



PHMSA'S Web Conference Series 2014



RP 1173: Pipeline SMS Requirements

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Leadership & Management Commitment and Stakeholder Engagement

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What is the Leadership & Management Commitment Element?

- Requires the Operator to:
 - Have a PSMS
 - Establish Goals & Objectives
 - Ensure that relevant processes and procedures are in place
- Outlines expectations for Top Management, Management and Employees
- Emphasizes that leadership occurs at all levels
- Lays out recommendations for making communication, risk reduction and continuous improvement routine
- Puts emphasis on promoting atmosphere of trust and learning for a positive safety culture



Plan, Do, Check, Act – Leadership and Management Commitment is the core of the standard...



Continuous Improvement is the Goal



Why is Leadership the Heart of PDCA? Leadership is everywhere

- **Top Management-** accountable for continuous improvement, routine review of safety performance and communications about safety
- **Management-** ensures process, procedures and training to meet objectives; assess, evaluate and adjust as needed to meet objectives; foster continuous improvement
- **Employees—** identify improvements, reveal risks
 - Consider employee, public and pipeline safety when stopping work for safety concern
 - Bring rigor of employee safety to asset protection



How this Advances Safety: Leadership has more safety and cultural awareness

- Puts new emphasis on the check phase through Safety Assurance
- Calls for more detail and deeper understanding in measurement/KPIs on risk management
- Uses a Maturity Model to set specific goals in areas of concern and checks actual progress against targets
- Creates incentives for improving safety performance
- Requires assessment of safety culture



What is the Stakeholder Engagement Element?

- Requires the Operator to have a process and plan for internal and external stakeholder engagement
- Focus on risk identification and management and safety performance
- Emphasizes two way information flow and facilitation of opportunities for getting acquainted using public events, social media or other methods
- Must address process to provide high level view of operations, current focus of risk management and measures operator uses to gauge performance



Intent of the Element and How it Advances Safety

- Internal focus on ensuring full employee engagement, involvement and learning
- External focus on moving from awareness to dialogue to help control risk and share performance
- Clarifies how to interact for positive purposes and to identify and resolve concerns about transparency on safety matters