



# ON TIME, ON BUDGET

Electronic task management helps Oman LNG maintain high operational standards

Both on time and within budget, the implementation of a computerised task-management system has been completed at Oman Liquefied Natural Gas LLC (Oman LNG). The company justified the OTTER<sup>†</sup> project on the basis of the cost savings that were expected from the reduced manpower levels, fewer mechanical breakdowns and the increased availability that could result from higher equipment reliability, and cemented and harnessed operational routines.

OTTER, which was developed jointly by Shell Global Solutions and Capgemini, is a tool for managing routine field-operator tasks. Operators have hand-held computers that display their everyday tasks. Once a task is completed, the operator keys in any measurements and observations. These data are then uploaded to a database on a central server.

“The OTTER system has benefited our operations in a variety of ways,” says Jeroen de Groot, production support superintendent and project leader, Oman LNG. “It will help to decrease the number of equipment failures and plant trips, and optimise the amount of preventive maintenance activities to help provide major cost savings.”

Gerrit van Zee, consultant, operational excellence, Shell Global Solutions International BV, adds, “OTTER will also assist Oman LNG in maintaining its strong health, safety and environmental performance. It will help the company to ensure that it complies with internal standards and external regulations, for example, by checking that the emergency response systems and the fire hydrants are all fully functional and by providing the documentation required by the plant’s quality management system.”

De Groot says, “OTTER helps the operators in doing their routine jobs, and this makes them more motivated. We actively encourage them to suggest improvements to make the system more relevant to the jobs they are doing. It is a live system that is updated continuously.

“A tool like OTTER will help new staff to carry out the necessary operations. Our routine practices are logged in the database, and the system will help to remind operators of the important tasks. OTTER now covers between 500 and 1000 tasks during each 12-hour shift, and daily compliance is around 100% under normal operating conditions.

“In fact, we made OTTER one of our key milestones for 2004 as part of the company’s business plan. We installed the system very smoothly in less than six months, and the project has met all the milestone criteria we set for it,” concludes de Groot.

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<sup>†</sup>OTTER is a Shell Group trademark.

## Mastering routine

Operators have many thousands of routine tasks such as checking lubricant levels, monitoring pressures and temperatures, cleaning filters, and making safety and environmental assessments. These tasks are downloaded from the OTTER database to a hand-held computer that guides the operator through the plant. Tasks are presented to the operator in a logical manner, along with information such as work instructions, previous observations and task history.

In addition, OTTER has a powerful scheduler that shows which tasks need doing and when. It also records and retains documentation of who executed which task and when, and what the results were. Once a round is completed, the operator uploads all the details into the database for trending, integrity analysis and reporting. This way of working facilitates communication between different business units and between shifts.