# Combining Value-Based Computer Functionality and an Organisational Change Approach To Deliver a Useful Solution to Users: The Case of Operating Procedures at Alaska's North Slope


**Pete Floyd**

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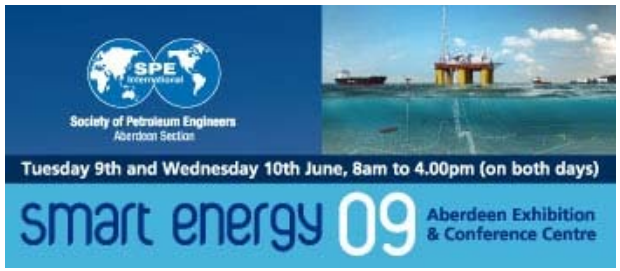
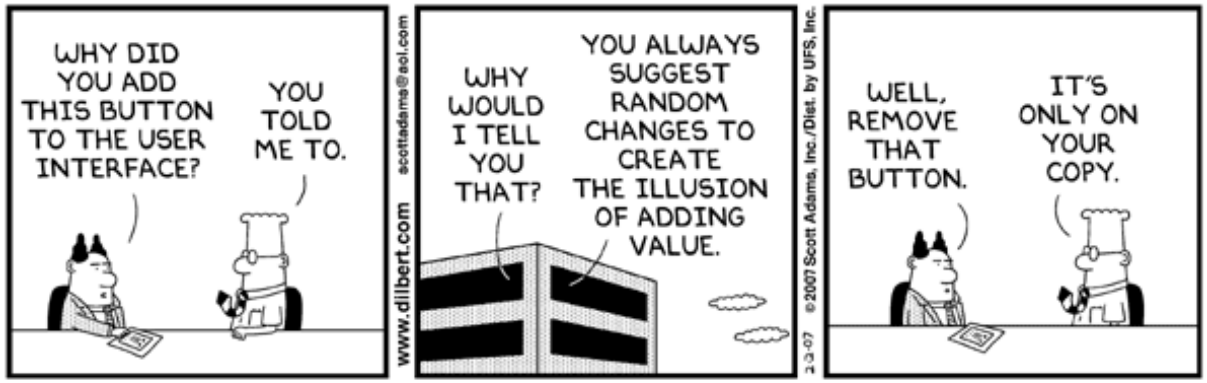
# Part 1

# Setting the scene

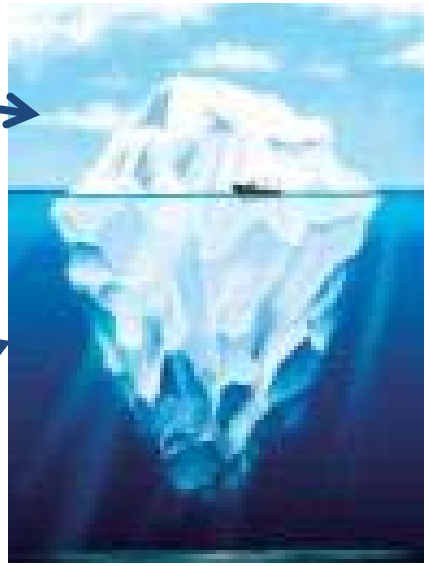



# Organisations

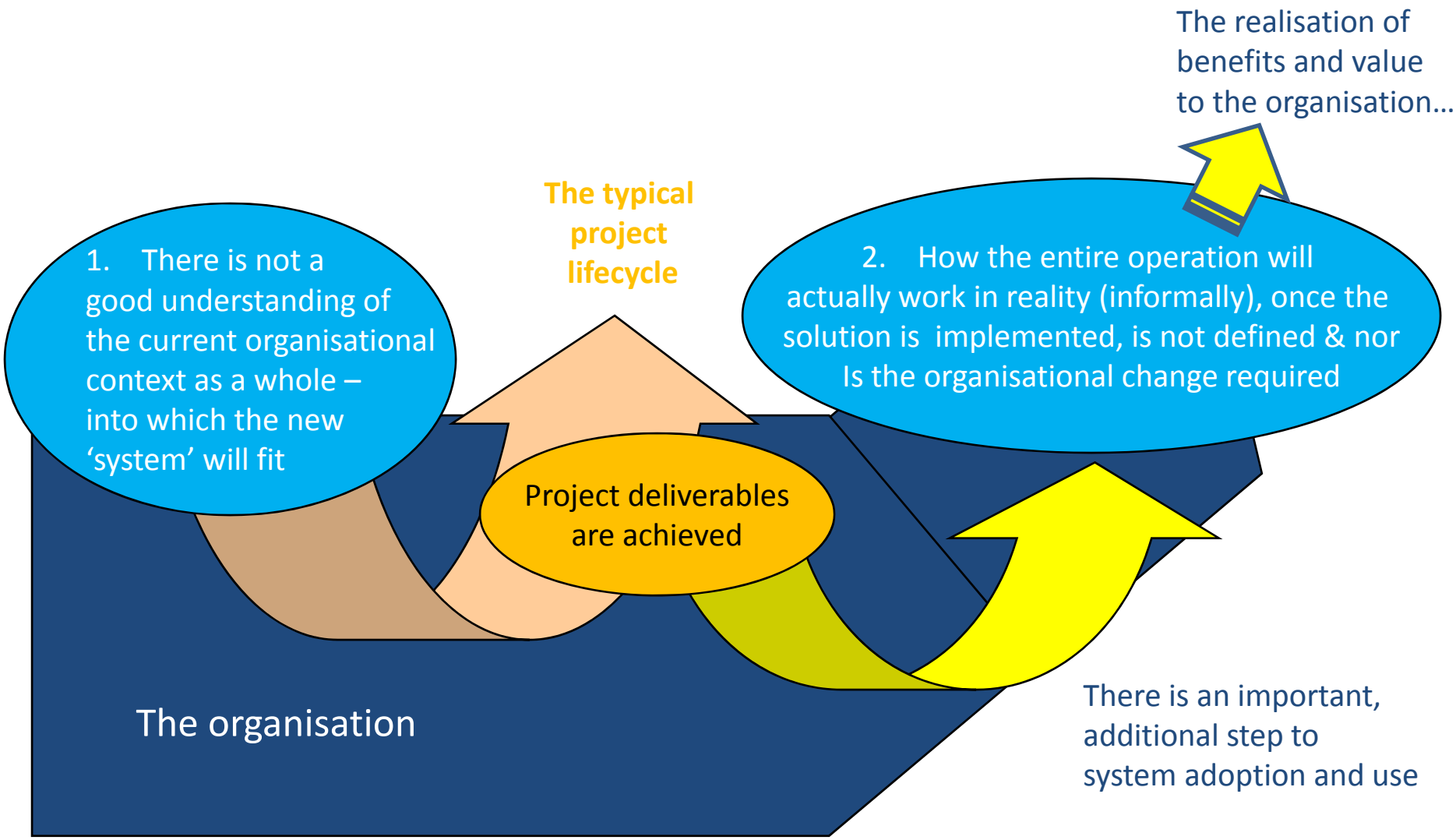



Formal definition of what is or should be done

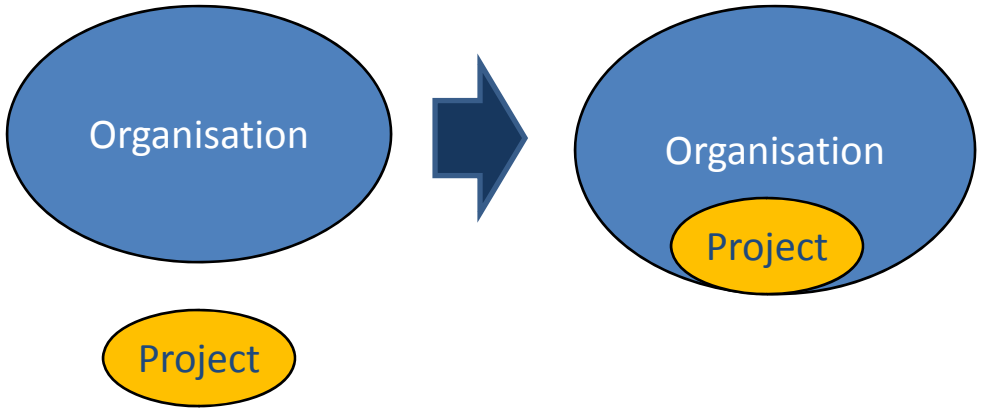
The informal **reality** of what and how things are actually done



# With the organisational perspective, two critical steps are typically missing from many projects, leading to significant issues, risks and lack of project success



# A simple, practical and holistic organisational model for any project

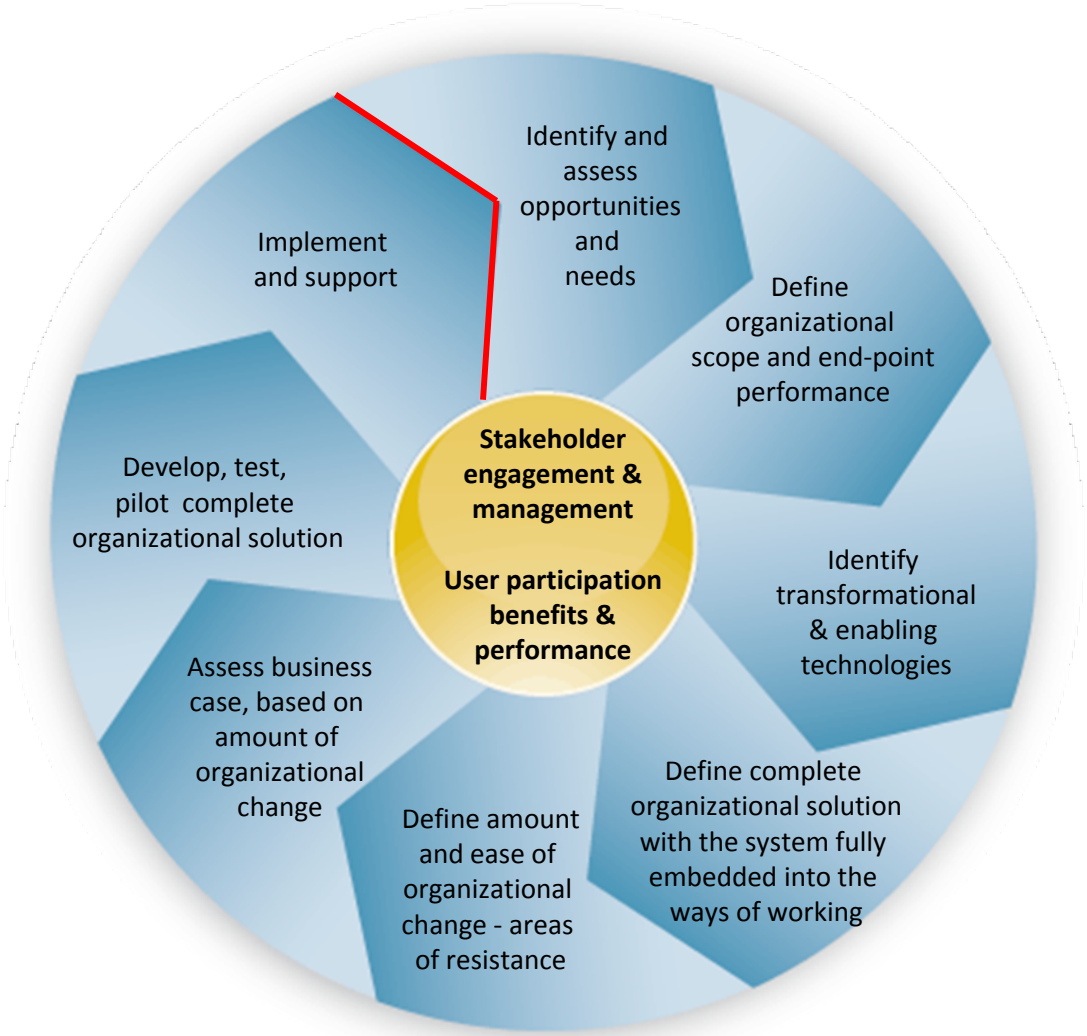



Answering the key organisational change questions:

1. What needs to change
2. What is it like now
3. What does it need to change to
4. Who needs to change, and how
5. What is the gap, how big is it
6. What are the barriers to change
7. How are we going to manage the change
8. What is the optimum sequence of change

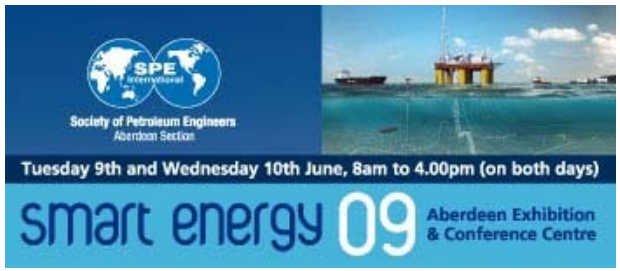
| **Main organizational dimensions** |
|---|
| Activities |
| Policies |
| Terms / language |
| Metrics |
| Processes |
| Structures |
| People knowledge, skills & understanding |
| Documents / information |
| Data |
| Systems |

# A different focus for IT-based projects – modular, and complementary to existing methodologies – to achieve greater success



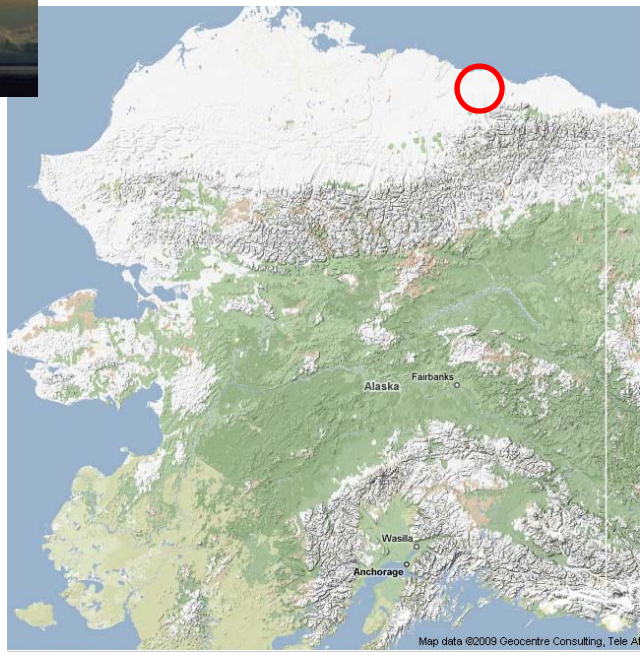
# Part 2

# To Alaska





IDITAROD TRAIL
ALASKA
"The Last Great Race"
1049 miles
IDITAROD TRAIL
RACE
'05
Cabela's
WORLD'S FOREMOST OUTFITTER
WELLS FARGO
ANCHORAGE CHRYSLER DODGE
201 E. 5th Ave.
GCI
Alaska Airlines
Anchorage Daily News
adn.com
Alaska's SuperStation
PENAIR
FredMeyer Stores
MILLENNIUM HOTEL
START
Chevron
GLOBAL INFORMATION TECHNOLOGIES


Alaska
Fairbanks
Wasilla
Anchorage
Map data ©2009 Geocentre Consulting, Tele A

# The North Slope

**North Slope**

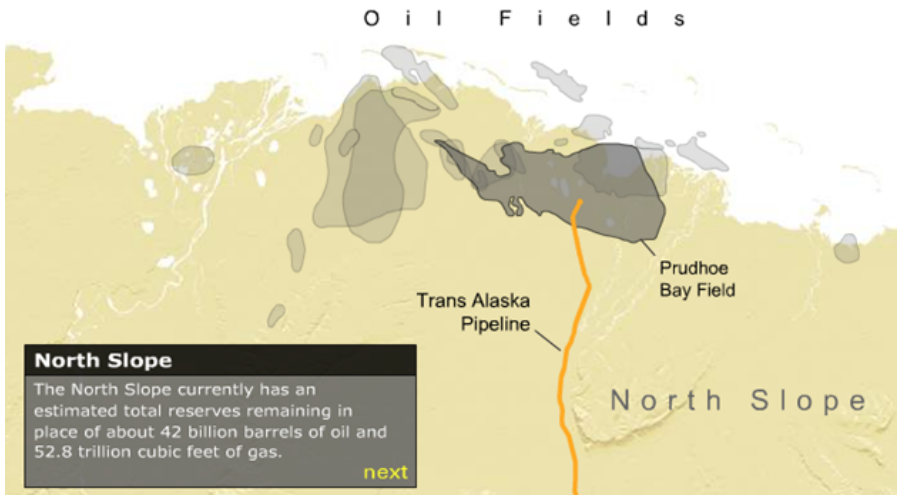
There are 23 producing fields on the North Slope. The largest oil field is known as Prudhoe Bay Field

more

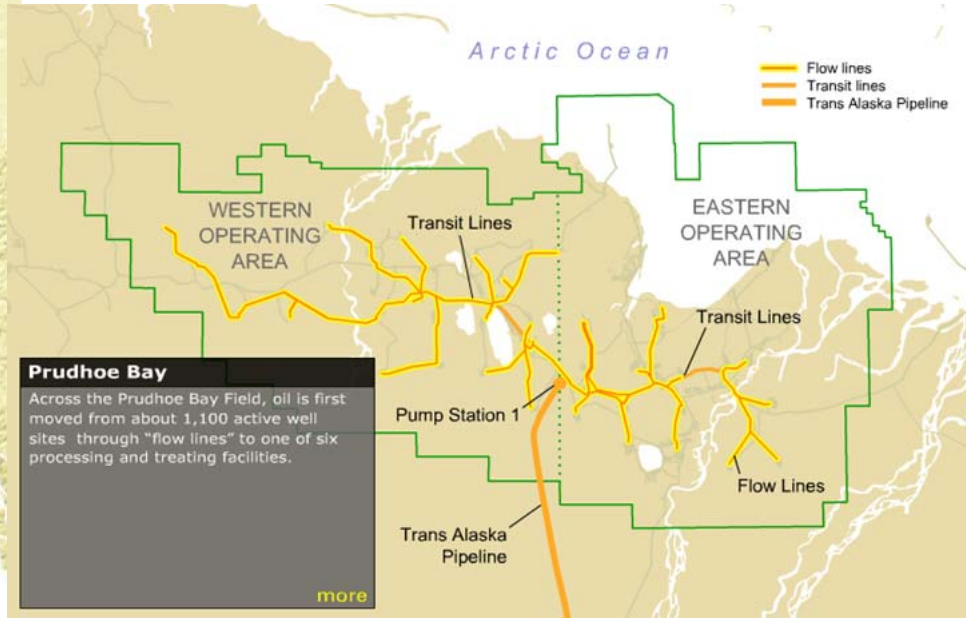
**North Slope**

Alaska's North Slope oil fields cover an area of about 693,484 acres (1,083 square miles).

more








STOP
WARNING
POLAR
BEARS
MAY BE IN AREA

# Project context and goals

- Drivers
  - Institutionalize best practice
  - Big crew change  - create materials for new hires
  - HSE improvements = risk mitigation
  - Standardization across the operation
  - Broad cultural change around more formalized use of documentation
- Deliverables
  - Accurate and updated procedures
  - New, intuitive, procedure portal for procedure location
  - New policy with associated processes & roles
- Goals
  - Improved HSE performance
  - Improved quality and use of procedures – behaviour change

# Organizational context

- General characteristics
  - All facilities are different
    - Assets & equipment
    - Operations, ways of working, cultures (e.g. Union – non-Union), previous owners
- Human factors
  - Belief (rewarded in past) that individual knowledge is power
  - Many years of experience – know everything, no need for procedures
  - Lack computer literacy for some Operators
- Roles
  - Not clear enough accountabilities related to procedures and documentation
- Process & workflow
  - Slightly informal approach to procedures
- IT System factors
  - Difficult to find procedures in the old system & poor control

# Organizational context

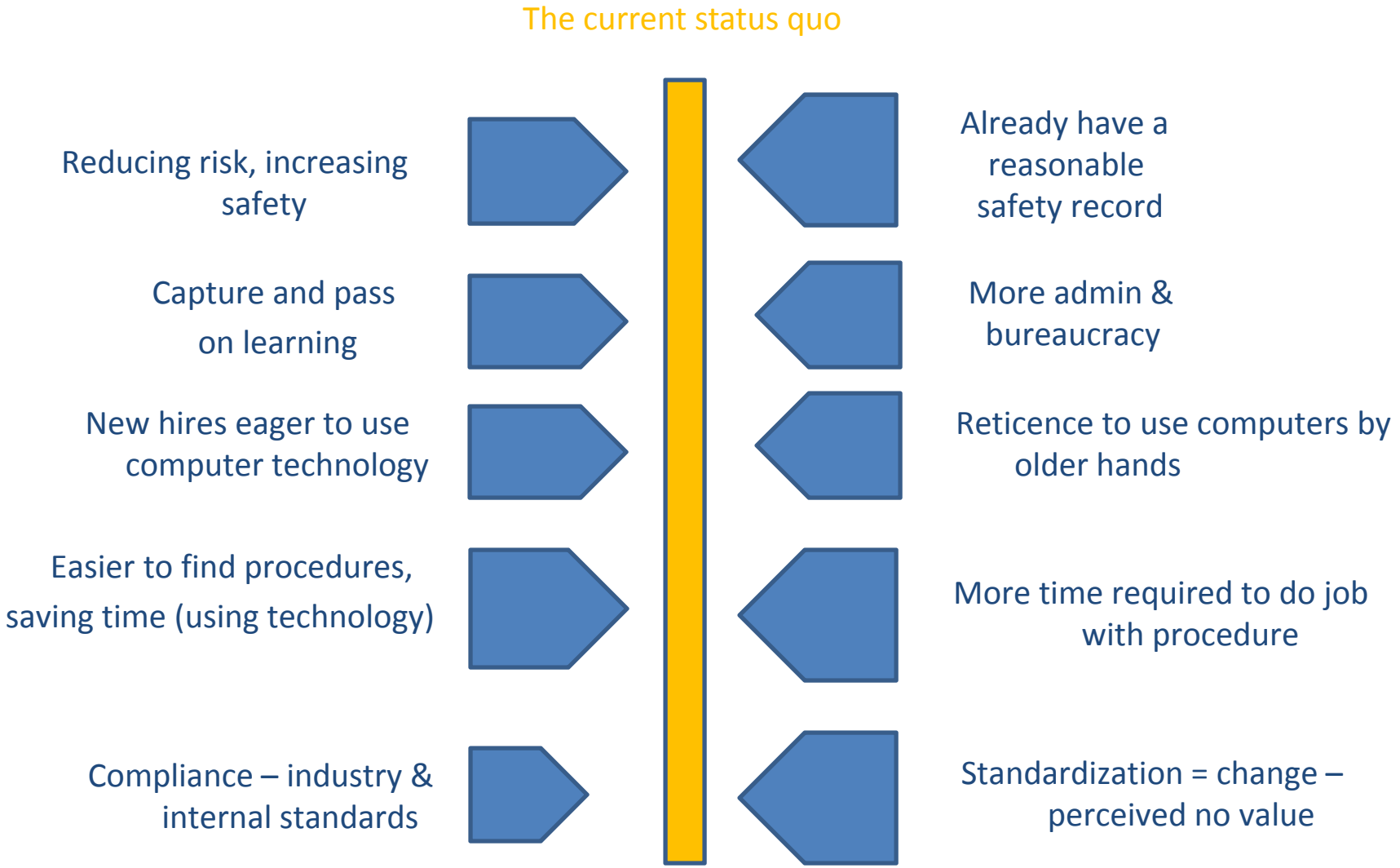
- Policies
  - External/Industry standards
    - US has OSHA
    - 1910 standard = primary PSM legislation – defines required documentation and standards around chemical & process hazards
  - Internal standards
    - IM
    - OMS

# The Organisational changes involved or require - based on those 8 core change questions

- General characteristics
  - All facilities are different - increased standardization = change
- Human factors
  - Belief that knowledge is power – Need to decide and agree on 1 ‘best way’, and share
  - Lack computer understanding – need to be able to use computers
- Process & workflow
  - Procedures – greater formality, control, discipline
- Roles
  - Not clear enough accountabilities - New formalized, document-related roles
- IT System factors
  - Difficult to find procedures in the old system – need to learn new system – easy/intuitive, but different

# The organisational, and individual, change challenge - drivers for, and barriers to, change – focusing on the users

Based on Kurt Lewin's Force Field Analysis Model



# Project Approach
# – Use of change levers to ensure win-win-win

- Social Levers
  - Involvement and participation in design from the start – leading to ownership
  - Project kick-off involving all key stakeholders
  - Constant communication – Newsletters, workshops, competitions
  - Identify resistance and barriers to change through surveys & dialogue
  - Continuous check & validation
- Political Levers
  - Active and visible sponsorship, championship by senior staff
  - Communication of the value, benefits.. $$
  - Clear communication and decision-making channels
- Technical Levers
  - System functionality – easy, intuitive, helpful, meets needs
  - Integration, evolution of what have today, not revolution

# Project Solution

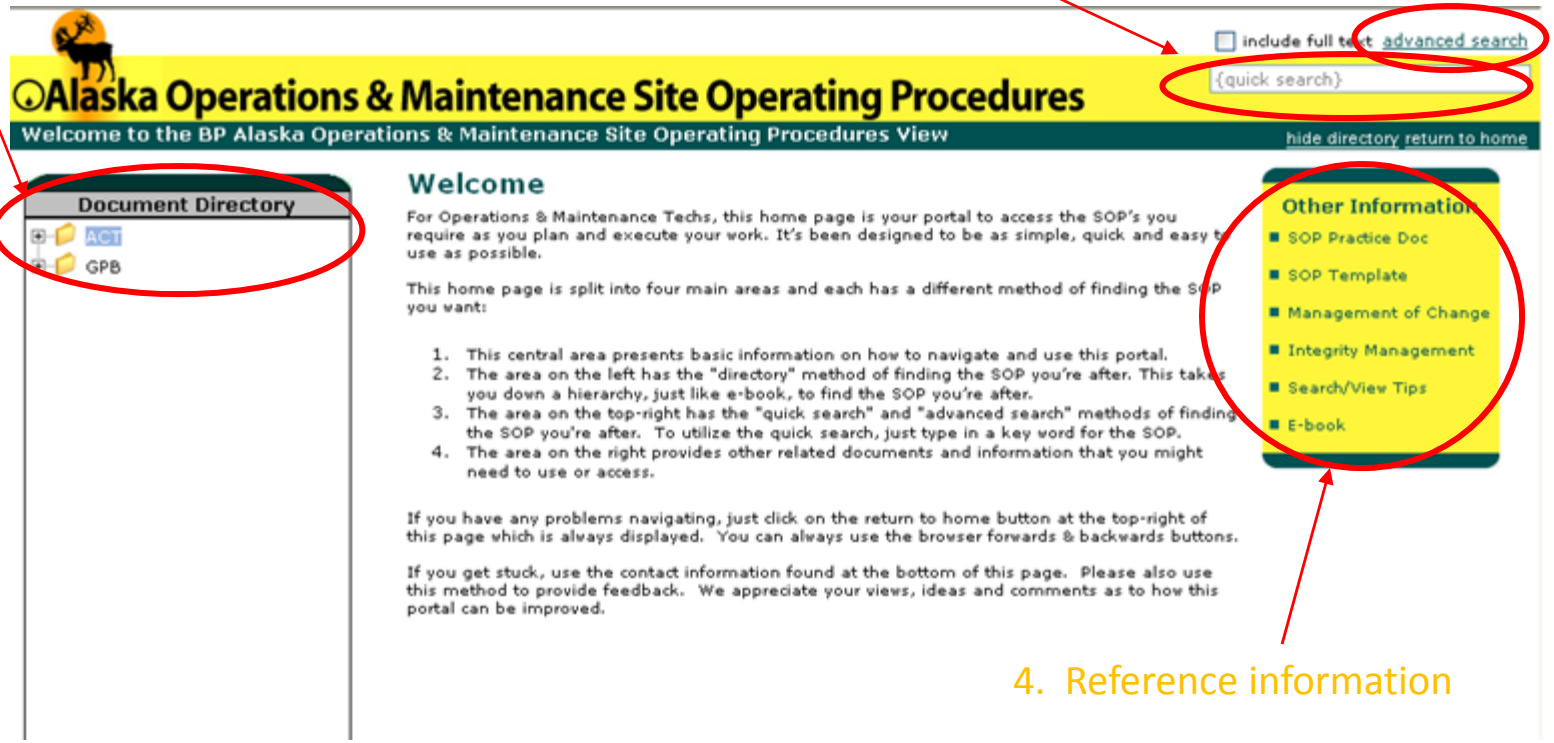
- Technology design concept
  - User value based – providing benefits and greater value to users than today's system
  - Quick, simple and easy to use, even for computer illiterates
  - Combines what they know today, with a better way
  - Powerful search engine
  - Able to handle over 30 pieces of metadata/attributes per procedure

# The Procedure Portal

1. Drill down hierarchy just like legacy systems

2. Quick-search using keywords

3. Advanced-search




4. Reference information

# Project results and learnings

- Results
  - All project goals achieved
  - Organizational benefits realized
  - High User satisfaction

- Learnings
  - Keep stakeholders informed
  - Operations Division is king
  - Escalate issues early
  - Recognize the strong influence of history
  - Recognize the multiple sub-cultures and deal with them appropriately
  - Criticality of messaging and positioning of initiative

Thank you.

Questions