

IRF Annual Meeting
October 2011, Norway

IRF Strategic Agenda Topic #4

Fitness-to-operate (Operator Capability)

Jane Cutler - CEO





- Background
- Project Brief
- UWA Engagement: Phase 1 – preliminary results
- Questions for IRF Members



- Sept 2010 IRF extraordinary meeting
 - Resolution to develop strategic agenda
- Oct 2010 IRF meeting
 - Concerns raised regarding the underlying organisational capacity of entities wishing to operate offshore petroleum facilities
- Strategic Agenda Topic #4
 - **Define criteria for Operator competencies / capacity to undertake work**



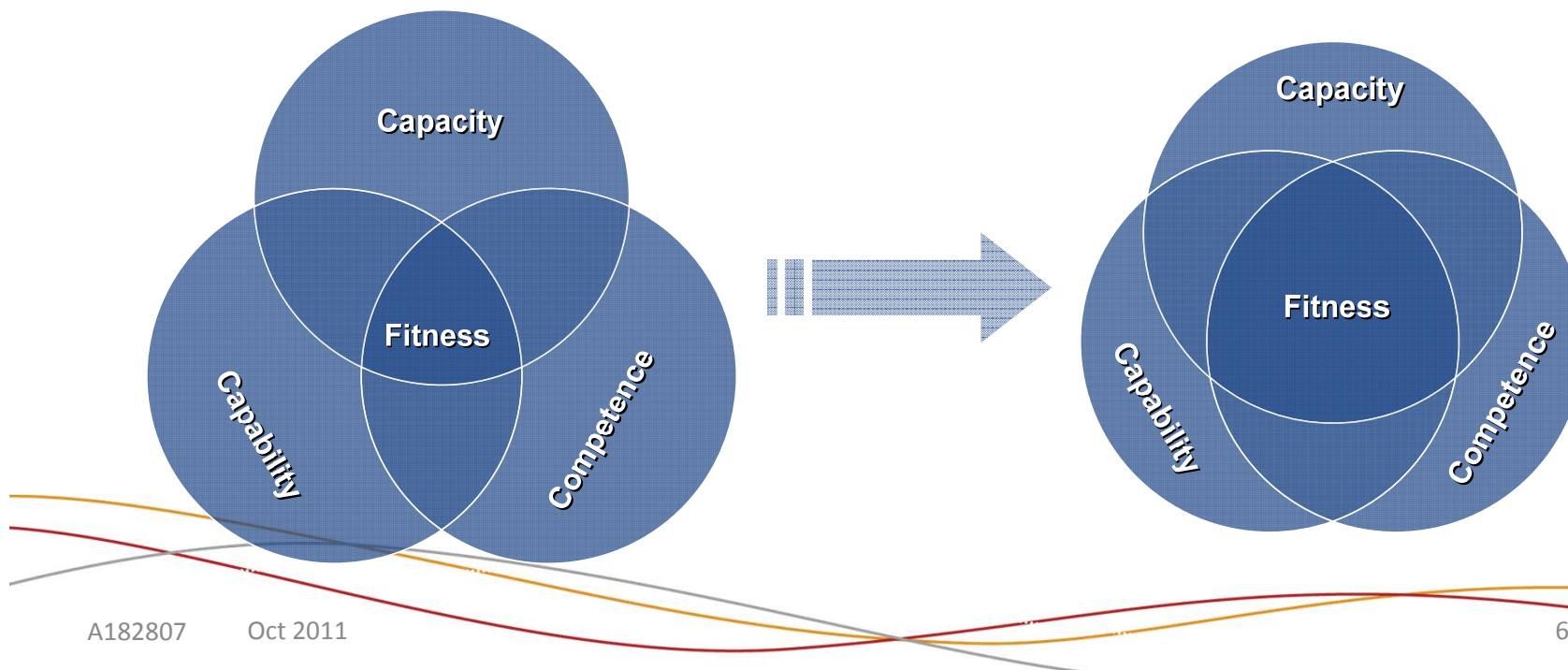
- Considerations
 - Recent Events
 - Existing Concerns
 - Regulatory Frameworks
 - Development Lifecycles – multiplicity of parties
 - Existing mechanisms

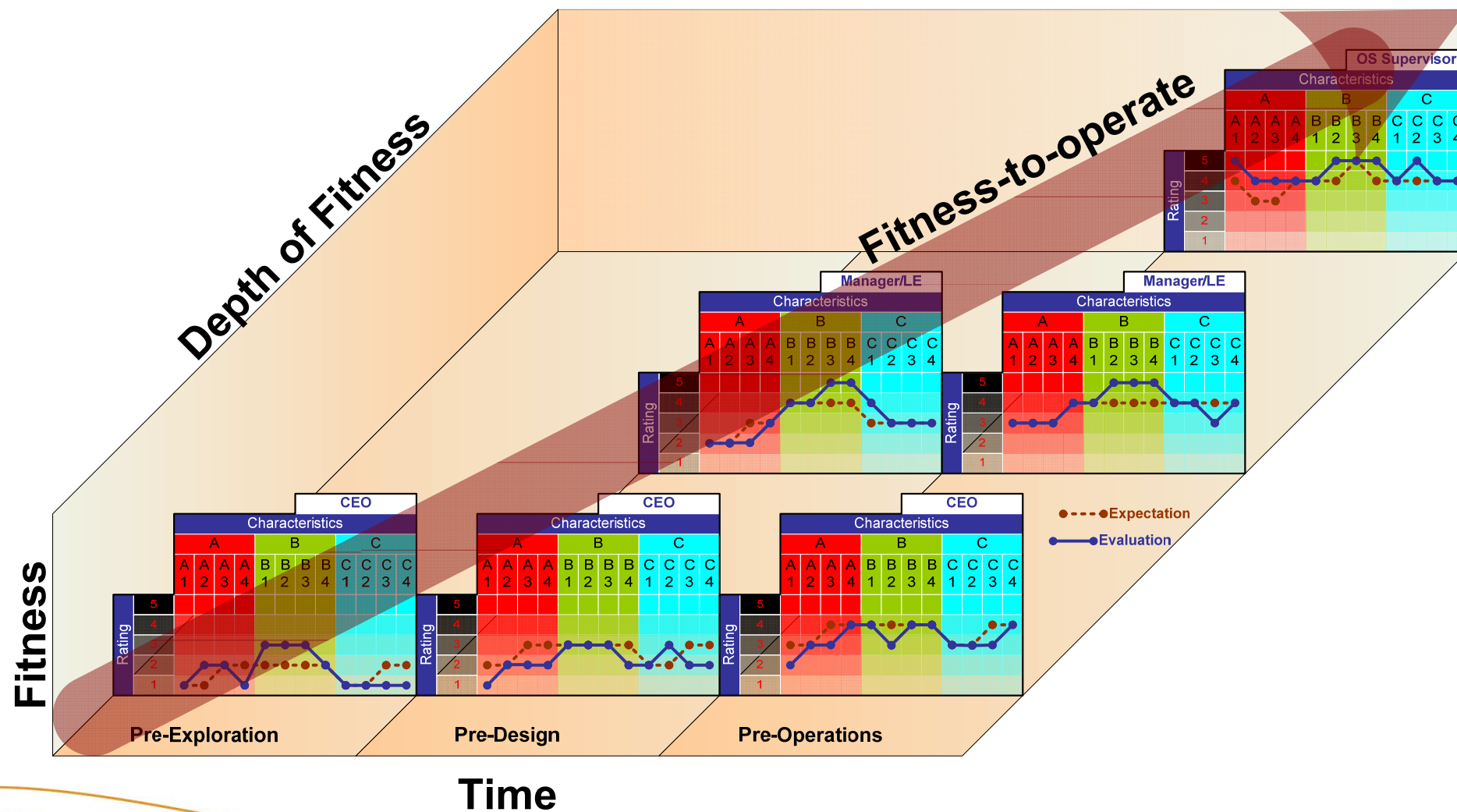


- Model
 - Organisational characteristics
 - Reliably measurable aspects
 - Scoring scheme
- Application
 - method (or mix of methods)
 - data and associated source material
 - timing and frequency of evaluation
- Extension
 - profiles



- Initial literature review
- Small workshop
- Concept Development







NOPSA

UWA ENGAGEMENT



**THE UNIVERSITY OF
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Achieving International Excellence



- Three phases
 - 1. Model validation and proposals for improvement**
 2. Characteristic selection, measurement & rating
 3. Operationalisation



Psychology



Prof Mark Griffin
Safety climate
& leadership



Prof David Morrison
Work design of
industrial systems

Business



Prof John Cordery
Communities of Practice,
global virtual teams



A/Prof Kerrie Unsworth
Motivation & high reliability
organisations

Engineering



A/Prof Melinda Hodkiewicz
Asset management,
reliability & life cycle costing



- What parallels are there for the FTO construct within the organisational management & safety literatures?
- What groupings of 'organisational elements' best describes FTO?

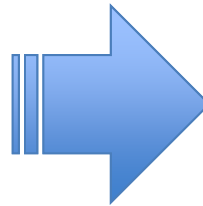


- No easy, direct ‘holistic’ parallel to the ‘fitness’ construct within the extant organisational safety literature.
- Variability and overlap of terms *capacity*, *competence* and *capability* in both the safety and organisational management literatures.
- Closest parallel and best justification: recent literatures on **dynamic capabilities** and **organisational learning**.



Operator Characteristics

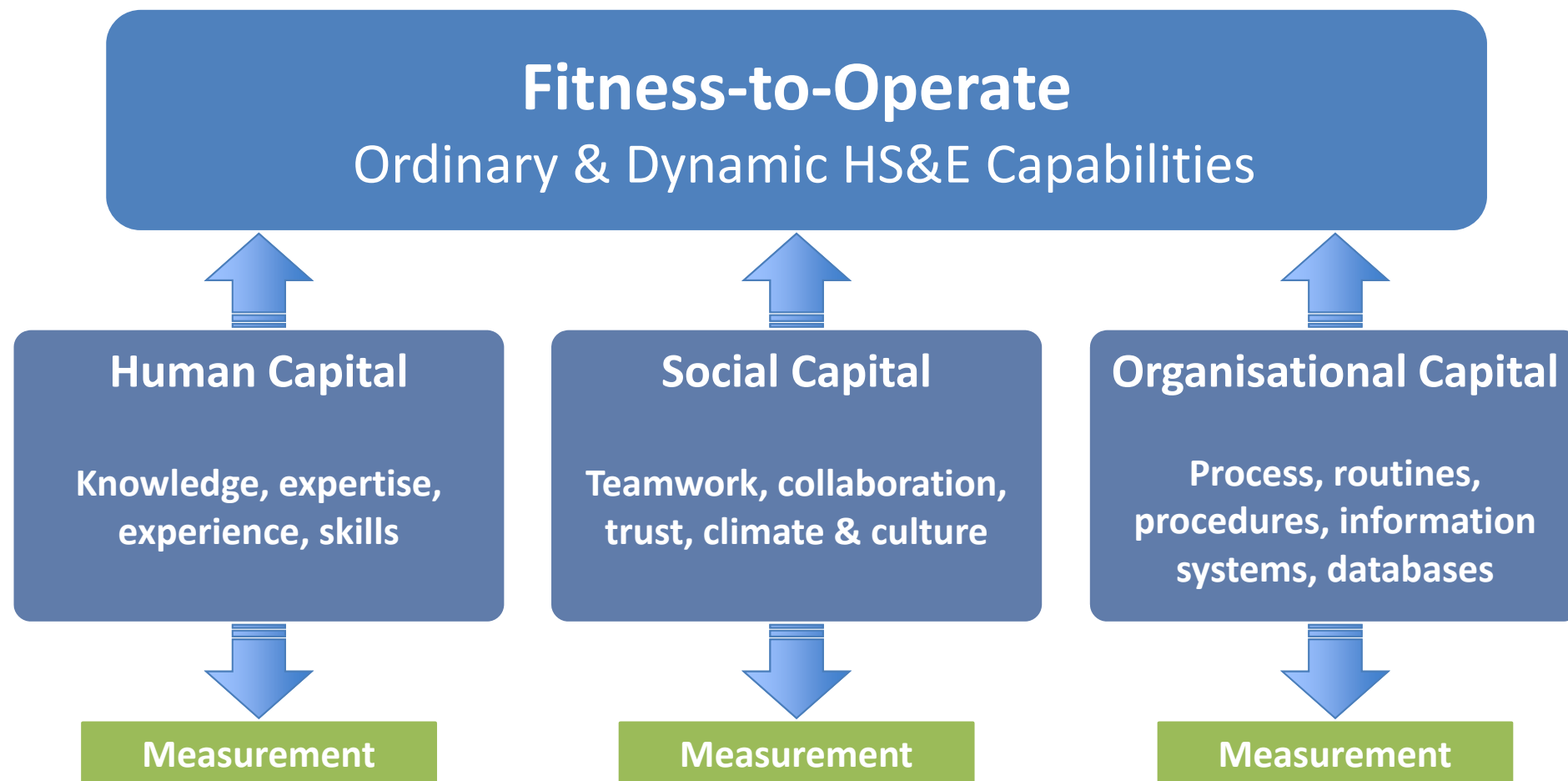
Human capital
Social capital
Organisational capital



Capability (Fitness)

- Ordinary HS&E capability
- Dynamic HS&E capability
 - Reactive
 - Proactive

Organisational, human and social capital, either independently or through their interrelationships, reinforce or transform knowledge to influence incremental and innovative performance capabilities
(Subramanian & Youndt, 2005)





NEXT STEPS



- Phase 2 - framework development
 - Finer constructs
 - Alignment
 - Time





QUESTIONS FOR IRF



1. Under what circumstances would you use the “capability assessment tool” (the Tool)?
2. Could you use a the Tool to prevent entry to the regime or to expel a current duty-holder from the regime?
3. Is it only a Tool for encouraging improvement?
4. Could you / would you incorporate use of the Tool into your ongoing inspection programs (i.e. periodic check-up)?
5. Could we use the Tool to gather and share globally comparable data on operator capability?