

From: Little, Ian
Sent: Fri Mar 13 19:11:24 2009
To: Skelton, Jake; Sims, David C; Nohavitz, Glenn R; Wellings, James S; Daigle, Keith G; Harland, Richard
Subject: Action: Improving OMS Gap Assessments
Importance: Normal
Attachments: DxC Self Assessment Process Prewrite Rev2.ppt;
DxC_OMS_Self_Assessment_Matrix.xls

fyi

From: Webster, Mark E
Sent: Friday, March 13, 2009 2:08 PM
To: Keck, Richard G; Lacy, Kevin; Sprague, Jonathan D; Leary, Michael J; Thierens, Harry H; Cooley, Richard L. (HMD); Guerre, Kevin R; Tink, Steve; Little, Ian; Holt, Charles A; Kirton, Bill; Frazelle, Andrew E
Cc: Joslin, Tamara H
Subject: Action: Improving OMS Gap Assessments

We conducted our first Gap Assessment February 25 as part of implementing D&C OMS in 2009. While successful at upgrading participant's understanding of OMS Process, and assessing five of the sub-elements, we had several learnings:

- Too many participants in meeting
- Process was too long and arduous
- Identified inefficiencies with identifying evidence (participants brainstormed answers on the fly)
- Need to pre-populate the evidence
 - Better quality of evidence needs to be identified
 - Will allow assessment team to focus time on quality validation and challenge

We reviewed this with our D&C OMS Steering Team, and have gained agreement to make the following improvements to the gap assessment process to make it more efficient and effective:

- Identify LT SPA's for the OMS sub-elements
- Identify Evidence Tags for the sub-elements and essentials to pre-populate evidence, conformance rating and risk ranking
- Reduce the size of gap assessment teams to key individuals (including the SPA and Evidence Tag)
- Focus the gap assessment team on validation and challenge of evidence in place, our compliance with the essential requirement, and actions necessary to close any gaps

(A big benefit to better identification of evidence is a higher quality D&C OMS manual which will show how we meet the expectations of the OMS and gain further alignment across the organization about how D&C works.)

Actions:

1) Review assigned sub-elements. Identify any needed changes to me for evidence tag assignments and assessment participants by March 24.

- After receiving from you revision/confirmation of the evidence tag, we will hold a session with you both to overview the OMS and explain the details of pre-populating the evidence.
- I will also begin advance scheduling for the remaining assessment meetings based on your addition/revision/confirmation of specific participants.

Reference Attachments:

- Terms of Reference for D&C implementation of OMS:

http://gomdnc.bpweb.bp.com/sp/oms/Shared%20Documents/GOM_SPU_DC_OMS_Implementation_Plan_ToR_Feb_13_2009.doc

- Slidepack that will be used during the meeting to kick-off the SPA and Evidence Tag for pre-populate exercise:

<<...>>

- Spreadsheet noting sub-elements, evidence tags, self assessment attendees **for your revision/confirmation** (rows 61 through 98, columns D and I - AQ):

<<...>>

- E&P OMS Manual for digging deeper into the element, sub-element and essential details:

http://gomdnc.bpweb.bp.com/sp/oms/Shared%20Documents/OMS_References/OMS%20Part%202%20-%20Elements%20of%20Operating%20including%20Group%20Essentials.aspx

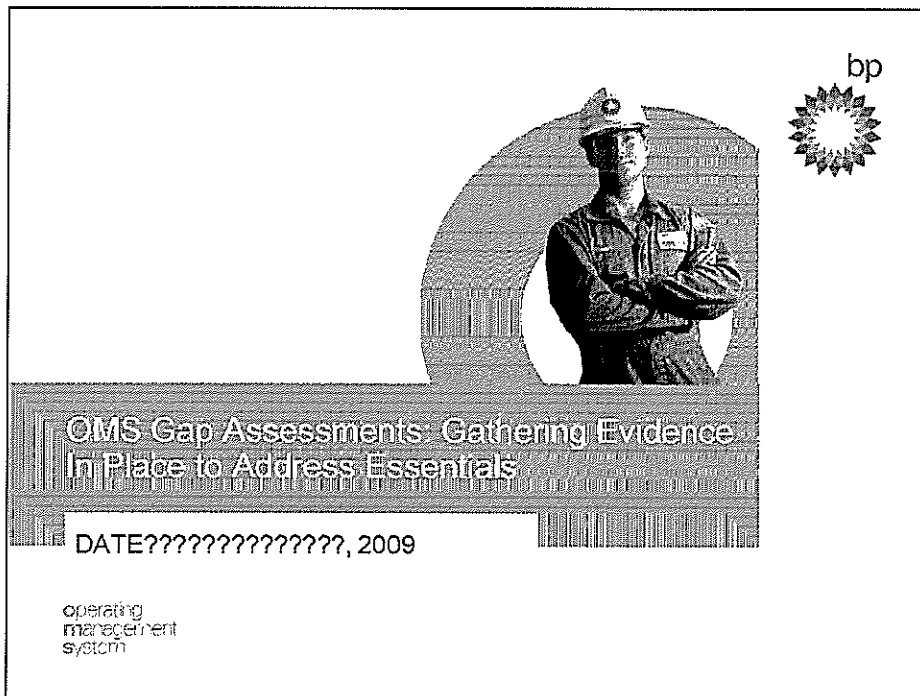
Mark E. Webster

GoM D&C OMS Project Lead

BP (US -- Houston)

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mobile: (713)248-8413



Today's Objectives



- Ensure participants
 - ☐ Understand OMS and how it will be implemented in D&C
 - ☐ Understand the Self Assessment Process
 - ☐ Are clear on their Self Assessment roles
- Review process to streamline upcoming Self Assessment Meetings
 - ☐ SPA's
 - ☐ Evidence Tags
 - ☐ Method

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Questions...



- ❖ What is OMS?
- ❖ Why do we need it?
- ❖ What does "Implementing OMS" mean for us?
- ❖ How does it affect me?

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1. This is a space for the leader to speak about why they see it's important for us to move to a more standardized, simplified operating Management system.
2. This allows the group to get a sense for how we operate today – what are all the things we have out there that we use as requirements today – use the flip chart to jot them down
3. What are they hearing, but also what excites or scares them about implementing something like OMS?

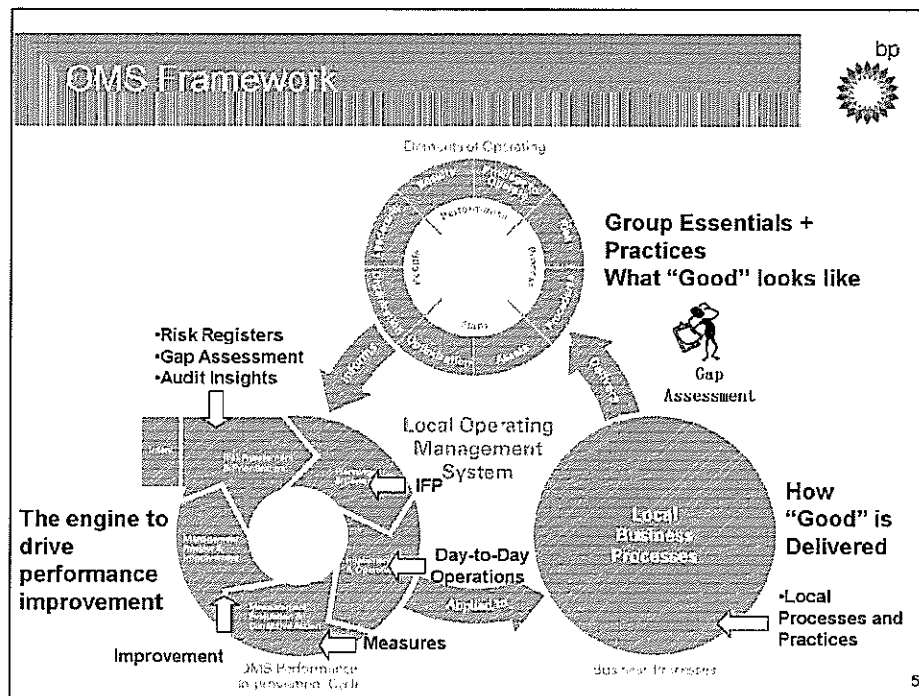
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OMS Made Easy

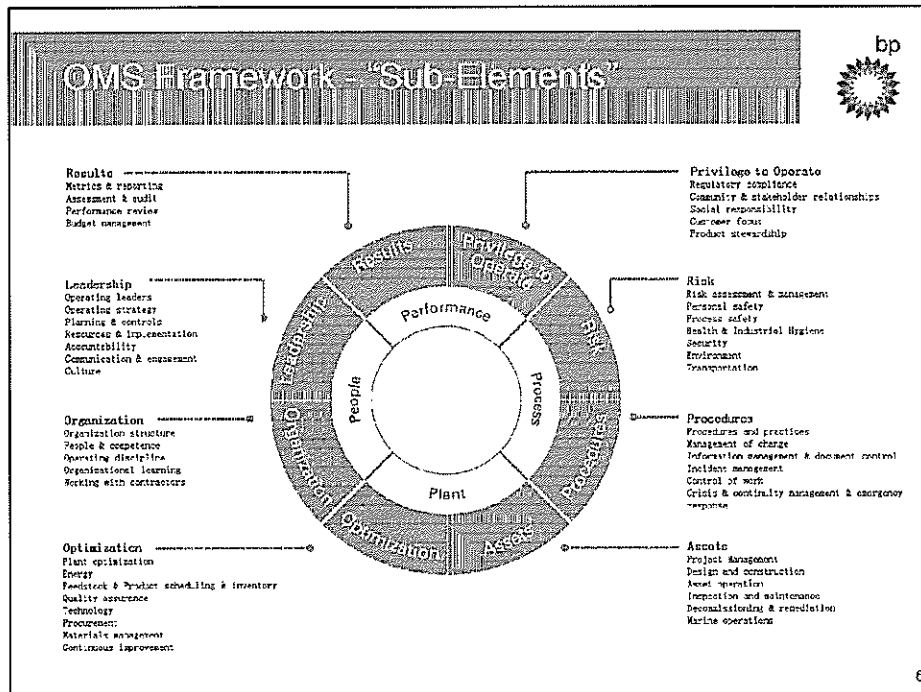
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❖ Insert Video here

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This shows the overall OVS Framework - like what is shown in the Making OVS Easy video. You can spend time talking about how each of the 3 pieces work together to "be" the management system. A set of requirements (Elements of Operating), a system to regularly assess risk and gaps, look at how you are operating and take action to improve, along with the "how we do things" local processes. The rest of this pack concentrates on the elements of operating, but there are some back up slides that you can use to get into the other pieces if you want.



There are 48 Sub-Elements within the 8 Elements of Operating. This is a step in further defining each Element and how they relate to working at BP. Many of the terms used as sub-elements may be familiar to some people in this group.

A brief note about sub-elements:

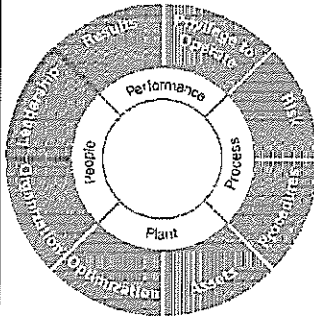
Each of the eight Elements of operating actually divides into a number of separate sub-elements (currently 48 in total) which will evolve over time.

When managed effectively, each sub-element will help optimize performance. – Group Standards, OMS Practices and other management systems (eg. Process Safety or Environment) are represented in the sub-elements.

Further information about the sub-elements is contained within the OMS framework documents.

Example Element/Sub-element/Essential

Leadership 1.1.1 Operating Leaders



Leadership:

- Operating leaders
- Operating strategy
- Planning & controls
- Resources & implementation
- Accountability
- Communication & engagement
- Culture

Principle: BP Operating leaders provide clear direction to the people in their organization and then act in accordance with it.

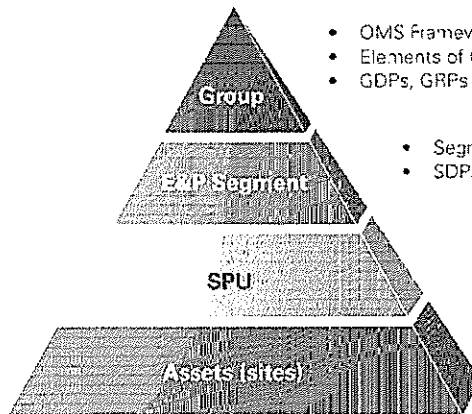
Group Essentials - Operating leaders at each BP entity shall:

- 1.1.1 **Define and then annually review and communicate to the workforce an entity vision that includes details of how the application of OMS will enable continuous risk reduction and performance improvement and safe, responsible and reliable operating.**
- 1.1.2 **Demonstrate management commitment to compliance with legal and regulatory requirements, to the application of OMS and to conformance with BP Requirements.**
- 1.1.3 **Model behaviours by personal example that reinforce continuous risk reduction and performance improvement.**
- 1.1.4 **Seek feedback on their leadership behaviour, and reflect it in their personal development.**

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Leadership Framework

OHS Hierarchy - Group to Asset




- OHS Framework (Parts 1, 3, & 4)
- Elements of Operating and Group Essentials (Part 2)
- GDPs, GRPs and Guidance

- Segment Essentials (E&P OHS Manual)
- SDPs, SRPs and Guidance

- Local OHS
- Annual Operating Plans
- Gap closure plan and Continuous Improvement (CI) implementation
- SPU Engineering, SS&W, D&C, HSE and Operations Practices

Questions...









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- ❖ Why do we need it?
- ❖ What does “Implementing OMS” mean for us?
- ❖ How does it affect me?

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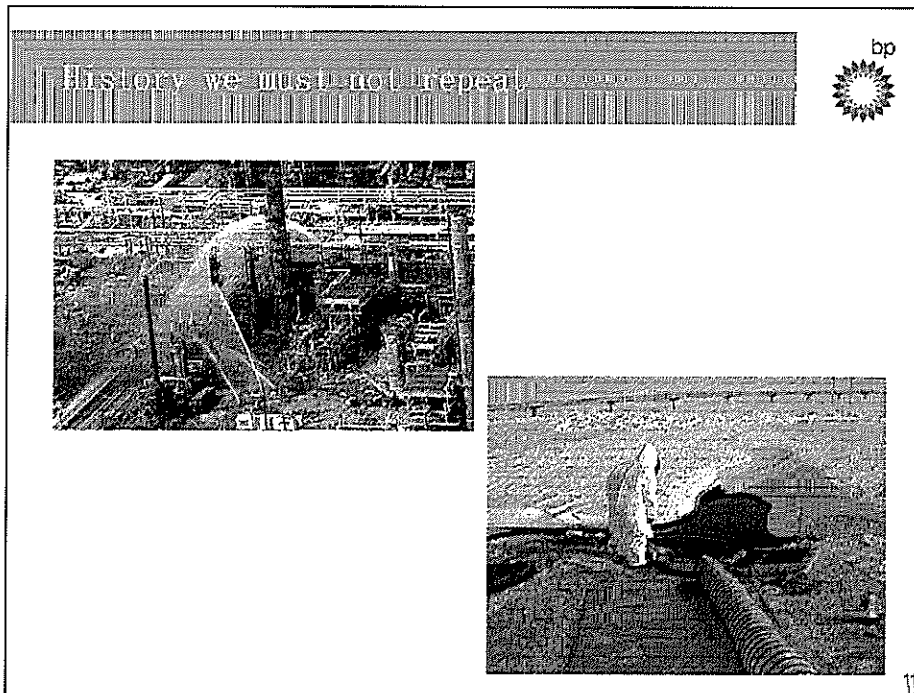
Why OMS?	BP's priorities	Will OMS help us achieve this?
	No accidents, no harm to people, no damage to the environment	
	Safe, reliable and environmentally sound operations	
	Right people, right place, right levels of competence	
	Improve quality in operations	
	Simplify our processes, remove duplication and waste	
	Improve operating performance	

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Before we talk about the 'what' and 'how', let's just check we're all sure 'why' BP needs OMS

On the slide you'll see how OMS stacks up against our check list of priorities

OMS is our holistic, integrated management system which every part of our operation can follow to ensure we meet our priorities and objectives



1 Minute

Not only did people lose their lives, but many were injured due to not following a structured system. There was also a lot of cleanup that was in no way a fun or rewarding experience for employees.

GoM OMS Vision






A GoM OMS will provide a consistent and integrated approach to running our business while delivering safe, reliable and efficient operations and projects:

- ❖ Simplification and standardization through clear, consistent, integrated operating requirements and accountabilities.
- ❖ Prioritization of activities that is transparent, consistent, and unwavering, in order to deliver Annual Plans.
- ❖ A continuous improvement culture where people are motivated and feel ownership for always improving work execution and processes.

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Questions...

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OMS Implementation Steps for D&C



Preparation
Planning
Deployment
Sustaining

1. Align the GOM OMS and D&C Vision & Case for Change ✓
2. Form Implementation and Steering teams ✓
3. High Level Plan - Terms of Reference ✓
4. General Leadership and Staff Engagement
5. Implementation Plan and Resourcing ✓
6. Communication Plan ✓
7. Self Assessment
8. Gap Prioritization and Closure Plans
9. Local OMS Handbook (How We Work)
10. OMS Navigator
11. Management of Change (MOC) - Official Transition to OMS
12. Close the gaps
13. Continuous Improvement
14. Performance Improvement Cycle

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Self Assessment Objectives/Expectations




- ❖ Explore/Discuss how processes used or owned by team conform to the applicable OMS Sub-Element
- ❖ Identify best practices, inconsistent work practices, or duplication of processes across D&C
- ❖ Identify clear gaps on Essentials (things we are not doing)
- ❖ Identify areas we need to improve on (quality of execution or process)
- ❖ Begin prioritizing identified gaps
- ❖ Determine if any processes should be mapped to the OMS Navigator

OMS Essentials gap assessments are conducted at both the SPU level & at each "Asset"

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Aspects of SPU vs. Asset/Group Gap Assessments			bp
	SPU	Asset/Group	
Scope of assessment	Identifies GoM programs/processes in place to conform to Essentials	Tests the execution & effectiveness of GoM processes	
General questions asked	<ul style="list-style-type: none"> • If program exists, does it conform to Essential? • Is GoM program well understood & practiced? • Does SPU have ongoing checks to verify conformance over time? 	<ul style="list-style-type: none"> • If SPU program exists, does Asset know it exists? Does Asset follow it? Is program effective? • If not, does Asset have program in place? Does it conform to Essential? 	
Make-up of team members	SPU diagonal slice	Asset/Group leaders and SMEs	
Time to assess each Sub-Element	~ 1 - 3 hours	~ 15 - 45 minutes	
Documentation for GOMS Manual	Identifies SPU-level content ✧ Same gap assessment tool & criteria ✧ Same Group Essentials ✧ Sub-Element SPR involved	Identifies Asset/Group-level content	

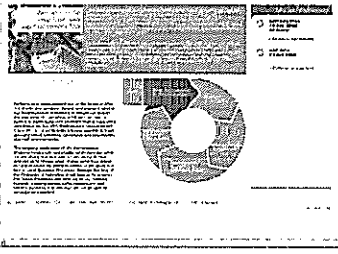
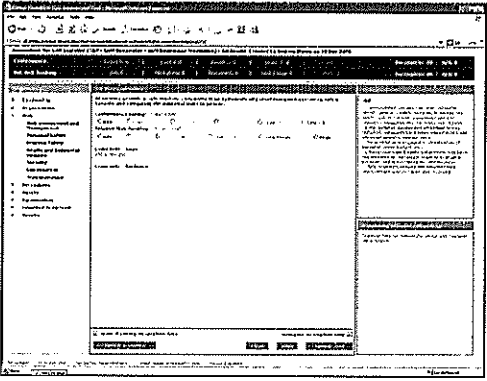
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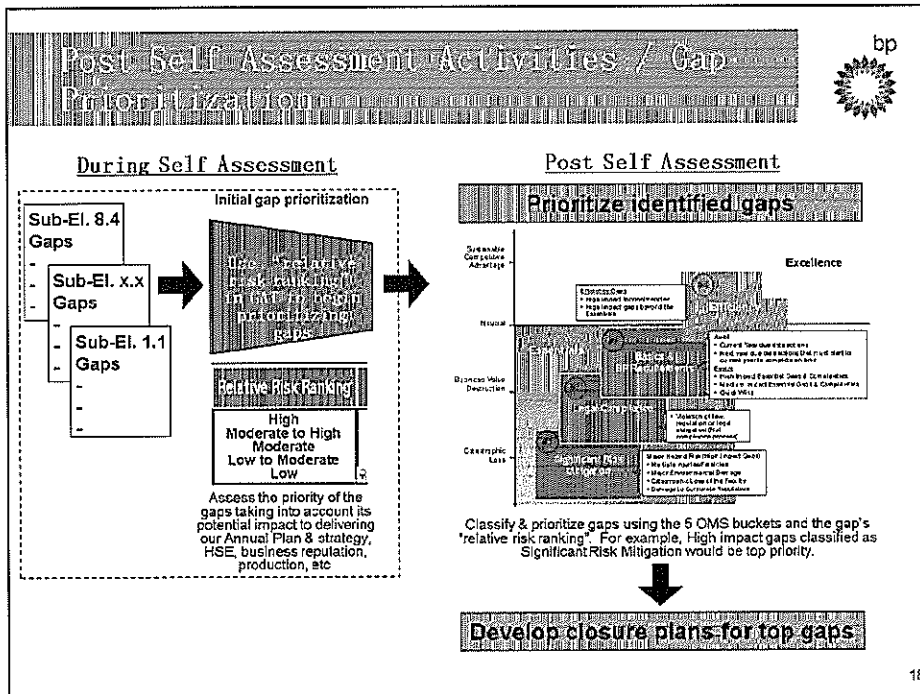
Gap Assessment Tool (GAT)

❖ Captures the results of the self assessment

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

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Questions



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First Gap Assessment Meeting



❖ Process and Outcomes:

- 12 leaders participated
- Participants brainstormed answers on the fly
- Assessed 5 sub-elements

❖ Learnings

- Participants now have a better understanding of OMS
- Too many participants in meeting
- Process was too long and arduous
- Identified inefficiencies with identifying evidence
- Need to pre-populate the evidence
 - ☐ Better quality of evidence identified
 - ☐ Will allow assessment team to focus time on quality validation and challenge

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Improving Future Gap Assessments



- ❖ LT SPA assigned to “own” each sub-element (one to many)
- ❖ Evidence Tag identified for each sub-element pre-populate evidence, conformance rating and risk ranking
- ❖ Self Assessment participants identified (fewer this time)
- ❖ At the self assessment sessions:
 - SPA/SME discuss their pre-populated information
 - Participants validate and challenge
- ❖ References:
 - Assessment Data form (for identification of evidence, gaps and ranks) (attach here!!!!!!!!!!!!!!)
 - Cross GOM Processes and SPA' s (GoM Processes to consider for D&C evidence)
 - E&P OMS Manual Link (detail of Element, Sub-Element, Essential)

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World and
Beyond

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Evidence, Conformance and Risk Ranking



- ❖ Evidence definition -- documented programs, processes, & procedures in place to conform to Essential

Gap Assessment Tool (GAT) Conformance Ratings and Relative Risk Levels

For the Sub-Element or Group Essential "Conformance Rating", assign a score of 1-5.



You will be asked to categorize statements in each of the sub-elements or Group Essential as:

1- Indicators are not in place; poor conformance with the Sub-Element.
2- Indicators are in place.
3- Indicators are in place and are being monitored.
4- Indicators are in place and are being monitored and are being used to improve performance.
5- Indicators are in place and are being monitored and are being used to improve performance and are being used to improve performance.

* Indicators in place means that the listed indicators fairly state the way things are within the unit being assessed.

** systematic means the activities that deliver indicated performance are in place, documented, well understood and practiced.

*** control means there are ongoing checks and other activities that verify conformance over time.

For the Sub-Element or Group Essential "Relative Risk", select the level 1-5 that corresponds to how important the Sub-Element or Group Essential is to GoM operations.



Under the "Relative Risk Ranking" column, you will be asked to assess each Group Essential statement based on its importance to the delivery of safe and reliable operations.

1- Critical to safe and reliable operations.
2- Important to safe and reliable operations.
3- Moderate importance to safe and reliable operations.
4- Low importance to safe and reliable operations.
5- Negligible importance.

Next Steps Summary



1. Evidence Tag - submit:
 1. Evidence highlights
 2. Conformance ranking
 3. Risk ranking
 1. Gap comments

≥3 days prior to scheduled gap assessment
2. Gap Assessments targeted to begin in two weeks
(gives two weeks + for evidence turn-around)

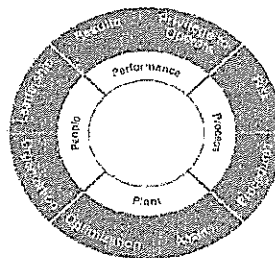
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Cross-GOM Processes and SPAs

OMS Version 2

The following outlines some of the cross-GOM processes/procedures that conform to the 48 sub-elements and their Group & E&P Essentials. This is by no means an exhaustive list. It also lists the person(s) accountable for that sub-element within the SPU. Dynamic links to this information are available through the OMS Navigator: <http://omsnavigator.bpweb.bp.com>. The blue highlighted information below is new to Version 2.

- 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 Process(es)	SPA
1.1	Operating Leadership - BP operating leaders provide clear direction to the people in their organization and then act in accordance with it.	SPU vision & strategy + top priorities; SPU/PU Performance contracts and scorecards; Town Halls; aligned individual performance contracts; offshore site visits; LT overview of OMS gap assessments and prioritization, 360 degree feedback	HR Manager (Paul McIntyre)
1.2	Operating Strategy - BP leaders integrate operating activities into business strategies and objective to deliver continuous risk reduction and performance improvement.	GOM Strategy (5-08), Annual Plans; Operating Plans; LTP; Depletion plans; Performance contracts; HSSE Policy; Catchment strategies	Performance and Planning Manager (Yvonne Prevaillet)
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.	Annual Planning process; Integrated Field Planning; OMS Gap Closure Plans; Risk Assessment Tool (RAT); Major Hazard Risk Matrices; OMS gap assessments; audit findings; Performance Improvement Cycle; LTP; Annual Plan; Depletion plans; Catchment strategies; Base Management Common Process; GFO; 1-pagers; Various SPU KPIs & targets; HSSE scorecards - see 8.1	Performance and Planning Manager (Yvonne Prevaillet)
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.	IFP; LTP; SPU Resourcing Plan; Resourcing for Success (Major Projects); Annual Plan; Depletion plans; GFO; QPRs; Various SPU KPIs & targets; Townhalls; Leadership e-mails; Plasma displays; Monthly Performance Report (financials); Resource Planning Database	HR Manager (Paul McIntyre)

		(RPD); Individual performance contracts;	
1.5	Accountability – BP operating leaders create and support clear delegation and accountability consistent with BP requirements.	GOM Delegation of Authority; Annual Individual PCs; Competency Assessments (cmas, TA, etc.), Field Operations Manual; Engineering and Marine Authorities, Technical Authorities; GOM How We Work (Job descriptions). GOM Progressive Discipline policy	HR Manager (Paul McIntyre)
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.	GOM Communications Plan, GOM Website, Performance discussions; ACE-based and Houston-based Townhalls; Leadership engagement sessions; Daily offshore meetings; OpenTalk; Safety Committees (offshore); STOP the job authority; 360 Feedback; Spot Bonus program; GOM Progressive Discipline policy; BP Code of Conduct; SPU Operating Plan (OMS Handbook)	Communications Manager (Jan Cherry)
1.7	Culture - BP leaders take action to develop and maintain a culture and behaviors that enable safe, responsible and reliably operating.	Code of Conduct; Peer Awards and Spot Awards; Annual review during ethics certification process; Safety cultural audits/pulse checks (HSSE Self Audits, S&O Audits, etc.); Leadership Framework; Townhalls; STOP; SOC; Leadership site visits; HSSE moments; Recognition moments; 360 feedback; Safety Committees; People Assurance Survey	HR Manager (Paul McIntyre)

Element 2 – Organization:

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

No.	Sub-element	Process(es)	SPA
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.	Organization charts; SDDN Processes; Way we Work documents; OMS and HSSE Steering Committees; Resource Planning Database (RPD); PSCM processes, HR Recruitment processes, etc.	HR Manager (Paul McIntyre)
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	Long Term Planning process (includes SPU Resourcing Plan) ;CMAS, CMAS for leaders, Operations Excellence, HSSE and operations role training; EA/TA competency assessments; IM Engineer competency self-assessments; Competency Assessment Scorecard; Individual Performance Management Process; PDP process; Asset site-specific induction training; VTA: HR database; Safety critical roles list; Offshore Onboarding; Talent Acquisition System	HR Manager (Paul McIntyre) Operations Authority (Keith Seilhan)
2.3	Operating Discipline - BP entity leaders hold the workforce accountable for performing their work in accordance with operating procedures and practices.	Stop-the-Job Program; STOP program; CMAS assessments; Code of Conduct; HSSE compliance matrices; Leadership site visits; Internal audits; Progressive Discipline	Operations Director (Keith Seilhan)
2.4	Organizational Learning - BP entities continuously improve their local OMS, both sharing and incorporating learnings from within and outside the entity or BP	GoM SPU Lessons Learned Procedure; MPcp; OIM, HSSE, Projects, & other networks; Operations e-Clips; Greenclips; GoM Lessons Learned Network; Safety Meetings; Industry groups (API, OOC, IADC,	Operations Director (Keith Seilhan) Projects and Engineering Director (Kevin Kennelley)

	Group.	etc.); Ziff benchmarking; Independent Project Analysis (IPA) benchmarking; Exploration benchmarking; Salary & Benefit data; PSCM processes/tools	
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.	HSSE Performance Evaluation Practice; PSCM Guiding Principles; PSCM common processes; GoM Prequalification Process; HSSE representatives on site monitoring work; 3rd party inspections; EMS audits of MODUs; Marine audits of vessels; laboratory audits; CPET audits; CMAS (contract operators); onsite HSSE induction; Code of Conduct (Working with Suppliers); SPMcp???	PSCM Director (Wilbert Long)

Element 3 – Risk:

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.	Sub-element	Process(es)	SPA
3.1	Risk Assessment & Management - BP entities assess, prioritize and manage operating risks consistent with BP requirements.	GoM SPU Major Hazard & Risk Management Policy; Annual Engineering Plan; TA evaluation of capability of facilitator for HAZOPs/HAZIDs; Asset Risk Registers; EPU RFA/MOC Prioritization Matrix; Enterprise Risk; Major Hazard & Risk Register STP; Annual OMS Gap Assessment and Prioritization, MPcp Risk Management	OMS/IM Manager (Cindi Skelton)
3.2	Personal Safety - BP entities provide a safe working environment by systematically identifying and assessing safety hazards and mitigating potential risks to people.	Safe Practices Manual (SPM); JSEA; STOP / SOC; Risk Register; Asset daily/weekly safety meetings; Safety Committee / Safety Champions; Offshore & PMF Safety Advisors; Hazard Identification Training; CoW/ISSOW; STOP program; Start program (contractors); SOC; Stop-the-Job; Safety Pulse Check; GoM Offshore Orientation training; Local on-boarding orientation; WL campus orientation;	HSSE Director (Curtis Jackson)
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 injuries, environmental impact, property damage and lost production.	GoM SPU Major Hazard & Risk Management Policy; Major Projects Common Process (MPCP); GoM Protective System Performance Standard STP; CMAS Site Leadership Competency Program, IM Awareness Training, IM Competency Program, Process Safety Leadership Training	OMS/IM Manager (Cindi Skelton)
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.	Fit for Duty Program for offshore positions; US Drug and Alcohol policy; GoM Drug and Alcohol policy; Employee Assistance; DOT compliant D&A programs; USCG compliant D&A programs; Bphlt wellness program; Case Management Process; Westlake Wellness Center; Group Health & Hygiene System; Safe Practices Manual; Employee Exposure Assessment Plan; , Handling of Radioactive Sources Protection Program, Hazard Communication Program, Hearing Conservation Program; Potable Water ETP;	HSSE Director (Curtis Jackson)

		Group Health and Hygiene System	
3.5	Security - BP entities put processes in place to maintain the security of the workforce, premises, facilities, equipment and information.	GoM GSR Assessment and Security Management Plan; GoM Drug & Alcohol Screening Program; USCG/DoT Random Drug Testing compliance program; Maritime Security Transportation Act (MTSA) compliance program; Transportation Workers' Identification Credential (TWIC) compliance program; Heliport Access Control program; GoM SPU Incident Notification, Reporting and Investigation Procedure; BP Workplace Violence (WPV) Policy	HSSE Director (Curtis Jackson)
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.	E&P Environmental Management System; EMS website; GoM New Projects Screening & Categorization Process; GoM Environmental STP; GoM Waste Management Manual	HSSE Director (Curtis Jackson)
3.7	Transportation - BP entities evaluate and manage transportation risks covering land, sea and air travel to prevent injury to people	TBD	HSSE Director (Curtis Jackson) Logistics Director (John Huston)

Element 4 – Procedures:

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

No.	Sub-element	Process(es)	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.	Approved procedures are used on assets, stored in Documentum or other shared sites, reviews scheduled through Maximo	Operations Director (Keith Seilhan)
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.	GoM Projects MOC procedure; GoM Operations MOC procedure; Bizflow;	Projects and Engineering Director (Kevin Kennelley)
4.3	Information Management and Document Control - BP entities develop, review and maintain secure and readily available the necessary and appropriate information, documents and records.	GoM controlled document systems & master documents lists: HSSE, Engineering, Wells, SMS contracts & executed Purchase Orders, Third-party contracts; HSSE, Engineering, & Wells Controlled Document procedures; Major Projects & SMS document management procedures; Documentum; Sharepoint; DIMS	Chief Information Officer (Steve Fortune)
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.	GoM SPU Incident Notification, Reporting and Investigation Procedure; Site Specific ERPS/EEPs; GoM SPU Oil Spill Contingency Plans; GoM SPU Action Tracking Procedure; GoM SPU Lessons Learned Procedure; Tr@ction;	HSSE Director (Curtis Jackson)
4.5	Control of Work - BP entities employ a formal Control of Work process to	GoM Safe Practices Manual; ISSOW system; PTW training	HSSE Director (Curtis Jackson)

	provide a work environment that will allow tasks to be completed safely and without unplanned loss of containment causing environmental damage		
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	CMER plans (SWCP, OSCP, ERPs, EEPs, BCP); Country and Regional Plans; WestLake Emergency Response Procedure; A BART (BP Amoco Response Team) CMER Training Matrix; GoM HSSE Training Matrix	HSSE Director (Curtis Jackson)

Element 5 – Assets:

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

No.	Sub-element	Process(es)	SPA
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.	MPcp; PHSSRs;	Projects and Engineering Director (Kevin Kennelley)
5.2	Design & Construction - BP entities design, construct, modify plant, assets, facilities and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle	MPCP; Group Defined ETPs; STPs for brownfield projects; 1400 specs; STPs being developed for Major Projects; Projects permit register; Environmental Requirements for New Projects (ERNP); ETP on Inherently Safer Design (ISD)	Projects and Engineering Director (Kevin Kennelley) (greenfield) Operations Director (Keith Seilhan) (brownfield)
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.	Equipment Specific Maintenance Plans (ESMPs); RCFAs; Turbine Remote Monitoring and Diagnostics; Process Upset Reporting; Production Efficiency Improvement toolset Safe Operating Limits??? Production Metering? Identifying critical operating parameters?	Operations Director (Keith Seilhan)
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..	Maximo; GoM Equipment Classification Decision Tree; Common Maintenance Strategy; SCE designations; Risk Based Inspection Plan; Equipment IM Strategies & Programs; IM El. 4 gap assessments; Maximo system; Deepwater SPU Technical Integrity Assurance Plan (TIAP); GoM MOC process; Inspection & Test Plans;	Operations Director (Keith Seilhan) OMS/IM Manager (Cindi Skelton)
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.	MPcp Decommissioning Guidelines; Decommissioning/P&A Plans; Oil Spill Contingency Plans	Projects and Engineering Director (Kevin Kennelley)
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	TBD	Marine Director (Neil Cramond)

	the lifecycle of the asset		
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Element 6 – Optimization:

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.	PEI; PTL (Prod. Technical Limits); Control systems; MMS compliance; Staff competency; process engineers; simulators;	Operations Director (Keith Seilhan)
6.2	Energy - BP entities employ energy strategies to improve energy usage.	Rotating Equipment Initiative (REI); Environmental Requirements for New Projects (ERNP); Project design	Operations Director (Keith Seilhan)
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.	Not applicable for E&P	No SPA
6.4	Quality Assurance - BP entities assure the quality of their materials, operating activities, products, and services.	D&C - Equipment Integrity Assurance Guidelines; Technical Integrity Assurance Plan; Integrity Assurance Standards 01/02; General Integrity Standards/ETPs 1050; Design Review Process 1005; Drilling Equipment Inspection Procedures (DEIP); Major Projects Common Process (MPCP) Engineering and Quality Management Guidelines 5010/5020; Guidelines of Certification (GOC); ETPs; STPs; design codes/regulations; 30 CFR 250.806	Projects and Engineering Director (Kevin Kennelley)
6.5	Technology - BP entities identify and implement technology to improve operating performance.	Asset/Project's Technology Plan SPU Technology Plan	Technology Manager (Mike Cortez)
6.6	Procurement - BP entities purchase feedstocks, materials and services to meet specifications, standards, delivery, and operating requirements which address lifecycle cost.	Group Procurement Supply Chain Management Guiding Principles; Indirect Procurement Strategic Sourcing Plan (P1 through P9); Indirect Procurement assessment process (monthly)	PSCM Director (Wilbert Long)
6.7	Materials Management - BP entities manage materials to provide the required quality and availability to deliver operating performance.	GoM Materials Management specification document; Asset SCE lists; Maximo inventories; MAETRAX (equipment inventories in vendors' yards; GoM SPU Inventory Management procedures; Common Maintenance Strategy; Equipment Specific Maintenance Plan (ESMP) process; Work Management System (WMS); PMF Operating Procedures	Logistics Director (John Huston)
6.8	Continuous Improvement - BP entities develop a culture in the workforce to improve operating performance through defect identification, measurement, and elimination.	PEI; HSSE lessons learned network; Drilling "Beyond the Best" program; Production Technical Limits; Common Maintenance Strategy improvement process, etc.	OMS/IM Manager (Cindi Skelton)

Element 7 – Privilege to Operate:

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

No.	Sub-element	Process(es)	SPA
7.1	Regulatory Compliance - BP entities comply with applicable legal and regulatory requirements	HSSE CMS; GoM Regulatory & Advocacy, Env., Legal, Land teams; Regulatory Notices; GoM HSSE Applicability Determination Spreadsheets; Land Contracts; GoM Regulatory Team Regulatory Review process; ; Traction; EMS; Land Obligation & Expiration Report;	HSSE Director (Curtis Jackson)
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.	GoM Advocacy Plan & Relationship Map; GPA Strategy Document & Relationship Map; CPET & Contractor Sector Leads; Partner Relationship Managers; Annual performance reviews with MMS; Env. Assessment & Socioeconomic Impacts for projects; Practice Social Requirements for New Projects	HSSE Director (Curtis Jackson)
7.4	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.	Annual Code of Conduct Certifications and documentation; ISO 14000; Ombudsman in place; Fraud Hotline; Open Talk; external audits of e-expenses; GoM Gift & Entertainment Register; internal and external auditing; Unified command with USCG; Regular audit resolution sessions in place;	Controller (Paul Kent)
7.5	Customer Focus - BP entities develop and maintain transparent, sustainable BP customer relationships.	Contracts with IST (oil), BP Energy (gas), NAG (NGLs), Pipeline companies, gas processing plants. etc.; Quality specs for oil & gas	Midstream Manager (Pete Edlund)
7.6	Product Stewardship - BP entities manage products throughout their lifecycle to satisfy legal and regulatory requirements and communicate potential HSE impacts of products.	MSDS for crude, condensate, & gas maintained & provided by Product Stewardship Group (http://gbcpst.bpweb.bp.com/); Hardcopies on assets	HSSE Director (Curtis Jackson)

Element 8 – Results:

Measurement is used to understand and sustain performance.

No.	Sub-element	Process(es)	SPA (s)
8.1	Metrics and Reporting - BP entities establish metrics to monitor and report delivery of business and operating targets and to promote continuous improvement.	HSSE Scorecard; Orange Book Reporting; Production KPIs; SCE Workorders overdue; Monthly Performance Report (financials); Marine KPIs; Operating Efficiency; IM conformance; Chemical/Inspection/Corrosion (CIC) Scorecard; QPRs; GFO; Compliance & Ethics Certification & reporting	Operations Director (Keith Seilhan) HSSE Director (Curtis Jackson) Commercial Manager (Mike Rosepiller)
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.	Leadership site visit KPIs; Internal audits; Audit Plan; Audit Guidelines; Audit Schedule; SOCS (targets developed); EMS Management Review; GoM communication tools; presentations; S&O audit protocols; GoM Field Checklists; GoM Action Tracking procedure;	TBD
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.	Compliance & Ethics Certifications; Risk Assessment Tool (RAT); Major Hazard Risk Register reviews; HSSE QPRs; HSSE audits; CIC QPRs; OMS Steering Team; HSSE Steering Team; HSSE Management Committee; Sarbanes Oxley compliance with Allocation systems; QPRs; GFO; Traction; Action Tracker; GoM Action Tracking Procedure; HSSE Scorecard; MOC overdue actions report; Risk Assessment Tool (RAT); Function Fest;	Operations Director (Keith Seilhan) HSSE Director (Curtis Jackson) Commercial Manager (Mike Rosepiller)
8.4	Budget Management - BP entities operate safely and profitably, planning and managing financial and human	GFO zero; Budget planning process; LTP; QPRs; GFOs	Commercial Manager (Kim Myer)

	resources consistent with the annual plan, and to deliver operating performance.		
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