

Looking Back, Looking Forward

What Got You Here... *Will* get you there... *with effort*

PRESENTED BY SUSAN JAQUES

MANAGING, MOTIVATING, AND TRAINING PIPELINE PROFESSIONALS

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ABSTRACT

Pipeline project delivery has changed in the past decade. It used to be that projects were completed by large in-house engineering/design teams who were with the company or government entity for many years. Junior members of this team environment had a consistent and informed expertise above them to learn from and progress with. Organisational changes in the past decade have resulted in outsourcing, reduced middle management, shrinking training budgets, and little scope for on-the-job training of new and not-so-new engineers and pipeline professionals. The layer of employees with 10 - 15 years experience is of particular interest ("Generation X"), as this is the demographic that experienced the trend of changing jobs often early in their career. Outsourcing and privatisation – shareholder focus – have demolished a critical aspect of infrastructure development and management, and that is the assurance of the technical skills necessary to the integrity of that infrastructure. This paper explores managing, motivating and educating the pipeline industry and provides some proposed methods and strategies to deal with some of the current organisational and generational challenges facing businesses in the pipeline industry today.

From there to here, and beyond...



Looking Back...

2025

Kurri Kurri



2015

QSN3



2005

Century Zinc (late 90s)
Santos JMP Upgrade



1995

Northern Ontario



“CHANGE”

...Can't stop progress

- Technology
- Risk Appetite
- Expectations
- Speed/pace of life

.... But some things don't change

- Challenges / needing purpose
- Uncertainty / confidence
- Trust
- Credibility
- Human connection

AS2885 – The AS/NZ Standard for Transmission Pipelines

1995

SAA Pipeline Code

AS 1697-1981

AS 2885-1987

AS 2885.2-1995

2005

Gas and liquid
petroleum

AS2885.1-1997

AS2885.2-2002

AS2885.3-2001

AS2885.4-2003

2015

Gas and liquid
petroleum

AS2885.0-2008

AS2885.1-2012

AS2885.2-2007

AS2885.3-2012

AS2885.4-2010

AS2885.5-2012

2025

AS2885

Pipeline systems –
high pressure

AS2885.0-2018

AS2885.1-2018

AS2885.2-2020

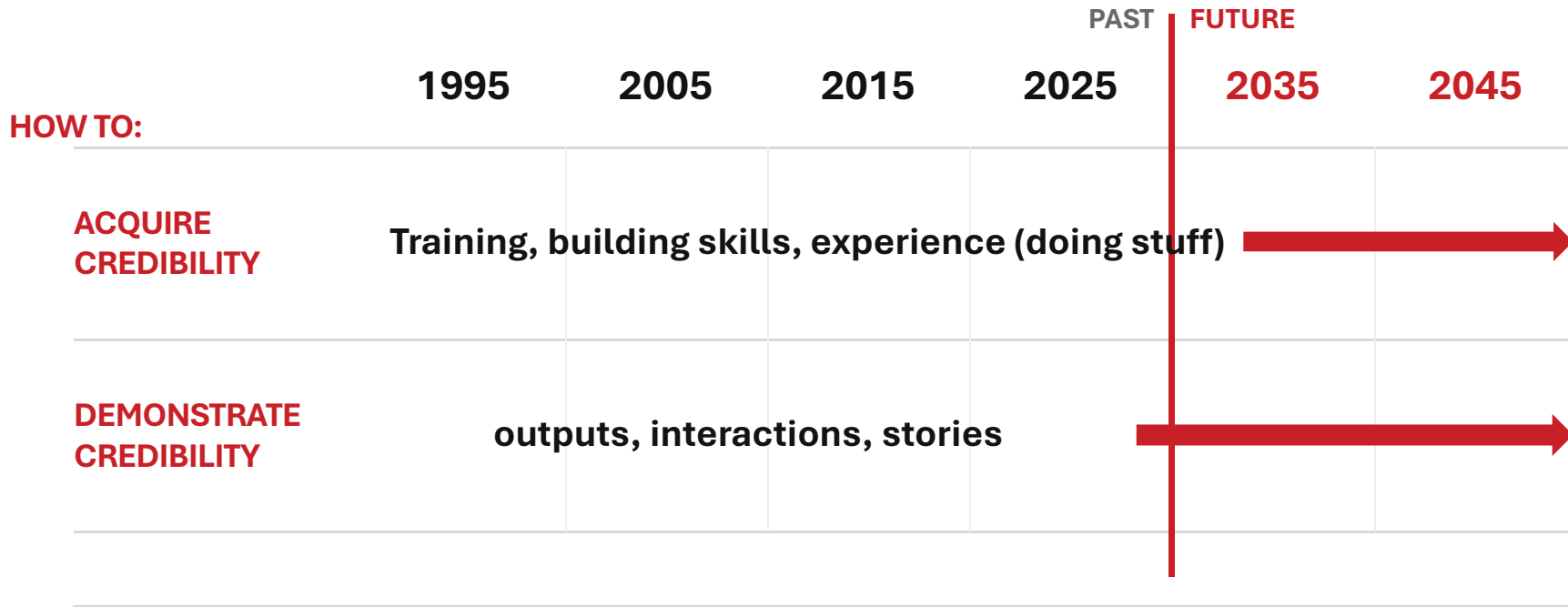
AS2885.3-2022

AS2885.4-2024

AS2885.5-2020

AS2885.6-2018

Credibility is the new productivity



SAME & DIFFERENT

SAME 2005...2025

(...2045?)

- Career Angst
- Clarity of tasks / roles
- Technical training needs
 - Source, cost
- Growth imperative
- Community & people

DIFFERENT 2005 ≠ 2025

... 2045?

- Technology / AI impact
- Higher expectations
- Information is now cheap
 - *Interest* is expensive & valuable
- Climate conversation / role of hydrocarbons
- Community & people

Working life will continue 2026 through to 2045 to require, and benefit from, your:

