

Title: *New approaches in achieving lasting competence across a global incident management team in a major energy company*

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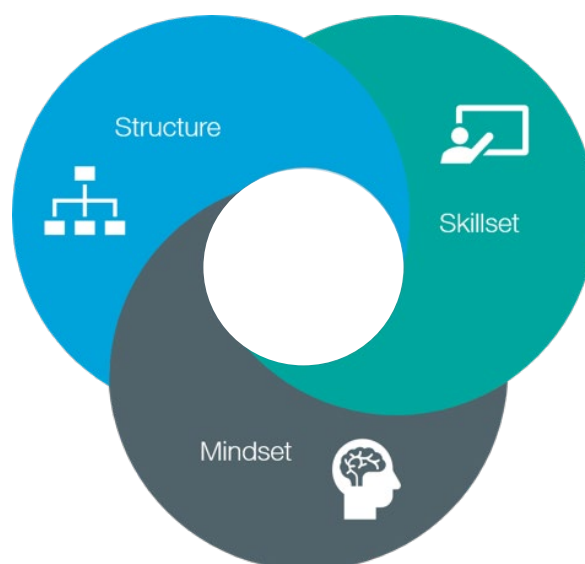
How do you resource a major response? For most companies there will be a utilisation of the tiered response model of cascading international resources to support local, and regional capability.

Equinor use this model through the establishment of their Global Incident Management Assist Team (GIMAT).

The establishment of GIMAT provides the challenge of how to ensure impactful and lasting competence across a globally distributed team with limited opportunity for in person exercise attendance. In achieving this Equinor and OSRL collaborated on a project to explore new approaches and good practice in developing lasting competence. These approaches and good practice included:

Redefining competence

Experience and good practice has shown us that competence can be broken down into 3 core areas.



Process;

The organisation / framework, operating procedures and policies, processes, decision-making tools, plans, the response room, the flipcharts / boards on the wall or the software platform to manage media and communications are all examples of processes to support a response. Perhaps the most important is the use of an Incident Management System. For Equinor this takes the form of ICS.

Skillset - Building on existing industry models

Skillset is the technical understanding of a role, it is knowledge-based or skills-based, for GIMAT it is the understanding of oil spill response, worst-case scenarios, as well as appreciating the competencies of a team.

The challenge - Does each member of the global team need technical knowledge in all areas of oil spill response? And to what depth do they need knowledge? Are the knowledge breadth and depth requirements consistent across all of the team? And most importantly how do you know that they have understood the training and embedded that knowledge for use at a later date?

Our approach - This paper explores how we have built upon the tiered preparedness and response (TPR) model, using it as a framework and adapting the training by modularising the technical competence requirements. This culminates in building role profiles indicating where oil spill competence is most impactfully developed and to what depth against the specific requirements of the TPR wheel. This allows response professionals to be targeted in where they focus their limited time to achieve maximum lasting impact.

Mindset - A new mindset to training

An appreciation that our ability to perform in a given moment is largely determined by where we are placing our attention and how we are making sense of the situation. We approach mindset as a skill, it can be broken down and learnt.

How do individuals show up on the day of a response? Even with well-developed processes and an exceptional skillset an individual may still underperform on the day if their mindset is not in the best place. Although not part of the TPR wheel this paper further explores the impact of integrating Red2Blue as a specific mindset training into the broader competence development of the global team. It also explores how we have brought the lessons from covid to build a hybrid programme of both remote and in-person learning to achieve this.

This paper explores each of the areas and how competence is built in each component part to achieve more impactful comprehensive competence.