LESSONS LEARNED: EON/PREMIER OIL ADOPT ATMS FOR INTEGRATED PROJECT MANAGEMENT

CUSTOMER

E.ON E&P, acquired by Premier Oil in 2016, is a key player in the oil & gas industry.

LOCATION:

UK and worldwide

PERSONNEL & FLEET:

~800 employees worldwide

REQUIREMENT:

➢ Save and share lessons learned / best practices from projects even after project teams disperse
➢ Unify management of critical project actions to closure
➢ Action status & audit trail

SOLUTION:

➢ E.On adopted Pisys ATMS company-wide and rationalise action management process
➢ Pisys helped implement a Lessons Learned Database

RESULT:

➢ Continual Improvement: Lessons Learned are used for training, best practices, and Policy creation
➢ Time saving:
  o simplified project team co-ordination, improved project planning, better overview
  o a defined workflow
  o fully documented projects with audit trail
  o information structured for easy retrieval and analysis

BACKGROUND

This company's projects generated valuable learnings that were universal and could help other teams solve their own challenges more quickly

Projects also generated large numbers of actions that that required proactive management and closure with an audit trail/status of progress.

ATMS was adopted by EON E & P and transferred to Premier Oil during the acquisition period - which meant that valuable lessons were retained even after the acquisition.

CHALLENGES

Projects often consisted of team members in multiple organisations, departments and locations, and E.ON E&P had relied on its core staff implementing and controlling their own lessons learned and action management procedures.

There was no unified management of critical project actions, and no way of saving and sharing project learnings

A better way to manage, track and control actions was required, along with a way of storing and organising information by project.

SOLUTION:

- ATMS was introduced as company-wide Action Tracking Management System to streamline and rationalise the entire action management process, and
- a Lessons Learned Database was implemented by Pisys to collect and share lessons learned and best practices.

RESULTS

- **A better Continuous Improvement cycle, as Lessons Learned are captured and shared with key personnel, and follow-up actions are created easily for all projects.**
- **Structured project planning and a defined workflow to closure**
- **A ready-made audit trail**
- **Better insight into operations, easier retrieval of data: Project Information is categorised and organised, e.g. by vendor, project, business area – which allows for detailed searches and easy creation of statistics.**

PISYS

A PROJECT MANAGER'S STORY: ACHIEVING BUSINESS CRITICAL PROJECT MANAGEMENT

THE COMPANY

E.ON Exploration & Production (E&P) – which has now been acquired by Premier Oil – is responsible for worldwide oil and gas exploration and production activities. The unit makes an important contribution in developing new resources to secure long-term energy supply, as well as to the company's financial results.

From its launch in 2003, to its takeover by Premier Oil in 2016, E.ON E&P has become an increasingly important player in the international energy industry, with interests in the North Sea, North Africa and Russia.

Activities include acquiring exploration licenses, acting as operator in the development of assets, and purchasing stakes in strategically important oil and gas fields.

THE REQUIREMENT

Projects generated large numbers of actions that that required proactive management and closure with an audit trail/status of progress.

With team members often in multiple organisations, departments and locations, the company had relied on its core staff implementing and controlling their own action management procedures.

The company soon recognised the need for a solution that would deliver cost effective, secure and easy-to-use management, tracking and control of actions assigned and organised by project, as well as a way of sharing valuable lessons learned with other project teams across the organisation.

THE SOLUTION:

- Pisys implemented ATMS Action Tracking Management to streamline and rationalise the entire action management process.
- a Lessons Learned Database was created to collect and share lessons learned and best practices
- A 'Train the Trainer' program was established to ensure roll-out of the system to a large number of staff across the whole organisation would run quickly and smoothly.

THE PROJECT MANAGER'S STORY

"E.ON E&P is constantly involved in complex Oil and Gas projects in the North Sea and beyond, with each of these projects generating large numbers of actions that need proactive management", Adam Yeats former Project Manager with E.ON E&P tells.

He emphasises:

"It is critical that every action is closed out in a timely manner, with an audit trail/status of progress available at any time".

Traditionally, E.ON Projects had relied on its core staff implementing and controlling their own action management procedures – a process that worked relatively well but which resulted in information being stored in several isolated and disparate data repositories. As well as creating access issues, these processes also wasted time, delayed project reporting and monitoring, and occasionally caused duplication of effort.

"When I joined E.ON E&P, one of my first objectives was to identify and implement an Action Tracking Management System to streamline and rationalise the entire action management process, demonstrate closure and ensure compliance," explains Adam Yeats.

"At the same time I wanted to establish a Lessons Learned Database (LLD) that would collect and share lessons learned and best practices pertaining to all E.ON E&P project activities. Also to act as a central clearing house to allow ready access to collected information on a timely, unimpeded basis for all future E.ON projects."

THE PARTNER OF CHOICE: PISYS

In prior positions, Adam Yeats had partnered with Pisys – Scotland-based specialists in the creation and delivery of dedicated solutions and services for simulation, action tracking, oil field and energy generation management. Founded in 1988, Pisys has developed technologies for some of the most hostile environments on the planet and is in a unique position to assist companies that require effective high-tech solutions to complex problems.

"My previous relationships with Pisys left me in no doubt that they were our partner of choice for both our ATMS and LLD initiatives," continued Adam Yeats. "I already had detailed experience of Pisys' ATMS solution and asked them to put forward proposals based around their existing solution to meet our own business-critical requirements."

AUDIT TRAILS AND COMPLIANCE

Having analysed E.ON E&P's requirements and objectives, and working in close partnership with Adam Yeats and his team, Pisys implemented its ATMS technologies, precisely meeting the company's requirements.

A key requirement was for the final solution to provide a full audit trail so that E.ON UK could demonstrate compliance against internal regulations – a standard facility within Pisys' ATMS.

Pisys also provided a "Train the Trainers" service, ensuring that the new solution could be rolled out across E.ON E&P and be rapidly adopted across the organisation.

Training was also provided to select members of E.ON E&P's internal team so that they could undertake small customisations according to the specific requirements of individual managers. Enhancements continue to be undertaken by Pisys in line with E.ON E&P's evolving requirements.

With the successful implementation of the ATMS, Pisys and Adam Yeats began development of the innovative Lessons Learned Database (LLD). Under Adam Yeats' direction, and with specific emphasis on added value and structure, a LLD was set up so that lessons learned from each individual project could be stored, managed, routed and tracked. "If lessons are being captured from many projects, for example from retrospects and after action reviews, then these lessons needed to be collected within a system that stores them, classifies them, and routes them to the person who needs to act on them," explains Adam Yeats. "Working closely with E.ON E&P, Pisys developed an online tool that can be used by any employee to document, route for review and approval, and disseminate internal or external Lessons Learned or Best Practices to specified target audiences. The LLD additionally enables employees to search for Lessons Learned or Best Practices for general information, work planning, or trend and analysis purposes."

REAPING THE BENEFITS

Some years on, and the company continues to reap the benefits of its Action Tracking Management System and Lessons Learned Database:

The ATMS Action Tracking Management System:

ATMS is currently used by some 150 members of staff, helping to structure and plan projects, simplifying team coordination and providing full audit and compliance capabilities.

Projects can now be organised into sub-projects, tasks and actions with a well-defined flow to completion. Tasks can be easily assigned to team members, and each team member can be assigned a role within the system, with access limited specifically to the data they need. Key personnel are given "approver" status, allowing them to sign off tasks when they're satisfied. A major benefit is that all assigned staff can access the information at any time and from any location – ensuring that projects' progress and can be monitored irrespective of user location.

THE LESSONS LEARNED DATABASE

The LLD – which provides a summary of the original driving event, as well as recommendations, which in turn, feed into the company's continual improvement processes via training, best practices, policies and procedures – provides project delivery teams with detailed feedback and useful information for future engagements, and allows projects to be fully documented, including specific issues that may be relevant to technical support staff after hand-over.

> ## "The solutions provided by Pisys have added significant value to our business".
>
> *Adam Yeats, Project Manager, E.ON E&P*

Adam Yeats concluded: "Pisys' solutions have added significant value to our business and provide managers with a single point of access to each project, its status, progress and closure."

"With all project management data residing in a single repository, we can easily track each project, saving time, identifying and addressing project stumbling blocks and ensuring that each is completed on schedule with a visible audit and compliance trail. Our relationship with Pisys has been excellent and we continue to work as partners to refine and expand both our ATMS and LLD."

MORE ABOUT PISYS ATMS

Pisys' web-based ATMS technology allows managers to delegate actions to staff and monitor progress, ensuring that actions can be prioritised and deadlines are met according to a defined process. Specifically designed for organisations that operate over a wide geographical area, Pisys' ATMS is already proven in major international corporations to deliver cost effective, secure and easy-to-use management, tracking and control of actions assigned and organised by project. A major feature of Pisys' ATMS is that it can be accessed by authorised users from anywhere in the world through a web browser and secure Internet connection. There is no requirement for software to be installed, managed and maintained on the customers' servers.

Features:

- Structure and plan your projects
- Multi-level project/sub-project structure
- Action detail changes recorded in audit trail
- Simplify team co-ordination
- Configurable e-mail alerts
- Easily create new tasks
- Export results to Excel

Uses:

Organise: Projects can be organised into sub-projects, tasks and actions with a well-defined flow when they're completed. Tasks can be easily assigned to team members – when they complete, members waiting on the action are notified and other actions are activated.

Coordinate: The web interface allows simultaneous access by multiple users from anywhere in the world, so wherever your team members are located they stay in touch with their team and tasks.

Control: Each team member can be assigned a role within the system, limiting their access to the data they really need. Key personnel can be given "approver" status, allowing them to sign off tasks when they're satisfied.

For more information of how Pisys could help with your Lessons Learned, please feel free to contact us:

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