

Collaborative Behaviours Case Study – BP/Hydrasun, Flexible Hose Assemblies

Background

- Period: *March, 2019*
- Headline description: A ‘Kaizen’ event targeting improvements in the management of flexible hose assemblies (FHA’s) offshore.
- Companies/Organisations involved: BP & Hydrasun

Critical behaviours (tick all that apply)

Reasonable Aligned Strategic Learning Change Respect Accommodating Openness

Description – how were critical behaviours exhibited?

Failures in flexible hose assemblies are a known cause of minor leaks offshore. In order to support BP’s goal of zero leaks to the environment, a Continuous Improvement technique, known as a ‘Kaizen’ was run, involving a mix of on and offshore BP personnel and key personnel from BP’s main hose vendor, Hydrasun. The following behaviours were observed:

Aligned: The aim of the event was to reduce leaks from hoses, an advantage to both BP and Hydrasun. Prior to the Kaizen, pre-meetings were held to understand the purpose and the Kaizen process. This maximised time during the Kaizen to focus on working the problem.

Respect: The behaviours observed during the event were respectful, in support of the shared goal, and without any commercial implications in the way of honest, transparent communication.

Openness: BP/Hydrasun communicated openly with each other throughout the event, taking the time to understand hose management from each other’s perspective, in support of addressing the shared problem of leaks. The Kaizen rules of being present and fully committed for the full 4 days, allowed space to go deep into the problem, without distractions.

Outcomes – impact of collaboration

Improvements to the training offer for offshore hose champions and policies for FHA management were made in collaboration between BP Maintenance, BP HSE and Hydrasun, ensuring best practice was agreed on and standardised throughout. Arrangements for proper storage of hoses offshore were approved by Hydrasun, and implemented by BP. Lastly improvements to the hose tagging and identification process were implemented following the collaborative experience.