

Collaborative Behaviours Case Study: BP Scaffolding Optimisation

Background:

Period: Q1 & Q2 2019

Headline Description: Collaboration between operator and scaffolding contractor aimed at optimising the number of scaffold team mobilisations offshore and reducing the number of long-term standing scaffolds.

Companies Involved: BP & Altrad

Critical Behaviours:

Reasonable Aligned Strategic Learning Change Respect Accommodating Openness

Description – how were critical behaviours exhibited?

Multiple functions (Ops, Maint, Fab M, Projects, Wells) were requesting scaffolding teams to mobilise offshore in support of their own activity in isolation. With limited interface between functions, these requests were not managed in an integrated fashion, resulting in a high number of mobilisations where many of the resources were new to the asset, requiring induction / familiarisation which reduced productivity. In addition, there was a high number of long term standing scaffolds (in excess of 6 months), which were not being dismantled in a timely fashion.

Two collaborative Kaizen events were held between BP & Altrad. Attendees from the onshore and offshore communities of both organisations converged to address a common goal through open and honest dialogue. The challenge centred around sufficient notification of work, recruitment of competent personnel, avoidance of short-term up-mans, continuity of employment, staff retention and ownership for scaffold dismantle.

The collective team reviewed how the scaffolding resource was requested within BP and considered best practise deployed by other operators. The dialogue provided everyone with the opportunity to have their voice heard and differing perspectives were treated with respect. Each individual brought valuable insight and collectively they delivered a successful outcome.

Outcome: Impact Of Collaboration:

A pool of regular scaffolding labour will be made available on each assets to support the requirements of ALL functions. These activities shall be co-ordinated by a single resource who interfaces with each function to prioritise and level load the plan. The benefits of this new collaborative approach shall reduce short-term mobilisations (logistics savings), retain personnel with asset familiarity (improve safety performance, reduce induction costs) and improve offshore productivity (reduce backlog).

Additionally, a new process was agreed by the team, which shall address long term standing scaffolds to avoid them being in-situ longer than necessary. Another benefit of a regular labour resource is they can utilise “grey space” to dismantle long term standing scaffolds.