

Gulf of Mexico SPU



GoM Drilling and Completions

GoM D&C Operating Plan/ Local OMS Manual

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1 Introduction

1.1 Executive Summary

OMS is a comprehensive operating management system that integrates and improves existing management systems. It provides the framework to achieve safe and reliable operation. OMS helps manage every element of operating, from basic compliance to excellent in performance. In the long term, effective OMS implementation will position BP to take and maintain the lead in operating excellence while building a supporting culture that learns and derives continuous improvement.

At the local level, the local OMS includes the SPU and site processes and procedures through which the business is delivered, and meets Group and Segment requirements. This paper describes how the centralized Gulf of Mexico (GoM) Drilling and Completions (D&C) Organization manages well planning, execution activity, and major projects support. This Central Team Model was initiated in April 2008.

The remainder of section one, includes our vision and strategy, management commitment, governance including key roles and responsibilities, and how we will sustain OMS over time, i.e. the Performance Improvement Cycle. The GoM D&C VP is accountable for operational delivery including OMS conformance, and D&C Leadership Team members are instrumental in ensuring success through understanding of the key aspects of OMS, ensuring conformance to OMS essentials, and driving the associated Performance Improvement Cycle. Each employee has the responsibility to become familiar with OMS content and how it drives performance.

Section two addresses how risk is managed within GoM D&C. OMS implementation leads to standardizing risk management processes across our organization. The intention of our risk management process is to provide a comprehensive set of instructions on the management of risks. The plan covers the complete risk life cycle from initial identification to close-out. We use two main procedures for managing work processes: Beyond the Best Common Process (BtBcp), and Major Project Common Process (MPcp). The GoM D&C Risk Management Plan will bring our processes into alignment with OMS so that risk is managed effectively and consistently, in compliance with OMS requirements. All risks shall be recorded in and managed by the BP RAT, the Group approved tool for risk management.

Section three addresses GoM D&C planning and control processes. Beyond the Best Common Process details methodology across the E&P segment for drilling and completions planning. Cost planning and controls include:

- Financial Memorandum -- used to obtain authorization for funding a project.
- Long Term Plan -- 1 year Life of Field (LoF), Headcount, CAPEX/OPEX, Cost Center Budgets (PxO), Frame, Deep Dive.
- Rig Schedule -- 1 year delivery and 2 year readiness; refreshed on a monthly basis. D&C is accountable for scheduling all drilling, completions and intervention operations in alignment with GoM SPU priorities, capital forecasts and resources.
- Group Financial Outlook (GFO) -- official annual plan used as the Annual Forecast at the beginning of the fiscal year
- D&C Monthly Forecast Process
- GoM D&C OMS Gap Closure Plans -- aggregated and prioritized gaps with actions and completion dates.

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- Prioritized Activity Set/Annual Plan -- Context, Collective Priorities, Agendas and KPI's.

Section four outlines the framework by which we apply the OMS Principles, Elements and the underlying Essential and Recommendations across the GoM D&C organization. Activities are fundamentally driven by a series of consistent operating practices, procedures and processes, including those used to promote continuous improvement. Beyond the Best Common Process and DWOP provide a foundation to our processes. These processes, which can be directly identified with each OMS Sub-element, are collected as "Evidence" during OMS Gap Assessments. The official "library of operating framework documentation, referenced to the OMS Sub-elements, is accessible via the E&P OMS Navigator.

Section five presents the numerous performance metrics used in the GoM D&C team for Safety, Environmental, Regulatory, Activity, Time and Operational Performance, Cost, Production and Planning. Key reports include Daily DIMS, Weekly Operations, End of Well, Operational Post Well, D&C Benchmark, Supplier Performance and Monthly Scorecard.

Section six includes the various GoM D&C leadership management review meetings and the management information reviewed. Meeting frequency, SPA and purposes are detailed.

Appendix A highlights the GoM D&C Evidence Inventory. Key SPU processes are identified, aligned with each OMS Sub-element. Collected as "Evidence" during the OMS Gap Assessments, the Key Processes are how we meet the expectations of the 48 OMS Sub-elements, their Group Essentials and E&C Segment Requirements and Recommendations. Individual positions within D&C that hold Sub-element accountability are listed.

Appendix B highlights GoM D&C OMS Sustaining Activities and Accountabilities. Key activities and responsibilities are given for how, over time, we will sustain and continuously improve our Operating Management Systems.

1.2 Vision and Strategy

Our vision is to achieve sustained recognition as the leader in the GoM as demonstrated by our values, our people, and our results. We will achieve "best team, best place to work, best results" through:

- Integrity
- Commitment to self and family
- Teamwork
- Making a difference
- Commitment to personal growth

The GoM D&C Team leverages the five pillars of the global D&C Journey to Industry Leading Wells Delivery through the following strategy:

- Safety, Integrity and Environment -- Leverage and support our contractors' delivery of their Safety Management Systems.
- People -- Continue building organizational capability, leveraging the centralized D&C organization.
- Standards and Processes -- Relentlessly drive standardization and Continuous Improvement into our activities.
- Technology -- Move leading industry technologies into the way we work at scale, with measurable performance success.
- Supplier Relationships -- Build distinctive relationships based on values, people and performance.

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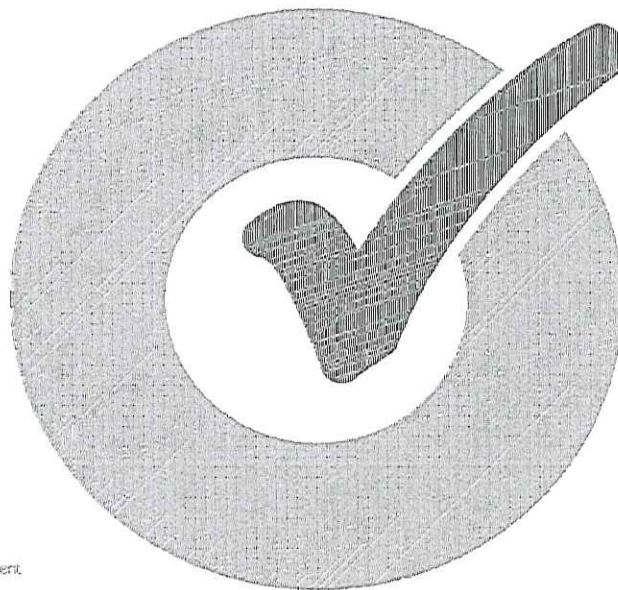
This supports the overall GoM SPU vision of "being #1 in the GoM," meaning, becoming a winning team which is confident of the future, proud of today and delivers its promises to shareholders.

The linked document details the D&C Global, and GoM specifics of our strategy:

D&C Strategy

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operating
management
system

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1.3 Management Commitment

The GoM D&C Leadership Team is fully committed to operating in accordance with the Group OMS architecture, the SPU Local OMS, and the plans detailed in this document.

"The GoM SPU leadership team is 100% committed to the successful design, implementation, and sustainment of OMS; it will become the way we work in the Gulf of Mexico and represents our next material step in our journey to becoming Number 1 in the Gulf. We chose to be one of the three 'Wave 1' sites in E&P to help shape the design, but most importantly we needed to begin attacking the significant operating complexities that have entered the business over a decade of unprecedented growth. We have built, installed and operate eight very different facility hubs in the Gulf of Mexico: OMS will enable us to efficiently manage such a diverse portfolio by being very explicit and deliberate in the execution of our underpinning standards, practices and processes.

"The power of one, consistent operating management system across the company shifts our energy from re-inventing to continuous improvement within our Elements of operating. We each look forward to the journey, and remember, this is a marathon, not a sprint."— Neil Shaw, on behalf of the SPU Leadership Team

"I am fully supportive of the OMS implementation within BP and am proud that GoM D&C is one of the first D&C organizations to achieve initial implementation. I am personally convinced and committed that OMS will make a substantial impact in improving safety and making our operations more reliable and efficient.

"In GoM D&C one part of fulfilling our vision is to be 'a leader in all that matters' and OMS is clearly one area I expect to be recognized." -- Kevin Lacy, Vice President GoM Drilling and Completions

1.4 Organization Structure

1.4.1 Drilling and Completions

Within GoM, D&C is managed as a central, functional organization. The organization manages all aspects of GoM D&C including Health, Safety, Security, Environment (HSSE), individual well planning and execution, new development projects, performance management, rig scheduling, BP-owned rig management, project services, and D&C support staff.

DW D&C Organization Chart

The Central Team Model revolves around two core groups: Engineering and Operations. These two groups work side-by-side as "One GoM D&C" to achieve best in class performance.

The Engineering group is comprised of Drilling and Completions teams. Each of these, in turn, has a Well Planning and Execution team; a team focused on Major Project Engineering; and an Excellence Team. Additionally, an Interventions team, both Engineering and Operations, is housed within the Completions team. The Well Planning teams are scalable with changes in operating rig count.

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The Operations side is presently comprised of three groups: the Exploration and Appraisal Team; the Atlantis Operations Team; and the Thunder Horse Operations Team, but is scalable to changes in the operating rig count.

Also managed within the GoM D&C Central Team are HSSE (D&C HSSE resides within the Operations Team), Rigs and Well Services, Rig Ownership, Projects, Technology and Performance Management.

Soon after its inception, the Central Team Model enabled GoM D&C to provide improved support to the New Development projects. The teams' new structure allowed better utilization of scarce resources, and improved the flow of learning between the Drilling and Completion engineers. They also started making great progress in their standardization efforts.

The overarching design principles of the centralized organization are:

- Improve GoM D&C HSE/Integrity Management (IM) and Simultaneous Operations (SIMOPS), and maintain asset integration
 - Consistent HSE/TM and SIMOPS standards ensure effectiveness
 - Embedded D&C critical positions to maintain continuity and integration with project and subsurface teams
- Drive continuous performance improvement and consistency
 - Rig execution excellence – continuity – “one rig/one team machine”
 - Rigorous and standardized performance and cost management
 - Clarity of accountabilities
- Improve efficiency and effectiveness of workforce
- Standardization in well planning and design through a central team for drilling and completions engineering support
 - Fully utilize scarce skills, improve Team Leader (TL)/engineer ratio, and provide central resource support so engineers focus on “wrench time”
 - Build capability; accelerate employee development and organization learning curves

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1.4.1.1 GoM D&C Operations

This group is responsible for all well execution activities.

1.4.1.1.1 Drilling Engineering Team

This team is responsible for drilling engineering planning for all DW GoM Development and Production wells. Additionally, the manager for the Mad Dog Rig and Spar New Builds resides in this team. The Drilling Engineering "DE" Team works closely with the Projects Leaders to develop a world-class sanction for New Development Projects and with the Thunder Horse and Atlantis Rig Operations teams to plan the wells. The chart below details at a high level the accountabilities for each of the sub-teams in the Drilling Engineering Team.

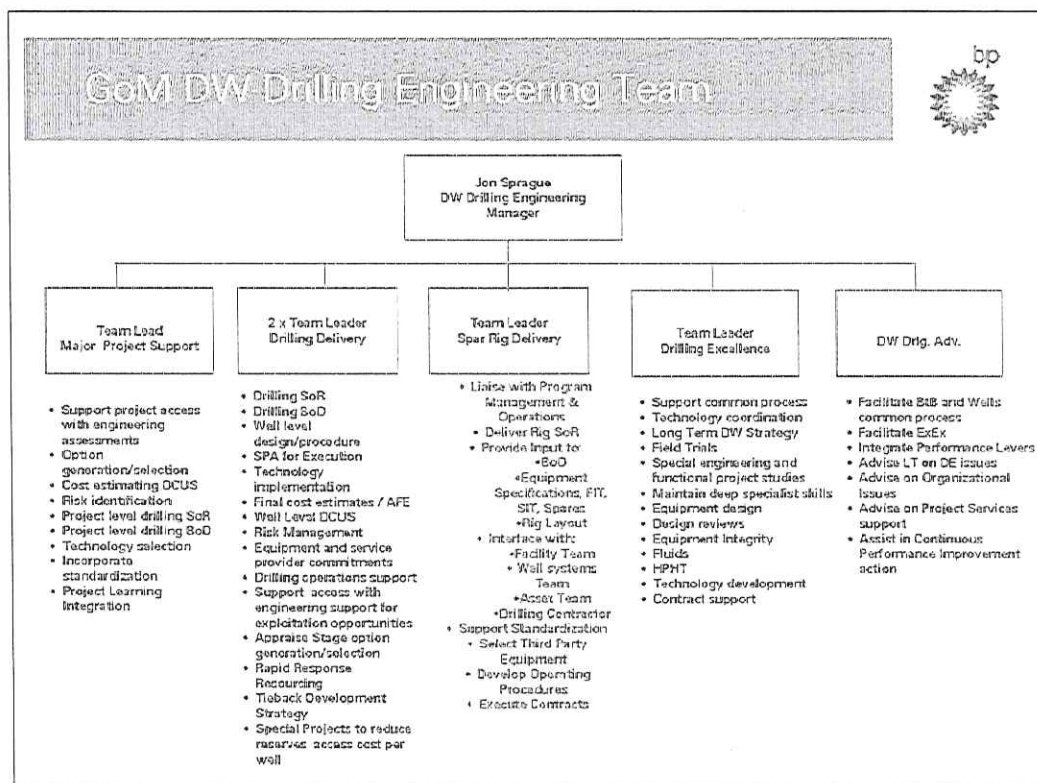


Figure 2: GoM Deepwater Drilling Engineering Team

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1.4.1.1.2 Completion Engineering Team

This team is responsible for completion planning for all GoM wells. It works closely with the Major Projects team to develop a world-class sanction for New Development Projects, and with the Thunder Horse and Atlantis Rig Operations teams to plan the wells. The chart below details at a high level the accountabilities for each of the sub-teams within the Completions Engineering Team.

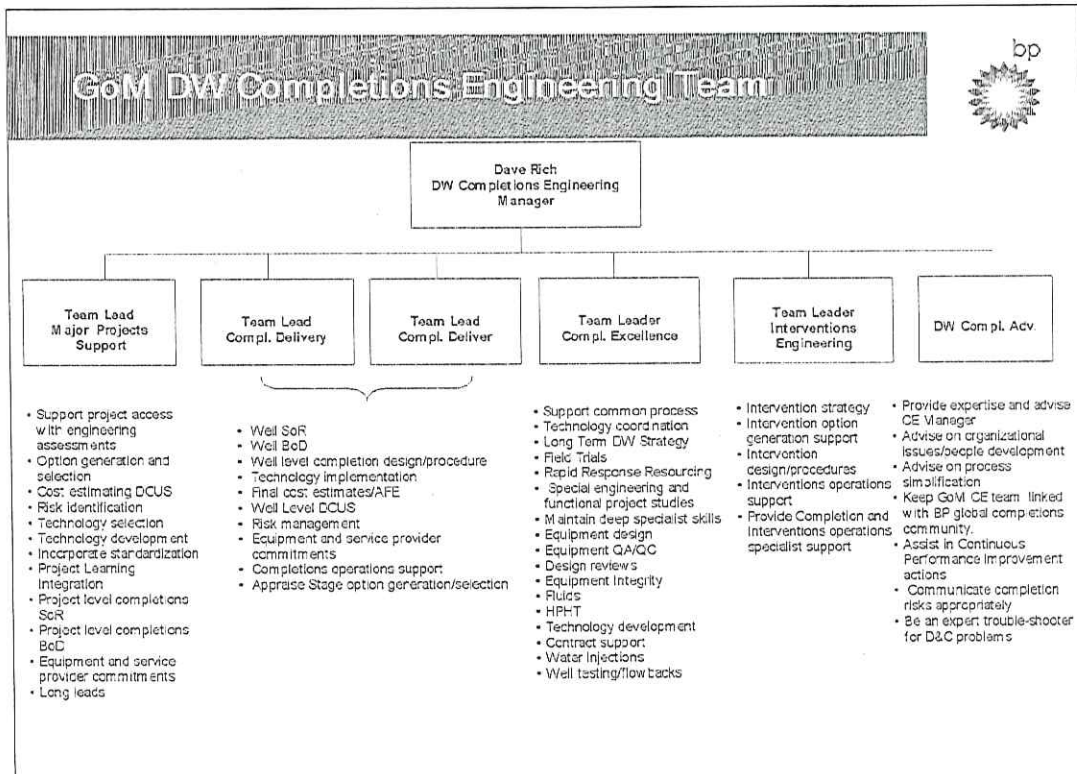


Figure 3: GoM Deepwater Completion Engineering Team

1.4.1.1.3 Operations Team Model

There are presently three Operations Teams: Wells Operations – E&A, Wells Operations – Thunder Horse, and Wells Operations – Atlantis. This is scalable within the organizational model where one Operations Manager leads from 2-4 wells teams. The E&A Team is responsible for well planning and execution. The Thunder Horse and Atlantis Ops teams are responsible for operations execution. The planning for their operations is done in the GoM D&C Engineering Teams. A Rig Ops Team consists of two parts. The first is a core group of dedicated rig team members (as represented on the right side of the diagram in Figure 4, with the solid line reporting line).

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The second part of the team is supported from the Central Engineering Team, reporting to the GoM D&C Engineering Managers or other parts of the organization (as represented on the left side of the diagram in Figure 4, with the dotted reporting line).

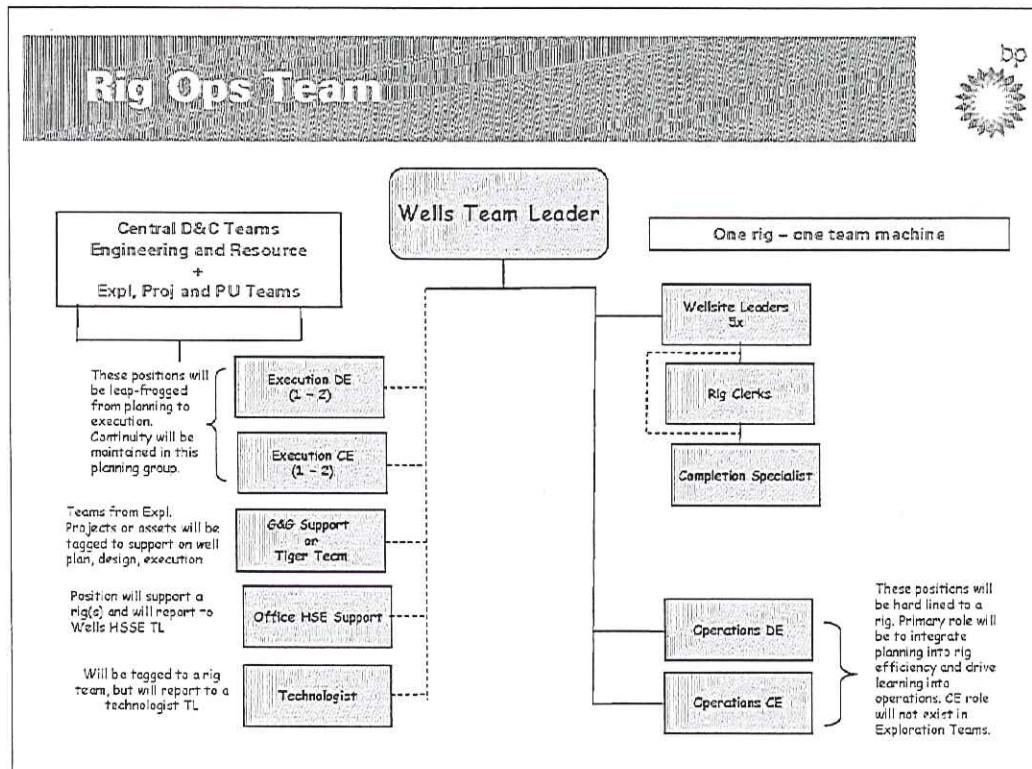


Figure 4: Rig Ops Team

The Development Well RACI chart for integration of the GoM D&C Engineering and (TH/AtI) Operations teams is included as follows.

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GoM D&C DEVELOPMENT WELL DELIVERY RACI CHART

	Rig Ops Team				i-ops Team		Delivery Team		GL&D&C Teams						
	D Well Site Leads	Ops CE/ Ops DE	Wells Team Leader	Ops Manager	IGC Well Site Leads	Ops Interrelation Eng	Intervention WFL	CE/DE	Engineering TL	Comp/Obj Eng Mgr	Specialist CE/DE	IA Engineer	Con/DEX TL	Subsurface Team	Subsea Team
Appraise/Select/Define															
1	Develop and Approve Procedures	R	R	R	R	R	R	R	R	R	R	R	R	R	R
2	Develop and Approve Well bore Schematics	R	R	R	R	R	R	R	R	R	R	R	R	R	R
3	Appraise Stage Options Generation	R	R	R	R	R	R	R	R	R	R	R	R	R	R
4	Well Statement or Requirements (S&H)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
5	Well Plan BOD	R	R	R	R	R	R	R	R	R	R	R	R	R	R
6	Project Level Risk Management (SIMDPS)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
7	Well Specific Risk Management	R	R	R	R	R	R	R	R	R	R	R	R	R	R
8	DCUS, Time Estimate, AFE Preparation	R	R	R	R	R	R	R	R	R	R	R	R	R	R
9	Equipment SOWs	R	R	R	R	R	R	R	R	R	R	R	R	R	R
10	Manufacturing SPM (Vendor Eqmt)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
11	Policy Dispersations (part of plan)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
12	Long Lead Equipment Commitments	R	R	R	R	R	R	R	R	R	R	R	R	R	R
13	Service Provider Commitments (Vendor Selection)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
14	Preparation for Spud Meetings / Crew Engagements	R	R	R	R	R	R	R	R	R	R	R	R	R	R
15	Regulatory Approval (Sundry Procedure, Departures, etc)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
16	Tubing/Casing Stress Analysis	R	R	R	R	R	R	R	R	R	R	R	R	R	R
17	Frac Pack, Cementing, etc Modelling and Primary Design	R	R	R	R	R	R	R	R	R	R	R	R	R	R
18	Manufacturing QA/QC	R	R	R	R	R	R	R	R	R	R	R	R	R	R
19	Approval of Deviation/Concession Requests-Equipment	R	R	R	R	R	R	R	R	R	R	R	R	R	R
20	Initiate P.O. for equipment	R	R	R	R	R	R	R	R	R	R	R	R	R	R
21	BBS Process	R	R	R	R	R	R	R	R	R	R	R	R	R	R
22	LTP and GPO(D) Time/Cost input	R	R	R	R	R	R	R	R	R	R	R	R	R	R
23	Drill/Complete Well on Paper (aka line by line procedure review)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
24	Interface with Subsurface Team for Well Design	R	R	R	R	R	R	R	R	R	R	R	R	R	R
25	Interface with RTCC Team for Well Design	R	R	R	R	R	R	R	R	R	R	R	R	R	R
26	Ensuring that Best Practices are shared across SPU	R	R	R	R	R	R	R	R	R	R	R	R	R	R
27	Root Cause Analysis of Major Failures	R	R	R	R	R	R	R	R	R	R	R	R	R	R
28	Critical Equipment Design Analysis	R	R	R	R	R	R	R	R	R	R	R	R	R	R
29	Equipment SIT	R	R	R	R	R	R	R	R	R	R	R	R	R	R
30	Serial No. + Equipment Development	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Execute															
31	Well site HSE Related Decisions	R	R	R	R	R	R	R	R	R	R	R	R	R	R
32	Logistics Interface	R	R	R	R	R	R	R	R	R	R	R	R	R	R
33	Facilities/Subsea/Production Ops Interface	R	R	R	R	R	R	R	R	R	R	R	R	R	R
34	Marine Assurance Interface	R	R	R	R	R	R	R	R	R	R	R	R	R	R
35	Rig/Field specific SIMDPS Plan	R	R	R	R	R	R	R	R	R	R	R	R	R	R
36	Partner Communication	R	R	R	R	R	R	R	R	R	R	R	R	R	R
37	Rig Specific Long Term Rentals (DP, ROV, etc.)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
38	DP/Working Inspection Program	R	R	R	R	R	R	R	R	R	R	R	R	R	R
39	Bi-Weekly Mtg Presentations	R	R	R	R	R	R	R	R	R	R	R	R	R	R
40	Rig Performance Tracking (NPT, Operations Efficiency)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
41	U, C&I Performance Tracking (Days/UK, Compl Eff, etc)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
42	Rig Crew Performance Incentive Mechanisms	R	R	R	R	R	R	R	R	R	R	R	R	R	R
43	Rig Communication (Daily Calls, etc)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
44	Operation Specific Procedure, rest** (Unique to Rig)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
45	Weekend Duty Assignments	R	R	R	R	R	R	R	R	R	R	R	R	R	R
46	BP Policy Adherence	R	R	R	R	R	R	R	R	R	R	R	R	R	R
47	MMS Policy Adherence	R	R	R	R	R	R	R	R	R	R	R	R	R	R
48	Offshore support for critical ops	R	R	R	R	R	R	R	R	R	R	R	R	R	R
49	GFO Forecast (in year)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
50	Daily Cost/DIMS accuracy monitoring	R	R	R	R	R	R	R	R	R	R	R	R	R	R
51	Accurate DIMS Coding	R	R	R	R	R	R	R	R	R	R	R	R	R	R
52	Implement Drilling/Completions Procedure	R	R	R	R	R	R	R	R	R	R	R	R	R	R
53	Interface with RTCC team/real time performance monitoring	R	R	R	R	R	R	R	R	R	R	R	R	R	R
54	Call out of Equipment and Crews	R	R	R	R	R	R	R	R	R	R	R	R	R	R
55	Verification of Packer and Tool Setting Depths	R	R	R	R	R	R	R	R	R	R	R	R	R	R
56	Log Correlation of Perforator Packer Depths	R	R	R	R	R	R	R	R	R	R	R	R	R	R
57	Frac Pack Re-Design (if according to plan)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
58	MoC to Drilling/Completions Procedure During Curing Ops**	R	R	R	R	R	R	R	R	R	R	R	R	R	R
59	Use of Contingency Procedures (as stated in well plan)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
60	SPM (Scorecards for Wellsite Performance)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Post Well															
61	Washup Meeting (Lessons Learned, etc)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
62	Review Invoices for Accuracy (approve same)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
63	Well Handover Document	R	R	R	R	R	R	R	R	R	R	R	R	R	R
64	Embed Lessons into Future Procedures (across GPU)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
65	Report 1 page performance metrics (completions only)	R	R	R	R	R	R	R	R	R	R	R	R	R	R
66	End of Well Report (Standard Version)	R	R	R	R	R	R	R	R	R	R	R	R	R	R

Responsible - Bold "R" indicates primary person to work issues, other R's implement the assurance.

Consulted - Individual required to be in the decision making process.

Informed - Individual is to be informed of the decision within an appropriate time

Responsible - Bold "R" indicates primary person to work issues, other R's implement the assurance.

Consulted - Individual required to be in the decision making process.

Informed - Individual is to be informed of the decision within an appropriate time

** Key triggers for an MoC: Changes to Pressure, Scope, Depth, Productivity

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Figure 5: RACI Chart

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1.4.1.2 GoM D&C HSSE Team

The HSSE Team is accountable for supporting the operations teams in HSSE excellence within the Drilling and Completions organization. Accountabilities include the following:

- Engaging drilling contractors in continuous HSSE improvement
- Providing fleet-wide and rig-specific HSSE analysis and improvement recommendations
- Ensuring consistent application of BP Group and SPU HSSE requirements
- Conducting HSSE coaching and training for the GoM D&C organization
- Providing an interface with the SPU HSSE Functional teams

1.4.1.2.1 Operations

HSSE is accountable for providing HSSE support for drilling, completions and intervention operations. HSSE advisors will be embedded within office-based teams for each Drilling Operations Manager. Each rig and intervention activity also will be supported by rotating onsite HSSE support.

1.4.1.2.2 Performance

Ensure HSSE performance is continuously improving in GoM D&C operations. Improvement activities will include the following:

- Accurate and timely HSSE data tracking and reporting
- Learning from incidents and applying those lessons broadly within the fleet
- Implementing HSSE systems that are simple and consistent with OMS, GoM SPU requirements and contractor management systems

1.4.1.2.3 Assurance

HSSE is accountable for ensuring that all applicable BP Policies and Agency Regulations are followed. Assurance will be achieved by:

- Training on regulatory requirements
- Self-assessments and audits
- Use of existing Compliance Management Systems

1.4.1.3 Performance Management Team

This team is accountable for leading the Performance and Project Services teams as well as IM and OMS Implementation. Although centralized, much of this team will be co-located with the Engineering and Operations teams they directly support. The direct reports are accountable for Performance, Project Services, D&C Integrity Management and OMS Implementation.

The Performance Team provides robust support to the Engineering and Operations teams in GoM D&C and leverages the capability of the D&C Engineering and Operations staff. Technologists, Common Process Coordinators, and Technical Editors report into the Performance Team and support the Engineering and Operations teams and are co-located with these teams to ensure efficient work processes.

Centralizing the reporting relationship has and will continue to allow greater efficiency in standardization of processes and balancing of workload. This team also holds SPU IT&S and segment D&C IT&S interface accountability with GoM D&C for D&C software applications (i.e., Open Wells, EDM, LiveLink, etc.).

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The same synergies have occurred with the centralization of the Project Services team. The Project Services organization has four team leaders, three of whom are leading the cost tracking and forecasting work through the cost engineers and analysts. Additionally, one of these TLs carries accountability for the PS Technicians processing invoices and for special projects like the P2P/Backbone implementation. A fourth PS TL is accountable for Scheduling and Document Control. Below is a RACI chart between GoM D&C PS, SPU Finance and the Assets.

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GoM Project Services RACI										
Area		Responsible		Accountable		Consulted		Informed		Comments
Area		1	2	3	4	5	6	7	8	9
Responsible		1	2	3	4	5	6	7	8	9
Accountable		1	2	3	4	5	6	7	8	9
Consulted		1	2	3	4	5	6	7	8	9
Informed		1	2	3	4	5	6	7	8	9
Notes and Responsibilities		1	2	3	4	5	6	7	8	9
PM - Finance Memorandum		R	R		A			R	C	N
Economics - inputs		R	R		A			R	C	N
Economics - modeling					A + R	C		I	I	C
PM Preparation (and QA)		I	I	C	R	C		C	A	C
AFE: Authorization for Expenditure										
AFE Preparation		R	C	C	C			C	A	C
AFE Preparation D&C		I	R	C	C			C	A	C
DOA/Financial Verification				A+R						
Co-Owner Approval		I	I					R	A	R
Agreeing Work Breakdown Structure - SAP Project		A+R	A+R		C			C		
Project Set-up		C		A+R						R
Monthly / QFO Reporting										
VOWD / WIP Forecast - Non-D&C		R		C	C			A		
VOWD / WIP Forecast - D&C		I	R	C	C			A		
WIP Submission - CATY		R	R	A	I					
Monthly LC Capex forecast & Asset Judgment		R	R	I	R	I		R	A	
Monthly LC Capex variance analysis		R	R	I	A+R	I		C	C	I
Risks & Opportunities Timeline (Capex Uncertainty)		C	C	I	R	I		C	A	I
GFO Final Judgment		I	I	I	I	R		I	C	A
AUC Capex Tracker		C	C	A+R	C					
Capex Tracker for Mgmt Review		C	I	I	A+R	I		C	I	
Working Capital		C	R	R	I			C	A	
Headcount / FTE Actuals & Forecast		R	C	I	C	I		C	A	C
RPO (until PS given access or RPO replaced by PSRC)		C	C	A+R						R
Cash Costs forecast / P&SO template		C	C	I + R	R	C		C	A	
Cash Costs variance		C	C		A+R	I		C	C	
Cash Costs Risk & Opportunities		C	C		A+R	I		C	C	
IPMS inputs (capex, cash costs, P&SO working capital)				R	A+R					
Technology Gray Spend		R	R		A					
Project Monthly Performance Management Report		R	R	C	C	I	C	C	A	I
D&C Monthly Performance Management Report		I	R	I	I	I	I	I	I	A
P.H. EQ		I	I	I	R	A+R	I	C	C	G
Yearly Planning Cycle										
LTP Inputs		R	R		R	I	R	R	A	C
LTP Process & Submission					C	R	A		C	C
IPC/Annual Plan - Asset level		C	C	C	R	C	C	C	A	C
Asset Project/Template		I			R	C		C	A	C
Project Management										
LTP of Project capex - Non-D&C		R			C			A		
LTP of Project capex - D&C			R	C				A		
Rtg Schedule		I	R	I	I	I		I	C	A
Project Schedule		R	R		C	C	C	C	A	C
Asset Risk Matrix		R	C	C	C		C	C	A	
D&C Long Lead Forecasting and Reconciliation		R	I	I	I	I	I	I	I	A+R
PU Risk Matrix		C		R	C	R	C		C	A
Secondary Processes										
Cash Calls - OP Op				R	I	A			C	R
Cash Calls - Future Op				R	I				A	
Delegation of Authority Compliance / Process		I	I	A+R	I			I	I	
WBS Standards - Non-D&C		A+R			C					
WBS Standards - D&C				A+R	I	C				
Timekeeping process for labor		A+R	C	C	C			I	C	I
A/P Invoice Processing		A+R	A+R	I				C	C	
Stopping Call / PO Create, Change, Close		A+R	A+R							
Business (POT/MOD/SA)										
IPT as the process of something else?		R	R	C	R			R	A	C
Auth		R	R	R	C	I		R	I	A

Figure 6: RACI Chart for GoM Project Services

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1.4.1.4 Projects Team

This Major Projects Team is accountable for current and future Major Projects through the Appraise and Select phases. The team is the second step in the value chain after E&A Operations, and works closely with GoM D&C Engineering Major Projects Teams to develop concept selection, create a Wells Basis of Design, Technology Plan and support sanction of the Project. The D&C Major Project Leaders sit on the Asset Leadership Teams and are the SPA for D&C for functional teams within the Asset Team. Projects Team will set up the conditions for success for the GoM D&C Engineering Teams to perform detailed well planning in the Define Phase, and also for the Operations Team as they operate in the Execute Phase.

1.4.1.5 Technology Team

This team is accountable for guiding the GoM D&C Leadership Team in making strategic technology decisions, supporting the SPU Technology Manager in developing and implementing the technology strategy, and providing both strategic and tactical direction to the Exploration and Production Technology Group (EPTG) with respect to GoM D&C technology needs. The Technology Team interfaces with service companies on technical strategy direction, and with Universities, Joint Industry Projects and other sources on insights for integration.

1.4.1.6 Rig and Well Services Team

This team is accountable for leading D&C in full life cycle management of contracts, from strategy development to contract agreement and supplier performance management. The team also leads the commercial actions for rig farm-outs and farm-ins. The key reasons behind this organizational structure include:

- Capture all GoM third party contracting expertise in one organization
- Hold contracting expertise and liaison with SPU and Global PSCM in one place
- Coordination and preparation for the Performance Review Meetings

1.4.1.7 Rig Ownership and IM Assurance

This team is accountable for managing the BP-owned Rig Fleet and Contracted rigs. The team will provide verification that rigs are being operated and maintained in accordance with BP Policy (IM/OMS) and manage a central Rig Audit Plan for GoM. The Rig Fleet Team will interface with the O&M contractor on all Rig Equipment and Maintenance issues allowing the BP Wells Team to focus on the delivery of Well Construction. The team will work closely with Wells Teams and lead the drive to standardize how we manage O&M contracts across the SPU.

The Central Rigs Team also will provide input on both BP and Contractor new build rig projects. For BP projects, a key area of input will be development and approval of the Rig Basis of Design (BOD) and ensuring a smooth and efficient transition to operations. The Team will have multiple interfaces both internal and external and provide a single focal point for Rig-related issues within the SPU.

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1.5 OMS Implementation and Governance

1.5.1 OMS Implementation

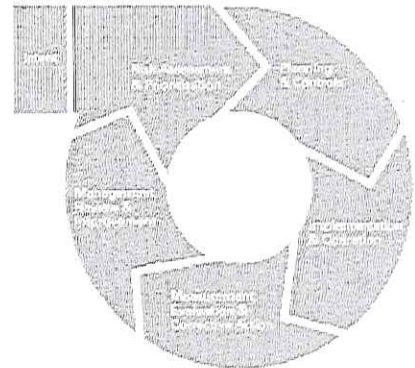
GoM D&C has completed the following requirements for transitioning to OMS, in line with the E&P Manual Version 2 (refer to DCMOC-09-0044 in Bizflow):

- GoM D&C Leadership Team OMS engagement and training
- OMS Essentials Gap Assessments, including External Verification through Gap Assessment Participation
- Gap Prioritization and Closure Plans in place for highest priority gaps
- Development of a Local OMS Handbook (this document)
- Development of the electronic information repository through OMS Navigator and SharePoint
- Development and commencement of execution on a Communication and Engagement Plan across the wider GoM D&C organization
- An important aspect of OMS implementation and sustaining (see below) was the assignment of a GoM D&C OMS Steering Team for implementation oversight and direction. A Leadership Team (LT) "Implementation Manager" and "OMS Lead" also were assigned. Under the Steering Team's direction, Gap Assessments were completed and, where applicable, Gap Closure Plans developed for the determined high-priority gaps
- Initiate and close MoC using the standard GoM MoC process

1.5.2 Sustaining OMS

OMS will be sustained using the Performance Improvement Cycle (PIC); this is a continuous improvement process. The stages of this process and related high-level key activities encompass this document and are described below.

1. Intent: Leaders provide the vision and set the expectations for operating performance through a local operating policy and consistent actions.
 - Explain objectives and scope of the local OMS; provide vision and framework for setting local objectives and targets.
2. Risk Assessment and Prioritization: Risks (threats and opportunities) are identified and prioritized.
 - Implement a formal process for review of risks and a system to prioritize actions to close gaps according to risks.
3. Planning and Controls: Plans establish clarity about an intended activity and controls confirm that objectives are achieved in a sustainable fashion.
 - Develop plans with specific objectives and targets to manage identified risks; develop performance measures (key performance indicators – KPIs) and communicate plans and accountabilities.
4. Implementation and Operation: Activities are carried out consistent with the plan to meet commitments, including legal obligations.



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- Execute the plan to close gaps and eliminate defects.
5. Measurement, Evaluation and Corrective Action: Monitoring and measurement are carried out to determine whether applicable requirements and plan targets are being met and controls are effective.
 - Measure and assess progress using KPIs to confirm delivery and effectiveness of planned actions; put in place actions to correct any deviations from the plan.
 6. Management Review and Improvement: Management reviews identify any need for change to the local OMS.
 - Review all steps and modify the local OMS before its next implementation; determine whether the local OMS is aligned with the scope and intent and working effectively. Embed learning from reviews to improve systems, performance and behaviors.

The GoM D&C OMS Steering Team and OMS Implementation Manager are accountable for sustaining conformance with the OMS Sub-Element requirements as defined by the Essentials, Requirements and Recommendations in the E&P Manual. Appendix B, **GoM D&C OMS Sustaining Activities and Accountabilities**, documents key activities, responsibilities and accountabilities for sustaining conformance with OMS.

1.5.3 GoM D&C OMS Governance

The GoM D&C Vice President (VP) reports to the GoM SPU Leader. The GoM D&C Leadership Team consists of the Performance Manager (serves also as OMS Implementation Manager), Wells Director, Drilling Engineering Manager, Completions Engineering Manager, Operations Managers, Projects Manager, Rigs and Wells Services Manager, Rigs and Operations/IM Assurance Manager, Technology Manager, Kaskida IFT Project Manager and GoM D&C HSSE Manager. The GoM D&C organization can be viewed using the following link:

DW D&C Organizational Chart

OMS adds structure and clarity to the development of specific annual objectives and links performance management to BP's core operating principles.

The GoM D&C VP is accountable for operational delivery including OMS conformance. The Performance Manager is the custodian of the GoM D&C Operating Plan/Local OMS Handbook (this document) and updates it annually to keep it representative of the organization. The GoM D&C Leadership Team members are instrumental in ensuring the success of OMS. They individually and collectively understand the key aspects of OMS and drive the associated Performance Improvement Cycle (PIC) as well as conformance to the OMS essentials.

Previously in the GoM SPU, elements of operating were embedded in gHSSer, S&OI, Integrity Management, BP Management Framework, and the SPU business strategy, among others. As of December 2008 these standards have been replaced and all ongoing processes moved under the appropriate OMS Element/Sub-Element such that all operations will now be managed under the OMS framework. GoM D&C's authorized MoC to OMS represents transition to this framework. Appendix A, "GoM D&C Evidence Inventory" outlines the OMS Sub-Elements supporting D&C processes and their accountabilities.

It is each employee's responsibility to become familiar with the content of OMS and how it drives delivery of best in class safe, reliable and high performance operations. Leadership and specifically, the Performance Manager (also OMS Implementation Manager) will provide the

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guidance necessary for the entire GoM D&C organization as it moves forward with the sustaining phase of OMS.

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2 Risk Assessment and Prioritization

The intention of the GoM D&C Risk Management Plan is to provide a comprehensive set of instructions on the management of risks within GoM D&C. The plan will cover the complete risk life cycle from initial identification to close-out. The plan will outline the risk process, provide instruction on the use of the BP Risk Assessment Tool (RAT) and will direct users to the pertinent group practices and procedures relevant to a consistent and standard approach to risk management.

2.1 Risk Identification

- OMS provides the opportunity to standardize risk management processes across D&C through the compliance to group practice (defined, recommended and guidance) and procedures. Group Defined Practice GDP 3.1-0001 Assessment, Prioritization and Management of Risk shall be used to provide guidance on the management of identified risks. Group Recommended Practice GRP 3.1-001 Selection of Hazard Evaluation and Risk Assessment Techniques shall be used for guidance on which tool to use for a specific risk identification session.
- GoM D&C uses two main procedures for managing work processes within the function: Beyond the Best (BiB), and Major Project Common Process (MPcp). Both procedures contain requirements to manage risk. The GoM D&C Risk Management Plan will help bring these processes into alignment with OMS so that risk is managed effectively and consistently within D&C and in compliance with OMS requirements.
- Although there are a number of risk identification tools available, the Hazard Identification (HAZID) and Hazard and Operability Study (HAZOP) are the most commonly used tools within projects and asset teams. In addition, risks are identified through a number of other potential sources such as rig audits or daily Job Safety and Environmental Analyses (JSEAs) performed on the rigs.
- Irrespective of the tool used to identify them, all risks shall be recorded in and managed by the BP RAT, which is the group approved tool for risk management. Through the prioritization process and in conjunction with the SPU Risk Management Policy, each risk shall be managed at the appropriate organizational level.

2.2 Major Hazard Risk Assessment

The D&C major accident risks are:

- Loss of Well Control
- Loss of Drilling Riser (leading to infrastructure damage)

BowTie diagrams and Risk Mitigation Plans have been developed for these risks. The management of these risks is under continual review. The associated diagrams and plans are updated as deemed necessary.

2.3 OMS Gap Assessment – Sub-Element Conformance and Risk

- In March 2009, the Risk element assessment was completed as part of the overall D&C OMS Gap Assessment process. Actions to close the gaps are underway, and are tracked as part of the OMS Gap Assessment Prioritized Action Plan.
- Specific gaps are identified in the Gap Assessment Tool which is held and managed by the OMS Coordinator for GoM D&C.

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-
- The key action area from the gap assessment is the need for a Risk Management Plan that will promote consistency in the risk management approaches used with GoM D&C.

2.4 Prioritization

Risk Management gaps have been prioritized during a Risk Management gap assessment and during the OMS Gap Assessment process. Gaps were ranked based on business need and further ranked using the system within the OMS Gap Assessment Tool that prioritizes risks according to their relative importance and type.

The following links to the current draft of the Risk Management Plan. This document is under revision and will be replaced in the near future.

[GoM SPU Drilling, Completions and Interventions Risk Management Plan \(Draft\)](#)

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3 GoM D&C Planning and Controls

This section provides information on D&C Planning and Controls documentation and procedures. Many documents and processes have been identified and described herein with associated links where available. The GoM D&C specific processes contained in this section are "live" documents subject to ongoing continuous improvement modifications.

3.1 Drilling and Completions Beyond the Best (BtB)

BP's worldwide Exploration and Production "Beyond the Best common process" document details "the BP way" across the E&P segment for Drilling and Completions planning.

Since the centralization of the GoM D&C organization in 2008, D&C has an ongoing initiative to document common GoM D&C Recommended Practices for the various aspects of BtB. This is in lieu of various rigs working with discrete assets in inconsistent ways under the general guidance of a global standard.

Some aspects of BtB that have GoM D&C Recommended Practices are:

- GoM D&C End of Well Report and Operational Post Well Review Wiki Recommended Practice
- GoM D&C Lessons Learned Process Wiki and Recommended Practice
- GoM D&C Management of Change Wiki and Recommended Practice

Some aspects of BtB that are in progress to support a common GoM D&C Recommended Practice include:

- Drilling Stage-Gate Process
- Completion Stage-Gate Process
- Common Monthly Well Review Meeting
- Document Management Recommended Practice Development Plan
- Risk Management Process
- AFE and FM Recommended Practice
- Rig Schedule Recommended Practice

3.2 Cost Planning and Controls

3.2.1 Financial Memorandum

The Financial Memorandum (FM) is used to obtain authorization for funding a project. The FM processes are found on the GIAAP (Group Investment Assurance and Approvals Process) website.

This process is handled within each Asset/Project. D&C provides supporting documentation for all D&C activities covered under the scope of an FM. Authorizations for Expenditures (AFEs) are subsequently used to obtain authorization to spend funds for a particular activity within the scope of the FM.

3.2.2 Long Term Plan

D&C has developed a process specifically for handling the Long Term Plan (LTP) called the "Wells Team LTP Submissions Recommended Practice." This document contains detailed

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information on the entire LTP process that D&C follows to create the LTP. The plan encompasses many facets which are more clearly detailed in the document. The items below represent some general information about the LTP and associated activities including a link to the recommended practice. This section highlights the key areas of this process.

- 1 year – Life of Field (LoF):
 - Years 1-5: core LTP area of most focus and accuracy
 - Beyond Year 5: LoF shape of expected spend (i.e., fewer details and more general estimates)
- Other LTP items include:
 - D&C Provided
 - Headcount – provided by D&C cost center and consolidated
 - CAPEX/OPEX – the financial detailed bottoms up forecast of costs depicted for the LTP required periods with and without inflation
 - D&C Cost Center budgets, also called PxO (People and Office Expenses)
 - Asset Provided
 - Depletion plan – this is the activity sequence plan that depicts the plan of activities and sequence for production; this is an output from the SS&W teams that help feed the LTP work that we prepare
 - Production
 - Non Field Lifting Costs (NFLC)
- LTP Recommended Practice Document Link: [Wells Team, LTP Submissions Recommended Practice](#)
- Other Related LTP Planning Exercises:
 - Frame – this is a high-level view for each Asset/Project for a given period of time (e.g., five years). This is usually done a few months before the detailed LTP process to show proposed long-term capital requirements.
 - Deep Dive – this is a detailed bottoms up cost profile for each Asset/Project for a given time period (e.g., two years). It is done before the LTP process but after the Frame exercise to show proposed near-term capital requirements.

3.2.3 Rig Schedule

Current rig schedules refreshed on a monthly basis by the D&C LT are:

- 1-Year Delivery Schedule (with weather) ([Sample link](#))
- 2-Year Readiness Schedule (without weather) ([Sample link](#))

In addition to the above schedules, there are various Asset/Project rig schedules used for different requirements (i.e., SIMOPS reviews, rig readiness, P25 or other early delivery, scenario planning, etc.). The Rig Schedule process utilizes Primavera as its primary scheduling tool to help enable application of sound Project Management Principles to all aspects of D&C operations.

D&C Rig Scheduling Process Principles include:

- D&C is ultimately accountable for Rig Scheduling Process on all drilling, completions, and intervention operations.

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- D&C Rig Scheduling Process objectives will be fully aligned with GoM SPU priorities, capital forecasts, and D&C resources.
- Each asset or project is accountable for overall performance in their area and integrating all groups for delivery of performance. D&C will provide clear process and roles to achieve those outcomes.
- The Opportunity Progression Process will be the vehicle to deliver and prioritize the integrated rig schedule.
- Appropriate communication interfaces, roles, and clear endorsement processes for the SPU LT, VP's, and Assets will be developed and maintained by D&C for transparency, leadership oversight, and performance management.

The SPU must have a quality set of well options to choose from when feeding the rig schedule. The newly developed Opportunity Progression Hopper (depicted below) ensures the quality of choice.

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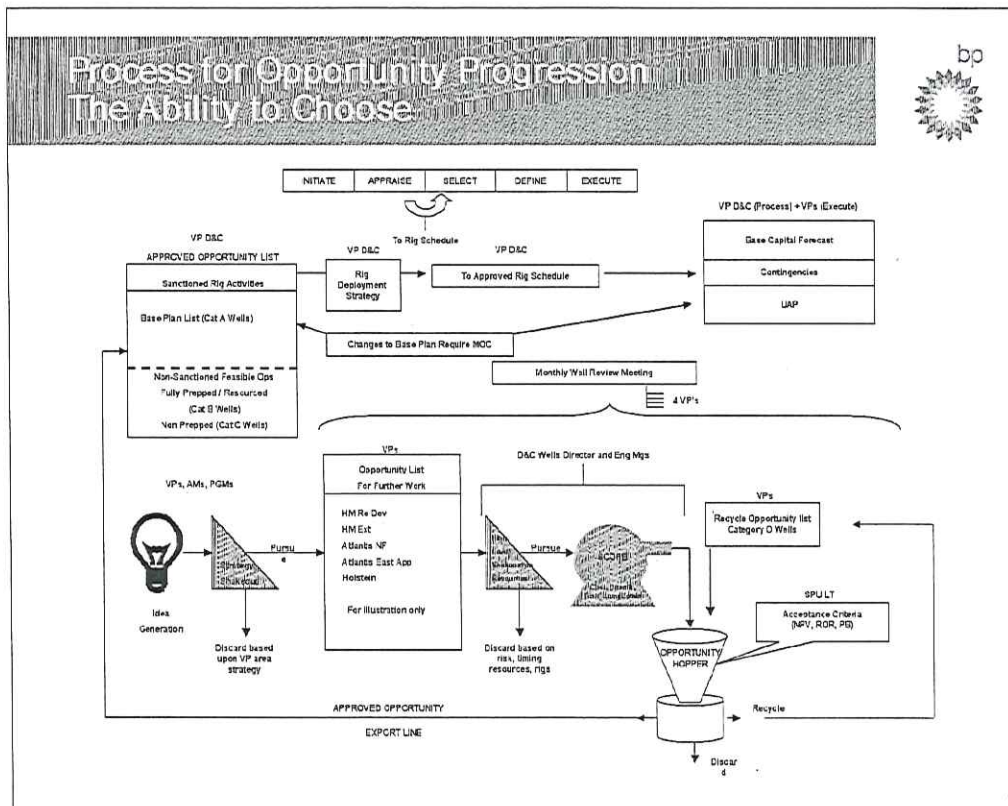


Figure 7: Process for Opportunity Progression

3.2.4 Group Financial Outlook (GFO)

- GFO (0) – usually the “official” annual plan used as the Annual Forecast at the beginning of a fiscal year.
- GFO updates – periodic updates submitted by Finance for each Asset/Project during the fiscal year.

3.2.5 D&C Monthly Forecast Process

- Meeting Sequence
 - Long Lead and Materials Forecast Review Meeting with D&C Planning Engineers, D&C Ops Engineers, Materials Management Group (MMG), and D&C Project Services (D&C PS). Goal: Refine cost and delivery forecast for current year and next 24 months.
 - Meeting with by Rig Line D&C Ops Team Leads, D&C Planning Team Leads, MMG, and D&C PS. Goal: To review annual latest estimate (LE) for rig activities, LL and Materials, and any other costs.

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- Meeting with D&C Ops Manager, D&C TLs, D&C Planning TLs, MMG, and D&C PS. Goal: To review Asset/Project rollup of LE.
- Meeting with Asset/Project Controller and D&C PS. Goal: to review WIP.
- Meeting with Asset/Project Manager, Asset/Project Finance Manager, D&C Ops Manager, and D&C PS. Goal: To review D&C portion of Asset/Project LE.
- Link to D&C Monthly Latest Estimates, LTPs, and other Financial Data by Asset/Project and GoM-wide:
[Project Services site](#)
- Forecasting Cycle Timeline

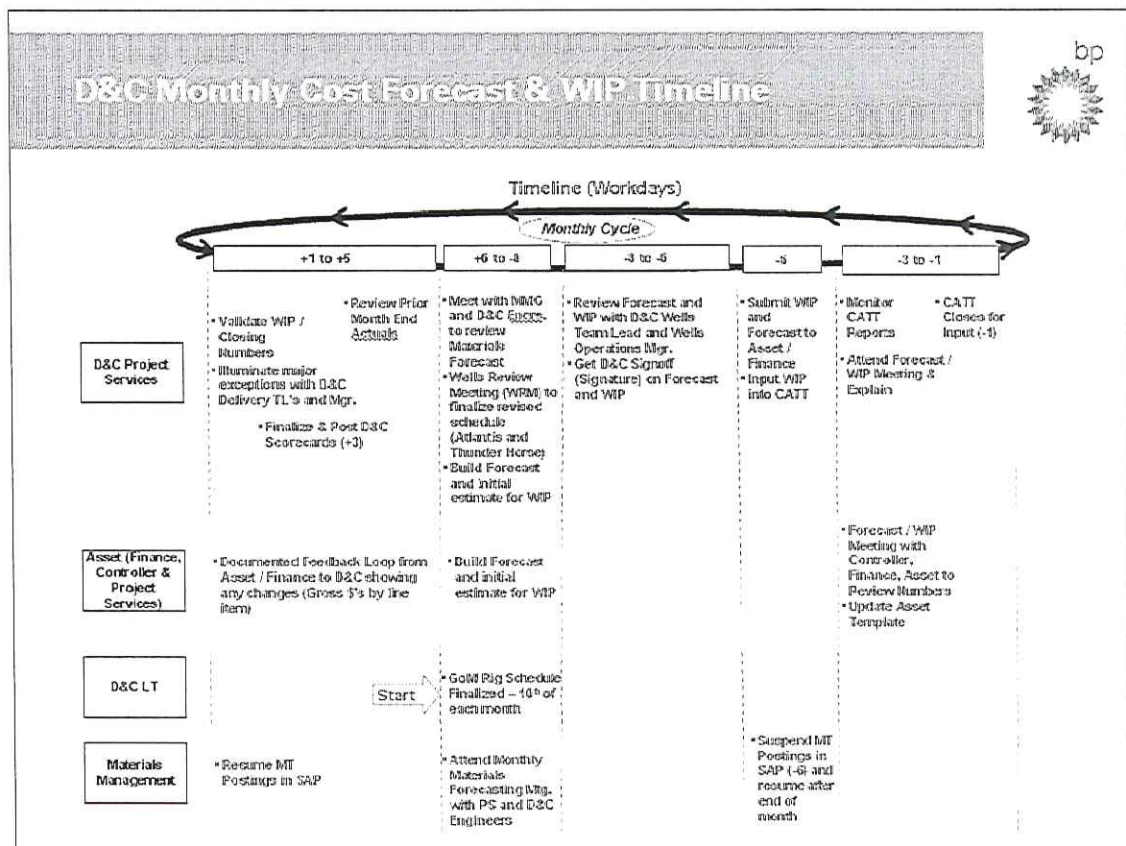


Figure 8: D&C Monthly Cost Forecast and WIP Timeline

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- Ad Hoc Requests
 - Scenario planning requests happen from time to time to profile costs associated with specific Asset/Project proposals. These may be used to help cost FMs, to update project economics, or to simply evaluate various project assumptions. They may be short-term, long-term, or LoF exercises.
- Other Links
 - Projects and Engineering Library
This site contains data and other links to very useful information including:
 - Major Projects Common Process
 - Project Services Guidelines
 - Exploration & Production Technology
This site contains valuable information on a multitude of topics relevant to D&C processes.
 - Well Cost Estimating Handbook

Entity operating priorities reflect a balanced allocation of resources to both OMS conformance and delivery of performance targets.

3.3 GoM D&C OMS Gap Closure Plans

Subsequent to the GoM D&C OMS Gap Assessment, gaps were aggregated and prioritized, and actions plans were developed for high priority gaps. Actions underway to close these gaps, and target completion dates, sorted by theme, are:

- Compliance Program
 - Develop and embed Compliance Program to D&C Organization (1Q10)
- Risk Management
 - Develop and implement comprehensive Risk Management Plan (4Q09)
- Wells Procedures
 - Develop and Embed Procedural Change Communications (4Q09)
 - Establish regular review process for standards (4Q10)
 - Identify and communicate access to relevant standards (4Q10)
- Management of Change
 - Implement MOC review process (4Q09)
- People
 - Communicate medical information confidentiality (3Q09)
 - Set expectations for supervisor upward feedback (4Q09)
- Contractor Interface

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- Develop and embed Rental Equipment quality and reliability assurance program (4Q09)
- Learnings/Tracking
 - Develop and embed comprehensive event and/or best practice evaluation, learning, sharing and tracking process to systematically embed improvements (4Q10)
- Logistics
 - Verify flights to Devon are approved (3Q09)
 - Risk assess and determine permitting requirements for boat-to-rig mud transfers (3Q09)
- Operating Management System
 - Implement OMS (4Q09)
- Operations Procedures
 - Define and apply minimum requirements for BP-owned rig equipment operating procedures (3Q09)
- Organization Management
 - Develop and embed process for assessing and realigning organizational resources (4Q09)
 - Develop and embed process for creating achievable performance targets (2Q10)
- Project Management
 - Develop and embed global Projects codes/standards (4Q09)
 - Develop and embed process to provide operational interface within Projects (4Q09)

Note: Original target dates may change based on current D&C priorities and risks, subject to D&C OMS Steering Team approval.

All gaps relating to conformance with each of the Sub-Element Essentials can be found in the detailed Gap Assessment Worksheet which may be accessed through the following link to the OMS portal set-up within the GoM D&C SharePoint site:

http://gomdnc.bpweb.bp.com/sp/oms/Shared%20Documents/Gap_Assessment/GoM_DxC_Gap_Assessment_Results_Actions.xls

3.4 Prioritized Activity Set/Annual Plan

GoM D&C communicated in the February 2009 Leadership Team Town Hall the 2009 Context, Collective Priorities, Agendas and KPIs.

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4 Implementation and Operations

This section outlines the framework by which GoM D&C conducts its Operations. It includes the GoM D&C application of the OMS Principles, Elements and the underlying Essentials and Recommendations across the organization.

4.1 Operating Framework

Activities in GoM D&C are fundamentally driven by a series of consistent operating practices, procedures and processes that are implemented across the SPU. At times, there also are programs/processes that GoM D&C develops internally and uses to promote continuous improvement in specific delivery areas. These processes, which can be directly identified with each OMS sub-element, are collected as "Evidence" during the OMS Gap Assessments; supporting information can be referenced from Appendix A, "GoM D&C Evidence Inventory."

There are two standards that provide a foundation to our processes:

- BtB holds a strong foundation for continuous improvement for GoM D&C through the application of NDS, Rightscoping, Tech Limit and DVA.
- DWOP and associated ETPs define minimum standards for engineering and operations.

Information relating to other key GoM SPU processes has been included in the Navigator described below. The Navigator will be populated with GoM D&C documentation by year-end 2009.

4.2 OMS Documents

The official "library" of operating framework documentation, referenced to the OMS Sub-Elements, is accessible via the E&P OMS Navigator. The Navigator is available to all BP employees and contractors who can access the BP Intranet.

This online navigation tool allows users to easily locate documented GoM SPU or GoM D&C procedures, processes and programs via the OMS Sub-Element structure. Group Essentials and Practices/ETPs plus E&P Requirements and Practices also are included. Information is organized by OMS Sub-Element and can be accessed through both a tree and standard key word search. In addition, practices from other SPUs will be visible as a way of sharing with other BP businesses. The OMS Navigator is accessible via the following link:

<http://omsnavigator.bpweb.bp.com>

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5 Measurement, Evaluation and Corrective Action

5.1 GoM D&C Performance Metrics and Reviews

Numerous performance metrics are used in the GoM D&C team. Metrics generally can be broken down by rig and by asset, as well as monthly, quarterly, and annually.

- Safety, Environmental, and Regulatory D&C Metrics
 - # of Days Away from Work Cases (DAFWCs)
 - DAFWC Incident Rate
 - # of Recordable Safety Incidents
 - Total Recordable Incident Rate (TRIR)
 - # of High Potential Incidents
 - High Potential Incident Rate
 - # of Near Misses
 - # of First Aids
 - # of Fires/Explosions
 - # of Dropped Objects
 - # of STOP cards
 - # of Safety Observation Cards
 - # of Job Safety/Environmental Analyses
 - # of Spills
 - # of Leaks
 - # of Regulatory Non-Compliance Issued
 - # of MMS Visits
 - # of MMS Citations
- Activity, Time and Operational Performance Metrics
 - # of Drill Wells (Plan & Actual) by Year
 - # of Completions (Plan & Actual) by Year
 - # of actual Well Interventions by Year
 - Drilling Days and Drilling Days/10k
 - Evaluation Days and Evaluation Days/10k
 - Completion Days and Days/Completion
 - NPT Days and %
 - NPT Breakdown by Code (days, %)
 - NPT Breakdown by Sub-Code (days, %)
 - Drilling Gap to Best Well Type
 - Best-of-Best Drilling and Completion Phase Breakdown (under development for all teams)
 - Benchmark Drilling Quartile (by benchmark well types)
 - Drilling Feet (per day)
 - Drilling Cost (per foot)
 - Mud Cost (per well)
 - Mud Cost (per foot drilled)
 - # of Bits (per well)

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- # of Trips (per well – ad hoc by development drilling)
- GWSI scorecard metrics of individual well services per well (to be updated with new Segment D&C SPM tool in January 2010)
- Cost Metrics
 - Actual Cost per Well
 - AFE Well Cost
 - FM Costs
 - Total D&C CAPEX
 - Total Cash Costs
 - Development D&C CAPEX
 - Exploration D&C CAPEX
 - Appraisal D&C CAPEX
 - Major Project D&C CAPEX
 - Wellwork CAPEX
 - Wellwork OPEX
 - NPT Costs (not a directly reported metric)
 - Costs per GL Account categories (e.g., Rig Contractor, mud, cement, casing, etc.)
 - Project costs
- Production Metrics
 - New Wells Production Delivery (in year volume) mboe/d
 - Major Projects Production Delivery (in year volume) mboe/d
 - Wellwork Production Delivery (in year volume) Well mboe/d
 - Skin Factor
 - New Well Completed Date vs. Plan
 - New Well First Production or Injection Date vs. Plan
- Planning Metrics
 - # of Wells in Appraise, Select, Define, Execute
 - # of Wells <90 days from spud but not yet if Define or Execute

Some of the key performance reports and review meetings include:

- Daily DIMS Reports
 - A complete daily record of activity and costs of each well and rig
- Daily DIMS Summary Report
 - A summary of daily operations from DIMS of each well and rig

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- Daily Operations Reviews
 - Each rig team (offshore rig leadership and Houston-based engineering and support staff) reviews operations and the forward plan
 - Key performance measures are tracked
- Weekly Operations Report
 - Reports weekly operational progress, forward plan and risks, plan vs. actual time graph, costs, and HSE metrics
 - Updated every Wednesday afternoon and posted on the D&C SharePoint site to be used in the SPU LT Operations Meetings
- Weekly Rig Cost Meetings
 - Houston-based engineering and support staff and BP rig leadership and rig clerk review costs to ensure accurate reporting, discuss issues, and look for opportunities to reduce cost
- End of Well Completion Scorecard
 - A standard completion scorecard has been developed to report key performance measures at the end of each well
- End of Well Drilling Scorecard (exists within Exploration; under development for Development)
- End of Well Reports and Operational Post Well Reviews
 - These reports and reviews are completed within 60 days of each drilling, completions, and well intervention event. The Recommended Practice for these is located on the GoM D&C SharePoint site
- Drilling and Completion Benchmark Reports
 - At the end of every drill and completion event, a benchmarking report is submitted documenting key performance metrics and submitted to Rushmore, an industry benchmarking company. Results from the industry benchmarking BP receives back as well as information from scout tickets are used to establish benchmark data on key performance metrics. Information can be found on benchmarking on the GoM D&C SharePoint site

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- **Supplier Performance Scorecards**
 - At the end of every drill and completion event, a GWSI contractor scorecard is completed with key performance metrics. These are used to do bi-annual contractor reviews, and can be accessed from: latest contractor review presentations (BP secure site)
- **Long-Term Plan**
 - Each summer a long-term plan (5 years) is worked projecting activity, costs, production, personnel, and key D&C metrics. These metrics are inputted into a Global commercial database - MIDAS
- **Global Forecast Outlooks (GFOs)**
 - In November, a formal plan (GFO-0) is set for the following year which sets the annual plan for number of wells delivered and timing, costs, production rates and timing, personnel, and high level operational metrics. Periodically throughout the year (about every other month), the latest forecast (GFO update) is made tracking actual metrics versus GFO-0 and projecting the GFO update. These metrics are inputted into a Global commercial database -- IPMS. Supporting slidepacks on GFO's posted on the GoM D&C SharePoint site
- **Monthly GoM D&C Performance Scorecards**
 - GoM D&C Performance Scorecards are completed monthly for each rig, asset, and GoM SPU totals. These are largely focused on reporting actual metrics versus the GFO-0 plan
- **Monthly GoM D&C Cost Review and Forecast meetings**
 - Each month updates are made on actual spend in CAPEX and OPEX categories, and forecasts updated and compared to the GFO-0 plan. Meetings are held with each Asset to review the data, discuss issues, and take action based on the data
- **Quarterly D&C Functional Review Meetings**
 - Each quarter, GoM D&C leadership participates in global functional meetings, which include a performance review of key high level performance metrics
- **Annual GoM D&C Leadership Team Performance Review**
 - Each year the D&C leadership plan will review performance and set key goals and milestones based on the GFO-0 plan and an OMS review

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6 Management Review and Improvement

6.1 GoM D&C Management Review

The following table outlines the various GoM D&C Leadership management review meetings and management information reviewed.

	Frequency	SPA	Monthly Score Card	GPO Feeds	Incident Reports	Lessons Learned & Trends	LTP Annual Plan	Procedures, JSEA	DIMS Report	PDP	D&C Collective Priorities	OMS Status	Monthly Rig Schedule	End of Well Report	HSSE Scorecard	Performance Scorecard	Well Planning Status	Risks Report	Delivery vs. Plan
Offshore																			
Pre-Tour	2/day	WSL						X	X										
Pre-Job	Daily	WSL			X			X											
Crew Engagement (CWOP/DWOP, Tech Limit)	Pre-Spud	WTL/WSL			X											X		X	
After Action Review/Lesson Learned	As Needed	WTL/WSL							X				X		X	X	X	X	X
Houston																			
Daily Operations	Daily	WTL			X				X						X				X
Wells Team Leader	2/Month	Ops Mgr									X								X
HSSE Steering Committee	Bi-monthly	HSSE Mgr			X	X									X				
HSSE Performance Management	Bi-monthly	WTL			X	X									X				
WSL HSSE Conference Call	6 weeks	Ops Mgr																	
HSSE Staff	2/Month	HSSE Mgr			X	X				X					X				
After Action Review/Lesson Learned		WTL																	
LT	2/Month	VP									X				X				
People Forum	Annual									X									
LT Away Day	2/Yr	VP																	
ELT	2/Yr	VP																	

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	Frequency	SPA	Monthly Score Card	GFO Feeds	Incident Reports	Lessons Learned & Trends	LTP Annual Plan	Procedures, JSEA	DIMS Report	PDP	D&C Collective Priorities	OMS Status	Monthly Rig Schedule	End of Well Report	HSSE Scorecard	Performance Scorecard	Well Planning Status	Risks Report	Delivery vs. Plan
Well Review	1/Month	VP												X			X	X	X
Risk Review	1/Month	Director															X		
Cost Review	1/Month	PS Mgr														X			X
OMS Steering Team	Monthly	Perf Mgr										X							
DE Team Leader	2/Month	DE Mgr	X				X			X	X					X	X	X	X
CE Team Leader	2/Month	CE Mgr	X				X			X	X					X	X	X	X
Eng/Ops	Weekly	Ops/Eng Mgr								X	X					X	X	X	X
No Drlg/Cmpl Surprises	2/Month	DE/CE Mgrs											X			X	X	X	
LL Sharing	2/Month	Sr. Drlg Eng														X		X	X
Partners	Ad hoc	VP																	X

6.1.1 Pre-Tour Meeting

The Rig Leadership Team convenes a twice per day meeting where HSSE and the Drilling, Completion or Intervention Plan are the key focus. Measures, as described above, are reviewed and actions are taken to improve operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the Rig Team of the actions being taken to improve.

6.1.2 Pre-Job Meeting

Rig Team convenes a meeting before each job where personal safety and task-at-hand are the key focus. Measures, as described above, are reviewed and actions are taken to improve operating efficiency and focus task and risk awareness, with the expectation that those involved will commit to operating efficiently and safely.

6.1.3 Crew Engagement Meeting

The Wells Team Leader convenes a meeting before a single, or series, of well spuds begin where HSSE and the Drilling, Completion or Intervention Plan are the key focus. Measures, as described above, are reviewed and actions are taken to improve operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the group of the actions being taken to improve, and commitments made to operate efficiently and safely.

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6.1.4 After Action Review/Lesson Learned Meeting (Rig Site)

The Wells Team Leader convenes an end of hole section meeting where results and future improvements are the key focus. Measures, as described above, are reviewed and actions are taken to improve future operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the group of the actions being taken to improve.

6.1.5 Daily Operations Meeting

The Rig Leadership Team convenes a once per day meeting via telecon with the rig where HSSE and the Drilling, Completion or Intervention Plan are the key focus. Measures, as described above, are reviewed and actions are taken to improve operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the group of the actions being taken to improve.

6.1.6 Wells Team Leader Meeting

The Wells Operations Managers convene a twice per week meeting with Wells Team Leaders where sharing results and improvements are the key focus. Measures, as described above, are reviewed and actions are taken to improve operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the group of the actions being taken to improve.

6.1.7 HSSE Steering Committee Meeting

HSSE Manager convenes a HSSE Steering Committee Meeting on a bi-monthly basis. The committee is accountable for execution and monitoring the D&C HSSE Agenda. They are also the governing body that approves HSSE activities and initiatives associated with the Drilling and Completions organization. The steering committee is comprised of the Drilling Operations Managers, Drilling HSSE Manager, D&C Director and senior representatives from the drilling contractors. Advisory members also include the D&C VP and the SPU HSSE Director.

6.1.8 HSSE Performance Management Meeting

A nominated Wells Team Leader convenes a HSSE Performance Review Meeting that is held bi-monthly, the week following the D&C HSSE Steering Committee meeting. The focus of this meeting is to review current HSSE performance, HSSE Agenda delivery items and to provide context on current events. Attendees for this review include the Steering Committee Members, Wells Team Leaders, Office HSSE staff, WSLs (that are in the office), and the drilling contractor rig managers.

6.1.9 Well Site Leader HSSE Conference Call

A Wells Operations Manager convenes a Well Site Leader conference call every six weeks. The intent of these sessions is to engage the field, share lessons and discuss current events. Themes will be developed for each session by the Steering Committee. The intent of these sessions is for the field to relay issues in their operations and for them to tell Houston what they need to help

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them do their jobs more effectively. Attendance for these conference calls will be the WSLs, Field HSSE staff, rig OIM and those involved in the HSSE performance review meetings.

6.1.10 HSSE Staff Meeting

The HSSE Manager convenes a staff meeting with the Houston Office HSSE staff on a bi-weekly basis. The meeting purpose is to deliver context, discuss upcoming initiatives and raise current HSSE issues.

6.1.11 After Action Review/Lesson Learned Meeting (Town)

The Rig Leadership Team convenes an end of hole section meeting where results and future improvements are the key focus. Measures, as described above, are reviewed and actions are taken to improve future operating efficiency and review unfavorable trends, with the expectation that those accountable will advise the group of the actions being taken to improve.

6.1.12 LT Meeting

The D&C Leadership Team convenes a meeting twice per month to review the LT Collective Priorities and discuss LT actions to progress their agenda and well as reviewing financials at appropriate timing.

6.1.13 D&C People Forum

The D&C Leadership Team convenes annually, usually over multiple days, to discuss various issues related to D&C leaders and staff succession planning, employee satisfaction surveys, performance and salary management, organizational issues, HR policies, etc. These are facilitated by the HR function, with decisions taken that are implemented by HR or various leaders across D&C including the Segment D&C Director of Organizational Capability (for development and succession planning purposes).

6.1.14 LT Away Day

The D&C Leadership Team sets time aside twice a year to assess progress, and redefine the collective priorities. This session provides an opportunity to problem solve and consider continuous improvement and simplification opportunities for themselves and the organization.

6.1.15 ELT Meeting

The D&C Extended Leadership Team meets twice annually to provide context on the collective priorities for the coming period. This group consists of the entire D&C Leadership Team, their direct reports, and other key Asset and Function leaders from the business. Participants have stronger clarity on performance expectations, accountability and their role in implementing the BP Leadership Framework. Leaders utilize this information to define actions for the future.

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6.1.16 Well Review

SPU Leadership meets monthly to jointly review all Wells activities and move specific wells through various stage gates. This will also include a Rig schedule review.

6.1.17 Risk Review

This entails a review of D&C risks as set forth in the D&C Risk Management Practice being developed.

6.1.18 Cost Review Meeting

This is a monthly review of D&C cost. The D&C P&O budget is reviewed at each GFO with the Head of Finance – GoM Functions and the VP D&C. Additionally, P&O reports are set out to the respective Budget Responsible Owner (BRO) on a monthly basis.

6.1.19 OMS Steering Team Meetings

The D&C OMS Steering Team meets on a monthly basis to provide direction for implementation. Progress on the overall OMS plan and D&C high priority gap closure plans are reviewed in this meeting. As D&C transitions to OMS post MoC, this will become part of D&C LT meetings.

6.1.20 DE Team Leader Meeting

Drilling Engineering Staff meeting.

6.1.21 CE Team Leader Meeting

Completions Engineering Staff meeting.

6.1.22 Engineering/Operations Meeting

Leadership Team Meeting for Engineering and Operations.

6.1.23 No Drilling/Completion Surprises

The D&C Engineering managers meet with the Subsurface and Wells team twice per month to review joint issues and discuss methods to reduce Non-Productive Time.

6.1.24 Lessons Learned Sharing

Open meeting for all D&C; meets twice per month to review progress on wells and share lessons learned during activities for integration into well and rig operation plans.

6.1.25 Partner Meeting

Various meetings are held to review Asset and D&C issues with co-owners on an as needed basis.

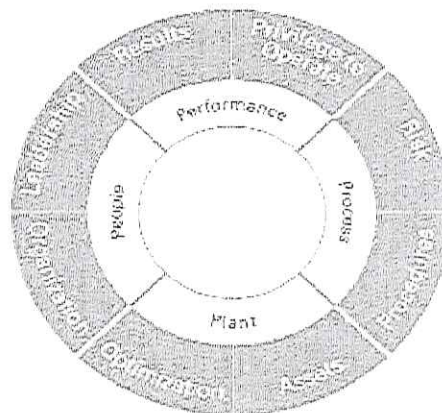
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Appendix A: GoM D&C Evidence Inventory: "The Way We Work"

The following describes the processes/practices in place that conform to the 48 OMS Version 2 Sub-Elements, their Group Essentials and E&P Segment Requirements and Recommendations. While comprehensive, *this is not an exhaustive list*. Many of the processes/practices outlined below stem from the Group and/or SPU level mandates. Also shown below are the individual positions in the Drilling and Completions organization accountable for that Sub-Element.

1. Leadership
2. Organization
3. Risk
4. Procedures
5. Assets
6. Optimization
7. Privilege to Operate
8. Results



Element 1 – Leadership

Principle: Our operating leaders are competent, exhibit visible, purposeful and systematic leadership and are respected by the organizations they lead.

No.	Sub-Element	Key SPU Processes	SPA
1.1	Operating Leadership – BP operating leaders provide clear direction to the people in their organization and then act in accordance with it.	<ul style="list-style-type: none"> GoM D&C Vision Statement with Values Business Plan updated annually Leadership and Individual Performance Contracts HSE Annual Plan GoM D&C People Agenda DCLT Collective Priorities DWOP and ETPs Compliance Management System BP Engineering Authorities Manage GDP Compliance APD and APM Approval by MMS Safe Practices Manual/Bridging Documents EMS AFEs Decision Support Packages BtB Stage Gate Reviews Major Accident Risk Mitigation Plans with VP Sign-Off Tech Limit Process 360 Feedback for Leaders 	Vice President

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No.	Sub-Element	Key SPU Processes	SPA
		<ul style="list-style-type: none"> Zoomcrang Surveys and PAS Leadership Framework 	
1.2	Operating Strategy – BP leaders integrate operating activities into business strategies and objective to deliver continuous risk reduction and performance improvement.	<ul style="list-style-type: none"> SPU Risk Management Policy GoM D&C Risk Management Plan SPU Business Strategy DeepWater Operators' Group Meeting Rushmore External Benchmarking Regulatory Team linked into MMS focus Monitor Rig Market via Segment Accountability 	Director
1.3	Planning and Controls – BP leaders formulate annual plans aligned to the local operating policy to address risks, performance delivery and performance improvement opportunities, and establish controls to deliver intended outcomes.	<ul style="list-style-type: none"> BtB Annual Planning Process GoM D&C VP Annual Contract forms the basis of Annual Plan Annual Transformation Agenda incorporates HSE, Well Control, etc. Rig Schedule GFO Process Ops Lessons Learned meeting Weekly SPU LT Ops meetings Monthly Scorecards Wells Team Leader meetings 	Director
1.4	Resource and Implementation – BP leaders provide sufficient resources to manage risks and deliver performance improvement, and apply control mechanisms to identify and correct deviations from the annual plan.	<ul style="list-style-type: none"> Rig Schedule Resource Plan LTP GFO Updates Individual Performance Objectives Interface through SDDN Annually Performance Scorecards on all metrics Resourcing Model (people, rigs, monies) is applied against schedule so that gaps are identified and corrected Weekly Ops meetings Daily Rig calls Stage Gate meetings Long Lead Forecast meetings Rig Schedule meetings Project Team meetings SPU LT Weekly Ops meetings 	Director
1.5	Accountability – BP operating leaders create and support clear delegation and accountability consistent	<ul style="list-style-type: none"> GoM D&C Engineering Authorities Engineering and Marine Authorities (external to GoM D&C but within SPU) Annual Engineering Plan held by SPU EA 	Vice President

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No.	Sub-Element	Key SPU Processes	SPA
	with BP requirements.	<ul style="list-style-type: none"> EAs' own implementation of ETPs ETPs are auditable at Group level Dispensations and design approval through GoM D&C EAs with endorsement of Technical Strategy Marine and Riser Assurance plans for rigs RACI DOA Individual Performance Contracts Semi-Annual Performance reviews 	
1.6	Communication and Engagement – BP leaders, through their actions and behaviors, create an environment in which the workforce are informed, involved and enabled to do their jobs.	<ul style="list-style-type: none"> Quarterly Townhalls with all staff Periodic LT and ELT offsite meetings, wherein performance is reviewed Quarterly newsletter includes performance highlights Performance Agenda, which is aligned with scorecards for Assets, SPU and wells, is provided weekly/monthly via email and via portal Compliance Audit and annual Ethics Certification includes Code of Conduct discussion Gift Register STOP Cards SOC HR's policies and procedures Semi-annual Performance Reviews Performance Improvement Process is implemented where needed 360 Feedback for leaders Competency Frameworks Career Atlases by discipline Reward process assesses performance. e.g., Spot Bonus Program Recognition events SPU and GoM D&C LT communicate and adhere to the policy of no toleration of retaliatory action for reporting issues (HR monitors and will objectively follow-up on any breaches) D&I Agenda/People Agenda sets tone Open Talk program is available/in-place GoM D&C performs an annual anonymous Zoomerang survey; results are posted on SharePoint site Crew Engagements After-Action Reviews Risk Reduction and Performance Improvement Opportunity discussions 	Technology Manager

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No.	SHF Element	Key SHF Process(es)	SPA
		<ul style="list-style-type: none"> • Peer Assists/Peer Reviews • HAZIDs • BtB Process • "BP's Behavioral Expectations" brochure discusses behaviors for receiving feedback about management style • Managing Essentials 	
1.7	Culture – BP leaders take action to develop and maintain a culture and behaviors that enable safe, responsible and reliable operations.	<ul style="list-style-type: none"> • BP Leadership Model • Behavioral Expectations brochure • Performance Management Process, including mid-year and annual discussions • 360 Feedback • Career Atlases • Competency Framework • SDDM • PDP reviews and feedback for individuals • Succession planning • Safety standdowns • Stop the Job • Townhalls • Reward processes in place • Quarterly telecoms from Andy Inglis • GoM D&C Vision Statement • PAS Pulse Checks • Zoomerang • Yearly interval of Code of Conduct/Ethics Certification • People Agenda • Lacy breakfast or lunch with employees • Safety Pulse Checks • SOC trending to assess culture • Bi-weekly meetings with rig from office to discuss safety via telecom 	HR Advisor

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Element 2 – Organization

Principle: We have fit for purpose and agile organizations staffed with competent people and competent teams.

Item	Support	Process(es)	SLA
2.1	Organization Structure – BP entities establish organizations that allow them to deliver their planned business objectives effectively through the deployment of competent people and adequate resources.	<ul style="list-style-type: none"> GoM D&C Organization Transition White Paper, the "Way We Work" document, 2008 (to be replaced with LOMS Handbook) Organizational MoCs R&R 1-pagers RACI chart for all in new organization GoM D&C Risk Management Plan Wells Advisory Meeting (WAM) Engineering/Technical Authorities MCPC has mandatory reviews at segment level through Discipline VPs on Cat. 1 projects and self-verification on Cat. 2 projects Annual Wells Mgrs. meetings and bi-monthly teleconferences Organizational structure w/ engineer mgrs and operations mgrs provides independent risk verification Clear accountability exists with Ops Managers to manage rig contractors Ops managers and TLs in office manage office-based contractors PSCM Functional reviews 	Drilling Engineering Manager
2.2	People and Competence – BP entities deploy and maintain competent employees with appropriate qualifications, skills and knowledge for roles that impact integrity and operating performance and to meet current and future business needs.	<ul style="list-style-type: none"> Functional organization and the existence of a healthy contract population are hugely helpful in managing uncertainty in strategic business plans LTP includes People Forecast populated in the RPD, refreshed annually Managed move process within function supported by DoC PDPs inform candidate pool The "Way We Work" document addresses organization (to be replaced with LOMS Handbook) Sr. Well Site Leader competencies defined Competency On Line Challenger process robust through DAPS Well Site Leaders of the Future program is robust, structured and well-used VTa identifies and tracks individuals' training status 	Performance Manager

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No.	Sub-Element	Process (S)	SPA
		<ul style="list-style-type: none"> • Performance Appraisals done semi-annually • Production maps, training catalogs • Team Leaders attend Managing Essentials • Career Atlas • Open PDP discussions with DoC, HR, LT involvement • Offshore rigs and facilities have rigorous induction in place • New Employee Induction Process at Westlake • Experienced hires go through "Discover BP" program • Visitors to be escorted while in building • STOP, SOC used at office • Performance Management processes in place and adhered to • SDDM ensures the Business Performance Management of people, succession planning, employing and developing staff (includes PDPs) • PAS, SPU, GoM D&C Zoomerang 	
2.3	Operating Discipline – BP entity leaders hold the workforce accountable for performing their work in accordance with operating procedures and practices.	<ul style="list-style-type: none"> • SPM Control of Work C1.L discusses stop work authority • Short-service employee training has an element of Stop Work Authority • Drilling contractors core management systems mandate to stop the job if unsafe • "Stop the Job" issues are reviewed at safety meetings, recognizing individuals for taking the time to stop unsafe work • Bridging documents for SPM • Daily Operations rig calls • STOP card observation process in place (office) • Code of Conduct • Annual Code of Ethics Certification • Contract language requires contract employees to follow all laws and company policies • Rig meetings/reviews include consequences of noncompliance • Included in offshore orientation program (onboarding; BP license to go offshore program) • Compliance Management System • GoM D&C HSSE self-assessments • SOC • Periodic CPET audits • "Compliance Minute" featured on whiteboard on rig 	Director

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No.	Site Element	Process(es)	SPA
		<ul style="list-style-type: none"> • MMS, USCG audits • S&O audits • Group Defined Practice audits • GoM D&C follows Progressive discipline • JSEA, Operating Procedures 	
2.4	Organizational Learning – BP entities continuously improve their local OMS, both sharing and incorporating learnings from within and outside the entity or BP Group.	<ul style="list-style-type: none"> • Bi-weekly Barnyard, and Team meetings • Well Site Leader meetings • Annual Contractor HSE meetings • Engineer mobility between teams • Wells Managers Telecom • Semi-weekly Ops meetings • GoM D&C networks connected with lessons sharing globally through Com Ex Network • HSSE reports and distribution, e.g., GoM LL sharing • Bi-monthly HSE performance reviews with drilling contractors • Post Well Review Recommended Practice that captures variances and Lessons Learned • Team Link is used as a GoM D&C standard tool for capturing Lessons Learned • Technical Limit process and workshops are part of the standard D&C BtB process • PWR: D&C function using global benchmarks (days/10K, day/completion); Intervention uses WETS • Purple Book is a performance benchmarking book • DWO, CWO • Rushmore Benchmarking • Embedding HSSE Lessons Learned process • Global high-value HSSE learnings • LT has developed collective priorities for 2009 	Completions Engineering Manager

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Version	Stakeholder	Processes	SP
2.5	Working with Contractors – BP entities systematically assure that goods, equipment and services provided by suppliers, contractors and other parties meet contractual and BP requirements.	<ul style="list-style-type: none"> • Employee Roles and Responsibilities documents for PSCM and GoM D&C personnel • PSCM Contract Specialist Assignment • Some GoM D&C subsector specialists are assigned • Supplier Business Plans (under development) • GoM D&C SharePoint Site on Well Services/PSCM (Contract Briefings) • NAWS Master contract – see Section 2, General Conditions of Contract, Definitions (responsibilities delineated), NAWS Project RFPs (T&Cs, Scope of Work documents) and Bid Evaluation Sheets • Via CPET, Contractor's industry and BP GoM TRIR are reviewed to compare to minimum thresholds. Additional HSSE requirements, those that apply due to scope of work, are accepted by contractor by initialing next to that specific HSSE requirement. CVs of Contractors are reviewed. Under the audit clause in BP's MSA, company can request, inspect, and audit financial information, technical documents, performance records, etc. • There are specific training requirements for specific required training, tracked by Operations personnel and VTA. HSSE Requirements Contract Exhibit states that contractors must meet HSSE requirements and contractor shall ensure that any subcontractor it employs also meet these requirements. Contracts tracked via red-yellow-green system, and monthly reports are generated for PSCM leadership. Periodic reviews by CPET are via HSSE audits on a three-year cycle and a twelve-month cycle when there are audit findings that need to be followed to closure. Audit report checks to ensure that contractor is communicating HSSE requirements to employees and to subcontractor employees. • Sampling of contractor training records is taken to verify that required training is taking place to complete competencies. • Audit report grading scale ranges from 1 to 5 (5 being the best score), and audit report and findings are presented at CPET meetings that are attended by personnel from Operations, PSCM and HSSE. Safety performance is reviewed weekly by CPET to see if any contractors have experienced any safety incidents, HIPOs, or have been involved in any major incident announcements. Based on audit results, TRIR safety performance and Sector Leader input, a HSSE status is 	Rigs and Wells Services Manager

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No.	Site Identifier	Process	QA
		<p>assigned to the contractor that was audited.</p> <ul style="list-style-type: none"> • BP lead interviews of potential contractors • Contractors are explained the HSSE requirements before execution of contracts • Drilling Contractors' HSSE Steering Committee manages ongoing HSE performance of operations • BP's Code of Conduct is applied which covers: health, safety, security and the environment; employees; business partners; governments and communities; company assets and financial integrity • SPM • GWSI Scorecards • Semi-annual Performance Reviews • Scope of Work is rated to determine level of risk that is being created • Joint Business Plans address HSSE Requirements/Goals • Bridging documents established with drilling contractors that define which requirements apply (BP's or contractor's) • BP – License to go offshore (6-in-1), TWIC and Safe-Gulf required for all, and screened for at helibase • Wells Team Leaders and BP field personnel monitor contractor employee work safety activity • Facility (onsite) induction • DWOPs and CWOPs prior to project • Implement IM Accountability in Contract per Section 5, rev. D document • Currently hold Performance Reviews twice a year: Done intentionally for 80% of our spend • Utilize GWSI scorecard system to provide job performance feedback for local and Global reviews 	

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Element 3 – Risk

Principle: The workforce at all levels of our organization understands and manages operating risk to prevent accidents and harm to people, to reduce damage to the environment and to achieve competitive performance.

No.	Strategic Element	Process(es)	SIA
3.1	Risk Assessment & Management – BP entities assess, prioritize and manage operating risks consistent with BP requirements.	<ul style="list-style-type: none"> • Risk registers produced either using BP-RAT or using one of a number of different Excel-based spreadsheets (Registers include risks associated with operating performance, risk reduction measures and pre-response impacts and probabilities for each identified risk; some registers also include post-response impacts; registers are updated regularly by the teams and part of the CVP stage-gate process with the process facilitated by the common process coordinators • Annual reporting to London by SPU – GoM D&C feeds that reporting • SPU Major Risk Management Policy • Communication of risk reduction measures is achieved through a number of methods ranging from stage gate meetings during the planning process, regular project team meetings, and one-on-one meetings between the risk champion and the risk owner, to sending out risk updates to the teams • BowTies have been used to communicate MAR risks to the drilling contractor operating the rigs on BP platforms • Root Cause Failure Analysis – putting standards around risks (e.g., lessons learned one-pagers; incident reports; ad hoc task groups; RCFAs) • Gap assessment results identified against the entity requirements are captured and recorded in Lessons Learned sessions. These lessons are incorporated into the future project phases by updating existing plans, procedures or equipment requirements or they are incorporated into new projects right away • Teamlink • BtB, MPcp are two main procedures used within each GoM D&C team to identify, assess and manage operating risk 	Director

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No.	Sub-Header	Process(es)	SPA
3.2	Personal Safety – BP entities provide a safe working environment by systematically identifying and assessing safety hazards and mitigating potential risks to people.	<ul style="list-style-type: none"> • Rig-based operations follow the drilling contractors' safety management system which is bridged to the GoM Safe Practices Manual (SPM) and safety requirements of DWOP • Contractors have risk assessment process procedures that are tiered according to risk of the operation • Intervention operations use the policies and procedures within the SPM and safety requirements of DWOP • A self-verification process is in place to assess contractors' compliance with their management system and the additional requirements mandated in the bridging document • "8 Golden Rules" are visible at rig and at safety meetings • JSEAs or equivalent – contractors and BP each have process • "Hazard Hunt" processes on rigs • Some rigs use safety committees with broad representation • Local and external Lessons Learned are reviewed during weekly safety meetings • Each drilling operation has a behavioral-based safety process established – Observations are documented, actions are acted on and trending established • BP personnel on drilling rigs use the BP Safety Observation Conversation process – Observation/conversation are input into Tr@ction, trends are reviewed • Quarterly, a GoM-wide analysis with actions is shared with GoM D&C leadership • Field and HSSE advisors are trained as SOC coaches 	HSSE Manager
3.3	Process Safety – BP entities manage the integrity of hazardous operating systems and processes by applying good design principles, engineering and operation practices which prevent and control incidents that have the potential to release hazardous materials or energy. Such incidents can cause toxic effects, fire or explosion and could ultimately result in serious	<ul style="list-style-type: none"> • GoM D&C uses the GoM Major Hazard & Risk Mgmt Policy and the SPU's efforts in PS identification, classification, and mitigation • GoM D&C also uses MPcp and BtBcp guidelines to govern risk reviews; however, both processes have different matrices • BP-RAT is planned for entity use and process simplification • RPs exist in the form of Well Control Manual, Safe Practices Manual, Safe Lifting Guidelines, etc. • Casing Design Manual • Integrity Mgmt book • BP FLUX Guidelines 	Rigs and Operations/IM Assurance Manager

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No.	SHE Header	Process (S)	SPA
	injuries, environmental impact, property damage and lost production.	<ul style="list-style-type: none"> Control of Work/Contractors' Control of Work Open Water Lift Guidelines Process Safety Definition for D&C SPU MAR assessments identified loss of well control and dropped object infrastructure damage; these were included in the SPU register and MAR roll-up to Segment and Group; have an agreed Risk Mitigation Plan in place for LoWC, have an Asset RMP in place for the TH (due to high risk) for damage to infrastructure by dropped objects Two Engineering Authorities Technical (Segment) Advisors 	
3.4	Health and Industrial Hygiene – BP entities manage their business to prevent harm to the health of employees, contractors, visitors and neighbors in local communities.	<ul style="list-style-type: none"> Employee Health Risk and Exposure Assessment Plan IH/Health Procedures in Safe Practices Manual Annual HealthMap exercise Bridging documents Representative Well Site Leader participation in HealthMap workshop Workstation ergonomic assessment is part of the Plan; managed by WL campus program Certified Industrial Hygienist on staff Fit for Duty Program for offshore positions U.S. Drug and Alcohol Policy GoM Drug and Alcohol Policy Employee Assistance Program DOT-compliant D&A programs USCG- compliant D&A programs BPhit Wellness Program conducted for all employees on BP-owned sites Case Management Process Westlake Wellness Center Group Health & Hygiene System Safe Practices Manual Employee Health Risk and Exposure Assessment Plan Handling of Radioactive Sources Protection Program Hazard Communication Program Hearing Conservation Program Potable Water Procedure Respiratory Protection Program Bloodborne Pathogens Exposure Control Plan Sewage and Blackwater Treatment Procedure 	HSSE Manager

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No.	Step Name	Process (S)	SIA
		<ul style="list-style-type: none"> • Benzene Program • BP-owned rigs include IH monitoring for all rig employees; MODUs conduct periodic monitoring on an ad hoc basis • Onshore uses the Westlake ergonomic program • Occupational Exposure Limits • Audits performed every three years utilizing quantitative monitoring; Additional ad hoc requests (as needed) • Exposure results are maintained in Global Health and Hygiene System and filing system • Traction • Medical staff notified (Incident Notification Plan) • Pulmonary Function Testing • Emergency Evacuation Plan (offshore) • Rig Medics • BPhit wellness program for all offshore and onshore personnel • Medic collects onboarding medical information per Medicines and Reporting Policy • Monthly Wellness Newsletter – BPhit newsletter 	
3.5	Security – BP entities put processes in place to maintain the security of the workforce, premises, facilities, equipment and information.	<ul style="list-style-type: none"> • GSR Annual Assessment to identify risks and provide a process for risk mitigation • BP Security Compliance Program meets MTSA regulatory requirements, with a 5-year assessment/update cycle • Code of Conduct • Open Talk • Fraud Reporting System • GoM SPU GSR Assessment and SMP completed 2007/8 • Transportation Worker Identification Credential compliance on applicable sites • Facility Security Plans (FSP) as required (the FSPs are audited annually and updated every five years); non-regulated facilities also maintain FSPs that are updated every five years • GoM D&C follows SPU facility security plans • GoM SPU has an embedded Business Security Manager (BSM); GoM SPU is further supported at Group level by a Regional Security Advisor (RSA); GoM SPU assets have an assigned Business Security Representative (BSR) • Information of Security Standard 	HSSE Manager

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No.	Sub-Element	Process(es)	SPA
		<ul style="list-style-type: none"> Digital Security Standard Code of Conduct Privacy & Employee Confidentiality Digital systems and security GoM D&C control of sensitive information, e.g., DIMS, rig schedule Access control on file shares and servers Security of Information Standard Bldg. floors controlled via badge access (secure floors) 2008 Information Security Awareness campaign 	
3.6	Environment – BP entities identify and systematically manage the impact of their activities on the environment and integrate environmental requirements into the local Operating Management System.	<ul style="list-style-type: none"> Aspect/Impact identification and prioritization Aspect/Impact Matrix HSE Risk identification and ranking/matrix Objectives and Targets and EMPs established Operational controls (SOPs/STPs) Compliance matrices and associated controls Drilling a well as a project Compliance reports p/CVP phase Environmental STP BtB DWOP ETPs Environmental Impact Statement – APD, DOCD, POE SPU (major operating site) certified to ISO 14001 Verified Environmental Statement produced every 3 years 	HSSE Manager

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Node	Site Element	Process	SPA
3.7	Transportation – BP entities evaluate and manage transportation risks covering land, sea and air travel to prevent injury to people.	<ul style="list-style-type: none"> • BP Travel Website use (which delivers this element) is required per BP Travel Policy • Mitigation Bow Ties at Asset Level • No high-risk journeys in GoM (although is covered in Safe Practices Manual Chapter 9 [Driving Safety]) -- When GoM employees travel to high-risk countries, they follow the local plan • Aviation – SPU Risk Register includes Asset Level risk • GoM Contract Aircraft Guidelines • Group Recommended Practice on Aviation • OGP Aircraft Management Guidelines • FAA Approved Operator Manuals and Guidelines • Aviation – audits for compliance to standard • Travel – flights preapproved by BP Aviation • GoM Vessel Vetting Process: Vessel Inspections GRP OMS 5.6-001, BP OMS 5.6 (Marine Operations standard), Marine – DP Trials (Dynamic Positioning), Structural Review (for vessel > 25 yrs old) • Vessel Operating Instructions • Safe Practices Manual Chapter 9 (Driving Safety) contains all elements of this driving standard • Travel guidelines on rental cars • Defensive Driving training • Motorcycle use for company business is prohibited by our policy 	E&A Wells Operations Manager

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Element 4 – Procedures

Principle: We document and rigorously follow procedures for safe, responsible and reliable operating.

No.	SharePoint	Processes	SPA
4.1	Procedures and Practices – BP entities document, maintain and follow practices and procedures for the safety of their workforce and the safe, responsible and reliable operation of their assets, facilities, floating structures and transport equipment.	<ul style="list-style-type: none"> • Local and Segment D&C procedures • Operations procedures cover normal conditions, start-up, shut down, upset and emergency conditions • Industry standards/procedures • Well Plans • Recommended Practices • Defined Practices • Equipment Operations Procedures • Maintenance and Inspection Procedures • Contractor Operations Procedures • Standard Operating Procedures • Emergency/Crisis Plans • Installation Procedures (owned by others within BP) • SIMOPS (owned by Assets) • STPs • Well-specific and rig-specific plans are readily accessible • Pre-spud meetings • JSEAs • Tech limit meetings • Procedures are reviewed and updated before each well • Contractor procedures are reviewed through the rig audit process • DWOP and BtB are updated at regular frequencies • SOPs are now becoming controlled and will be updated regularly • MoC (BP and Contractor) • GoM D&C SharePoint maintains latest versions of documents 	Completion Engineering Manager
4.2	Management of Change – BP entities employ a formal, systematic process to document, evaluate, approve and communicate temporary and permanent changes that could impact safe, responsible and reliable operating activity.	<ul style="list-style-type: none"> • GoM D&C Recommended Practice for Management of Change • GoM Drilling and Completion Quick Reference Guide • BizFlow MoC tool and GoM D&C workflow • GoM Regulatory Notice Practice 	Performance Manager
4.3	Information Management and Document Control –	<ul style="list-style-type: none"> • GoM Document Management Procedure 	Performance Manager

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Name		Process(es)	SPA
	BP entities develop, review and maintain secure and readily available the necessary and appropriate information, documents and records.	<ul style="list-style-type: none"> D&C Tier 2 Document Register (Excel) GoMD D&C Document Register (DCTM query) Guidance on GoM D&C SharePoint site Documentum CPOL 	
4.4	Incident Management – BP entities report and investigate incidents; determine immediate and system causes and implement appropriate corrective actions; and share the learnings to reduce the likelihood of recurrence and improve operating performance.	<ul style="list-style-type: none"> GoM Safe Practices Manual "Incident Notification, Reporting and Investigation" procedure GoM D&C on-call investigation leader and root cause specialists rota HSE Post Accident Investigation quality review Tr@ction Periodic Tr@ction closure reports GoM trending analysis GoM D&C HSE Management Steering Committee GoM D&C Embedding Key Learnings process 	HSSE Manager
4.5	Control of Work – BP entities employ a formal Control of Work process to provide a work environment that will allow tasks to be completed safely and without unplanned loss of containment causing environmental damage.	<ul style="list-style-type: none"> Safe Practices Manual Control of Work (BP Rigs) Contractor Control of Work processes (verified) ISSOW system (BP Rigs) Contractor-specific JSEA and SIMOPS PTW meetings 	HSSE Manager
4.6	Crisis and Continuity Management & Emergency Response – BP entities prepare for and respond promptly to crisis and emergency events threatening harm to BP employees and contractors, company assets, and neighboring communities and interruption in business operations.	<ul style="list-style-type: none"> Common template for crisis response (BART), including major accident risks, environmental, and security risks SPU Business Continuity plan Oil Spill Response Plan Facility ERPs Pandemic Response Plan MMS drills (unannounced) BP drills (including USCG participation) Incident Commander rota and DOA IMT system GoM SPU POB reporting RUOK 	Atlantis Wells Operations Manager

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Element 5 – Assets

Principle: Our plants, facilities, assets and floating systems are fit for purpose throughout the lifecycle of the operation.

No.	Sub Element	Process(es)	SHA
5.1	Project Management – BP entities manage projects for design and construction of new or modified plant, facilities, assets and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.	<ul style="list-style-type: none"> SDP – MPcp for D&C Major Projects SRP – BtBcp - Beyond the Best Common Process BP Internal audit (3-year cycle) 30 CFR 250 Code of Federal Regulation (APDs, APMs, EPs) Equipment Integrity Assurance (EIA) guidelines ESOR system in place to feed administration and workflow out of TIAPs SDP – DWOP – Drilling and Well Operations Practice Rig Construction Manual Project Execution Plans Well Integrity Mgmt Program for GoM Project Quality Plan (Quality Management System used for project design, procurement, construction, commissioning, startup, and handover) MPcp Engineering and Quality Management Guidelines ETP 50 and 32 series (DWGoM GP 50-20, 50-10, 32-10 to 19) Quality Requirements for Request for Quotations (RFQ) Quality Requirements for Construction Contractors HAZOP – part of GDP 3.1 HAZID – part of GDP 3.1 "No Drilling Surprise" workshops – part of BtB Drill/Complete "Well on Paper" sessions – part of BtB Peer Assists and Peer Interaction SIMOPS strategies and plans Rig Audit (Part of DWOP) Marine Assurance plans for new-build rigs GRP 5.6-001 (Marine Operations) which is mandated for the E&P segment Project EDR/PHSSER First-Year Operability Reviews 	Projects Manager
5.2	Design & Construction – BP entities design, construct, modify plant, assets, facilities and floating structures to prevent injury	<ul style="list-style-type: none"> BtBcp GoM Well Integrity Management Program (Element 1—Sub Element, Design Codes, Standards and Regulations Compliance, and Element 2—Well Operating Procedures) 	Projects Manager

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Name		Process (S)	SIA
	to people, damage to the environment and achieve competitive performance over the lifecycle.	<ul style="list-style-type: none"> • Segment Defined Operating Practices (DWOP) • D&C Defined operating practices (18 ETP s + BtB) • D&C Recommended Practices (Surveying, Tubular Design, Well Control, and Cementing) • BHA Design and Downhole Tool Reliability Guideline • Well Bore Stability Guideline • Organizational Guidelines • Sidetracking Guideline • Fluids Management Guideline • Perforating Guideline • Cavings Field Guide • Stuck Pipe Library • Well Cost Estimating • Exploration cp (Ecp) • Major Projects cp (MPcp) • Beyond the Best cp (BtBcp) • Base Management cp (BMcp) • Integrated Field Planning cp (IFPcp) • Production Efficiency Improvement cp (PEIcp) • Supplier Performance Management cp (SPMcp) • Supplier Quality plans • Marine Assurance plans • Marine Processes • Rig Acceptance Audits • DWOP Dispensation Process as detailed in Addendum 3&4 • MoC process • Post-well review • Full life-cycle integrity strategy documents 	
5.3	Asset Operation – BP entities operate plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.	<ul style="list-style-type: none"> • OEM Manuals • Equipment Operating Procedures • MoC • Control of Work • Service Co. updates/bulletins • IM Audit • Wells specify operating limits and tech limits • Safe Operating Limits • Integrity Management Manual • Override Log • SIMOPs plan • Safety critical lists 	Thunder Horse Wells Operations Manager

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New		Process (S)	ISA
		<ul style="list-style-type: none"> • Maximo • Bi-weekly Pride report of KPIs and overdue safety critical equipment 	
5.4	Inspection and Maintenance -- BP entities inspect and maintain plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.	<ul style="list-style-type: none"> • Maximo • OEM maintenance intervals • Pride maintenance policy • BP-owned rig equipment maintenance strategy document • API guidelines • Bi-weekly Pride overdue safety critical reviews • D&C In-service rig audits (per GP 10-40) • Equipment failure reports • Tr@ction program • BizFlow MoC System • Control of Work Process • Pre-startup review and checklist • HSSE checklist • Re-commissioning process • Pre-operational checklist • Third-party verification 	Thunder Horse Wells Operations Manager
5.5	Decommissioning and Remediation – BP entities plan for and manage the decommissioning or abandonment of plant, asset, facilities and floating structures and the remediation of the resulting HSSE impacts and risk.	<ul style="list-style-type: none"> • BP ETP, STP, and Policy documents • MMS regulatory requirements • ETP (GP10-60) Zonal Isolation • ISD GP 48-04 • BtBcp Risk Management for Wells P&A operations • Risk Management Processes • Section 26 of the Drilling and Well Operations Practice (DWOP) • Regional Oil Spill Plan • GoM Safe Practices Manual 	E&A Wells Operations Manager
5.6	Marine Operations – All marine activity in the BP Group is carried out in such a way as to prevent injury to people, damage to the environment and to achieve competitive performance over the lifecycle of the asset.	<ul style="list-style-type: none"> • GoM Vessel Vetting Process: Vessel Inspections GRP OMS 5.6-001, BP OMS 5.6 (Marine Operations standard), Marine – DP Trials (Dynamic Positioning), Structural Review (for vessel > 25 yrs old) • Vessel Operating Instructions • D&C DWOP 	Thunder Horse Wells Operations Manager

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Element 6 – Optimization

Principle: Our operations are continuously optimized to improve performance and delivery from our assets.

No.	Sub-Element	Process(es)	SPA
6.1	Plant Optimization – BP entities identify, evaluate and capture opportunities to improve operating unit performance.	<ul style="list-style-type: none"> DIMS (moving to OpenWells) D&C Well Cost Estimating Tools (MWE & SWE) Standard KPIs of Days/10K and Days/Completion Operating Envelope for Depth & Departure MPcp/BtB Stage Gate Reviews EOW Reports Weekly standardized score cards MoC Rig Downtime monthly report Safe Operating Limits for all equipment – SORA for deviations (or MoC) Maximo Spill reports Air emissions monitoring Technical Limit Vendor product information bulletins RFA system Pride SAIL List (safety action item list) 	Technology Manager
6.2	Energy – BP entities employ energy strategies to improve energy usage.	<ul style="list-style-type: none"> Not Applicable to GoM D&C 	
6.3	Feedstock and Product Scheduling and Inventory – BP entities manage feedstock inventories and schedule operations to meet production requirements that satisfy business and customer needs.	<ul style="list-style-type: none"> Not Applicable to GoM D&C 	
6.4	Quality Assurance – BP entities assure the quality of their materials, operating activities, products, and services.	<ul style="list-style-type: none"> Not Applicable to GoM D&C 	

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No.	Sub-Element	Process (CS)	StA
6.5	Technology – BP entities identify and implement technology to improve operating performance.	<ul style="list-style-type: none"> GoM D&C Technology Plan Asset and project technology plans Annual LTP process Detailed annual project reviews with the EPT D&C flagship projects MPcp Well review process 	Technology Manager
6.6	Procurement – BP entities purchase feedstocks, materials and services to meet specifications, standards, delivery, and operating requirements which address lifecycle cost.	<ul style="list-style-type: none"> BP GIS standards for quality manufacturing Supplier Quality Audit process Pre-qualification audit for manufacturing ability Goods/Services IM and QA program Supplier GIS Standard deviation approval process Integrity Assurance Specification for the Procurement of Critical Equipment for Drilling & Completions, excluding Tubular Products (ETP10-50) Integrity Assurance Specification for the Procurement of Tubular Products and Connection Manufacturing Services (for use in Wells) Design Review Process for Drilling, Completions, and Subsea Equipment Equipment Integrity Assurance Guidelines Procedures for Auditing Suppliers for Drilling & Completions Drilling & Completions Equipment Surveillance PSCM – Common Process PSCM Internal control audit Financial audits of suppliers Periodic quality audits KPIs used during SPM – market intelligence for U.S. and also global Marketing Intelligence/Contracting Excellence Groups embedded in PSCM 	Rigs and Wells Services Manager
6.7	Materials Management – BP entities manage materials to provide the required quality and availability to deliver operating performance.	<ul style="list-style-type: none"> GoM materials and equipment visibility lists MAETrax tool and Legacy MMS Houma Preservation and Maintenance Facility (PMF) site information and process GoM Logistics procedures, aviation/boat schedules, and shorebase contacts Monthly KPIs 	Rigs and Wells Services Manager

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No.	Sub Element	Processes	SI
6.8	Continuous Improvement – BP entities develop a culture in the workforce to improve operating performance through defect identification, measurement, and elimination.	<ul style="list-style-type: none"> • Quarterly Performance Reviews • Peer Assists • Peer Reviews • Rig Crew Engagement Meetings • Bi-Weekly Lessons Learned sharing meetings • Townhall meetings • Project Stage Gate Reviews • Weekly Team Meetings • Annual Performance reviews • After Action Reviews • BP Internal Audits • End of Well Reports • Incident (Safety, Non-Productive Time) Investigations • ETAG • PIPs • KPIs • Rig audit and Action Plans • Continuous improvement plans • Rig Audit action plans • Completion Excellence plans • DWOP • CWOP • Bi-weekly Lessons Learned meetings • WEPF • Completions Excellence, Drilling, Ops, Intervention Networks • BtBcp • Major Project Common Process • Team Link • Tr@ction • Performance Scorecards • Benchmarking • Purple Book 	Drilling Engineering Manager

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Element 7 – Privilege to Operate

Principle: We deliver what is promised and address issues raised by our key stakeholders.

No.	Statement	Process(es)	SPA
7.1	Regulatory Compliance – BP entities comply with applicable legal and regulatory requirements.	<ul style="list-style-type: none"> Compliance Management System (CMS) Facility CMS Matrix GoM Regulatory Notice Process The CMS team annual audit Operational controls CMS “Best Practices Recommendation” Tr@ction GoM Incident Investigation process 	Director
7.2	Community and Stakeholder Relationships – BP entities act to enhance their reputation with key stakeholders as a neighbor, partner, employer and investment of choice, and engage the stakeholders on the issues that affect them.	<ul style="list-style-type: none"> Not Applicable to GoM D&C 	
7.3	Social Responsibility – BP entities deliver responsible operations conforming to BP Requirements and seek to have a positive influence on the communities in which they operate.	<ul style="list-style-type: none"> Not Applicable to GoM D&C 	

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No.	Sub-Element	Process(es)	Stakeholder
7.4	Customer Focus – BP entities develop and maintain transparent, sustainable BP customer relationships.	<ul style="list-style-type: none"> • LTP • GFO • Monthly cost reconciliation • Monthly Performance Scorecards • Leadership Performance Contracts • SPU objectives • SOR • AFEs • RLG survey of Asset VPs • Well Handover Process • Asset D&C Performance Reviews • Annual Code of Conduct certification • GoM D&C Scorecards • Asset post-well reviews • SIMOPS meetings • First year operability review • Open Talk 	Atlantis Wells Operations Manager
7.5	Product Stewardship – BP entities manage products throughout their lifecycle to satisfy legal and regulatory requirements and communicate potential HSE impacts of products.	<ul style="list-style-type: none"> • Not Applicable to GoM D&C 	

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Element 8 – Results

Principle: Measurement is used to understand and sustain performance.

No.	Sub-Element	Process(es)	SRA
8.1	Metrics and Reporting – BP entities establish metrics to monitor and report delivery of business and operating targets and to promote continuous improvement.	<ul style="list-style-type: none"> Weekly Operations reports Monthly cost forecasting Monthly performance scorecards GFO updates LTP process BtB Common Process Project execution readiness index Tr@ction SAP DIMS Long Term Plan GFO forecasts Code of Conduct Purple Book Orange Book feeds Partner and internal BP audits (CETs, PWC) Reporting requirements – rig commitments (LTCCs) 	Performance Manager
8.2	Assessment and Audit – BP entities perform assessments and audits of operating performance and management processes to assure compliance with legal and BP Requirements, and drive risk reduction and performance improvement.	<ul style="list-style-type: none"> Leadership site visits KPIs Internal audits Audit Plan Audit Guidelines Audit Schedule SOCs (targets developed) EMS Management Review GoM communication tools S&O Audit GoM Field Checklists GoM Action Tracking procedure GoM Drilling HSSE Self-Assessment System GoM BP-owned Rig IM Audit/Review GoM BtBcp Audit Rig Audits Marine Audits DWOP Dispensation reviews Competency Assessments GoM Action Tracker Tool Annual Planning Process 	Thunder Horse Wells Operations Manager

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No.	SIF Number	Process(es)	SIA
8.3	Performance Review – BP entities use the results of assessments and audits, as well as inputs from other internal learning activities to periodically review the continued adequacy and appropriateness of the existing local OMS and drive systematic improvements in performance.	<ul style="list-style-type: none"> • Leadership Team 2009 Priority Review Workshop • Annual Plan Management Review • Rig Plan Progress Review Morning Meeting • Annual Plan milestones • LT focus areas for GoM D&C (Cost, CE, HSE) • Projects' Milestone Tracking • Stage Gate Review 	Vice President
8.4	Budget Management – BP entities operate safely and profitably, planning and managing financial and human resources consistent with the annual plan, and to deliver operating performance.	<ul style="list-style-type: none"> • CAPEX-OPEX • GFO process • LTP • GFO Zero • GFO One • RACI Charts • PxO (cost center budgets) • Headcount (resource planning database) • Monthly Forecast Process • AFE Cost Tracker • Timewriting Process • GoM D&C One-Pager • RACI Charts • Non-Field Lifting Report 	Performance Manager

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Appendix B: GoM D&C OMS Sustaining Activities and Accountabilities

Key Activity	Responsibilities	Accountability
Intent		
Vision & Strategy Development	<ul style="list-style-type: none"> Refresh Communicate 	A – Vice President R – D&C LT
OMS Implementation	<ul style="list-style-type: none"> Support and assure consistent implementation of OMS aligned with the SPU 	A – Performance Manager R – OMS Project Lead
OMS General Administration	<ul style="list-style-type: none"> Incorporate OMS architecture updates 	A – OMS Project Lead
OMS Governance	<ul style="list-style-type: none"> Provide direction & communication on OMS 	A – Performance Manager R – OMS Sub-Element SPAs
Risk Assessment and Prioritization		
Risk Management Processes	<ul style="list-style-type: none"> Drive appropriate risk assessments and actions 	A – Director R – Wells and Engineering Managers
Self Assessment	<ul style="list-style-type: none"> Define plan and implement appropriate self assessment, for a given year Coordinate gap prioritization 	A – OMS Project Lead R – OMS Sub-Element SPAs
Planning and Controls		
Annual Planning	<ul style="list-style-type: none"> Set direction Incorporate risk mitigation, gap closure, audit findings, base operations, capital expenditure activities Develop & approve LTP and Annual Plan 	A – Vice President R – D&C LT
OMS Gap Closure Planning	<ul style="list-style-type: none"> Develop plans for closing priority Asset gaps 	A – OMS Steering Team R – OMS Project Lead
OMS Operating Plan Update	<ul style="list-style-type: none"> Update OMS Operating Plan (Local OMS Handbook) on annual basis, coordinate reviews & approvals 	A – Performance Manager R – OMS Project Lead
Implementation and Operations		
Day to Day Operations	<ul style="list-style-type: none"> Manage to ensure safe and reliable operations Ensure compliance to OMS Essentials and Practices Embrace continuous improvement for risk mitigation, efficiency and eliminating defects 	A – Vice President R – D&C LT
OMS Navigator Content Management	<ul style="list-style-type: none"> Update/maintain OMS Navigator content 	A – OMS Project Lead R – SharePoint Coordinator
Measurement, Evaluation and Corrective Action		

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Key Activity	Responsibilities	Accountability
Coordinate OMS Gap Closure Plan Execution Status & Updates	<ul style="list-style-type: none"> Track and Evaluate Status Take corrective action to ensure closure 	A – Performance Manager R – OMS Project Lead
Maintain risk based internal audit processes	<ul style="list-style-type: none"> Evaluate and Maintain Self Audit effectiveness Ensure timely audit action closure Comply with SPU S&O Audit schedule 	A – Performance Manager R – OMS Project Lead
Performance Metrics	<ul style="list-style-type: none"> Report out on findings/recommendations for action Implement actions 	A – Performance Manager R – D&C LT
Management Reviews and Improvement Processes		
OMS Progress Updates	<ul style="list-style-type: none"> Participate in SPU and Asset OMS reviews for alignment, updates, learnings, etc. to ensure consistent embedding in early sustaining phase 	A – Performance Manager R – OMS Project Lead
LT “Management Reviews”	<ul style="list-style-type: none"> Defined in Operating Plan Review overall Asset activities and results Drive continuous improvement where needed 	A – Vice President R – D&C LT

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