



APM Project Management Awards

WINNER'S

CASE STUDY



Mars B, Gulf of Mexico: one of Shell's deep water projects

Photographic Services, Shell International Ltd

Category **Project Management Company of the Year 2014**

Winner **Shell Projects & Technology**

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business
insight

Overview

Shell Projects & Technology (P&T) was created in 2009 following a reorganisation mainly motivated by the increasing difficulty and costs of finding and extracting oil and gas, the global recession and a need to make the company's cost structure more competitive.

This was the first time in Shell's history that a single projects group was made accountable for project delivery across the Upstream and Downstream businesses. Today, P&T manages some of the biggest, most complex projects in the world, which play a vital role in helping to meet

global energy needs.

Projects are located in diverse regions, all with unique challenges. They include the world's first floating LNG facility, the first platform to extend the life of an existing oil field in the Gulf of Mexico, and the Majnoon oil field project on the site of a former battlefield in Iraq.

The projects team has developed the organisation, processes, assurance and, most importantly, the people, to safely and competitively deliver projects across the globe.

Collective culture

The Projects arm of P&T brings together the skills and disciplines required to initiate, develop and execute all types of projects under a single umbrella – One Projects. Each of the six project areas (Project Engineering, Deepwater, Unconventionals, Integrated gas, Downstream and HSSE) is represented on the Projects Leadership Team and all share support functions.

This flat senior level structure was designed to allow faster decision-making, increased responsiveness to the needs of the business, clearer choice in and deployment of technologies from Shell's portfolio for specific projects and better use of the talent base in critical competitive areas. Other advantages include cost reduction, greater standardisation, and greater focus on delivery in the field.

An integrative leadership approach fosters collective action across boundaries in order to achieve shared goals.

Challenges

Projects are Shell's lifeline for growth. The long-term future of the company depends on the delivery of innovative projects in the safest and most competitive manner.

From the outset, P&T was designed as a single, unified organisation, with all business targets requiring people from across the organisation to collaborate and contribute.

Building a robust governance structure and establishing processes to ensure visible, end-to-end project management was an integral part of implementing this structural change, while also building and strengthening the Shell project community of more than 3,700 project engineers and managers around the globe.

In a changing world, Shell P&T recognises that no company can stay still.

Career development

The competences of individuals and teams in the project community are constantly being improved. The Shell Project Academy (SPA) helps people to develop to their full potential through a programme based on accreditation, education, growth, support and mentoring.

The programme is externally recognised and accredited by APM and employees are encouraged to achieve APM qualifications. To date, 630 staff around the globe have achieved APMP status and another 49 have been recognised as Registered Project Professionals (RPP) with a further group working on larger projects aiming to be RPP accredited.

Career development also includes regular assessments of competence levels, and a designated member of the Projects Leadership Team has responsibility for connecting each staff member's assessment to available job and career opportunities.

Communication

Building and strengthening the project community employs a multimedia approach including the web, the Surface Global Network, booklets describing how people in Shell do projects, discussion guides for leaders and the Global Project Excellence Forums.

Team leaders play a vital role in making all the materials come alive through their regular team meetings and leading by example. Because the whole Projects organisation operates common principles and standards, staff in smaller projects can readily learn about how large projects are carried out. This ensures a smoother transition when they move from project to project throughout their career.

Success

This approach has led to the successful delivery of numerous ground breaking projects, from the world's largest plant for turning natural gas into valuable liquid products, Pearl GTL in Qatar, to the deepest offshore oil drilling and production platform of Perdido in the Gulf of Mexico.

Feedback at global forums indicates that the project community are becoming increasingly engaged, with more applications than there are places for the forums. Performance is above industry average and IPA benchmarking shows that cost performance in all top post-final investment decision projects, Upstream and Downstream, has improved from bottom or mid-tier positions to top quartile in the last five years.



Nick Smallwood, Chief Project Engineer



The APM Project Management Awards have been celebrating project management excellence since 1993 and the broad range of categories is designed to make entry possible for projects and companies of all sizes and complexity.

The awards reflect the invaluable contribution project managers make in all sectors of society and the event provides an opportunity for industry professionals to meet with colleagues and entertain guests as well as celebrate at one of the year's most exciting events.

Highly regarded in the project management industry, the awards reflect the dedication and talent that helps to shape the project management community and the world around us. The finalists, winners and sponsors of the awards attract national publicity for their achievement and involvement. Winning an award provides invaluable recognition and kudos to the careers of winners.

For more details on the awards and how to enter or attend, visit apm.org.uk/awards or email awards@apm.org.uk

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