

# Managing Change Retaining and Preserving Internal Knowledge

Midwest Environmental Compliance  
Conference

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# Agenda

- Personnel Changes
  - Operations
  - EHS Leadership
- Challenges presented by Change in each area
- Approaches to manage change and ensure continuity through the change
- Wrap-up
- Q&A

# OPERATIONS PERSONNEL

# A story about Jesse

Do you have any “Jesse’s”?

# Changes in Operations Personnel

- What are the challenges presented by turnover of operations or maintenance personnel?
  - Ensuring process is operated safely and efficiently
  - Ensuring consistency in operation from operator to operator, this applies whether from shift to shift or if a new person comes on board
  - Replicating knowledge based on years of experience

# Changes in Operations Personnel

- Why do things fall apart when someone leaves?
  - Often times initial training is hands on and based on the experience of a lead operator or key person(s)
  - Each operator develops a base of knowledge from his or her own experience and adjusts the way they perform tasks based on that knowledge and experience
  - Lack of communication and information sharing among personnel and between operators and management

# What Can Be Done To Remedy These Issues?



# Establish a Structured and Effective Training Program

- Key elements to effective and consistent training:
  - Develop a training matrix
    - Identify key competencies that are required to perform the task
    - Develop tools to be used throughout the training process
    - Utilize experienced personnel to conduct training; however, do not utilize a single person for the majority of training activities

# Establish a Structured and Effective Training Program

- Key elements to effective and consistent training (cont.):
  - Incorporate SOPs into training – More on these later
  - Routine refresher training is essential – WHY?
    - Keeps people fresh
    - Provides a mechanism to incorporate operational changes made throughout the year so that all personnel are aware of the changes and new knowledge gained
  - Training program must be “ALIVE”
    - Training year after year should not be identical to the previous year

# Establish a Structured and Effective Training Program

- Competency should be verified at various steps through the training process.
  - Competency can be verified through actually performing the task, by testing or a combination of both
- Periodically verify effectiveness of training
  - Conduct drills to determine how operators respond to various scenarios.

# Standard Operating Procedures

- SOPs are essential to consistent operations from shift to shift and operator to operator
- SOPs should also be “live” documents
  - When key changes are noted, they should be incorporated into the SOPs
- SOPs serve as a great template for training to ensure that all critical areas are covered each and every time.

# Standard Operating Procedures

- Operators should be heavily involved in SOP development and updates
- Review SOPs annually
  - Review should be performed by experienced operators
  - Review should ensure that any significant operational changes are included in SOP
    - “Significant operational changes” may include new trends that have been discovered that require certain actions to be taken in order to achieve the desired result

# Continual Information Transfer

- Establish a mechanism to support continual information transfer
- This probably already exists!
  - Shift change meeting
  - Daily operations meetings
- Identify key items that are discussed in these meetings and ensure that they are communicated to ALL key personnel as shifts rotate through.

# Continual Information Transfer

- Ensure that these meetings encourage open communication and are conducive to operators providing input.
- Identify key items that are discussed in these meetings and ensure that they are communicated to ALL key personnel as shifts rotate through.

# Continual Information Transfer

- What types of things merit communication to all personnel?
  - Findings from investigations of operational upsets and what was done to remedy the situation
  - Changes in key operational parameters due to increase or decrease in production or due to quality concerns
- Routine problems that seem to continually occur should be investigated to find a root cause and corrective action to prevent them from continually occurring.



# Changes in Operations Personnel

## RECAP

- At the end of the day there is no substitute for years of experience
- Effective and consistent training is key for establishing a sound knowledge base in all personnel
- Open and consistent on going communication is essential
- An actively engaged work force is critical to ensuring that issues and changes are consistently communicated both up the chain of command as well as across the ranks.

# Changes in EHS Leadership

# Changes in EHS Leadership

- What are the challenges presented by changes in EHS Leadership?
  - Different “agendas”
  - Differing personalities
  - Typically lose traction in any progress that was made with the last leader because everyone is waiting to see what the new guy or gal will do
  - CAN'T FIND ANYTHING!!

# HOW DO WE HANDLE THESE CHALLENGES?

# EMPLOYEE OWNED EHS PROGRAMS!!

# Changes in EHS Leadership

- Environmental compliance and safety really IS everyone's responsibility
- Facilities that see the least impact have a well established employee owned behavior based safety process in place
  - EHS Leader is a facilitator of the BBS process
  - EHS Leader focuses majority of efforts on forward looking programs, continually engaging employees and ensuring documentation is in place to support compliance efforts.
- Accountability structure in place from top to bottom to support that safety is not one person's job

# Changes in EHS Leadership

- In well established “employee owned” programs, the following will occur even in the absence of an EHS leader:
  - Incident investigations will be conducted since they are lead by supervisors and leaders responsible for the area the incident occurred
  - Near Misses will continue to be reported since it is built into the culture that Near Misses are an essential tool to preventing future incidents
  - Behavior observations and associated trending and improvement measures will continue since the BBS team leads that efforts
  - Training will continue because employees, supervisors and leaders are involved in conducting the training
  - Environmental compliance inspections will continue because they are driven by plant operations and maintenance personnel.

# Changes in EHS Leadership

- Personality differences will always exist; however, they are minimized since Management is looking for someone who will come in and support the EHS program and provide direction where needed rather than looking for someone to come in and establish or “fix” the safety program
- Minimal loss of traction due to a change in agenda, since the agenda is set by the masses and not the safety leader and the mechanism is already in place to establish key metrics and objectives and that mechanism involves employees and management alike



# Changes in EHS Leadership

How to handle the issue of “I can find anything!?!?”

- Establish a structured central file plan
- Can be electronic or hard copy or a combination of both
- The file system should physically contain all environmental permits and associated records as well as key safety programs (LOTO, Confined Space, Hot Work, etc)
- The file system does not need to physically contain EVERY document, but should at least have a note in the appropriate location directing the person searching for the file or record where to look
  - i.e. if Maintenance keeps hard copies of hot work permits, place a note in the file plan indicating where to find the hard copy permits
- Several people are trained on the file plan structure so that if the EHS leader is not present anyone can locate files and records if needed

# Changes in EHS Leadership

## SUMMARY

- Best way to minimize disruption and loss of traction is to have employees and front line supervision actively involved in the process
- Management support is obviously key to creating a culture where employees feel comfortable getting involved and are allowed the time to be properly engaged
- Structured file system essential to ensuring that files and records can be found at any time the EHS leader is not present and also ensures that on going records are properly filed and files are consistent from leader to leader

# Wrap- Up

- Employee involvement is critical in managing change of any kind at any level
- Proper documentation ensures consistency through changes – Training programs, etc for personnel changes, file system to aid in safety leader changes and MOC checklist for process changes

# QUESTIONS??

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