

## OPERATIONAL EXCELLENCE

### INTRODUCTION

Many companies in the Oil and Gas industry have programmes in place aiming for better performance and control within their operations, both with respect to Safety, Health and Environment as well as to Production performance. All these programmes have much in common, i.e. a strong focus on structures and processes as well as leadership, competency and commitment within the organization.

### OPERATIONAL EXCELLENCE - Basis for sustainable continuous improvement

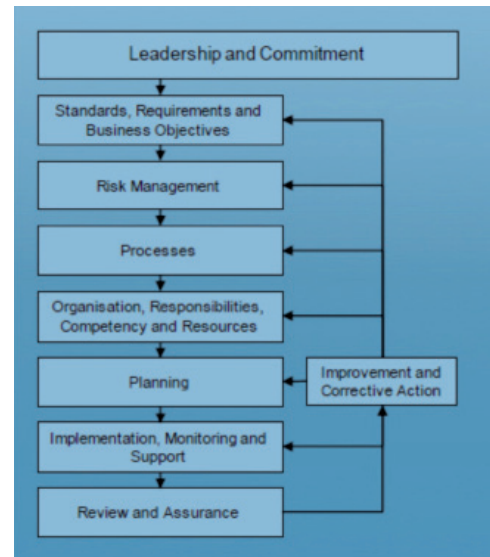
Operational Excellence is all about competent people, working together in teams in a structured way with an 'enterprise first' mind-set and with committed leadership. People need to understand where improvement areas exist and execute a plan that delivers improved performance with :

- No harm to people or the environment;
- Safe assets;
- All production realised in the most economical way;
- Each individual contributing to his full capability.

When striving for "Operational Excellence", numerous topics within the organization need to be aligned and people need to seamlessly work together to deliver excellent results. "Operational Excellence" is the result or outcome of (aligned) initiatives to improve performance.

People need to work together on the basis of clearly defined and unambiguous Work Processes in a disciplined manner. Work Processes need to be explicit (i.e. documented and well understood – as opposed to 'implicit') and the organization must continuously learn and improve.

Operational Excellence can only be achieved in the context of a well-developed and well-understood (Site) Management System and structured ways of working with essential components shown hereafter:



The Management System describes how the organization is run, is a repository for the documentation that captures this operation (requirements and recommendations) and is the foundation for business driven Continuous Improvement (having a consistent Management System in place is not a goal in itself, but it is a vehicle to make improvements sustainable).

*Work Processes are core* and are a fundamental part of improvement programmes. They provide control and have measurable objectives. They have controls to mitigate (identified) risks and have assurance activities that verify that these controls are implemented and effective.

Specific processes that contribute to Operational Excellence are:

- Operations Management and Operational Integrity:
  - Know the Operational Limits and ensure that the facilities operate within these;
  - Management of Change Organize shift hand over and interfaces between Operations and Maintenance.
- Maintenance Management
- Turnaround Management
- Integrity Management

- Reliability Management
  - Reliability Centred Maintenance,
  - Availability and reliability modelling,
  - Defect Elimination and Root Cause Analysis

## IMPROVEMENT APPROACH

Improvement of the various elements of the Management System existing in the organization (towards “Operational Excellence”) is a tailored process, which will usually require a stepwise approach.

This process requires partnership and tailor made modules that are aligned to the realistically achievable ambition of the organization.

In practice this typically results in a three step approach:

- Understand current reality – what is in place and where are performance gaps or improvement opportunities (e.g. through a Health Check/Pathfinder);
- Discuss current status and develop a gap closure plan in order to improve current performance;
- Implement the plan.

## BENEFITS

Operational Excellence will help to boost profitability by being ‘in control’ and working in the most economical way resulting in competitive performance.

Furthermore, Operational Excellence brings context to focused improvement initiatives by clarifying the interdependency of the different initiatives (e.g. through process interfaces).

An organization striving for Operational Excellence will have defined clear targets and a structured way forward. This will motivate staff throughout the organization, thus stimulating people in the organization to efficiently and effectively perform in all aspects of the Work Processes they are involved in.

## WHY SELECT EPS?

EPS consultants have over 30 years of experience in the Oil & Gas Industry and have been involved numerous times in the three step improvement process achieving sustainable results with customer organizations.

EPS subject matter experts in the various areas that contribute to Operational Excellence will work together with Customer staff on Customer selected areas to identify gaps, define improvements and support implementation thereof.

## CONTACT

EPS Customer Solutions B.V.

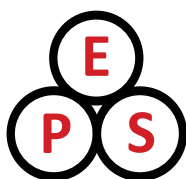
*Please contact:*

**Diederik Visser**

Office: +31 (0) 71 82 00 121

Mobile: +31 (0) 61 24 51 707

Email: [diederik.visser@epsconsultancy.com](mailto:diederik.visser@epsconsultancy.com)



**Customer Solutions**

[www.epsconsultancy.com](http://www.epsconsultancy.com)

**EPS → Effective, Profitable, Sustainable**