The grant money can go to cover all training needs, but would not covered food, travel, or wages for the employee. The company would need to pay the employee who attends the training. Most of the training needs to cover “Business Technical” information.</p> <p>Harakal’s team can do all the government paperwork, and other developers at Lone Star can provide help with curriculum. In summary, Texas has this money and Lone Star can help companies to find the best ways to spend it. Lone Star already has much of the curriculum built for the drilling companies and can customize it further for companies.</p> <p><u>Next Steps</u></p> <p>Anyone who is interested can contact Harakal directly or contact Lone Star through IADC. Interested parties can partner with other interested parties to use this grant money. This program would be a good way for companies to leverage external funds and resources to provide training for their employees. Interested people can also google the Texas Workforce Commission for information.</p>
<p>15:15 – 15:30</p>	<p>IADC WellSharp Update <i>Brenda Kelly, IADC</i></p> <p>Brenda Kelly provided an update on the WellSharp launch for Drilling Operations. Development continues for the Well Servicing track.</p> <p>All Drilling Operations WellCAP providers have either transitioned to WellSharp or have dropped out of the program. Some new providers have achieved WellSharp accreditation. Dr. Kelly provided the statistics from the WellSharp Knowledge Test Database. She showed the difference between the courses the students should be taking and the courses they are actually taking. Providers are now able to analyze student performance by instructor and by topic, so they can make necessary adjustments.</p> <p>The ROADe system is now available for offering the online standardized test even in areas that do not have internet. The Instructor Knowledge Test is being piloted for the next few weeks. The passing score for this test is 85%. The train-the-trainer requirement can be satisfied by taking the WellCAP Plus Facilitator course, which will be offered five times during 2016. In the meantime, IADC will be developing a Train-the-Trainer Accreditation Program.</p>
<p>15:30 – 15:45</p>	<p>IADC Safety Alert Program Updates <i>Rhett Winter, IADC</i></p> <p>Rhett Winter explained that IADC is in the process of revising the safety alert procedures. IADC’s Operations team will be sending out this information soon.</p> <p>One attendee said incidents are down right now, but it’s important for this safety alert</p>

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	<p>mechanism to be refined and to begin allowing all companies to share information globally.</p> <p>An attendee recommends focusing on lessons learned rather than all the specifics of the incident, which concerns companies' legal teams.</p> <p>IADC has a Safety Toolbox that allows people to search alerts by topic and by region. This can be found on the IADC website: http://www.iadc.org/safety-toolbox.</p>
15:45 – 16:00	<p>RigPass Instructor Requirements Update <i>IADC Staff</i></p> <p>Rosa Frias provided information about the recent vote on clarifying RigPass instructor requirements. The vote passed, so the new options will be available now.</p>
16:00 – 16:30	<p>Open Discussions & Future Meeting Topics</p> <p>All ideas about future topics should be sent to the committee chair, assistant chair, or IADC liaison for the committee. One topic mentioned was using virtual reality in training.</p> <p>The next WDC meeting is April 20, and the HSE meeting is April 21.</p>
17:00	<p>ADJOURNMENT</p> <p>Pam Wakefield adjourned the meeting.</p>

Attendance:

Name		Company Name
Keith	Stratton	ATLANTICA MANAGEMENT (USA) INC
Lance	O'Steen	ATLANTICA MANAGEMENT (USA) INC
Austa	McKendrick	ATLAS
Paul	Breaux	BERKLEY OIL & GAS
William	Waldroop	BILL WALDROOP & ASSOCIATES
Tim	Gibson	DIAMOND OFFSHORE DRILLING, INC.
Ed	Ramsay	DRILLING SYSTEMS UK
Euan	Kennedy	DRILLING SYSTEMS UK
Joe	O'Connell	ENGINEERING & COMPUTER SIMULATIONS
Hannah	Janssen	ENSCO PLC
Stefan	Malhotra	ENSCO PLC
Wade	Deer	HELMERICH & PAYNE
Warren	Hubler	HELMERICH & PAYNE
Kim	Parker	HERCULES OFFSHORE
Paul	Doggett	HESS CORPORATION

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Andra	Wilcox	HOUSTON ADVANCED RESEARCH CENTER
Brenda	Kelly	IADC
Brooke	Polk	IADC
Alan	Spackman	IADC
Patty	Tydings	IADC
Gerardo	Barrera	IADC
Kristin	Blissit	IADC
Steve	Vorenkamp	IDS GLOBAL
Robert	Cowan	INDUSTRIAL SOLUTIONS GROUP
Jane	Murphy	INTERTEK CONSULTING & TRAINING
Cody	Ashley	LATSHAW DRILLING & EXPLORATION COMPANY
Kerri	Maurina	LLOYD'S REGISTER
Covey	Hall	LLOYD'S REGISTER
Clyde	Loll	NABORS CORPORATE SERVICES
Gregory	Craig	NATIONAL OILWELL VARCO
Scott	Fenley	NATIONAL OILWELL VARCO
Bob	Newhouse	NEWHOUSE CONSULTANTS
Sheree	Ahart	NOBLE CORPORATION
Erin	Ring	NOBLE DRILLING SERVICES INC.
Michael	Stephens	NOMAC DRILLING LLC
Bradley	Spratt	NORTHWEST TECHNICAL SOLUTIONS
Andrew	Warren	NORTHWEST TECHNICAL SOLUTIONS
Kevin	Madden	PACIFIC DRILLING
Ryan	D'Aunoy	PRECISION DRILLING
Richard	Johnston	RIG QA INTERNATIONAL INC
William	Fleming	ROWAN COMPANIES
Jodee	Ramsey	SEVENTY SEVEN ENERGY
Daryl	Brister	SHEA CCS
Larry	Schmermund	SMITH MASON & COMPANY, LLC
Nancy	Kenney	SUBSEA SOLUTIONS, LLC
Luis	David	SUBSEA SOLUTIONS, LLC
Marcelo	Azeredo	TRANSOCEAN
Tony	Johnson	TRANSOCEAN
Barry	Cooper	WELL CONTROL SCHOOL