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Organisational Integrity embedded in Asset Management – a Key Success Factor for Oil & Gas Operators

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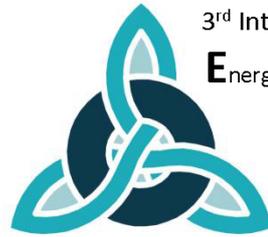
A key success factor in a company's ability to operate safely, efficiently and profitably is ensuring that every individual with a stake in asset integrity truly understands the core concepts involved in effective integrity management and how their actions and decisions can have a decisive impact.

Oil & gas companies need to manage a complex portfolio of risks. A lot of these are associated with the operation and management of their facilities and assets. These risks can lead to minor or major incidents which are potential impacting several oil & gas business values. Root causes of these incidents are asset related but also organisational related (e.g. lack of safety culture, inadequate procedures). Organisational related barriers are crucial in the set-up of safety cases.

Installing an “organisational integrity culture” requires the implementation and maintenance of a series of fundamental building blocks. The company's core **values** are the compass and the reference for the behaviour of the people within the organisation. Excellent **leadership** is required in introducing, implementing and maintaining these values. Leaders and managers have to be the example, they need to be committed and driving the desired behaviour. All employees need to know and understand what “integrity” means for them and what are the expectations for the individuals as well as for the whole organisation. The **integrity management system** provides the framework for the operation of the organisation – it gives the vision but also the required/desired code of conduct related to the policy & strategy, processes, organisation, people and means. The **execution of activities and decisions should be in line** with the core value and system integrity requirements. **Identifying, analysing, evaluating and managing risks** supports the whole process and is the back bone approach for organisational integrity. The implementation of these building blocks leads to an organisational integrity culture where integrity behaviour is embedded in processes and embodied by people.

Conclusion: Organisational integrity is part of asset management and good asset management is part of organisational integrity management. Realising an organisational integrity culture is a must for asset management and for the business of oil & gas companies.

Keywords: Integrity, Culture, Asset Management System



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