Management Review and Continuous Improvement

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Plains All American Pipeline

Personal Introduction
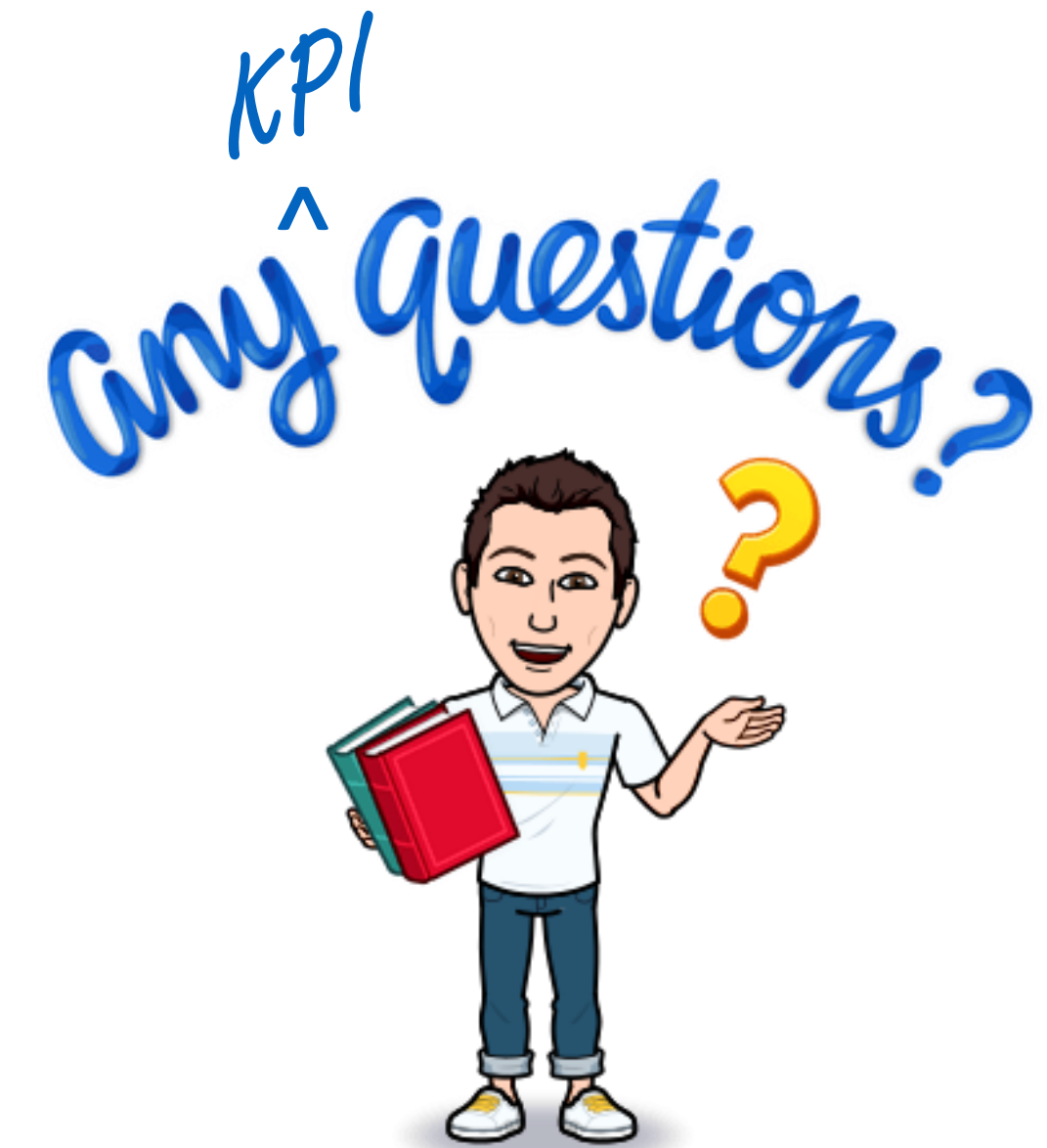

Shannon McClure
Manager, OMS Governance

Operations management System Sub-Element
Owner of the following:

- OMS Responsibility, Accountability, and Authority
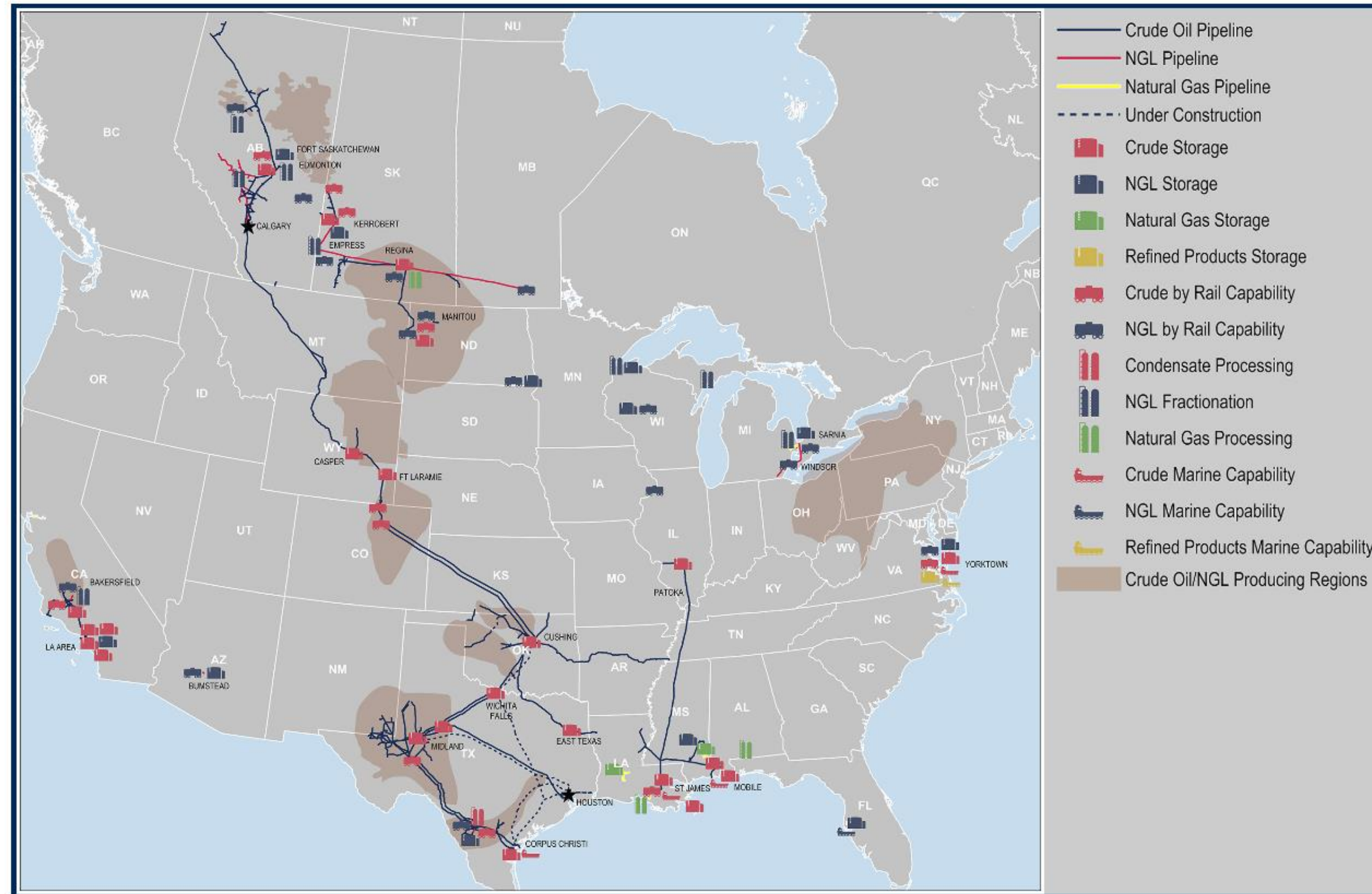- Assessments*
- Audits*
- Management Review

*Owner, as of October 1

Chuck Bard
Manager, Operational Performance Metrics

Operations Management System Sub-Element
Owner of Performance Management

PAA Asset Map

In the Beginning
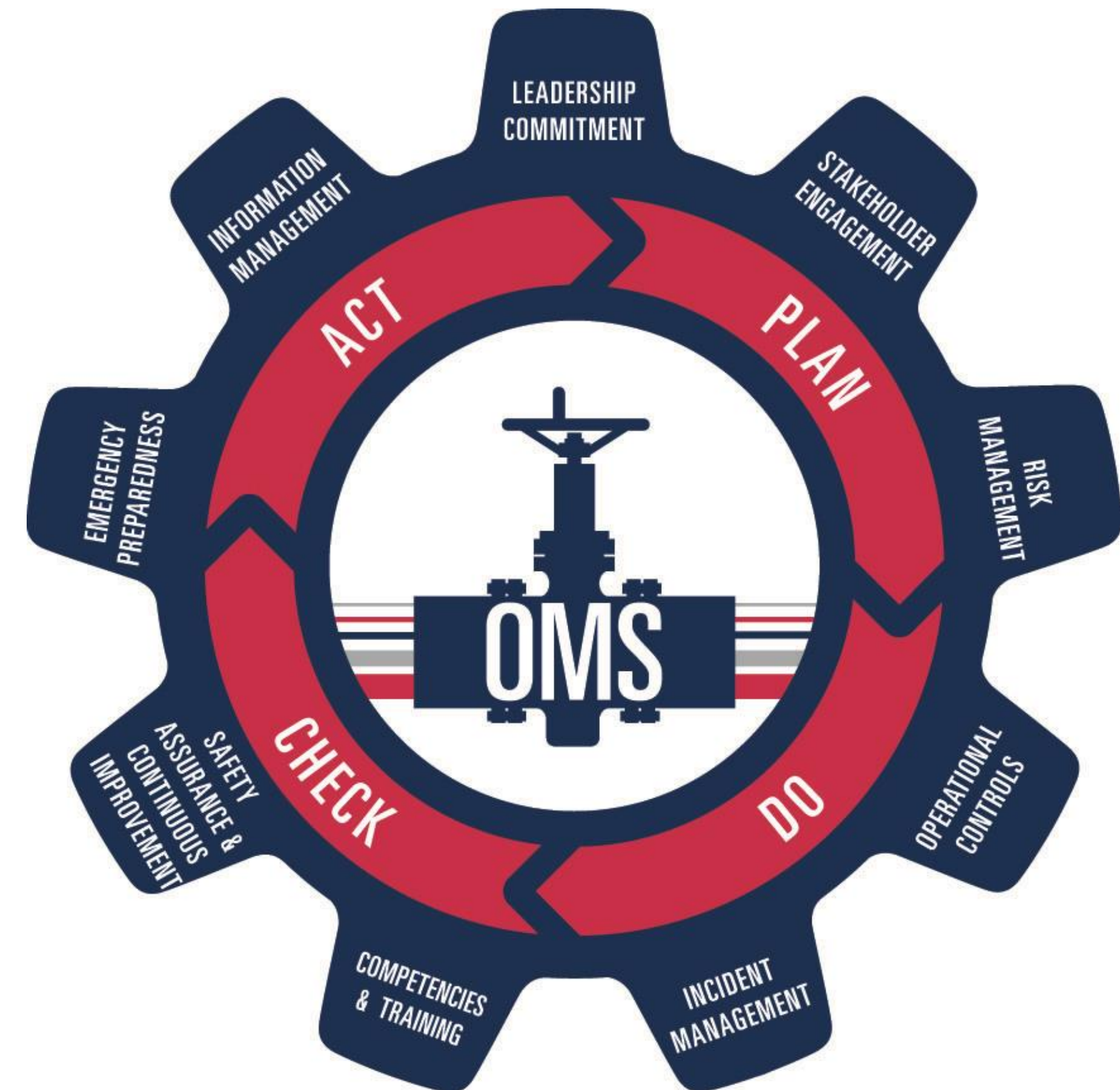
- **Getting Started:**
  - **Plan**
    - Understand the API RP 1173 requirements
    - Determine best approach for our organization
  - **Do** - Just do it – get started and continuously improve

- **Meetings and Impact:**
  - Monthly Operations Leadership Team (OLT)
  - Bi-weekly Operations Management Team (OMT)
  - Quarterly OMS Responsible for Oversight Meetings
  - Quarterly Management Reviews

Adjustments

- **Check** – OMS Management Review Survey

- **Act –** Reformat and refocus the OMS Governance Meetings which improved efficiency and effectiveness of Management Reviews:
  - Q4 OMS Responsible for Oversight Meeting transitions to Sub-Element Management Review
  - Q1 OLT transitions to OMS Annual Management Review

Making it Real
Management Review Today

- Quarterly Oversight Meetings serve as building blocks for Annual Sub-Element Management Reviews
- Focus for each quarter includes:
  - Q1
    - Performance Metrics/KPIs & Targets
    - Sub-Element Plan Status
  - Q2
    - Assessment and Survey Results
    - Planning
  - Q 3 - Sub-Element Maturity Ratings and Targets
  - Q4 – Annual Sub-Element Management Review
    - Performance against Plan
    - KPIs/Metrics Scorecards
    - Decisions
- First Quarter OLT Meeting now serves as the OMS Annual Management Review (Top Management Review) and includes review and approval of OMS Annual Report and OMS Annual Plan.

Performance Scorecards

- KPI Scorecards are used to review performance during Management Reviews

Organized by goals and objectives

Consolidated set of KPIs

Status against annual targets

Identification of trends and issues (performance gaps)

Monthly performance data

Lessons Learned

- **Key Success Factors:**
  - Active engagement
  - Clear decisions on improvement activities and other OMS business
  - Continual progress in implementation of improvement activities
  - KPIs linked to OMS goals to track progress and guide decisions

- **Continuous Improvement … Going Forward:**
  - Implement automate action and gap management workflows to assist Sub-Element Owners in ownership of information used to develop governance meeting materials
  - Implement integrated Management Review - Implementation of individual Sub-Element Management Reviews has improved planning and engagement, but feedback from Leadership included a desire for an integrated, succinct Management Review to include all Sub-Element Owners.
  - Continue to improve the content of the OMS Annual Report and Plan using information gathered from the Annual Management
  - Continue to refine performance metrics to assess effectiveness of Sub-Element processes/activities

THANK YOU!

Visit us at: pipelinesms.org

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Workshop Take-Aways

Key Take-Aways

Operational Controls

- A lot to this element, better to take it piece by piece

- Fit for purpose is key, example MOC

- No matter your maturity level, benefits to assessments

- Recognizing the role of the contractor is critical

Stakeholder Engagement

- Engagement needs to be a two-way street

- Capturing, evaluating and sharing lessons learned

- Critical upfront to find right approach to get your employees involved

- Journey not a destination, never truly arrive continuous improvement

- Important to understand not another program, thus a drain on resources

Documents & Record Keeping

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Roundtable
Q & A

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