

### Annual Individual Performance Assessment

Name: Ian Little	Line Manager: Harry Thierens
Job title: Wells Manager E&A	Level: E
Employee number: 662838	New Joiner: N
	SPU/Function: GOM DW
	Period reviewed: 2008

#### Delivery against objectives

1.

Deliver DD/10k target for Exploration and Appraisal wells – 71 DD/10k. CIP target of 64 DD/10k.

- Deliver TB3 well before May 8<sup>th</sup> allowing early release of Ocean Confidence (**Actual Feb 16<sup>th</sup>**)
- Deliver Kaskida s/t in less than 110 days (**Actual 89.5 days**)

All three E&A wells completed to date in 2008 were delivered significantly ahead of schedule:

	Actual	Plan
TB3	51	69
Kodiak	53	62
King South (Dev Well)	27	46
Kaskida s/t 2	49	59

TB3 and Kodiak were both top quartile wells based on GOM benchmarks.

2.

Implement D&C HSE Plan and strive for zero injuries and environmental incidents with focus on:

- Safe and efficient start up's of new rigs; Rowan Bob Palmer and Transocean Spirit
- Lead D&C Dropped Objects Workgroup and implement DO improvement plan

Safety performance has been good, although not incident free. There have been 4 recordable incidents all of them relatively minor. All incidents were investigated and lessons learned shared across the SPU. There have been zero spills. The two new rig start ups have gone extremely well. There were zero incidents during the entire Spirit program and the Bob Palmer has had two relatively minor recordable incidents. The Ocean Confidence was released safely with no incidents during 2008 prior to release.

I have visited a rig every month this year and made safety my top priority on these visits. I have worked closely with the Operations Managers at Transocean, Diamond and Rowan to ensure that our safety expectations are clear and that they are in no doubt that they are accountable to implement their SMS fully on their rigs.

Dropped Objects performance across the SPU has improved significantly from last year, with a significant drop in total DO's and zero High Potential dropped objects to date. The DO work group has met on a quarterly basis and action plan implementation is on track.

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3

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

- Rig execution excellence
- Rigorous and standardized planning
- Reducing NPT by 10% to 41% with a plan to improve rig downtime, downhole tool failures and downhole problems: E&A NPT in 2007 was 45% including WoW.

A CIP was developed for E&A and actions taken to deliver improved performance. The new organization has driven focus on rig site execution excellence.

Examples of CIP actions are:

- Standardised use of expandable liner hangers
- Rigorous audit and QA/QC of downhole tools (full DEIP compliance on Kaskida)
- Progressing MPD application on Wil K
- Progressing Digital BOP testing on the Horizon – Pilot rig.
- Focus on rig downtime – rig audits performed on all rigs and actions being tracked. Working with Transocean to identify critical maintenance and making time to perform.
- Working with Smith to improve cutter application on Rhino Reamers
- Assessing alternatives to the R.R.
- Focus on vibration monitoring and optimising penetration rate – excellent recent drilling performance through the salt on Kaskida and Freedom.
- Working on bit designs for the slow ROP seen in Kodiak and expected in Wil K.

We have also developed a standardized Well Operations Plan for DW Exploration and Appraisal. This will allow us to better implement best practices and drive continuous learning from well to well.

4

Reduce E&A rig variable spread costs by 5-10% - with focus on the Horizon:

- Take action to create a culture of every \$ matters

Conducting full review of actual costs on Kodiak well to target areas of inefficiency.

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I have ensured that costs are part of all discussions around performance and objectives. Recent examples include the compromise on logging program at Kaskida to ensure critical data obtained cost effectively.

5

Fully externally assure all E&A wells

All E&A wells were externally assured by the EPTG Drilling Excellence team. All wells to date received full support from the review teams.

#### Behaviours in support of delivery

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

##### Mid-year performance conversation

Make tough decisions and see them through – examples include; TB3 well ready to spud, holding off accepting the Spirit until we were ready, driving through the option to use the Marianas at Kodiak.

Foster Effective teamwork and collaboration – examples include; developing relationships with the Asset teams, building the new E&A organisation despite the lack of support from within the Assets, making some tough people decisions

##### Year end assessment

##### Mid-year performance conversation

Standardise, simplify and reduce complexity – I am committed to this behaviour and we have made progress, but I feel I could do more to push back and shield the team from unnecessary complexity.

##### Year end assessment

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**Overall performance**

	I am very pleased with progress so far this year within E&A. We have successfully delivered some very tough wells, while going through a significant organisation change. I feel my skills and competencies as a leader have helped to deliver this performance and have helped to build the new D&C team.

**Annual individual performance rating (BE ME FF F)**

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

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## **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.boweb.bp.com/CYP/en/onehr\\_learning\\_global.Personal\\_development\\_planning.aspx](http://onehr.boweb.bp.com/CYP/en/onehr_learning_global.Personal_development_planning.aspx)

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