Neptune Energy

THE MANAGEMENT SYSTEM FOR NEPTUNE ENERGY

FOUNDATION OF SOLID DECISION MAKING

STATUS 28/10/2019
INTRODUCTION – WHO IS STANDING HERE

• PRESENTERS

Kon Hoppenbrouwers
• More than 30 years experience in building and implementing management systems and the accompanying tools and techniques within different companies. Maturing organisations in their management system thinking.

• Function: sr. Management System Advisor

Arjen Pos
• Over 25 years experience in creating management systems, building from scratch, certifications, empowering quality teams. Expert on management system standards and successful implemented numerous management systems with different clients.

• Function: Head of Quality
Neptune Energy is an Oil and Gas company, operating in 8 countries

All countries have own responsibility for delivering results

A single systematic approach to improve is delivered by a single set of methodologies and systems.

Countries are organisational copies from each other:

- Same organisation structure*
- Same functions (with central function heads and local function representatives)
- Same activities (except for very specific activities like ‘landmatters’ in Germany)
- Same value model (safety, environment, financials, reputation)

Countries think they are unique but are forced to focus on Neptune Energy objectives in different disciplines throughout the company.

*Regardless of having onshore or offshore operations
THE PAST
DIFFERENT MATURITIES - SYSTEMS

All countries had a management system in place but:
Countries defined what a management system is, differently:
• ‘A library where people can find the way they have to do things’
• ‘A systematic approach to identify best practices’
• ‘A description how we should work’
• ‘A description how we work’
• ‘The collection of workflows in QualiWare’
• ‘The thing that satisfies the regulator’
• ‘The thing that satisfies the certifier’
• ‘The place to log our knowledge’

All had a very narrow definition, a definition that other industries had left behind for a long time.

But all had a strong feeling that we could do better, create a more value adding system, more mature and more state of the art.
Creating value for the business, for this it was key to understand: *that a management system has only use if a closed loop is created.*

Three pillars were created (and are still in place)

- **Anchoring and securing**
  
  *Process descriptions in either workflow, or documents – reviewed, approved and published and create ownership*

- **Verification and validation**

  *Bring focus on those areas with high risk, and verify the execution and have information on performance available*

- **Improvement and change/growth**

  *Focused on the controlled embedding of improvements on either compliance, or performance, or both. Based on solid business cases.*
FROM THE PAST TO THE PRESENT
THE TRIP IS AS VALUABLE AS THE DESTINATION

Developing the management system is only successful when: Creation is done on three different aspects:

1. Tools, technical solutions, procedures, process descriptions
2. Skills, training, expertise, data and information
3. Attitude, behavior, understanding, acting

And three different stages of maturity were defined:

1. Getting the basics right
2. Learning to Improve
3. Excellent and accelerate
FROM THE PAST TO THE PRESENT
COMBINING ALL – THE ROADMAP

Excel and Accelerate

Learn to Improve

Get the basics right

Anchoring and Securing
Validation and Verification
Improvement and Change

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1. From country driven to centralized and now ending in between... like a pendulum
2. Risks per function are identified, classified, and accompanied with actions driven from the business
3. Understanding that process descriptions is not the same as a management system – but (only a small) part of it
4. Ownership of the content is throughout the business, not with some quality nerds – depending on function – strong centralized or strong localized
5. The management system is far more than just documentation – it is a living thing – worthless without information on performance and on compliance
6. Linking with rules and regulations, following the state-of-the-art standards and developments
7. Reflection of the Neptune Energy values
8. Only deviate from the central solution because you must, not because you want.
9. Alignment of risk, audits, processes, improvements to global defined values of Neptune Energy
10. Alignment of ownership of processes, risks and compliance
11. In other words....
PRESENT AND FUTURE
WHERE IS THIS ALL GOING TO – THE SUMMARY

REALITY IS FAR TOO COMPLEX TO BE CAUGHT IN ONE MODEL. THIS ILLUSTRATION IS NOT ROCKET SCIENCE AND ILLUSTRATES THAT HAVING A LOAD OF PROCESSES AND DOCUMENTATION DOES NOT AUTOMATICALLY CREATE A MANAGEMENT SYSTEM. YOU NEED TO RELY ON PROCESSES OVER AND OVER AGAIN AND ALWAYS KEEP IN MIND:

THANKS TO ALL COLLEAGUES OF NEPTUNE

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Tightening the loop, let the management system do what it is intended to do:

*Manage stakeholders’ interests by managing risks and opportunities – key for every management system*

Get rid of an overload of content – understand the use of the management system

Use the power of the single and one coherent message: less is more

And to understand that…

QualiWare, Synergi, SharePoint, Power BI, Tableau, ENHESA, GDSM, Agility, and any other software tool is just a tool – it is about the people who are using it.
Stay in the basic level of reviewing processes over and over again (you can do this till you retire, because people tend to tweak and twist their processes endlessly on paper)

Align on the weakest link as baseline (that means that countries have to go back in maturity or wait)

Not recognize that the real drivers of a management system are risk and compliance and performance and opportunity

Only focus on health, safety and environment and missing a 100% stakeholder approach

Missing the coherent call for change coming from improvement (lack of performance), compliance (non compliances), new rules and regulations (new external requirements), and new objectives
DISCUSSION

IS THE TRIP MORE IMPORTANT THAN THE DESTINATION?