



Building Authority Skills for Industry
"beyond training"



CASE STUDY

(not generated by ai)

"Resilience Leadership Performance Package"

By Dato Tim Allsop REM

Introduction

Let me start by introducing myself, my name is Tim Allsop, I am the owner & founder of two Malaysian registered companies. My companies have been for the past two decades, recognized as a leading training service provider for the global energy industry sector (Offshore Oil & Gas). Our specialized areas of knowledge & support are in multinational work force training & development.

Incident Command, at all three levels of categories:

Tier 1 – Emergency Response (Maintaining a State of Readiness)

Tier 2 – Emergency Management (Resilience Leadership) &

Tier 3 – Crisis Management/Business Continuity (Strategic Management)

Prior to this career path, I was a military person, an Australian Navy Frogman, who migrated into the Special Air Service Regiment as a counter terrorist operator, with a brief exchange posting period with San Diego based SEAL Team 3 Charlie after operational deployment in operation Desert Storm, Shield & Thunder. Always up for a challenge when I left the military at age 30 (after 15yrs of service) I joined what is commonly referred to as "the oil field" as a commercial diver, up to and including saturation diving. Choosing then to work "above the waterline" I started at the bottom on production platforms and rose to the rank of Offshore Installation Manager (OIM). It is no coincidence that for the past two decades most of my clients are either offshore installation managers or on the pathway to being OIMs in the future. Though Emergency Response (ER) and Incident Command (ICS) is not a "day to day" job the OIM and his/her team must perform; it is seen as a very important skillset to have competency in both ER & ICS, should conditions offshore on the platform result in the facility being under threat by an incident, leading to "abnormal situational conditions" This is a direct result of the worse offshore platform incident in history in 1988, when the UK North Sea Piper Alpha platform, caught on fire, exploded, killing 167 workers, often referred to as the "TITANIC incident for the offshore oil industry".

The public enquiry that was ordered by prime minister Margaret Thatcher, and lead by Lord Cullen, found that a number of things needed to be rectified, installed as part of the "way forward". The major recommendation of the over 100 recommendations (all of which were accepted and are now part of working offshore) was the safety case concept and part of that was for the senior management on site to have certified skills (pass or fail exam) in ER/ICS.

OPITO was given the role to create a "minimum level of competency" in safety for the offshore industry. I am an OPITO accepted competency assessor and my company Wild

Geese Group is one of only a handful of OPITO approved companies who can deliver OIM Controlling Emergencies Products (courses) to the industry sector. To bring this into perspective and relevance to the main message of this case study, the OPITO training that we perform is at Tier 1 level, there is no and has been no Tier 2 or Tier 3 level ER/ICS identified competency or competency development pathway available, installed or followed in the global offshore industry before the Piper Incident in 1988 or since the Piper Incident.

Is it an oversight, is it not seen as a requirement, who's responsibility is it to address this, what benefit will it bring if there is a Tier 2 & Tier 3 ER/ICS competency product available to the industry? These are all real questions left unanswered, having now worked in the offshore industry at operator, supervisor, manager, consultant, certified trainer, competency & disciplined expert since 1997, I can justifiably promote a *"Preparedness approach will always be better than a Responsive Reaction"*.

My other company The Offshore Academy (M) who is a sister company of WGG, was created, set up to Pioneer & spearhead the NOCN endorsed IRMR Products & Services to the offshore industry globally. It was the "best fit solution" available to me, to do what I believe to be my real role and responsibility to an industry that I have served in for the best part of my working life. Build capability, in areas that require it, to prevent further damage, loss of life and ultimately make the workplace a safer place for future use. Part of that capability is identifying where the gaps, oversight and short falls exist. Knowing the industry like I do, the best approach, and path of least resistance, will be not to introduce anything new, but to offer up and extension to an existing known method, product, capability, service. The NOCN Incident Response, Management & Recovery (IRMR) Product & Service range does exactly that, and with some key descriptors relevant to how we are doing this, like "Next Generation" "Hybrid" & "Performance Package" we have started our journey through the past generation installed fenced boarder of change by removing the gate.

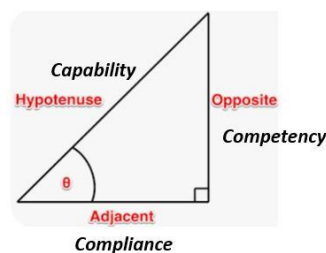
Methods

The method, or line of approach that I used to both identify the ER/ICS gap in our industry, and introduce a solution, was follow the "4-person relay race concept" (handing a baton whilst running from one hand to another hand of a another runner, whilst being timed). I asked the people that I train, when you are onsite and managing an emergency situation, by gathering data, making decisions, leading teams, managing stress that is generated from responding to the quickly changing situation and asking for support outside your capabilities, who do you speak to? What are you asking for? How do these groups respond? do they appreciate your situation and understand your needs properly?

Not one group could tell me a common answer, they could all agree, with what they needed in resources from the offsite (onshore support groups) Tier 2 level team. But there was not a collective common response to how this support was provided in any real framework or officially regulated structure. The most common response was, when we ask, we usually get it. I then went to these groups at Tier 2 level support and said, how many of you have worked offshore before and been part of the Tier 1 ER group. Over the years that I have been doing this, the percentage has dropped from 75% down to less than 15% so a big contributing factor to the support being adequately provided in a timely manner rested on the familiarity of the situation the Tier 1 (onsite) group was facing, based on their own personal experiences in that position in the past. What was a very common finding was, the want and need for some formal and structured training, with exercises for the groups and

the individuals, who truly wanted to learn so they could be better equipped to support, no one likes to fail at their jobs. They did not like “not knowing what to do” and the levels of competency varied depending on how well the in-house training was being done. This process of market survey was done over many years, with many clients in several countries. The common ground was, they all had to perform the same roles & responsibilities, if they failed they all faced the same consequences, but they didn’t have a common solution. So, I knew where the “train was coming from, I knew where it was heading, but the tracks had not been laid to get it there safely”. I built the tracks using the same materials by ensuring the ground was cleared, foundation strong enough to lay the same gauge tracks with the same sleeper spacing. By creating matching objectives, speaking the same language (terminology specific to offshore, incident command & emergency response) I started to build common grounds and platforms. It is part education, part demonstration & practicing and most importantly some form of evaluation of performance, leading to further gap filling, with the intent to raise the bar of understanding across the group. Competency is part knowing what to do, you don’t even really need to know why it needs to be done a certain way, if you are comfortable in the space and environment you’re in, it’s called responding instinctively. It’s how I functioned in special forces, its not a new thing.

At this point in time, I must inform you that the Tier 2 level ER Management Team members are all volunteers for this role, they have jobs outside this role, they are always on a “rotational roster” to be on duty and on call 24/7 usually for a week out of 4. Unlike the offshore Tier 1 ER Team, who have dedicated ER duties and who must pass many ER courses before they even get on a helicopter to go to work, the Tier2 ER Group, has no exams to pass, doesn’t have to come from the offshore environment, they work as admin people, HR people, engineering people, finance departments and many other sections of the company. So I was building competency, which ultimately will lead to capability the more you practice, but you must practice with intent, and you must blend in formal appraisal with structured post exercise debriefing or postmortem findings being delivered. This all needs to be on a content-controlled template, commonly referred to exam paper, score card. All this was missing and essential to the success of the program. So if a triangle has three sides, we had already started to put in place the Competency & Capability sides to the triangle, what was



missing was the Compliance

Findings & Discussion

The analysis collected did identify patterns that needed to be interpreted and built into the solutions modelling. Ensuring it would fit into every offshore operators management system, regardless of where they were operating in the world, and regardless of what type of offshore facility it was (fixed platform, floating platform, semi-submersible, drill ship, oil, gas, drilling or production or multi-function facilities, such as an FDPSO) it must be universal yet bespoke to the individual company’s needs. What I knew was, the gap existed everywhere, the response needed to be universal, a language needs to be easily recognized, easily translated, the concept needed to be simple to understand. I did not invent Emergency

Response, nor did I invent T2 or T3 Roles & Responsibilities, this belongs to the USA (California way back in the 1970s). The challenge I gave myself was to use as much of what was in place already onsite, my own experiences offshore in ER, blend in as much as I could of traditional ICS and bond them together with clearly defined roles, responsibilities, Incident Action Plans (IAP) & Incident Management Guides (IMG) specific to what T1 needed and relevant to the industry needs. The process consisted of several stages of development; interpret-translate-create-install and leave the door open for an ongoing refine function. So there was an existing, unchanged ER standard at T1 ER level (only one in the global industry, very little change in 38yrs)(who did not and have not taken on the challenge that I set myself still to this day), there was a known onshore multi industry T2 language & R&R in use elsewhere, I need to bring the two ends together, test the water by delivering some of these products, only to find there also needed to be services built to support the products developed. What I ended up falling into and doing was being asked to write, review and revising offshore operating companies Emergency Response Plans (ERP).

All the time I am doing this, the world decided to build an appetite for advancing its dependency on "all things digital and in doing so advancing technologies" as part of the generational shift of power. The way we taught people went from classroom based to online, we can thank COVID lock down for that little gem, so I added that to the recipe as well. So, I realized I needed to enhance my IT departments capabilities to include a digital platform that would be the linkage between the offshore/onsite T1 & the onshore/offsite T2 groups, so was born the TRIDENT 360 & TOAMS "Workflow Operational Management System".

Conclusion & Recommendations

The summary of this ten-year journey, and when I say ten years, I mean a total of twenty years. Ten years working from both ends of the void that existed and a further ten years building the bridge to link the two groups together. Is the industry needs a product & service that is now available to be used, the industry really doesn't seem to be looking actively in putting one in place. The best placed service provider hasn't been proactive to develop, propose or instal one, and it's only a matter of time until an incident similar to the London Grenfell Tower incident in 2017 happens to us, that a reactive response might be to close the gap properly by bringing on line an industry recognized, accepted for and by industry quality endorsed framework of deliverables that becomes the regulated standard of compliance in the offshore industry. The same is needed in the onshore industry sector also, but that is for another case study, where we can highlight the BP TEXAS incident of 2005.

My parting recommendation to conclude this Case Study would be for the offshore industry regulatory bodies, to look closely at what we have in the NOCN endorsed IRMR "Resilience Leadership Performance Package" appreciate what has gone into it. Lastly and most importantly look towards enforcing a skills qualification based protocol for the Tier 2 Emergency Management Team Members so they are in-line with the same professional skills requirements that are in place and a mandatory requirement for the people working on offshore facilities and platforms that the T2 groups are there to support in emergency situations. To expect people to respond or work in a predictable & professional manner, if you have not trained them properly, exercised their performance and qualified them for their jobs, is called Being Lucky.

Please see the attached PDF document for a imagery based version of the above.