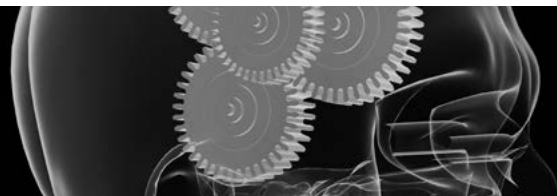


HUMAN FACTORS

How to take the next steps



CASE STUDY 3 - Managers are human too...

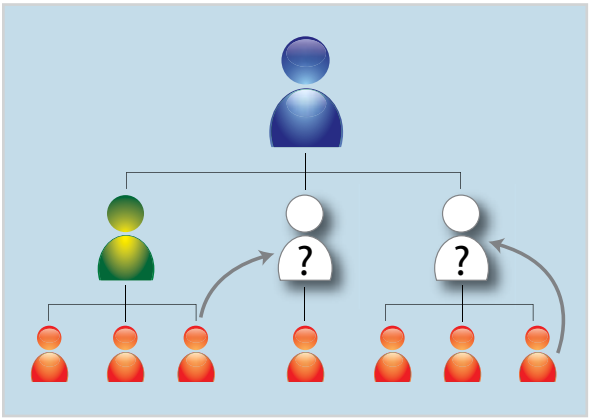
What happened?




After going through a difficult downsizing a company decided to restrict recruitment and personnel moves, in an attempt to avoid painful redundancies in the future.

At the time there was great demand for personnel in the oil and gas market. One installation lost a number of its operational leadership to another company. For a while the installation managed. It was able to maintain its minimum manning levels, and less experienced personnel were asked to step-up into leadership positions. The Offshore Installation Manager (OIM) and offshore engineer began micro-managing work on the installation.

Unfortunately the recruitment restrictions introduced lengthy delays into the process of replacing personnel. Twelve months later the installation was still without replacements. When the attention of the OIM and engineer was distracted by another major issue, those standing-in could not maintain the safety standards.

A cluster of serious incidents (including a large gas release) led to an investigation which revealed the situation. The company accelerated replacement of the missing personnel.



What human factors were involved?	Barriers
<p>What did people do intentionally?</p> <p>Leaders made it difficult to recruit and move operations personnel They did this with the best of intentions, to prevent people having to suffer the threat of redundancy in the future. Unfortunately this prevented the recruitment of new operations leaders to replace losses to other companies.</p> <p>Site managers made the best of the situation Whilst pursuing replacements, the OIM and engineer found a way to work through the problem by increasing the time they spent on site supervising and coaching.</p>	<div style="text-align: center;">  </div>
<p>What did people do without meaning to?</p> <p>Stand-ins didn't have the experience and skills to maintain standards Often we take technically gifted people and promote them into a leadership position. However, the two roles often require very different skills. It's even harder for stand-ins who are in the role only temporarily, and may still feel a member of the team they are having to supervise. In this case temporary stand-ins could probably have been adequately supported over a short period of time, but this became difficult over the longer period.</p>	<div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 10px;">  </div> <ul style="list-style-type: none"> Organisational Change Staffing Levels & Workload </div>
	<div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 10px;">  </div> <ul style="list-style-type: none"> Leadership Supervision </div>

What can we learn from this incident?

- The resourcing of the right people to your worksites is essential. There should be sufficient flexibility to allow your assets to have the right people at the right time.
- Managers and leaders are human too. It is difficult to see all the potential consequences of a decision or change.
- Equally, managers and leaders should be cautious of making blanket rules or decisions.
- Temporary personnel changes need to be monitored closely. Stand-ins are likely to require coaching and mentoring. The effect on supervisors providing this additional supervision also needs to be considered. Workload or job demands may need to be reduced, or more staff provided.