

CASE STUDY – SMALL PIPELINE COMPANY



This pipeline company has 250 employees and manages a pipeline crossing several municipal and state jurisdictions. Their MOC process was minimal and did not deliver the intended outcomes. A previous attempt to remedy the situation by introducing new technologies had failed. The new API RP1173 pipeline safety system guidelines were on the horizon and they needed to start making progress quickly.

Problem:

- MOC process was ineffective and not widely adopted by the organization.
- The technology was broken and could not deliver.
- Both the culture and the process lacked best practices to effectively manage risk due to changes (this was not originally understood by the company).

Objectives:

- Improve MOC process and prepare for API RP1173.
- Establish a consistent and sustainable program (system, processes, technology).

Approach:

- Define the scope and desired outcomes for the implementation project.
- Educate the team on best practices used to manage change effectively.
- Start with physical changes first, to be followed later by procedures and organizational MOCs.
- Leverage technology that supports best practices, risk-based strategies, and adaptive workflows.

Results:

- **Project:** 7 months
 - 3 months to develop new process
 - 3 months to configure, implement, and refine application
 - 1 month to train and roll-out based on a phased approach
- **Process Improvement:**
 - Simplified process using stage-gate approach and removing bottlenecks
 - introduced missing best practices: replacement in kind (RIK), risk screening, PHAs, PSSRs, etc.
 - Streamlined approval process from 12 to 4 approvals based on the level of risk.
 - Increased engagement of affected stakeholders and clarified roles using RACI model.
- **Outcomes:**
 - Increased the competency to manage change safely.
 - Each MOC now follows the same process independent of who starts or manages the change.
 - Risk is now assessed for each change and monitored across the pipeline.
 - First implementation of an RP1173 MOC process in the United States.