

From: Little, Ian  
Sent: Tue Jul 14 15:47:30 2009  
To: Thierens, Harry H  
Subject: Mid Year Review  
Importance: Normal  
Attachments: 2009 Ian Little Performance Assessment DRAFT.doc

Harry,  
I have added some comments to my PC for our discussion this afternoon.  
<<...>>  
Thanks, Ian.

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## Annual Individual Performance Assessment

Name: Ian Little		Line Manager: Harry Thierens	
Job title: Wells Manager E&A	Level: E	SPU/Function: GOM DW	
Employee number: 662598	New joiner: N	Period reviewed: 2009	

### Delivery against objectives

#### 1. HSE

Implement 2009 wells HSE agenda and fully engage E&A rig teams in continuous safety improvement plans:

- Improve Recordable Injury Frequency vs 08 actual (6 recordables)
- D&C and SPU HSE Steering Committee member, with accountability for D&C Dropped Objects focus area

Fully implement new DWOP and perform gap assessment to new ETP's

#### Mid-year performance conversation

There have been 2 recordables so far this year, both on the Horizon. I made personal intervention to get Transocean to recognise that there was an issue with safety leadership on the rig. Transocean have replaced one of the OIM's and tightened their application of their SMS. This seems to be working. Will keep the focus on this. In addition Transocean are going to change the Rig Manager. The Bob Palmer safety performance has been excellent and the rig release was managed safely.

I have participated actively in the SPU and D&C steering committees, making suggestions as to how to improve the process. We have transitioned the Dropped Objects focus into the Steering Committee and have made the Contractor accountable for developing their plan and delivering on this. Overall Dropped Objects increased in Jan/Feb, but since then the number has been declining.

We have conducted a gap analysis in E&A against the new DWOP. Now forming the action plans to close out gaps and have transferred our learning's to the wider D&C team.

#### Year end assessment

#### 2. Performance

Deliver DD/10k target for Exploration and Appraisal wells as per GFO-1:

	<i>Plan</i>
Puma 4	53
Tiber	63
Wil K	109

Overall DD/10K target: 77

Manage changes to the rig schedule to ensure performance stays on track.

Influence Devon to deliver Kaskida WB objectives

#### Mid-year performance conversation

Puma 4 was delivered at 27 DD/10k and in the top quartile. This was the best well drilled in the Puma area and delivered on all the key subsurface objectives.

Tiber through the Primary target (Paleogene) was delivered at 35 DD/10k – Top quartile performance. In addition we have penetrated the Cretaceous.

Wil K was delivered at 113 DD/10k through the original target depth. The Well was then deepened at Exploration team request. The well was finally suspended after running out of kick tolerance. We achieved all of the objectives for the well, including coring and logging in the hottest well ever drilled by BP. The delivery of the Wil K well, although behind plan, was a technically an outstanding achievement, with many firsts for BP in the GOM and worldwide.

We have successfully influenced Devon to get the well to the base of the salt. Without our support they would not have reached this depth. We continue to have to push to get them to stay on track. The challenge is to continue to do this through to TD – still a major challenge.

Year end assessment

### 3. CIP: NPT

Drive continuous D&C performance improvement and consistency of program delivery – all wells delivered on time. Focus on:

- Rig execution excellence – refresh Technical Limit
- Rigorous and standardized well planning – proved adequate well planning time and resources
  - Reduce NPT by 10% (focus on downhole tools, rig NPT and shallow hazards)
  - Reduce DD/10K by 5% (except Wil K)
  - Deliver wells at first or second quartile performance (except Wil K)

Mid Year performance conversations

We have implemented the Best of the Best approach on the Horizon and this has helped to deliver outstanding performance to date:

NPT is currently 23% versus 26% in 08  
DD/10 are substantially lower to date than plan  
Puma 4 and Tiber on track to top quartile

Year end assessment

### 4. CIP: Costs

Lead the cost focus area for D&C:

- Implement the new NAWSS contracts to deliver predicted costs savings
- Target next tier suppliers to reduce costs – target 10% reduction
- Rental tool initiative – target 10% savings
- Equipment Standardisation – develop plan

Foster culture of every \$ counts – aim to deliver wells at 10% under AFE (except Wil K)

Mid Year performance conversations

We are on track to deliver more the \$70 mm in cost savings by the end of the year – successfully putting in place the new contracts and ensuring that we deliver savings. The rental tool initiative is up and running and delivering. We have also influenced the every dollar counts philosophy across the operations teams and are tracking the cost savings.

Year end assessment



## 5. People and Exploration COE

- Implement 2009 wells People agenda
- Build Western Hemisphere Exploration Centre of Excellence
  - Keep Columbia offshore Exploration plan on track for delivery and build relationships with Colombia Exploration Team
  - Keep Canadian Arctic offshore Exploration Plan on track for delivery and build relationships with Canadian Arctic Exploration Tea,

### Mid-year performance conversation

Exploration CoE not progressing due to issues with Senior Leadership, however we are keeping the Columbia well progressing and meeting the major milestones.

### Year end assessment

## Behaviours in support of delivery

Draw on the attributes of the Leadership Framework, Code of Conduct and other applicable Group Standards in assessing behaviour.

Review the key behavioural attributes (two) which strongly contributed to this delivery and how these might be used to further enhance performance.

### Mid-year performance conversation

### Year end assessment

I continue to lead from the front to energise the team to deliver top quartile performance. The team is working well both internally and with the Asset teams.

Review the key behavioural attributes (two) that had they been stronger, would have resulted in a higher level of delivery; discuss actions needed to develop these attributes.

### Mid-year performance conversation

### Year end assessment

We need to be clearer on the decision making behind the rig schedule – there is still a lack of ownership at the Asset level. I have been meeting with Fergus, Dave and the Asset Managers to improve this, and will continue to do that.

## Overall performance

Mid-year performance conversation	Year end assessment
	I am very pleased with progress so far this year. E&A Performance continues to improve and this has been recognised externally, at the D&C conference and beyond. I think my leadership and the way we work in E&A is a major factor in the delivery of this performance.

**Annual individual performance rating [BE, ME, EE, E]**

Record the individual performance rating once calibrated and finalised.

At a minimum, compliance with the Code of Conduct, Leadership Framework (for FLLs and above) and other applicable Group Standards is required to be rated at ME or above.

**Dates:**

Objectives set:..... Mid-year conversation:..... Year-end assessment:.....

E-Signature ..... E-Signature .....  
(Individual) (Line manager)

Once you have completed the form please save a copy to your computer, and at the end of the year:

UK - Your Line Manager should email this form to the myHR Service Centre, Glasgow at [hrsupport.eur@exult.net](mailto:hrsupport.eur@exult.net), copying you on the email.

This form will then be recorded as complete on PeopleSoft (the HR system of record)

US - Contact your HR Manager to confirm where the form should be directed

MOW - Refer to your Line Manager and / or HR manager to confirm your country specific practice

**Appendix A - Development**

**Use this space to record in-year development plans and actions to support the achievement of the objectives listed above**

**Note:** The PDP form should be used to record development plans and career aspirations for the future. The PDP form can be downloaded from: [http://onehr.bpweb.bp.com/CYP/en/onehr\\_learning\\_global\\_Personal\\_development\\_planning.aspx](http://onehr.bpweb.bp.com/CYP/en/onehr_learning_global_Personal_development_planning.aspx)