

Shell Expro UK Limited, UK

Administration Optimization Project

Shell Expro UK Ltd is the exploration and production division of the Royal Dutch Shell organisation. Their main function is to locate, recover and process Hydrocarbons before they are sent onshore to be refined for further use. Shell wanted to maximise the time available to offshore supervisors for active management of the platforms' activity, as increased time on site is a critical factor in a platform's safety performance (the primary focus on all offshore installations) as well as contributing to overall performance. Employee safety and lost time through accidents is a major cause for concern.

"Again, Renoir have provided a really good solution. Really good in that it halves our workload."

Craig Grant
Brent Delta AOWE

Key Results

4 hour objective met

Enforced safety initiatives and enabled a sustained focus

Reduction in number of accidents

Overall benefit in performance

ANALYSIS

Shell Expro's goal was for supervisors to spend a minimum of 4 hours outside in each 12-hour shift. It is a very dangerous environment with the potential for accidents present 24 hours a day, 365 days a year. To maximize the time that the supervisors are able to spend outside rather than behind their desks, an effort was required to reduce the level of administration, freeing up suitable time periods during the day.

The project target was to reduce the amount of administration by 34% by increasing the efficiency and effectiveness of the existing management control and administrative operations.

PROJECT APPROACH

Shell Expro owned the platforms, or in some cases in partnership with other companies such as Esso, however Shell employees did not do the day-to-day work on the platforms, but contracted the work out to recognised specialists. For instance in the Brent Field, drilling work is carried out by KCA and concurrent work (the work on wells which are already producing) is contracted to EGIS.

In some cases this led to the level of administration being duplicated and even in some cases triplicated as each company implemented systems to satisfy both its own requirements and the requirements of the other operators.

Another problem related to the environment and location of the platforms. Communications links to the shore were old and overworked and just to log on to a system based on onshore could take 30 –40 minutes. The integrity of the connection was an even bigger problem as the system crashed on a regular basis, leading to large amounts of rework and lost time.

The result of all this was a reduction in the ability of the supervisors to supervise.

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management control and administrative operations. This was to be achieved through a combination of three elements.

- A training program covering effective meetings, time management and decision making.
- A review of the existing administration procedures and meetings, removing duplication and ensuring that only the meeting times, frequencies and attendees were optimised.
- Enhancement and automation of some of the time consuming reporting elements, increasing the levels of automatic calculation and reducing the effect of communication delays.

THE RENOIR GROUP

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