

# ACHIEVING OPERATIONAL EXCELLENCE IN OIL PRODUCTION

PRD049

## COURSE DESCRIPTION

Many improvement initiatives fail due to a fragmented approach to the alignment and execution of practitioner activities. Operational Excellence (OPEX) supports the drive for sustainable profitability and growth within your organization by adopting a holistic approach to improvement.

OPEX is not easy to define. Some descriptions are too broad. Others set parameters so narrow that the ultimate definition seems too focused in scope. Often, we end up with definitions that seem plausible in an academic sense, such as: Being world class, being the best globally, and excellence in everything we do.

This course will cover the topics related to achieving excellence in oil production process so that the organization will gain benefits including higher facility reliability, lower maintenance costs, reduced safety incidents and an increase in utilization of staff on value adding activities.

## COURSE GOAL

To enhance the participants' knowledge, skills, and attitudes necessary to achieve Operational Excellence and contribute significantly to the bottom line of the organization, reducing variation, defects, cycle times, lead times, waste and costs within your operations.

## COURSE OBJECTIVES

By the end of this course, participant will be able to:

- Define operational excellence
- Understand that operational excellency is not just about cost cutting
- Understand the role operational excellence management systems (OEMS)
- Understand the assessment and interventions processes to achieve operational excellence
- Determine the requires four conditions to achieve Operational Excellence
- Understand the systematic approach to achieve operational excellence
- Put an OEMS in place in three stages: design, implement, and sustain

## WHO SHOULD ATTEND

This course is suitable for professionals working in the oil and gas industry, including operations managers, maintenance and reliability professionals, process engineers, HSE personnel, quality assurance professionals, continuous improvement specialists, and executives/managers.

## COURSE DURATION

5 Working Days

## COURSE OUTLINES

### 1. What is Operational Excellence?

- Oil and Gas companies face: multiple structural headwinds and dropping oil prices
- What is Excellence?
- Operational Excellence:
  - Operational excellency – it's not just about cost cutting
  - Outstanding performance across all aspects of the business...
  - Supported by an Operational Excellence Management Systems (OEMS)

### 2. How to achieve it?: Assessment and interventions

- Oil Production Process
- The four conditions for achieving operational excellence
  - Content
  - Deployment
  - Compliance
  - Performance
- The combination of practices and results scores determines the actions required to achieve OPEX
  - Improve Compliance and/or performance
  - Improve content and/or deployment
- Areas that need intervention
- Balance sense of urgency with proper front end loading

### 3. How to achieve it?: A systematic approach

- ExxonMobil's Operations Integrity Management System (OIMS)
- BP's Operational Excellence Management System (OMS)
- Putting an OEMS in place
  - Design:
    - OEMS elements
    - Robust design of OEMS: four best practices to keep in mind
    - Agreed, single definition of OE
    - Lean thinking
      - » Lean Principles
      - » 7 Wastes
      - » Mistake Proofing

- » Problem Solving
- » Total Productive Maintenance
- » Set-up Reduction / SMED
- » 5S
- Accountabilities mapped from top to front line
- Implement
  - Approach and pace driven by business objectives
  - Leadership is key to a successful deployment
  - Communicate, communicate, communicate
- Sustain / Improve
  - Sustain: assessment process with teeth Sustain
  - It is a multi-year journey

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