

ATLANTIC'S CONTRACTOR COMPETENCE JOURNEY

PLEA Best Practice Workshop | Nov 2015

Key Objectives

1. To share our basis for adopting a Contractor Competence Assurance Framework
2. To define Contractor Competency
3. To outline the approach to Contractor Competence Assurance
4. To discuss achievements to date and next steps



Background



2009 – Attempts made at developing a Contractor Competency Assurance Program – not sustained

2011 – Requests made of the Service Providers to provide the competencies for the various skill sets – disappointing feedback

2013-2015 Pilot assessments conducted with NMI and SMTL

2010 – Began working with the Energy Chamber on their initiative – The Energy Industries Competency Development Initiative (EICDI) Project

2012- Both JSA and S&OI audits cited inconsistencies in defining competency requirements and addressing contractor competency assurance

Our Current Reality



Many of our Service provider employees are on the frontline and are exposed to high risk activities on our site.

Atlantic in partnership with our Service Providers has a duty of care to ensure a robust system exists to assure competence, thereby reducing risk attributable to human factors.

Recent Examples of Incidents attributable to human factors

- LNG Vapour release from Tank C - 3rd June 2012

Major contributing Factor:

- Three-way isolation valve on both PSV-324004A and PSV-324004B was incorrectly lined up after online pressure test.

- Installation of wrong gasket on Train 1 Molecular Sieve Vessel - 26th June 2013

Major contributing Factor:

- The immediate cause of the incident was classified as a violation (by a group) whereby more than one individual did not follow established factors.

- Broken Remote Pilot Sensing Line on Train 3 PSV - 29th Jan

Common Thread:

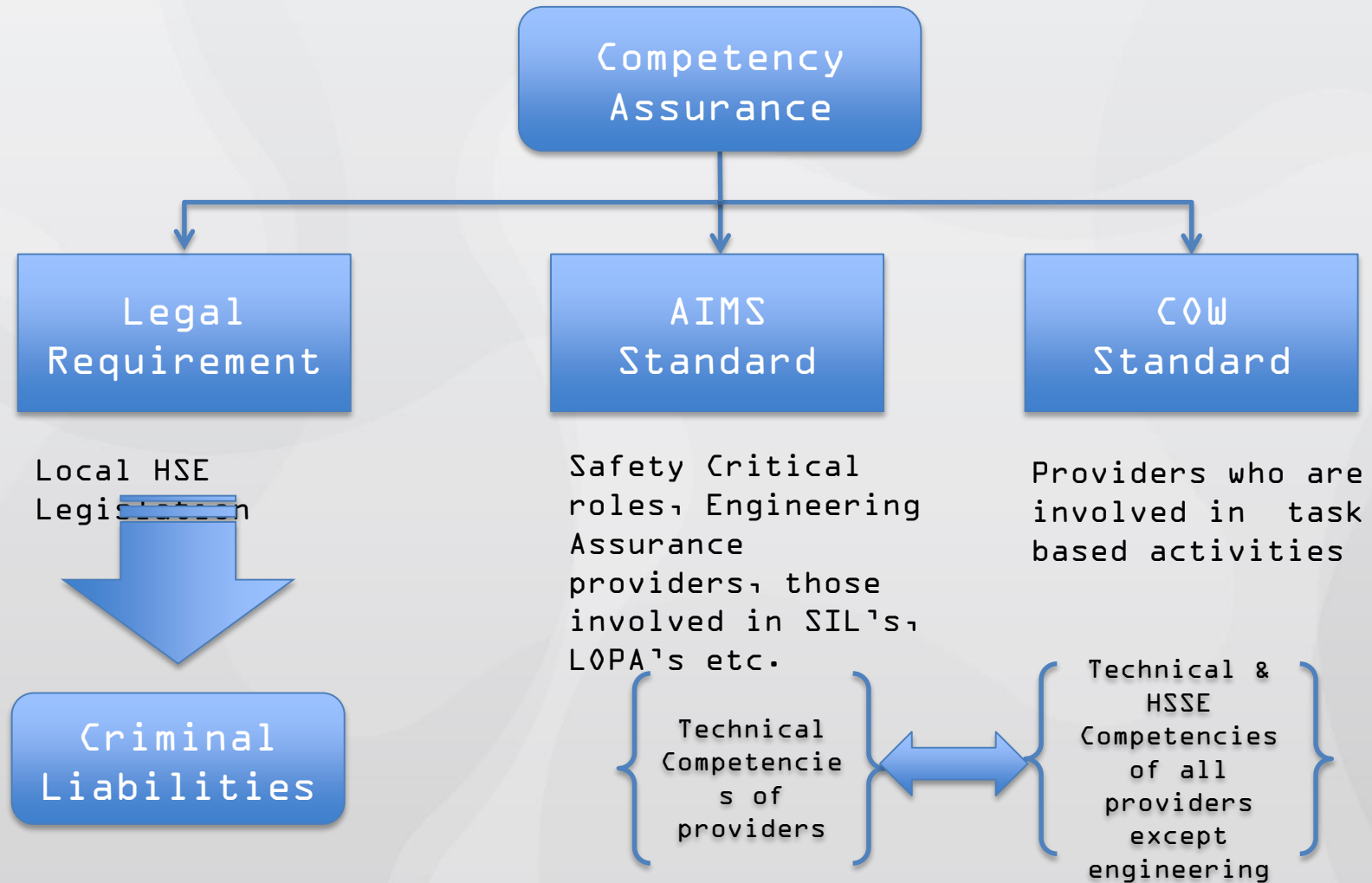
All these incidents involved Service providers and were caused by human factors that could have led to a major incident

Why We Established a Framework

- Promotes risk reduction across the facility
- Requirement of both the AIMS and COW Standards
- Lack of contractor competence assurance identified in both JSA and S&OI audits
- Continue the "ONE TEAM" approach by bridging the gap between Atlantic's employees and Service Provider employees: Atlantic has an established competency program (CMAS) for O&M technicians
- Corporate Social Responsibility (CSR) undertaking - raise the standard across the Energy Industries by supporting the



Key Drivers for Competency Assurance



Definition



Competence can be defined as...

n. the ability to do something successfully or efficiently

According to the Oxford Dictionary

In Atlantic's Context

Competence shall be defined as...

"A combination of knowledge, skills, abilities and behaviors required to perform work roles or occupational functions successfully to a minimum standard."

"A competent person is one who displays that they possess the minimum required Knowledge, Skills, Understanding and Behaviors to carry out tasks to an agreed Performance Standard."

Objective of this Framework

To gain assurance that all Service Providers contracted to perform work at Atlantic provide a competent workforce (i.e. their employees have sufficient skills and the required knowledge to complete the job to an agreed standard of quality, safely and without risks to our business).



EICDI Project

- The Energy Industry Competency Development Initiative (EICDI) is an industry-wide initiative aiming to raise the overall competency of the energy sector workforce in the Caribbean.
- The goal of this Initiative is to have a common competency framework for the Energy Contractors' workforce, recognized and accredited processes, training bodies and assessors.
- The Energy Chamber is working with contractors, operators, training providers and other stakeholders to develop and certify the energy sector.



Approach to Competence Assurance



Adoption	Audit	Assurance
<ul style="list-style-type: none">• Through the EICDI, Atlantic adopts all relevant competency standards across the Energy Industries• All Service Providers shall be required to implement a suitable Competency Management System (CMS)	<ul style="list-style-type: none">• Atlantic shall audit the Service Providers' CMS according to an audit plan based on the risk level of the service• STOW risk ranking (High/Low/NCR) will be used• Phased implementation post pilot group	<ul style="list-style-type: none">• Documented evidence of competency assessments shall be made available to Atlantic• Database of competencies for all Service Provider employees to be created and maintained and made accessible to relevant CAMS• Continuous improvements expected

Sustainable

Framework



Audit Approach

• **Service Provider's Role**

- ✓ Maintain an approved CMS
- ✓ Provide a competent workforce

• **Atlantic's Role**

- ✓ Audit of Provider's CMS
- ✓ Obtain evidence of competency
- ✓ Random observations of assessments at Service Provider's site
- ✓ Random audit of Provider's employees while at Atlantic
- ✓ Provide Feedback
- ✓ Participate in annual audits conducted by the NTA

Atlantic
Risk
Ranking

Risk Based Approach

- Focus - High risk activities (STOW alignment)

Contractor
Competency
Assurance
Framework

Audit
Assurance

Contractor
Identifica
tion/Sele
ction

Criteria for selection

- Approved CMS (EICDI alignment)
- Approved training centre
- Trained Assessors
- Competent workforce
- Long-term contract with Atlantic

Continuous improvement

Atlantic



2013 Achievements

- Approved Contractor Competence Assurance Policy
- Completed Focus group sessions with Key Resident contractors
- Completed pilot MEES Desktop Audit
- Completed pilot MEES Field Assessment/Audit

2014 Achievements

- Continued MEES Field Assessments
- Completed draft minimum standard for Contractor Competence Assurance

2015 Achievements

- Continued MEES Field Assessments
- Completed pilot SMTL Desktop Audit
- Completed pilot SMTL Field Assessment/Audit
- Completed draft strategic framework/roadmap for Contractor Competence Assurance for “high risk” Providers

Challenges

1. Managing expectations of all stakeholders involved
2. Aligning Atlantic's timelines for implementation to that of the Energy Chamber and Service Providers
3. Obtaining Contractor Management Support and assessing their readiness to be part of the initiative
4. Dedicated resources for implementation
5. Integration of the requirements of the Atlantic ATM and GAI standards with respect to



Next Steps - 2015 & Beyond



- Finalize strategic framework/roadmap for Contractor Competence Assurance
- Engage and secure buy-in from “high risk” Service Providers
- Performance manage milestones on strategic framework/roadmap

Open Discussion

- Where is your organization with respect to implementing a Competence Assurance System?
- What are your challenges.....experienced during implementation?
- Is your organization part of the EICDI Project?
- What can PLEA do to stimulate greater involvement by individual organizations in establishing their own Competence Assurance System?

Questions

