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# Quality Culture – Spring Conference Update Report

Prepared by Quality Steering Committee

Chair: Vik Kohli

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# 1. Work Group

## 1.1. MEMBERS

Name	Company	Email
Vik Kohli – Committee Chair	Enbridge	<a href="mailto:vikesh.kohli@enbridge.com">vikesh.kohli@enbridge.com</a>
Bill Forbes	Enbridge	<a href="mailto:bill.forbes@enbridge.com">bill.forbes@enbridge.com</a>
Peter McNay	Deloitte	<a href="mailto:pmcnay@deloitte.ca">pmcnay@deloitte.ca</a>
Guy Lembach	Deloitte	<a href="mailto:plembach@deloitte.ca">plembach@deloitte.ca</a>
Ryan Bowhay	The Crossing Company	<a href="mailto:rbowhay@thecrossingcompany.com">rbowhay@thecrossingcompany.com</a>
Brent Goerz	CCI Inc.	<a href="mailto:bgoerz@ccisolutions.ca">bgoerz@ccisolutions.ca</a>
Doug McCallum	Robert B. Somerville	<a href="mailto:dmccallum@rbsomerville.com">dmccallum@rbsomerville.com</a>
Nancy Arab	National Public Relations	<a href="mailto:narab@national.ca">narab@national.ca</a>
Bob Duncan	Spectra Energy	<a href="mailto:RADuncan@spectraenergy.com">RADuncan@spectraenergy.com</a>
Jim Raeside	Solar Turbines	<a href="mailto:jim_raeside@solarturbines.com">jim_raeside@solarturbines.com</a>
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## 1.2. FOUNDATION CONTACT

- o Kim McCaig, Executive Director

# 2. Project Report

The CEPA Foundation is on a cultural **journey**.

Our quality maturation journey began in 2014 with a theme of **Awareness**. The goal of 2014 was to educate the CEPA Foundation on the problems with the status quo of quality within our industry and provide education on how to shift the current paradigm. We were successful at building momentum, now we have to sustain it.

2015 was all about **Action**. In order to build lasting momentum, results are required at an accelerated pace. We challenged the Foundation membership to commit to take action to improve quality performance and quality culture.

For 2016, our focus shifts to **Accountability**, to ensure we follow through on the actions we committed to in 2015 and that we take accountability for continuously improving quality.

At the beginning of 2016, the CEPA Foundation Quality steering committee revised the 3 year Quality strategic plan to guide our journey in maturing quality within the Canadian energy pipeline industry. We continue to approach the Quality program via a 3 yr. plan in order to ensure sustainability and keep the Foundation focused on solving the quality challenge, which is bigger

than any one person or company within the industry.

To reiterate the heart of the plan, the committee developed a Big Hairy Audacious Goal (BHAG), culminating with this statement: We are the epitome of quality excellence across all industries by October 2020, coinciding with the 2020 CEPA Foundation Quality Summit. To say it another way, our BHAG is that in 4 years the rest of world looks to Canadian energy pipelines for quality done right.

In addition to revising the strategic plan, a number of sub-projects were concluded or kicked off:

1. A common language for Quality has been developed to guide us on the journey to maturing our quality culture. The **CEPA Foundation Quality Definition** is highlighted below:

***“Quality” means that the expectations<sup>1</sup> of industry, regulators and the public are addressed, met or exceeded throughout the pipeline life cycle in reference to the product provided, processes delivered and services administered.***

***A pipeline constructed and operated to a high level of quality is safe, reliable, has minimal environmental impact and has a high level of availability. The processes used to build and operate the pipelines are repeatable.***

***<sup>1</sup>“Expectations” are the legislated codes and standards, as well as situation-specific requirements (imposed by regulator or committed by owner company).***

2. In addition to a common definition, common performance measures are required in order to drive the right behaviors when it comes to Quality. The Quality performance measures were developed in 2015 and the pilot is kicking off in Q2 2016, with feedback and refinement planned for Q3 2016. We are planning to launch officially with all CEPA Foundation member companies prior to the end of the year.
3. We are tapping into the energy and passion within the CEPA foundation by launching a network of Quality culture change agents – one agent for every CEPA Foundation company. The concept was flushed out in 2015 and we are launching in Q2 2016 with approximately 20% of the Foundation membership signed up. We are looking for all Foundation member companies to join the network prior to the end of 2016.
4. A new sub-project has been launched to establish and integrate quality programs of lessons learned, best practices and benchmarking. The 2016 goal is to define the program and implementation plan for lessons learned and solicit input and feedback at the 2016 Quality Summit.
5. Finally, to build on sold out and successful 2014 and 2015 Quality Summits, the 3<sup>rd</sup> annual CEPA Foundation Quality Summit is planned for Oct 18/19<sup>th</sup> in Calgary. Detailed planning is well underway and we have secured **Gene Kranz, Legendary NASA Flight Control Director who led the effort to save Apollo 13 and was awarded the Presidential Medal of Freedom**, as the Keynote

speaker for the event. Please plan to attend as you are not going to want to miss Gene's energizing presentation.

### 3. Activity Completed

3 year rolling Strategic plan revised and launched in Q1 2016.

Quality definition developed.

Sub projects launched in 2016 based on CEPA Foundation direction:

- Quality Summit planning around Accountability theme
- Quality Performance Measures pilot
- Quality Culture Change Agent network development
- Industry Lessons learned program development

### 4. Activity Outstanding/Action

Summit – Oct 18/19, 2016. Please mark your calendars and plan to attend.

Finalize quality performance measures, complete pilot and officially launch. Please sign up for the pilot.

Launch the Quality Culture Change Agent Network throughout the Foundation in 2016. Please sign up to join the network.

Develop an industry lessons learned system and educational material for Foundation members to start or enhance a company specific lessons learned system.

Release Quality Definition to the CEPA Foundation for consumption. Please utilize this definition.

### 5. Issues / Concerns

None as this time

### 6. Next Meeting Date

**Quality steering committee meeting – May 17, 2016**

**Quality - Summit – Oct 18/19, 2016**