

AIR POLLUTION CONTROL DISTRICT
REGULATORY COMPLIANCE DIVISION

POLICIES AND PROCEDURES

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Topic: Project Manager / Oil & Gas Team Relationship

Distribution: All Policy Holders

This Policy and Procedure document provides information on the relationship between project manager and oil & gas team. Because the oil and gas project team approach¹ has been implemented in the Permit Compliance section, the project manager needs to interact with the team as a whole rather than with just one individual inspector or engineer. Consequently, this policy and procedures document addresses the working relationship between the team members.

The engineer(s), inspector(s) and the project manager function as a team, with the project manager generally serving as the team leader. However there may be circumstances when it is more appropriate that another team member assume the leadership role. These instances include, but are not necessarily limited to: 1) when a new project manager is assigned to the project and requires training and 2) when the team is out on an inspection and the inspector is more familiar with the facility than the project manager. Thus, the leadership role should remain flexible and change to accommodate the circumstances. Each member of the team possesses unique skills and abilities which should be used to the maximum extent feasible.

The team holds regularly scheduled meetings, with the frequency and duration dependent on the project activities. In addition to scheduled meetings, frequent communication between the team members is crucial, particularly during the Source Compliance Demonstration Period when there are many on-going activities. The team must also work together to prepare project specific inspection forms, schedule inspections and communicate and meet with the permit holder.

As an inspector or engineer may be assigned to several projects, this situation could result in conflicting work assignments and deadlines. Because the inspectors and engineers report to the Enforcement Supervisor and Supervising Engineer respectively, their overall priorities will be determined by their section supervisor. The project manager may request a high priority for his/her work but may not dictate the inspector or engineer's overall assignments and should make inspection requests to the Enforcement Supervisor. Resolution of conflicts will be made by the Enforcement Supervisor and the Supervising Engineer.

¹ In the oil and gas team concept, certain inspectors and engineers are cross-trained for any oil and gas facility, as well as being responsible for the specific facility to which they have been assigned. If an inspector or engineer assigned to a specific facility is not available, another inspector or engineer can take on his/her assignment.