

Delivering a DCC Service in a Time of Business Change





Introduction - Dawn Gerrard, DCC Manager Maersk Oil UK Business Unit

In 2010 Maersk Oil changed its Contracting strategy for engineering and support services significantly.

This presentation will outline:

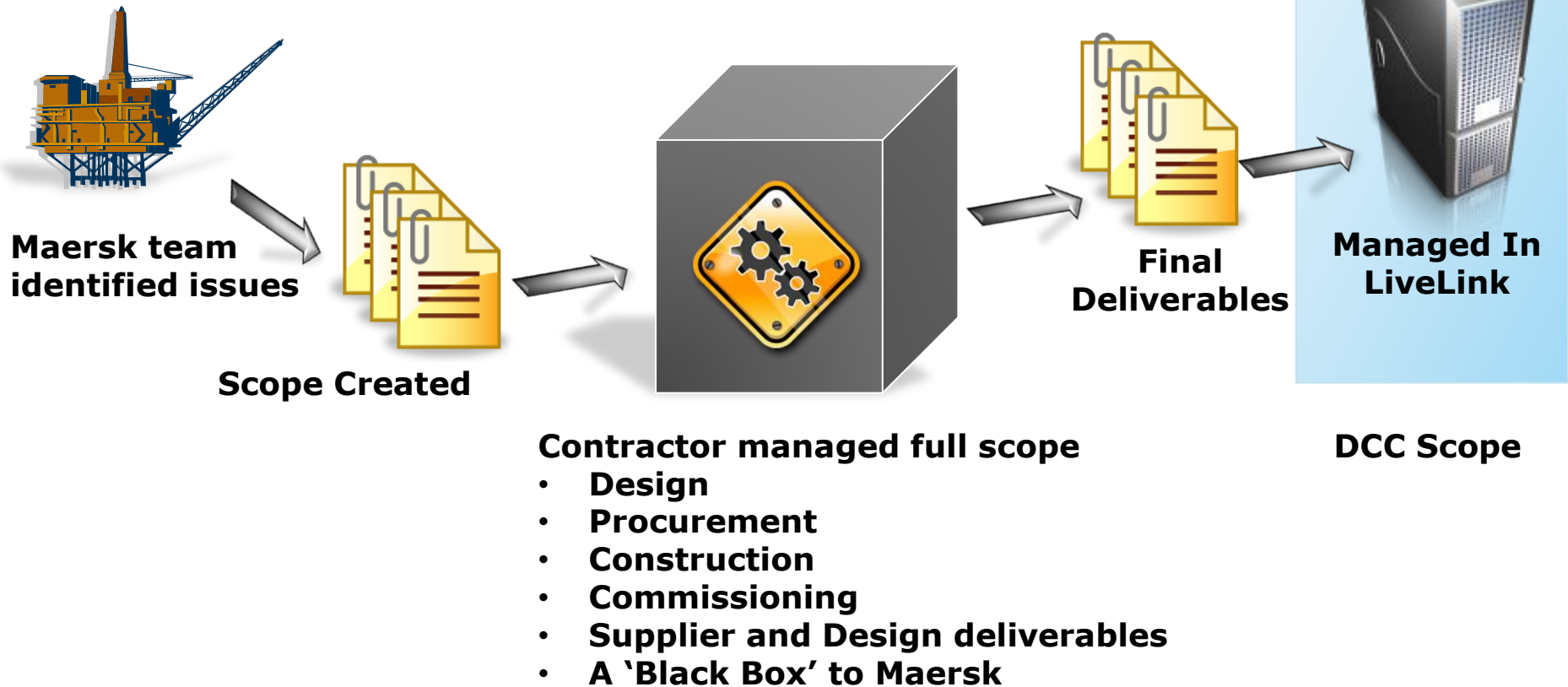
- **The impact of the change on the Maersk DCC function**
- **The shape of the team and its scope of work as it was before the change**
- **How the team responded to the change**
- **The journey taken by the team as the demands on it changed and grew**
- **Where the team is now and...**
- **Finally... where it plans to be in 3 years time**

Maersk Oil Business Background

- Maersk Oil is an international oil and gas company with current operating production of around 625,000 BOE per day. We produce Oil and Gas in Denmark, Qatar, Kazakhstan, Brazil, Algeria and the UK. Maersk Oil is part of the A.P Moller-Maersk Group, which has approx. 120,000 employees in around 130 countries
- The UK Business Unit employs around 1000 staff and contractors, both onshore and offshore. We operate 3 mature installations – Janice, GP3 and Gryphon. We have an ambitious growth target to reach 80-100,000 BOE equivalent in the UK, to be reached by investing around \$1.5billion in 2014.
- Culzean is the UK flagship project, discovered in 2008 with estimated 1st production 2018-2019. This field is projected to make up around 5-10% of total UK gas consumption in 2020

IM Prior to 2010 Change

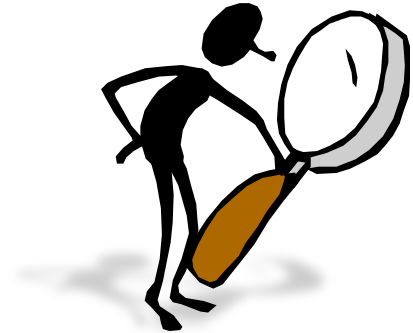
- DCC only, no data management
- Limited scope of service
- Small team size



Business Change

Drivers

- Improve Vendor Management
- Increase visibility of and control of costs
- Improve planning and coordination of activities
- Bring UK business unit in line with other Maersk business units around the world



Solution

- Insource business functions – procurement, construction, engineering assurance, DC function including document standards and systems

Impact of the Change on DCC

- Scope expanded significantly
 - Previously, department had limited scope of work limited to management of the as-built records for the assets & 2-3 Single well tie backs subsea support projects only
- A Maersk way of working was needed
 - Document workflows, standards and procedures needed and supporting systems to be deployed (need to align Corporate demands for standard approaches with local timeline and needs)
- Change affected all activities - people, processes and technology - Learning
 - Technology should not be the driver – it just has to be right.
 - Concentrate on the People and Processes change.
 - Building a team, getting the right culture and creating and imbedding the appropriate business processes represents the real challenges



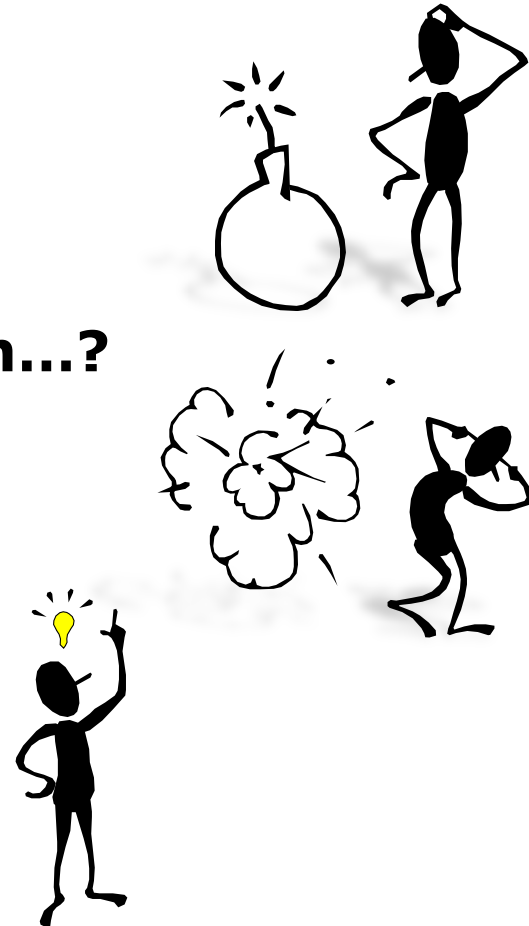
Starting to make the change

- Document Control, Document Management and Tag Management insourced
- Existing information had to be checked
 - This was a project in its own right
- Team size and experience was inadequate
 - How was the team to be grown and organised?
- Business processes, procedures and standards needed



Living Through the Change

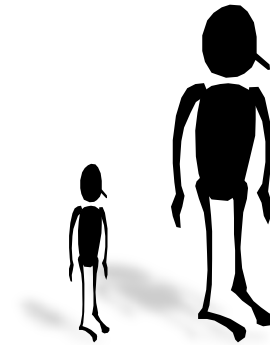
- **How did the challenge Feel?**
- **What did I think would happen...?**
- **Grasping the opportunity**



People And Behavioural Change

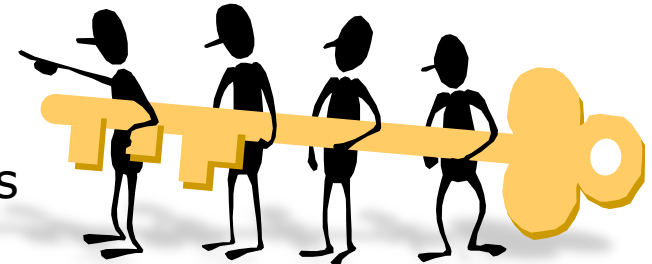
- **Personal Growth**

- You don't know what you don't know
- The role of the trusted advisor / mentor
- Growing into the job



- **Building a Stable Team**

- Getting the right people in the right roles is the key to success



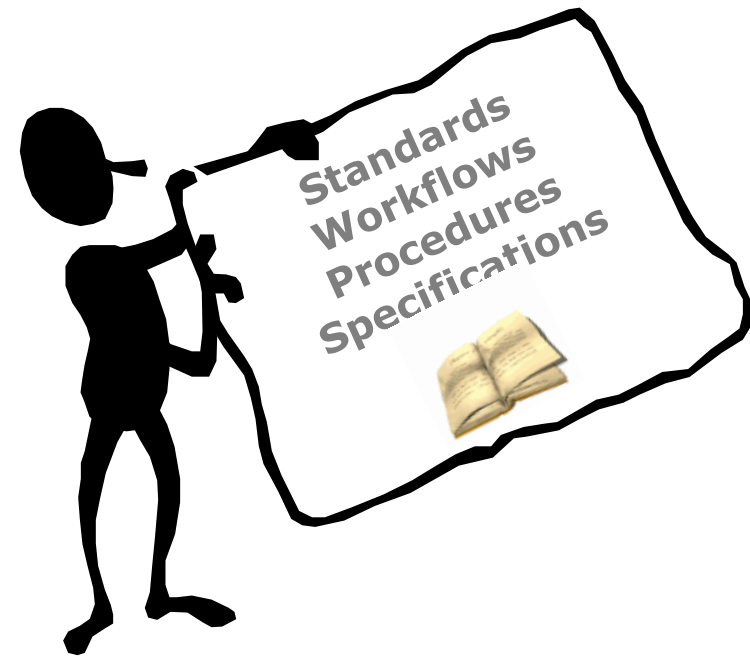
Business Systems – Processes First

- **Creating a consistent approach**

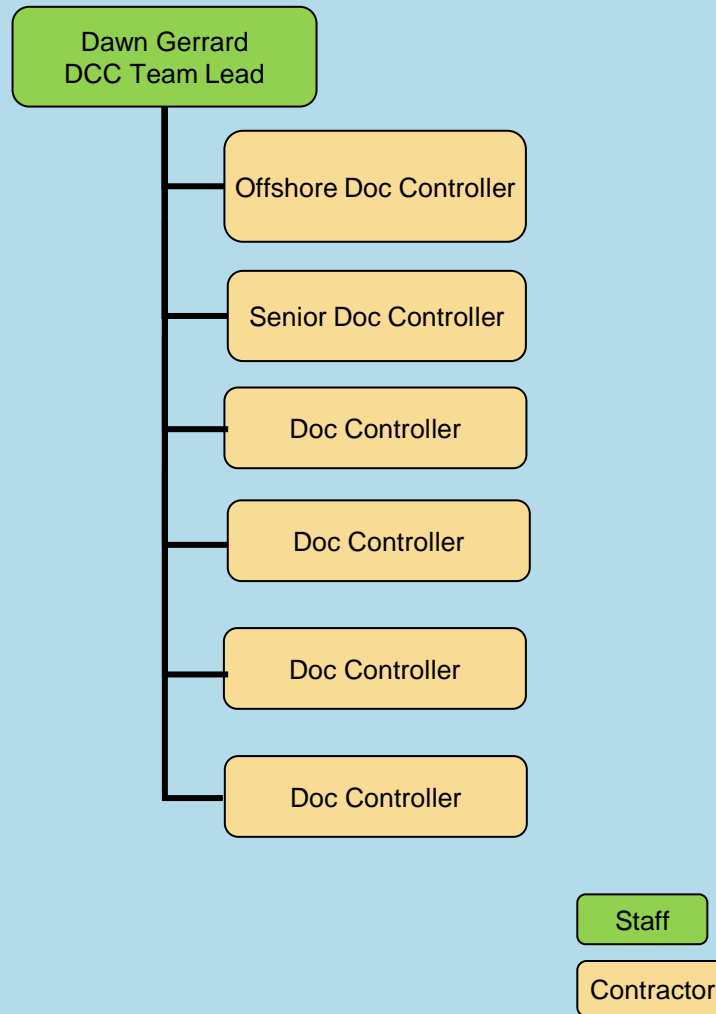
- Defining standards
- Creating workflows
- Generating procedures
- Implementing Specifications

- **Result**

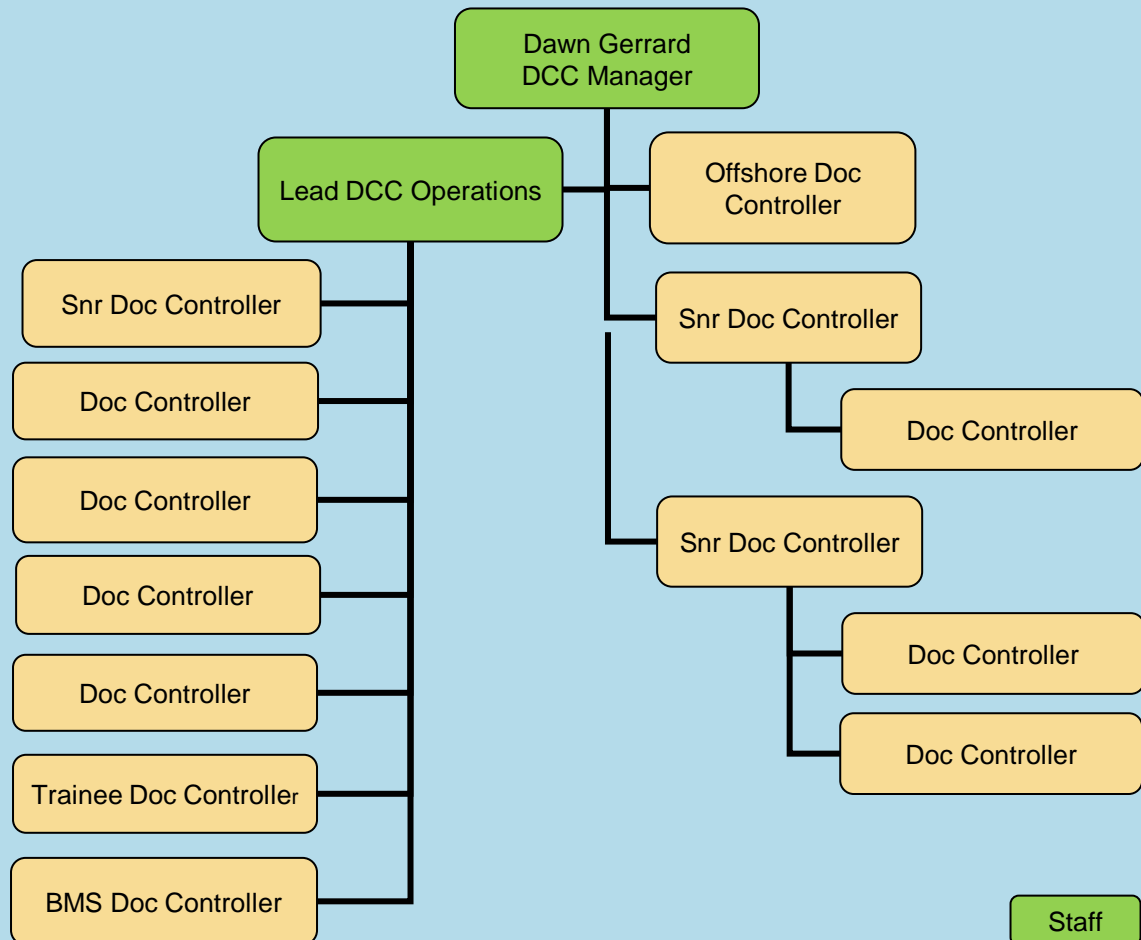
- An agile group able to respond to and deal with the unexpected –another Gryphon



Document Control Team 2010



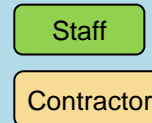
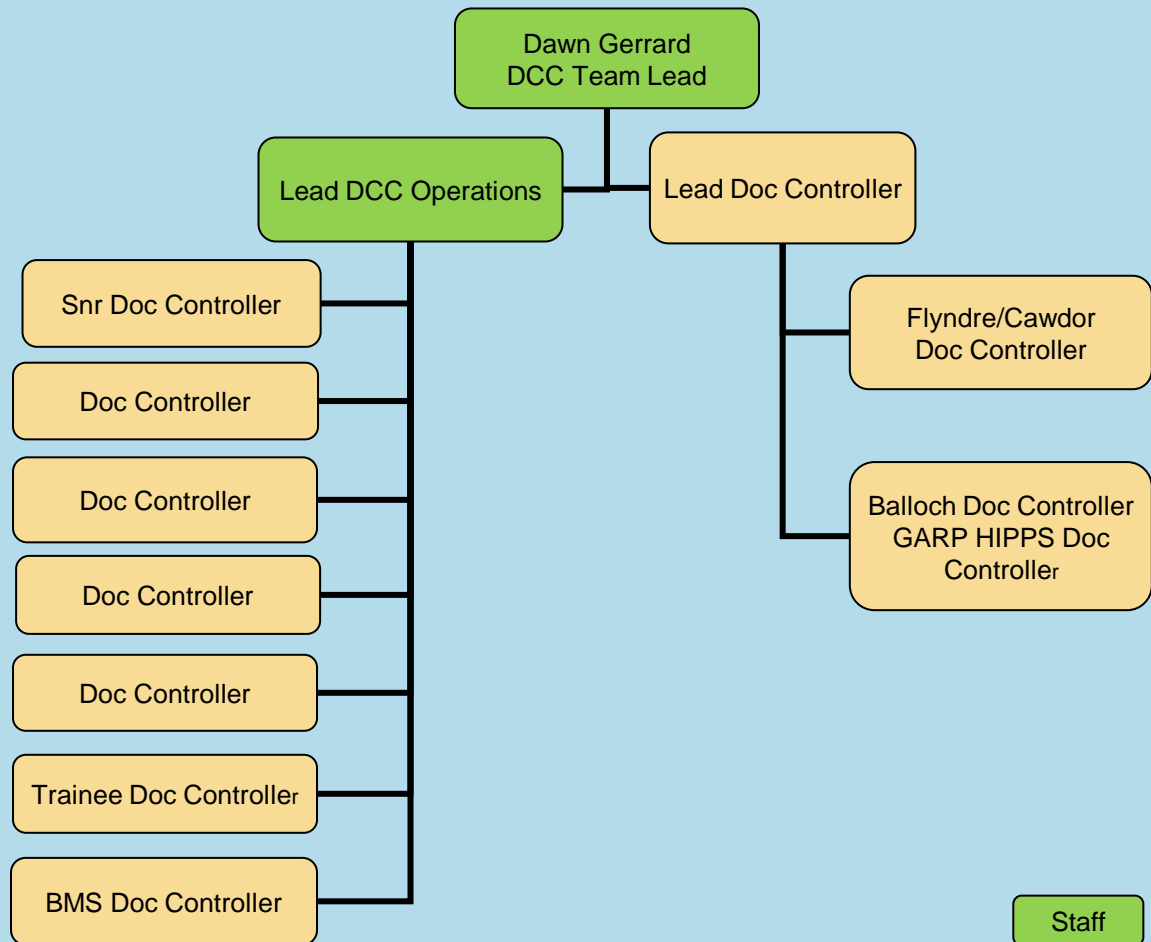
Document Control Team 2011



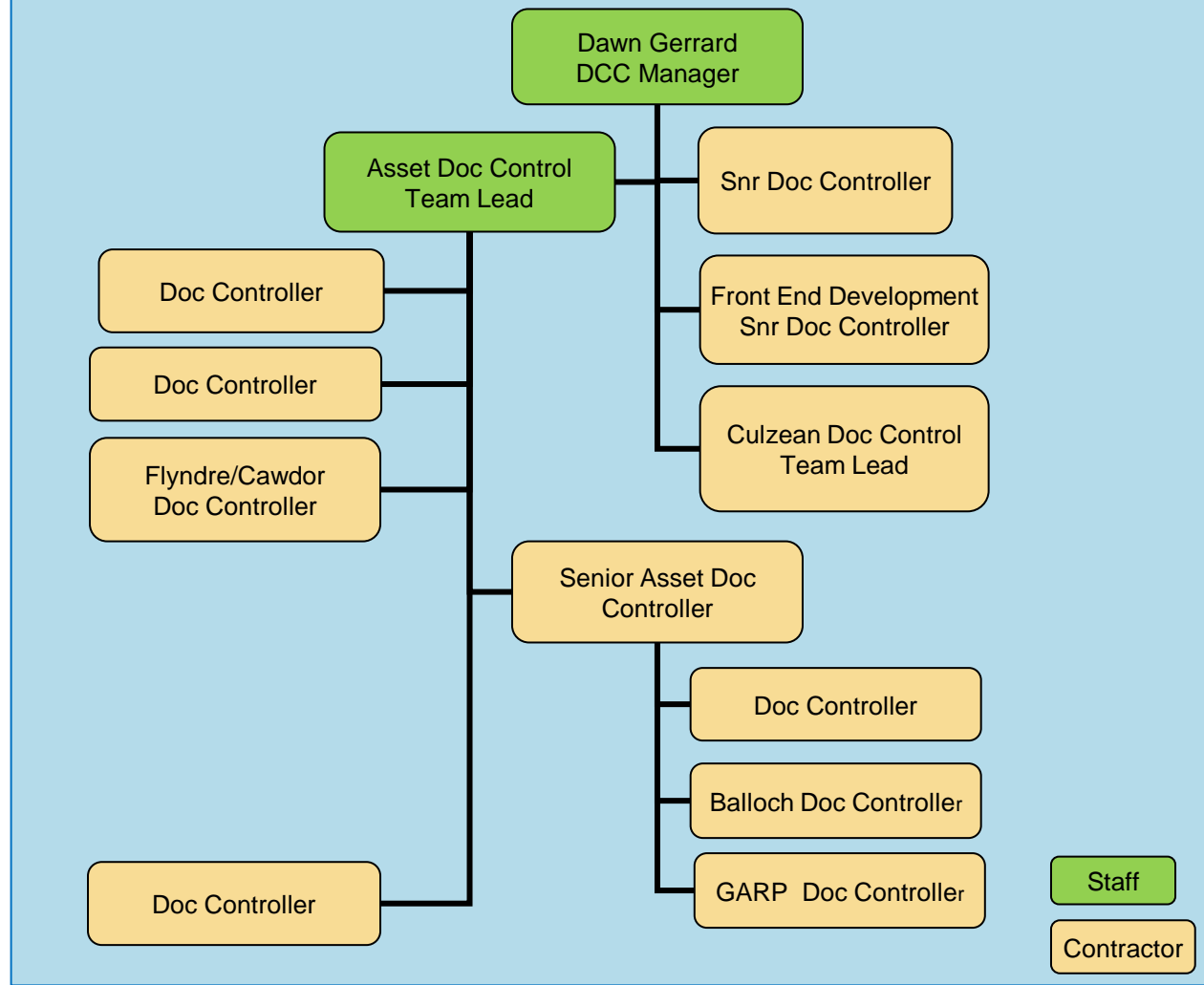
Staff

Contractor

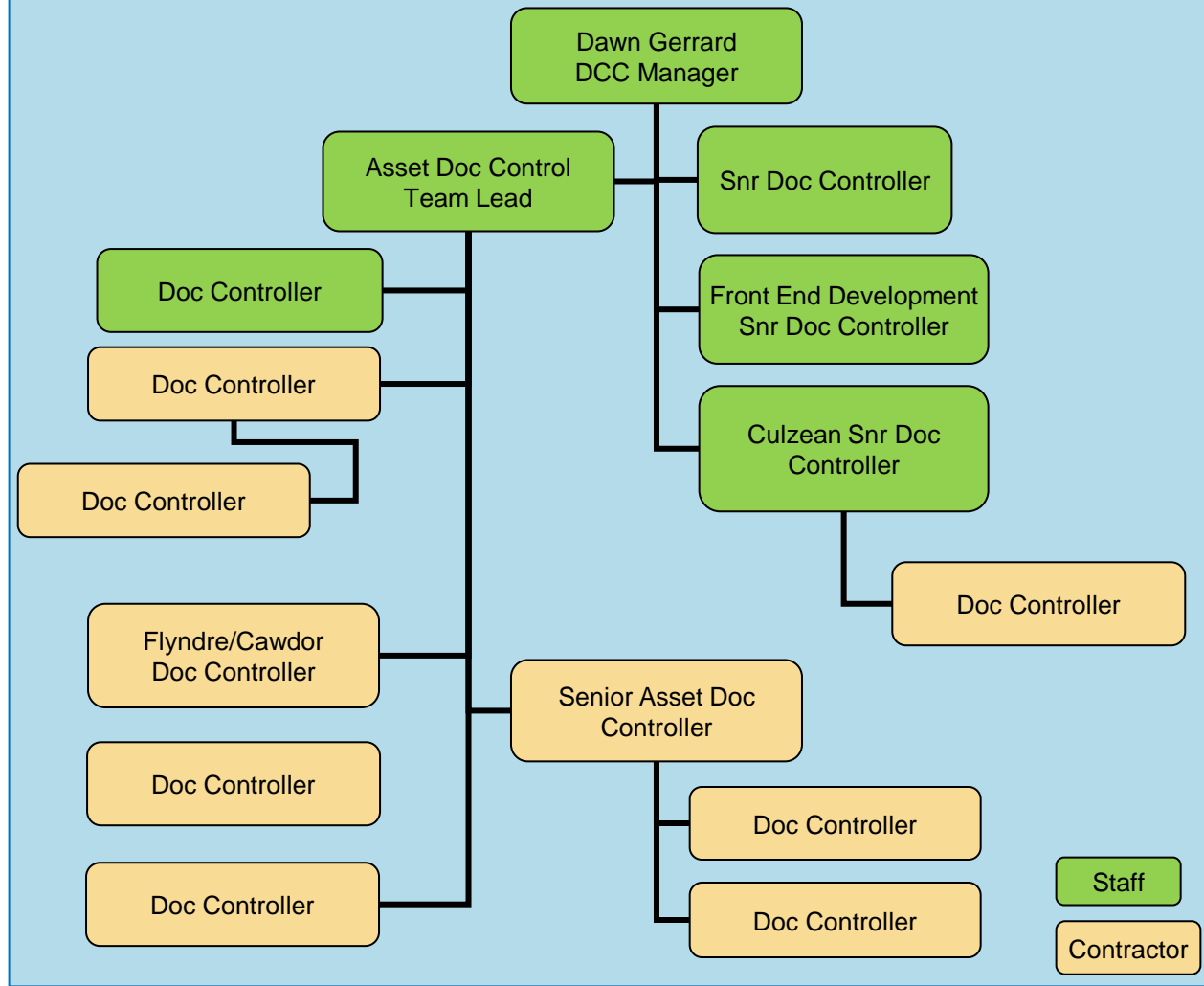
Document Control Team 2012



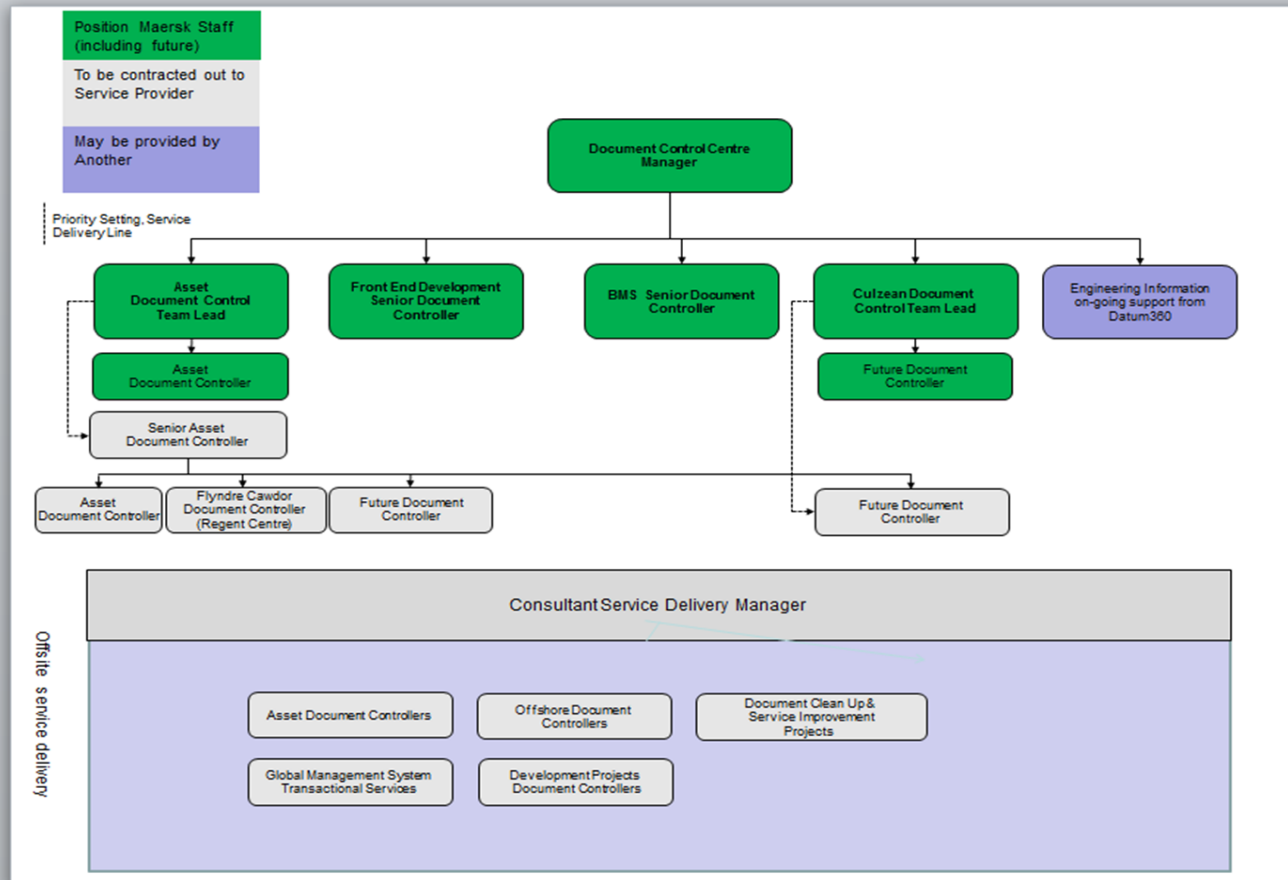
Document Control Team 2013



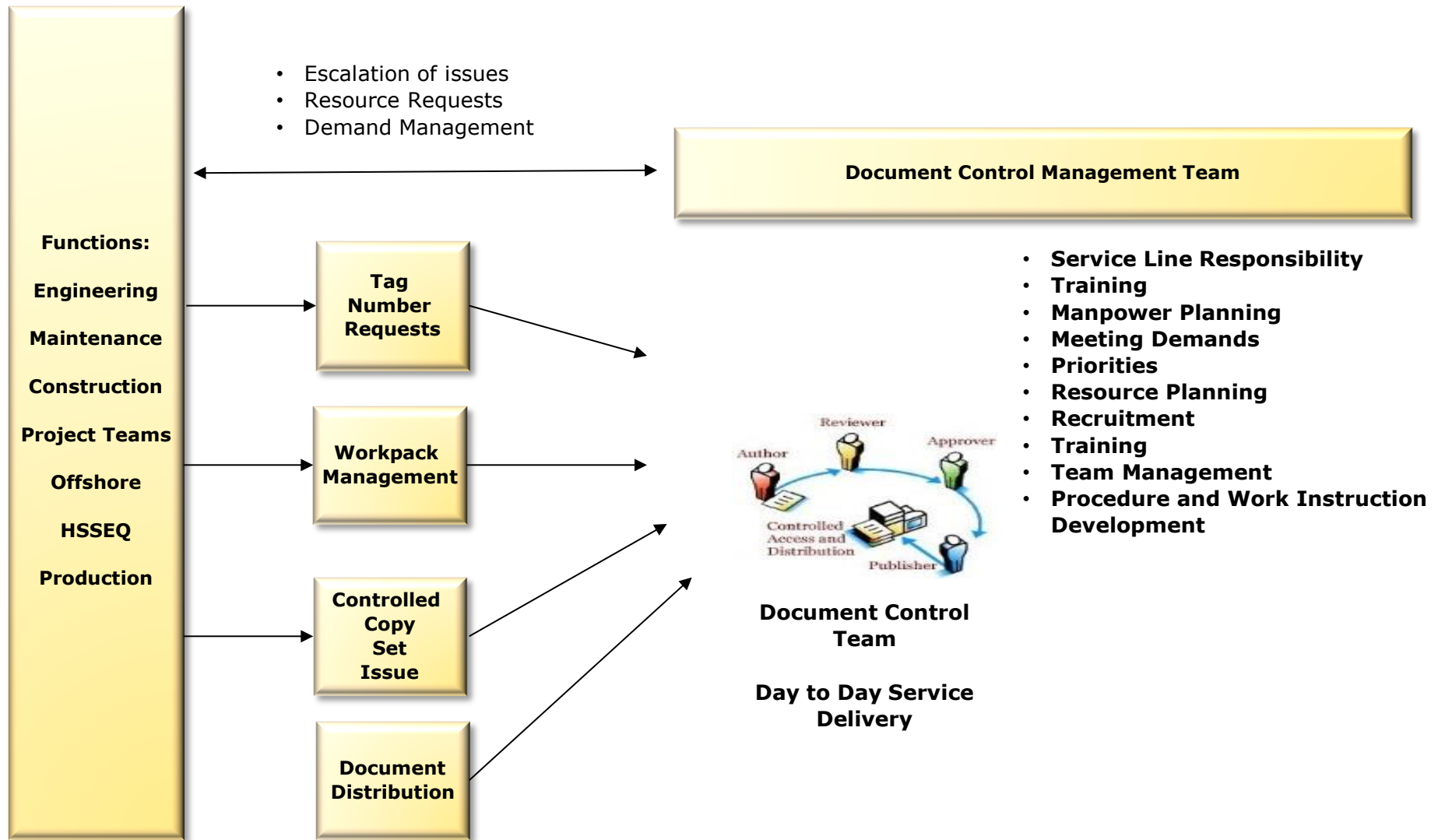
Document Control Team 2014



Organisation – Future With Offsite Services



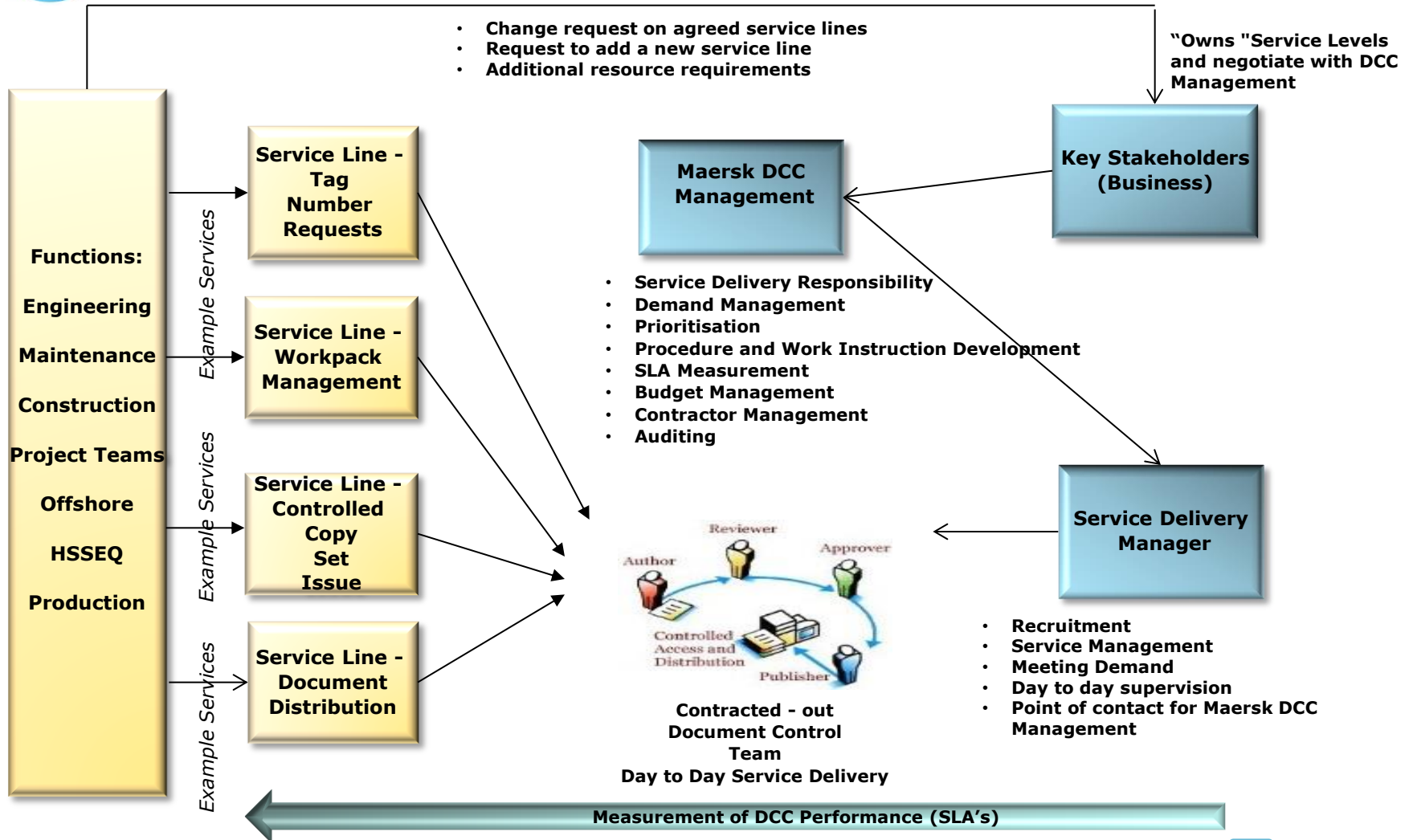
Document Control – Service Provision as was from Jan 2011



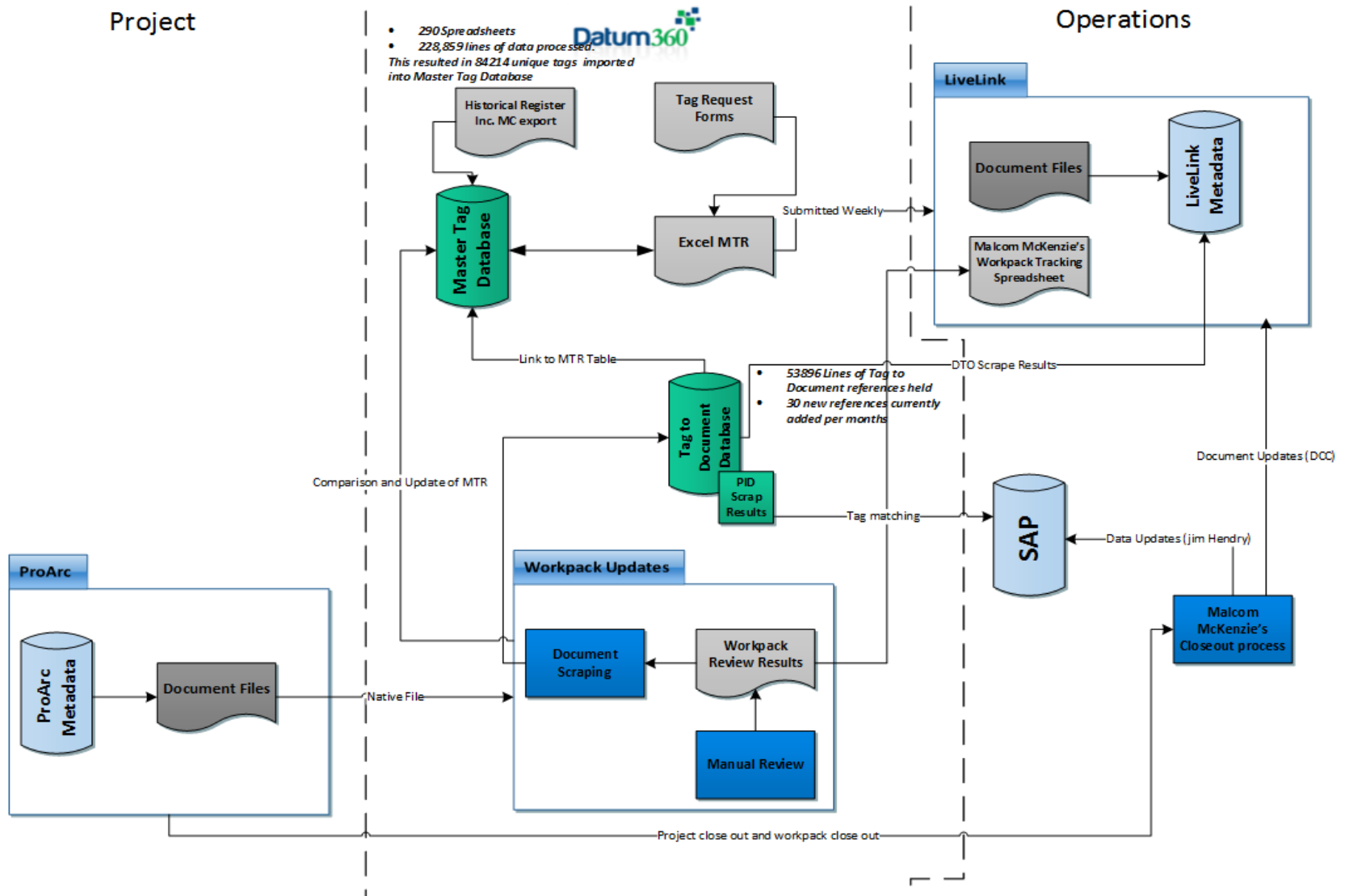
Document Control – Contracted-Out Service Provision from 1st April 2014



Entire DCC Service - Define and Agree Scope with Key Stakeholders (including service level agreements)



Maersk IM Systems

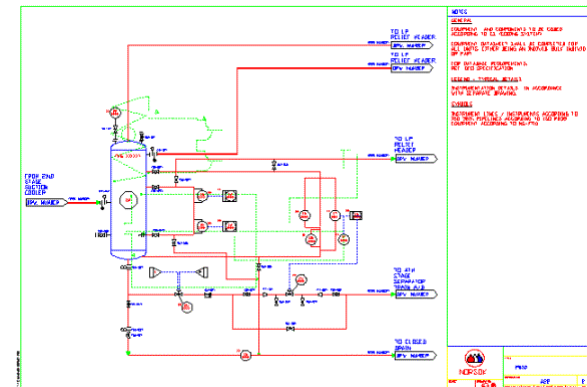
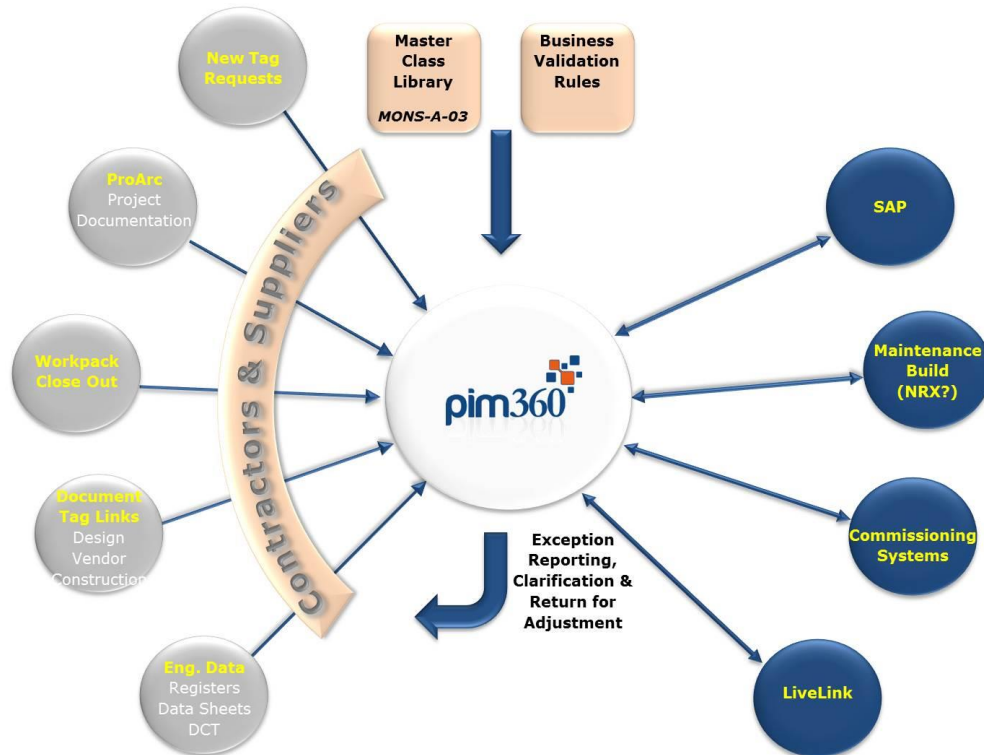


Date warehousing - Class Library set up and maintenance, Intelligent P&ID's and other technologies

MEDUSA⁴

P&ID

Piping and Instrumentation
Diagrams



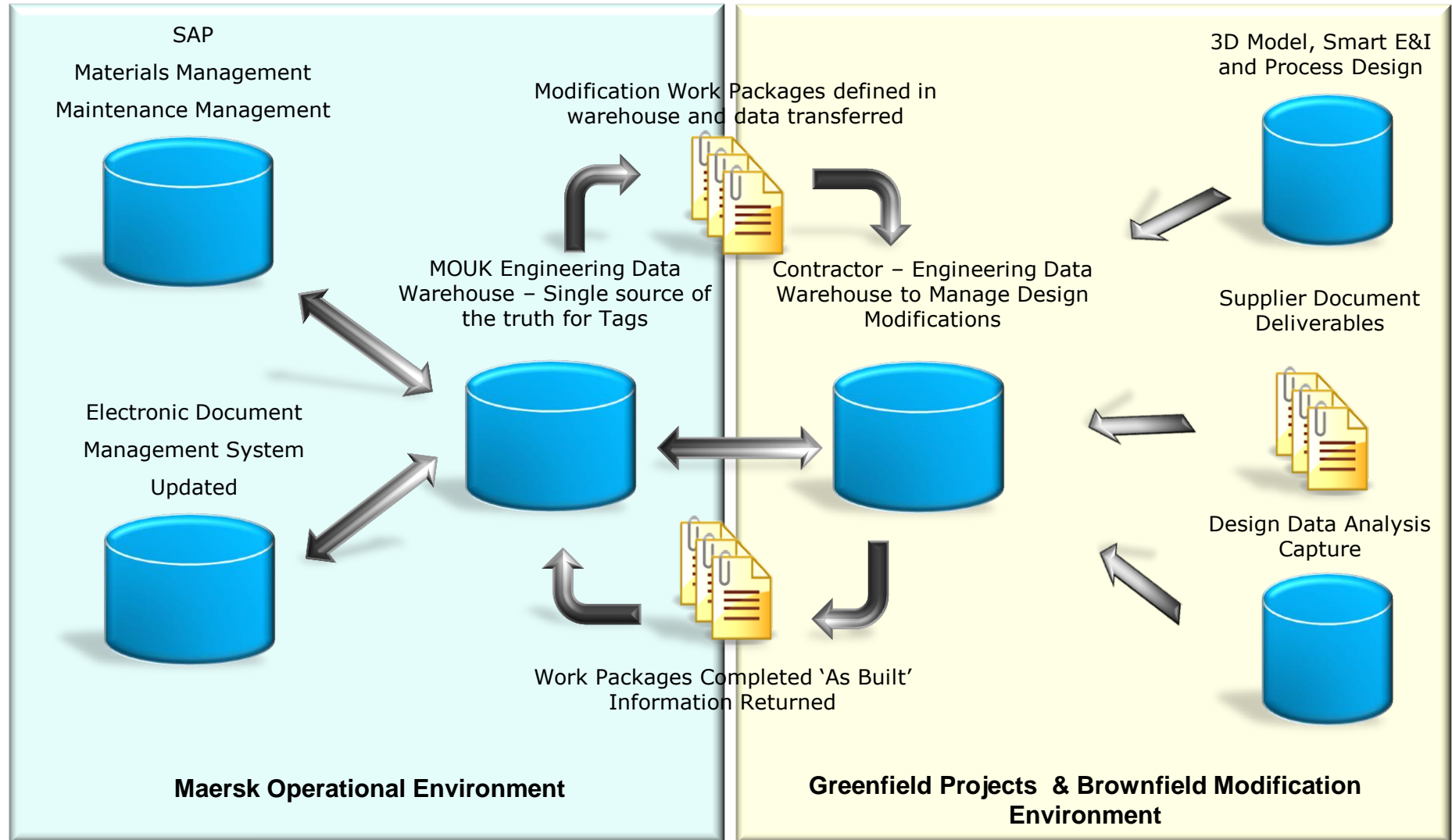
Future Scope for DCC

Management of the content of the document / drawing 'container'

- Step one – Centralised Tag Management
 - System to allocate tag numbers and provide classification of tags
 - Tagging standard shaped to fit Company needs rather than being idealistic
- Step two – Tag Scraping
 - Scrape issued documents for tags at project close-out
 - Create Tag to document relationships as an aid to navigation
 - Future - create tag list per document – Documents cannot be issued for construction until tag anomalies cleared for new projects
- Step three – Collect attributes for Key Engineering Registers
 - Example - identify ATEX equipment and collect ATEX data and certificate cross references as first step towards collecting manufacturer and model information.



Future Scope – Integration with Engineering Design Contractors to improve Operational readiness and efficiency

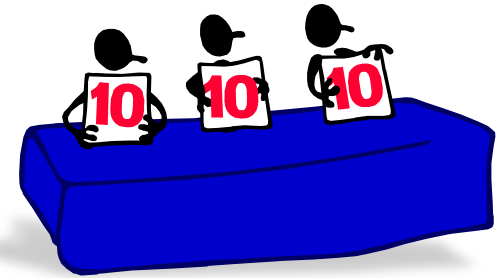


Future Scope for DCC

- Be agile - meet business challenges successfully



- Provide excellent service for our clients



- Manage service cost effectively



- Continue to bring in new services for the business where they are of benefit



- Develop a successful team



In conclusion

I have tried to outline our journey:

- **The impact of the change of contracting strategy had on the Maersk DCC function**
- **The shape of the team and its scope of work as it was before the change**
- **How the team responded to the change**
- **The journey taken by the team as the demands on it changed and grew**
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