Workforce Development Committee Meeting
(Formerly Training Committee)

24 July 2013

MINUTES

Location: **IADC, 10370 Richmond Ave., Suite 760, Crown Center 1 and 2**
Houston, TX 77042

Note: Action items are listed on the last page.

13:00 – 13:10	**Facility Orientation, Safety Briefing, IADC Antitrust Policy, & Attendee Introductions** IADC staff (BK)
13:10 – 13:15	**Welcome** Bob Burnett, Hercules Offshore – Workforce Development Committee (WDC) Chairman B. Burnett was unable to attend because of an unexpected commitment. Mike Mathena, RST Global Solutions (Group Vice Chairman) chaired the committee on Burnett's behalf.
13:15 – 13:45	**Halliburton's Evolving Competence Program ─ The Journey to Implementation** Todd Kruger, Halliburton (Competence Manager) Kruger has been involved in integrating the product service lines (PSLs) at Halliburton. He presented a "success story" about their competence program in his presentation, "Journey to Zero." Kruger provided some history of his involvement in the O&G industry and in rolling out a competency program in Eastern Hemisphere. He presented a safety moment about 360-degree walk around of a vehicle. Over 50% of safety incidents are caused because people that don't follow the prescribed process. Having an in-house competence program can help change this statistic. Halliburton's skills profiles are now provided online, and they see a strong correlation between competence and business results. The business units using the profiles see a strong correlation between competence of their employees and positive business results, including a safer working environment and a boost in the financial bottom line. In addition, overall service quality is higher and retention of the company's talent is increased. Kruger discussed four key performance indicators that are tied to competence. The evolution of Halliburton's Competency Program: Employee

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	responsibility, employee ownership, what's next is up to you, enable stop work authority. Then, the competent employee is a potential rater (assessor) for other employees; the rater must be qualified. Finally, the program enables selection of employees. Their program satisfies regulatory requirements: They assess on the job, use only qualified raters, emphasize behavior and experience, and enable employees to be selected for jobs based on competencies. Commitment to the program is paramount. It helps that accountability is tied to bonuses (performance appraisals at end of year). Halliburton's model is System to Model to Process, or Online Training to PSL Communication to Instructor-Led Training. Four elements of competency are included: Knowledge and Skill plus Behavior plus Experience. They have a five-level model for competency with each level building on the one before it. For instance, the first three levels correspond to a Role. Their competency profiles are based on regional business needs (e.g., desert vs. mountains). An individual competence or competence level can be "turned off" when not applicable to a local business unit. Halliburton's program initially stalled because of a lack of assessors. Now any competent employee can assess others once they know the assessment process and follow assessment guidelines. There are 58,000 plus employees participating in the competence program, of which 15,000 are raters (assessors). Twenty thousand employees are added to the program annually. Mr. Kruger emphasized that employees need to pull the program. Employees need to know what they need to do. What's next is up to the employee who can develop himself or herself. Committee members asked questions about employee retention/turnover, maximum competencies developed, KPIs, and whether or not competencies are tied to compensation. Note: There are some financial incentives to close critical competency gaps and to work faster to achieve competency.
13:45 – 14:15	**Merging Competence Programs** Elliot Doyle, Ensco, Drilling Contractor perspective When Ensco acquired Pride, they had to merge two competence programs, both of which held IADC accreditation. Doyle's presentation is about the challenges of taking the best of both programs to develop a new one that is better than the two individual programs. It is important to first instill into employees WHY they are doing this (not because of regulatory climate). Some of the challenges faced were as follows. • Determine a common terminology (e.g., for the KSAs) and consistent position titles. Mapping of positions resulted in 47 positions in the new program. Ensco previously had 60+ positions included.

	• Modularized competencies -- Training modules and competencies were identified for the different environments, rig type. For example, some driller's competencies apply to all drillers. Others apply only to the drillers working on a drillship. • Simplified/streamlined competencies -- When they started, they had some toolpusher positions that had about 500 competencies listed. They needed to simplify by removing some of the "lower value added" competencies and focusing on the ones that were critical. The goal was to identify the 20-30 % of competencies that were critical. • Assessments -- They chose periodic assessments over the one-time test approach. Rather than only having a written test, they developed a method for employees to demonstrate how to do the skills. Critical competencies are required to be demonstrated/assessed within 6 months of taking position. Other competencies are required to be assessed within 12 months. Employees are given a proficiency rating for critical competencies; for other "standard" competencies their rating is pass/fail. Assessors must be competent in their own position, AND they have to complete a 5-module assessor training (on questions, listening, providing feedback, using the program). Implementation success comes from communications from the top down, providing the tools and training, and encouraging feedback. A direct correlation between competence of employees and better business KPIs is being observed at Ensco. The two main KPIs are participation in the program and number of completions. The key lessons learned in the process were to choose the appropriate timing for merging competence programs. Some aspects of the merger needed to be in place first (e.g., merged departments, personnel, etc.) before attempting to merge the competence programs.
14:15 – 14:30	**IADC Helicopter Underwater Escape Training (HUET) Accreditation Program Requirements** Brenda Kelly, IADC B. Kelly presented information about the new HUET program, which will be ready for Members' comments by mid-August. Reviewed were requirements for curriculum, course length, instructor and other staff qualifications, practical exercises, equipment and facilities, etc. Questions: • How are we working with the companies that have different certification requirements (e.g., 3 years vs. 4 years). Answer: Our standard represents the minimum requirements, and companies can have additional requirements for their employees. • Some international groups were not accepting previous standards. What have we looked at to consider those requirements? Answer: Many all over the world; however, this program is just tropical right

	now. The other environments will be developed later. Also, some other governments are highly prescriptive and would require gaps to be filled in through other courses. If we know an employee will be going to a different location (e.g., Norway), then they should go for the higher standard. • Does this training use the rebreather? No. That is a cold-water issue. It would be added when the cold-water endorsement is added. • The Brazilians include the personal survival with the HUET. Do we include that? No it is not included in the curriculum standard. A company seeking accreditation may always add more content to their course, going above and beyond the standard. • The WDC prefers to have a worldwide requirement; however, there are many who travel only to the GoM and prefer to have a 1-day course for tropical work environments. Cold water endorsement will require more than a day of training.
14:30 – 14:45	**BREAK**
14:45 – 15:00	**Committee Chairman Selection & Honoring Outgoing Chairman** Brenda Kelly, IADC B. Kelly explained the history of the committee, leadership recruitment (from both onshore and offshore Drilling Contractors (DC)), committee name change, structure (possibility of steering team and focus groups creation), and mission statement. Going forward, Victor Fleming will be the new Chair (beginning at next meeting) with J.P. Mook serving as vice chair on an interim basis until an onshore DC vice chair can be chosen. The nominating period is now open for vice chair position. Nominations can be submitted to B. Kelly. A member asked about having another DC offshore as the vice chair if we cannot find one that is onshore, or perhaps having an Operator as a vice chair. It was acknowledged that IADC model is to have DC in Committee leadership positions. There are exceptions depending upon the technical nature of the committee. This committee is one where an alternate structure may be warranted. **Action Item**: 1.Send Vice Chairman nominations to B Kelly 2.Contact BK if you want to be on the Steering Team.
15:00 – 15:15	**IADC News** Brooke Comeaux and Brenda Kelly, IADC • Competence & WADI Workgroups formed: IADC has extended the WADI program out to colleges across the US. The goal is to standardize specific training critical to our industry. The courses will be accredited by IADC, and testing will

be administered by IADC. The certificate will show that the student has passed the knowledge piece of the assessment/course.

The Competence Workgroup needs to reconvene to review/revamp guidelines. These guidelines are drafted, and need to be finalized for the benefit and use of industry.

Action Item: Contact Brooke if you want to be involved.

- Crane Workgroup reconvened:

B. Kelly: This workgroup was formed to develop a training standard for rigger, crane operator, and crane inspector. The guidelines were established for training and for competency assessment. Curriculum was developed before Macondo and the effort set aside at that time. At the recent API Lifting Conference, multiple speakers pointed to human factors as being most often cited as the root cause of lifting incidents. One speaker reported as much as 75% of incidents were due to human factors. B. Kelly requested that this committee reestablish a workgroup to complete this effort (nearly complete now). The result could be published as guidelines, or as an accreditation program.

Question: API 2D Rev 7 is projected to be finished by end of year. Are we trying to get ahead of that? Answer: This committee's work went directly into the rewrite of that standard. Not all content from the IADC program was incorporated into 2D. In addition, API's Training Provider Certification Program has been closed, and API will open later this year the API University. Our question is do we want to have an accreditation program for this? Do we want alternatives to what is being created elsewhere given that we don't know what the new API program will look like and don't know how our members will be impacted? A group needs to get together to decide whether or not we go forward with our effort and how we want to move forward. The materials already created are extremely valuable and should be published in some form, whether guidelines or curriculum outlines. For instance, some of what was created is being integrated into the KSA project. A small group is looking at that for inclusion.

Comment: The API guideline focuses on on-the-job training and on assessment. If IADC could standardize the checklists for this, we could have a good accreditation program. There is a huge variance in the industry. Even just a core curriculum would be very useful. Having documented evidence that a crane inspector passed the course would help to show that our employees are qualified or have a certain level of competence. The API document does not provide the levels. The USCG will be adopting the API document as a compliance standard, so we need to make sure that our work harmonizes with it. Our work will complement the API work because they have used our material, but there is no accrediting body for it right now. It has already been suggested that IADC would be the accrediting body. This committee needs to decide if we should do so and then provide a business case for it.

Question: Do we already have a list of qualifications for assessors? Answer: We believe there are some guidelines. Comment: There are all kinds of rigger training out there currently, so we don't know what we're getting unless we go out to the provider and assess them ourselves. Two other members said they

	would check with their crane supervisors about joining the effort.
	Action Item: Pass around a signup sheet for this and contact the interested parties (B. Kelly).
	• Panel members needed: Competence, DIT
	Review Panels for the Competence Accreditation program and the DIT accreditation program. These bodies approve applications and offer suggestions for revamping program requirements or guidelines.
	Action Item: Contact Brooke if you want to be involved. Two people have volunteered so far.
	The Committee discussed the current DIT program. Panel members do not have to be members of the WDC. We need to look at our DIT program to decide how it can be improved.
	Action Item: Contact Mark if you can be on this Panel. Send around a signup sheet and contact interested parties.
	• Questions: Will IADC publish standards? The vision is that future courses would build upon the KSAs. Assessments would be for testing to the core KSAs, but the Providers can go about the training in any way that is approved and successful.
15:15 – 15:45	**Open Discussions & Future Meeting Topics** Issues raised: transferring knowledge from experienced personnel and making available to younger, newer personnel. Next meeting: 16 October 2013 at IADC
15:45 – 16:00	**Oilfield Vehicular Transportation Safety** Chris Plaeger, Moxie Media Oilfield transportation is the number 1 cause of fatalities in our industry. Highlights of a Moxie Media transportation safety video/course were provided.
16:00 – 16:15	**mLearning – Training Utilizing Mobile Devices** Kelly Williamson, GuideVue mLearning – learning delivered by iPad, iPhone, or other mobile devices was showcased. The benefits of mLearning and ease with which training can be built were presented.
16:15	**Adjournment**

Action Items Only

#	Responsible Party	Timeline (on or before)	Action Item
1	WDC members		Contact BK if you want to be on the Steering Team.
2	WDC members		Contact Brooke if you want to be involved in the Competence or WADI Workgroups.
3	WDC members		Contact Brooke if you want to be a Panel member for the Competence Program.
4	WDC members		Contact Mark if you can be on the DIT Panel. Send around a signup sheet and contact interested parties.
5	WDC members		Send Vice Chairman nominations to B Kelly
6	WDC members		Contact BK if you want to be on the Steering Team.
7	Brenda Kelly		Pass around a signup sheet for crane workgroup and contact the interested parties.

Attendance:

Name		Company Name
Barry	Cooper	**Well Control School**
Michael	Weston	**APITEQ**
John	Shaffer	**Archetype Performance Solutions**
David	Hetherington	**Asatte Press, Inc**
Anthony	Zacniewski	**Bandera Drilling**
Ludmila	Paul	**Bassdrill Management (USA) Inc**
Jason	Sasarak	**BP America**
Waymon	Armstrong	**Engineering & Computer Simulations, Inc**
Eliot	Doyle	**Ensco plc**
Laura	Sutton	**Falck Safety Services**
Andy	Erwin	**Falck Safety Services**
Dianne	Reece	**FMC Technologies**
Nolan	Habegger	**GE Oil & Gas**
Luis	Tellez	**GME Solutions**
Kelly	Williamson	**GuideVue**
Stephanie	Tucker	**GuideVue**
Brock	Fisher	**Helmerich & Payne**

Jeff	Stewart	**Helmerich & Payne**
Bret	Parks	**Helmerich & Payne**
Micah	Backlund	**Helmerich & Payne**
John	Hoopingarner	**Hoopingarner Oilfield Consulting, LP**
Cecil	Brewer	**Houston Community College**
Brenda	Kelly	**IADC**
Elfriede	Neidert	**IADC**
Paul	Breaux	**IADC**
Mark	Denkowski	**IADC**
Brooke	Comeaux	**IADC**
Patty	Tydings	**IADC**
Linda	Head	**Lone Star Corporate College**
Chris	Plaeger	**Moxie Media, Inc**
Robert	Hall	**National Oilwell Varco**
Brandon	Wilson	**National Oilwell Varco**
Jeremy	Tortorice	**National Oilwell Varco**
Grant	Almond	**National Oilwell Varco**
John	Lund	**New Tech Global Ventures**
Suzanne	Munro	**NSL America**
Alfred	Fox	**On-Site Training & Instruction Inc**
Terry	Guth	**Parker Drilling**
Pamela	Wakefield	**Patterson UTI**
Teresa	Saldivar	**Proserv**
Victor	Fleming	**Rowan Companies**
Mike	Mathena	**RST Global Solutions**
Leonard	Pool	**Sidus**
Noah	West	**Stratgraph**
Vicki	Watkins	**West Texas Safety Training Center**