

# [performance]

*training processes and software case history*

## **Proprietary tools reduce cost and development time for Process Safety Management training/procedures for Conoco and its Arabian Gulf Affiliate**

procedures development

*training development processes and software*

strategic competency programs

curriculum development

employee communications

employee program rollout planning and communications

skill-based compensation and multi-skilling

### **Helping Conoco institute self-guided training, competency verification and procedures-based work**

Daniel Follette, Inc. was originally engaged to develop training to support a legacy competency system. When government-mandated Process Safety Management certification deadlines approached, Conoco asked how PSM might be integrated with ongoing work.

Conoco quickly saw how new training built using SkillForge™ work analysis and training software would accelerate development, lower costs and provide much greater performance reliability than reworking the legacy materials. At the same time, the new system would permit reuse of a significant amount of legacy data.

### **Turnkey development of skills, training, procedures, testing and certification**

Conoco received customized versions of the company's Repertoire™ work processes and SkillForge software. Follette consulting teams then built the core skills, training and the procedures needed for work in the Gulf of Mexico and coastal regions. The system also produced comprehensive testing, certification and employee communications.

### **Precise, measurable performance evaluation to provide greater operations safety and reliability**

Development processes and quality standards ensured that skill definitions supported all relevant work and provided sufficient specificity to direct training and provide unambiguous competency verification.

Developers and content specialists used the system to rapidly scan equipment inventories and system-developed task lists to identify the procedures and training required by PSM.

### **Self-evaluation, testing and skill certification reduce management costs and accelerate implementation**

The program eliminated unnecessary training by providing testing and employee self-evaluation tools. Other programs have shown that self-evaluation and self-study, backed by testing and certification provide the required reliability and greatly reduce administrative costs. Wherever possible, driving program responsibility down to individual employees increases involvement and reduces costs.

### **Rapid procedures development**

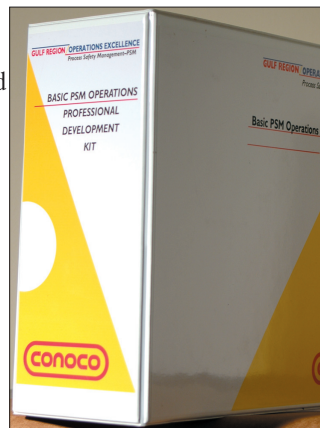
The SkillForge procedures module provided both a template and a development structure that made it much easier for content specialists to help build procedures.

### **Clarifying operations manager responsibilities**

As the PSM program was being completed, Daniel Follette, Inc. provided an inventory of manager responsibilities from the SkillForge system. The inventory enabled Conoco to eliminate task redundancy and simplify and restructure manager responsibilities.

### **Electronic and paper based delivery provide convenience and accelerate employee completion**

The entire program was provided in hard copy and as a series of linked Acrobat PDF documents.



## Basic PSM Operations Skill Area

### Module 2 -- Support Systems

#### Section 1 Facility Process

Self-Assessment: Training _____	Date _____	Skill Confirmation: SE _____	Date _____
<b>Trace the process flow for produced gas, oil and water at your facility.</b>			
Written Test	Division	Skill	
No	Both	708	

- 1 . Trace process flow from all supply sources to their delivery points on both the safety flow diagram and on the facility.
- 2 . Read and identify process components on the safety flow diagram.
- 3 . Recall the proper position of block valves on the process components.

#### Section 2 Safety Systems

Representative behavioral skill definition

The PDF documents enabled employees to click directly from individual skills to the supporting training activities and training resources.

The use of the SkillForge system simplified customization for overseas operations. Because the information is in a relational database, changes only need to be input once and then automatically flow to all component documents.

#### Deliverables summary

Each employee's Professional Development Kit included:

- An Employee Guide to the Program
- A Skill Assessment Guide for Basic PSM Operations
- Five Training Modules
- All training materials in booklet form
- A set of core procedures

In addition, the engagement produced:

- Comprehensive roll-out and certifier training
- Approximately 120 technical operations procedures for PSM-covered equipment

#### Signal Accomplishments

- Increased the reliability and safety of operations with procedures and employee competency verification
- Reduced development costs and consolidated programs through use of effective development methods and efficient, task-specific software
- Reduced training costs by eliminating unnecessary, subject-based training and by instituting as-needed, self-guided instruction

Program deliverables contributed significantly to maintenance systems redesign and eventual divestment of selected assets.

#### Program observations

- Task-focused, behavioral skill definitions are absolutely critical to an effective, efficient competency program.
- The cost of maintaining and delivering subject-based legacy training and testing generally exceeds that of a new program incorporating useful elements of legacy content.
- Employee-guided study backed by skill verification can be a very efficient alternative to traditional training and testing.
- Explicit definition of responsibilities can often uncover significant task redundancy, unassigned responsibilities and unnecessary work.

#### Additional Information

- For more information about defining critical enterprise competencies, request the white paper, *Strategic Repertoire Analysis*.
- To see SkillForge software in more detail request the white paper, *SkillForge Performance Information System: Input/Output*.
- For an enterprise view of E&P operations competencies and training, request *How strategic personnel development can reduce operations costs*, a white paper by Daniel Follette that originally appeared in the *Oil & Gas Journal*, November 12, 2001.

Detailed descriptions of each individual SkillForge module are also available.

1911 McDuffie  
Houston, Texas  
77019

phone  
713/527-9787

fax  
713/524-7199

e-mail  
enquire@follette.com

web site  
<http://www.follette.com>

**DANIEL  
FOLLETTE**  
Inc.