



Oil & Gas  
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# Collaborative Behaviour Quantification Tool: Assessment Guidance Note

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April 2017

# Introduction

The UKCS oil and gas industry has been undertaking collaboration for over 40 years. However, obligations arising from the MER UK Strategy, are relatively new.

The OGA is introducing a number of methods to assess and improve collaboration:

- The Asset Stewardship Collaboration Expectation, which promotes discussions within joint ventures (JVs)
- Reviewing of operator collaborative behaviour utilising an assessment tool developed by the OGA

This document provides guidance on the OGA's process to assess operators collaborative behaviour, starting in 2017, with the expectation that the process is undertaken every two years.

The key to success of this process will be to have open, quality discussions during the review meeting and to ensure that positive findings are recognised and areas for improvement actioned.

## Process initiation

The managing director, or equivalent, of the operator is expected to be accountable for the process and the operator team should comprise a diverse group of senior staff familiar with key aspects of the UK business.

The OGA will assemble a team from its organisation that is familiar with the activities of the operator, and/or has functional responsibility for the activities.

The operator and the OGA assessment teams will agree a schedule for delivery, including the meeting where Collaborative Behaviour Quantification Tool (CBQT) scores are shared and results explored.

## Assessment

The focus of the assessment is collaborative behaviour, not processes that support collaboration.

There is a requirement to be familiar with the critical behavioural areas outlined in the CBQT.

Sufficient time will be needed to draw together the outputs and supporting examples.

Operators should provide examples to support the scores presented against each element of the CBQT, with the OGA undertaking a similar exercise.

Agreement on the score for each aspect of the CBQT should be reached by discussion among the multi-disciplinary team in the operator's organisation.

Gathering data to support a discussion:

- At least two examples in the form of case studies or vignettes of activities should be gathered to support each score
- The examples should present sufficient detail to enable a discussion of the collaborative behaviour involved, taking account of the types of behaviour illustrated in Appendix A
- Operators are encouraged to provide one high end example of good collaboration and a lower end example that together provide a more reflective range of performance
- Evidence of the benefits, risks mitigated, or opportunities realised from these examples
- Outcomes might include (but are not restricted to): impacts on innovation; unlocking early revenue streams; improved resilience of assets; time; cost; quality; reputation; profit; achievement of repeat business; innovation; staff retention; equity; relationships; effective stewardship of assets; and wellbeing.

## Process initiation

- The operator will complete a self-assessment. The OGA will complete the assessment based on their experience of the operator
- The assessment requires consideration of the eight critical behavioural areas and evidence used
- Each of the eight critical behavioural areas in the CBQT has a range of scoring options from 1 to 5
- The baseline (score = 3) represents the presence of some of the desired behaviours but inconsistency in their application. For clarification refer to Appendix A
- Appendix A provides examples of eight behaviours identified in the CBQT, aligned to scores
- Agreed scores can be displayed using three methods: Web Chart, Tornado or histogram plot (see Appendix B for examples)

## Assessment discussion

Once the assessment has been completed by both parties a meeting will be held to discuss the scores as part of the OGA's Tier 1 Asset Stewardship process, with a half day allocated to undertake this process.

The meeting will explore the scores and the reasoning for these, seeking an understanding of the different experiences. The discussion should look at how perceptions of the operator's collaboration differ. Areas of weaker and stronger collaborative behaviour will be explored.

As a result of these conversations, scores may be adjusted.

Outcomes from the meeting will include identification of areas of good practice and areas for improvement.

The OGA may request an operator to submit an improvement plan within six months of the Tier 1 review which will focus on improvement of collaboration behaviours.

change to collaboration behaviours, review timescales, budget allocation and named lead person.

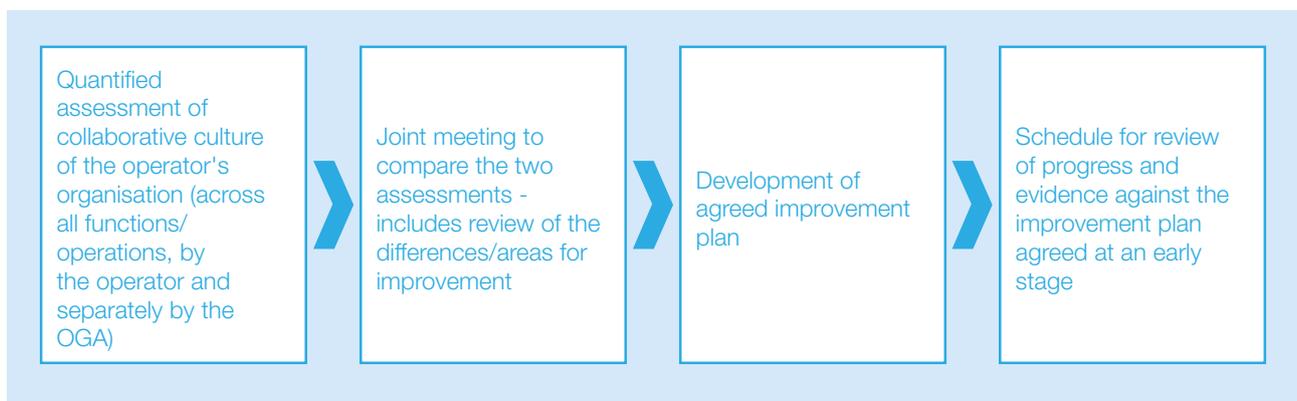
Auditable evidence will be required to demonstrate delivery of the improvement plan. Evidence may include inputs to, and outputs from, activity undertaken to deliver the plan and extent of impact on both collaboration behaviour and on delivery.

### Improvement plan

A review of progress against an improvement plan needs to be agreed by both parties.

An example of an improvement plan is outlined in Appendix C.

The example plan includes a description of the identified need, together with a description of the desired behaviours and actions for implementation, measure of



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