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Case Study 9

GLOBAL OIL & GAS MAJOR

#. Multi Asset Work Management Assesment

CHALLENGE

An Operator with a portfolio of 12 assets recognised they had a range of issues in their work execution process causing a number of adverse business impacts ranging from inconsistent work validation and prioritisation, poor schedule attainment, compromised risk articulation and an increasing backlog of work. This was coupled with a scenario where there was more work to execute than available resource or business economics were able to accommodate.

We were asked to assess the underlying reasons for the poor performance across all assets and onshore support and identify improvement opportunities aligned to business objectives.

APPROACH

Using our structured review methodology based on our Work Management Framework we carried out an assessment across the 12 assets and onshore support functions. This comprised a desktop assessment and a series of structured interviews and covered:

- Adherence to Operators Work Management Process
- Carried out over 50 interviews to assess knowledge, understanding and application of Work Management, from Technicians to Executive Team
- Organisation Structure and whether it enabled effective work execution
- Review of CMMS and associated Work Management KPIs to determine whether they supported effective work execution

Our approach is based on ensuring that front-line staff have what they need to execute work efficiently and effectively, requires minimal input from the assets and allows us to develop a rapid understanding of the underlying issues affecting performance.

OUTCOME

Our assessment identified significant opportunities to improve work management performance and uncovered several areas that compromised effective risk management across all assets. This included

- Detailed report and performance analysis for all steps of their Work Management Process, including identifying strengths and opportunities for improvement
- Identified several areas where risk management required improvement
- Identified an approach to reduce effort on low value work
- Provide senior management with a range of process, organisational, CMMS and KPI improvement recommendations that were accepted in full and led to investment in a major improvement initiative





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