One of the greatest challenges with implementing any safety management system is transforming strategy into meaningful engagement experiences for technicians and supervisors involved in day-to-day activities. These technicians and supervisors are on the front line of pipeline safety opportunities... with every decision they make and every action they take. NGA Membership, working with the Blacksmith Group, have organized one of the nation’s largest PSMS Implementation Collaboratives, with 15 member companies representing perspectives from Municipal Operators to some of the largest gas distribution Operators in the country.

A comprehensive multi-pronged Membership PSMS Implementation Plan was established following the 2018 Merrimack Valley Massachusetts incident. The Plan focuses on bridging the gap the gas industry has faced with PSMS implementation since the API Recommended Practice was released in 2015 - connecting strategic aspects of safety management system principles to practical, behavior influencing boots-on-the-ground decision makers. Operationalization of safety management system strategy is key to facilitating the transformation of day-to-day behaviors and ultimately long-term safety culture. Our technicians need to understand how PSMS is connected to their day to day work activities by adopting a Plan-Do-Check-Act (PDCA) mindset. Our supervisors can benefit from having tools to help them emphasize the connection between day-to-day work and the critical role in managing pipeline safety.

The NGA PSMS Implementation Collaborative, working in conjunction with the Blacksmith Group, recognizes operationalization of strategy as a key component of implementation success and management system sustainability. As a result, the team has agreed to move forward in the development of Operationalization Tactical Guides. These guides provide an operations-based work activity connection to essential elements of PSMS all underpinned by the PDCA framework. In this fashion, Technicians and Front-Line Supervision alike will be focused and driven on the what if question when considering activity related abnormal operating conditions (AOC’s) and subsequent actions to take if an AOC occurs at a site-specific job. The goal is to provide a simplified pipeline operator’s view of how PSMS is connected to day-to-day operational activities that occur within a specific functional area. This Workshop Series will review the NGA Membership Operationalization Journey and provide key insights into the safety value benefits of a regionally focused collaborative approach to wide-spread industry adoption of PSMS fundamentals.

Tactical Guide content is intended to be scalable and provide universally applicable concepts from a safety management system perspective, but specific enough in day-to-day operations to be an effective behavior influencing tool and can be adapted to any operating environment. The messages and connection points provided within the Tactical Guides can be integrated into existing company message delivery platforms such as weekly tail-board talks, field training sessions, instructor lead training sessions, etc. Or a company may choose to adopt an alternate message delivery practice. Regardless of the delivery approach, the key to successful strategic PSMS transformation is a consistent approach to engagement that connects the PDCA philosophy to a Technician’s daily work activity.
Northeast Gas Association PSMS Workshop Series

Pipeline Safety Management System *Operationalization of Strategy*

The initial set of Guides focus on the following functional areas:

- *Pressure Regulation, Control and Odorization*
- *Mains & Services Construction*
- *Gas Control*

Additional planned Guides include:

- *Distribution System Maintenance*
- *Emergency Preparedness and Response*
- *Engineering Design & Integrity Management*
- *Pipeline Safety Public Awareness*
- *LNG Operations*

The vision is to make Tactical Guide content available in several editable formats including hard copies (booklet), electronic (online) versions, shop poster infographics and E-Learning training modules. Organizations can customize the look and feel of the guide and include company specific information and work practice requirements.

Please plan on joining NGA and Mark Hereth, Managing Director of The Blacksmith Group, to discuss this unique approach to practical implementation of PSMS strategy and the transformational thinking needed for PSMS operationalization.

The Workshop Series includes the following *keys to PSMS implementation success* topic areas:

1. **NGA Membership PSMS Collaborative – Balancing Strategic & Tactical Approaches to Meaningful Implementation**
2. **Strategic Implementation Approach – Adoption of the Blacksmith Build-On Philosophy and Collaborative True Learning**
3. **Bridging Operationalization Gaps – Development of PSMS Tactical Guides and PSMS Engagement Tools**
4. **Culture, Measurement, Sharing & Learning – Keys to PSMS Sustainability and Safety Culture Transformation**