Building Effective Management Systems

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A LIBRARY OF THREE PRACTICAL BOOKS

THE PEOPLE'S HOME MEDICAL BOOK
BY T.J. Ritter M.D.

THE PEOPLE'S HOME RECIPE BOOK
BY Mrs. Alice G. Kirk.

THE PEOPLE'S HOME STOCK BOOK
BY W.C. Fair V.S.

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1912
Enbridge Pipelines’ History

1950:
- 900 miles of pipe
- 1 commodity
- 30.6 MM bbls per year
- 159 employees

2013:
- 15,294 miles of pipe
- 90 commodities
- 730+ MM bbls per year
(2 MM bbls per day)
- 3650 employees
Integrated Approach

- Lifecycle Approach
- Functional Approach
- Multiple Jurisdictions
- Various Regulations
- Various Business Operations
Goals

- Safety
- Risk Mitigation
- Compliance
- Governance
  - Organizational Accountabilities & Functions
  - Core Business Processes
  - Business Strategy
- Learning Culture
  - Management of Change
  - Investigations, Health Checks, Reviews & Audits
  - Continuous Improvement
- Performance Based Metrics
- Simplicity & Repeatability
Enbridge’s Management System Community

- Integrated Management System Executive Committee
- Regular Meetings with President of Liquids Pipelines
- Integrated Management Department
- Employees
- Regulators
- Communities
- Expert Consultants
Management System Key Components

• Policies
• One language
• Functional Maps & Mandates
• Functional Accountabilities
• Key Processes
• Organizational (Integrated) Relationships
• Performance Metrics
Function Models & Mandates

• Identifies and describes the functions required to manage the business so accountability can be clearly determined.
Functional Accountability Matrix

- Identifies and defines the roles related to the execution of each business function.
- Clarifies accountability, responsibility and support roles to enable smooth and effective performance of business functions.
Organizational Relationships

- Identifies the management structure responsible for executing the management system within a department, across departments or organizations.
Performance Metrics

Vision: North America’s First Choice for Petroleum Liquids Delivery

- Leadership in Safety and Operations (Top 5 Priority)
  - ... 
- 2 Scorecard examples:
  - Employee and Contractor TRIF
  - Motor Vehicle Incidents
  - ... 

Translate into Business Objectives:
Enhance People and Process Safety

- Set Measurable Target: e.g., Improve performance by XX %...

Department Metrics
- Engineering and Projects
  - Safety Performance
- Field Operations Safety Performance
- Other Departments
Ongoing Maintenance & Review Process to:
- Integrate existing processes
- Continually improve
- Align into 16 MS within 3 years
- Review/Audit all MS in a 3 year cycle