



A simple, consistent Operational Excellence Management System design enables faster, more effective adoption

OilCo is a young, fast-growing, integrated energy producer using innovative technologies to develop new oil-producing assets in addition to operating traditional assets. Early on, the company recognized the need to develop and implement an Operational Excellence Management System (OEMS) to ensure consistent, robust, and reliable performance across its varied operations. With safe, environmentally friendly, efficient production as its goal, OilCo hoped to emulate the leaders in the oil & gas industry with a world-class OEMS to manage its governing processes such as risk identification, risk mitigation, hiring & training, and change management.

Inconsistent OEMS design impedes implementation

The success of an OEMS implementation depends on both the design of the management system itself and the training & support provided to the organization which it governs. When OilCo developed its initial OEMS, it pulled what it saw as the best components of the management systems of industry leaders. Unfortunately, in doing so the Elements that made up the OEMS were not consistent—they were (1) not mutually exclusive & collectively exhaustive, (2) a combination of objectives, desired outcomes, and sources of risks, and (3) inconsistent in style/formatting & not clearly written. The poor design of the OEMS, along with the lack of direction and support for implementation, led to issues with unclear ownership and inconsistent or complete lack of adoption at OilCo's operating assets.

A better OEMS design and a smart implementation plan leads to successful adoption

After almost two years of significant effort, very little progress towards adoption, and no improvement in performance, OilCo decided to make a fresh start and redesign its OEMS from the ground up. In doing so, OilCo developed an OEMS that was made of 7 Elements that were a mutually exclusive, collectively exhaustive collection of governing processes that encompassed industry best practices in a clear, consistent manner. A refined implementation approach was also developed that leveraged subject matter experts to develop

standards for the processes required by the OEMS and define “what good looks like.” Training programs were put in place to make sure people understood not only what was required of them by the OEMS and its supporting standards, but also how the OEMS supports an overall improvement in performance. OilCo was able to incorporate the valuable lessons it learned during its first attempt at developing an OEMS.



Results

In less than 12 months OilCo was able to develop its new, simplified OEMS, develop the supporting standards & tools, and provide training to key employees responsible for implementation at all of its oil-producing assets. This effort took less than half the time, required fewer resources, and delivered far more value than OilCo's initial attempt.