

From: Emmerson, Tony C
Sent: Sun Mar 21 21:42:22 2010
To: Kaluza, Robert
Subject: 2009 Annual Individual Performance Assessment Kaluza
Importance: Normal
Attachments: 2009 Annual Individual Performance Assessment Kaluza r1 - TE.doc

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Bob,

This has been overdue and I apologize for not getting round to it earlier - I had events overtake me a bit. I understand that you already know what your performance rating was from your discussion with Andy. Incidentally, the performance rating was arrived at jointly by Doug Chester and myself. The ME rating covers 60 - 70% of the WSL population (and indeed all other BP staff).

Please read my comments which should also reflect comments I've received from Doug and others, and then we can discuss later - maybe this evening if you can find somewhere private - I know it's difficult to find that on the PDQ.

Thanks

Tony



2009 Annual Individual Performance Assessment

Name: Robert Kaluza		Line Manager: Doug Chester / Tony Emmerson	
Job title: Well Site Leader	Level: G	SPU/Function: GoM Drilling & Completions	
Employee number:	New joiner: N	Period reviewed: 2009	

Key Deliverables

1. HSSE Performance & Zero Incident Culture – 25%

100% Close out of Traction items on time	100%
Individual SOC Input per hitch & enter in TRACTION	4
Conduct one HSSE audit or Hazard Hunt per hitch (EMS, COW, OMS, LOTO, or any aspect relevant to operations)	1

Additional Exceeds for HSSE:
Effectively communicate BP HSSE expectations and vigorously support the Drilling Contractors Safety Management System. Volunteer to participate in any incident investigation and implement any recommended changes from the investigation.

Mid-year performance conversation

1st half: Although there hasn't been much time between the agreement of these deliverables and mid-year (came to the Thunder Horse Drilling Project March 4th, 2009), have assiduously met all the above agreements and actively support the implementation and success of Pride's SMS. Pride's HSE record has improved during the 1st half of the year.

Year end assessment

2nd half: Have met or exceeded the HSSE Deliverables in 2009 i.e. Traction Reporting on time, writing SOC's and Hazard Hunts.

2. Operational Performance – 40%

Deliver the base plan for the asset with AFE time & cost	
Demonstrate commitment to continuous improvement plan by either; 1) Two lessons learned per hitch, 2) Participate in one AAR per hitch, 3) Assist with well program development	

Additional Exceeds for Operational Performance:
Write detailed plans for the rig crews and effectively communicate the plan prior to any significant rig operation to give us the best chance for success.
Work closely with OIM, Toolpushers and Drilling crews to achieve efficient simultaneous operations.
Review Well Control principles and operation principles with the rig crews at post tour meetings so each crew member can ask questions and understand why we do things the way we do and can understand potential problems.

Mid-year performance conversation

1st half: I have met all of the above deliverables, midyear. I have been writing and implementing detailed operational plans before every major operation and work closely and cooperatively with the Pride personnel to achieve successful operational performance.

Year end assessment

2nd half: Deliver the base plan: Proud to say that as part of the team exceeded Operational Performance of the base plan, 2nd half. Successfully ran 2 Completions under target and successfully cleaned-out the 7" liner then successfully ran and cementing the 4 1/2" liner under target.
Met expectations by identifying & implementing lessons learned throughout the year (major reason for Completions success) and assisted (as time allowed) with Well Program Development throughout the year.
Exceeded expectations by continuing to write detailed operational plans for critical operations i.e. displacements, cementing and others at the rig site that help lead to operational success.

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3. Every Dollar Counts and Simplification – 15%

Demonstrate a reduction in spread rate of services (exclude rig day rate)	
Each WSL to verify onsite rental inventory is accurate by performing a physical annual audit	
Contribute to the simplification agenda with at least 3 ideas a year that are implemented within the WSL sphere of influence	

Additional Exceeds for “Every Dollars counts” and Simplification:

Plan all rig related operations to operate cost effectively i.e. reduce risk in the well plan, plan ahead to eliminate any wait-on time, make efficient logistic decisions to minimize 3rd party personnel and equipment charges.

Mid-year performance conversation

1st half: Because of the limited time span from agreement of these 2009 deliverables to midyear assessment, I have not had time to fully implement all of these structured practices, yet. I expect by year end, to meet the agreed objectives.

Year end assessment

2nd half: As a fairly new member of the WSL team, this is a difficult Deliverable to exceed for good reason. Due to the overall economic downturn in the oil industry, spread rates have come down due to market forces and throughout the year the entire WSL team keep costs as low as possible within their contractual realm.

The entire WSL team continuously monitors daily rental costs and is always vigilant returning rented equipment as soon as possible.

By example and discussion, I suspect that I have been influential reducing Well Site Leader rotation flight costs. In addition, possibly been influential, through example and discussion, simplifying how DIMS is completed each morning and the importance of the pre-tour crew meeting reports. Finally, concerning a major operational problem on the PDQ: risk assessment. Hopefully through much better WSL risk assessment discussions, we will get all liners to bottom and mitigate other risky operations.

4. Behaviours, Development, and Leadership Model – 20%

Demonstrate commitment to BP’s leadership model by providing 3 examples per year of any element of the Value-Energise-Act and Deliver framework	
Attend at least one self development course per year and 100% compliance with VTA requirements	
Conduct 360 degree feedback at least every 2 years and demonstrate a response to at least one issue	

Additional exceeds for Behaviours, Development, and Leadership Model:

Take the Leadership role at the rig to achieve continuous operations and HSSE improvement through effective communication (including good listening practices) and efficient planning and implementation.

Mid-year performance conversation

1st half: As mentioned above, because of the limited time span from agreement of these 2009 deliverables to midyear assessment, I have not had time to fully meet these objectives. Although, all CBT training is up-to-date but still must schedule training courses that are not CBT based. I will attend a BP Leadership Course in September in Houston.

Year end assessment

2nd half: Value-Energize-Act and Deliver: Re: Safety: Immediately after the last crew engagement, got together with the Rig Superintendent and ordered non-skid material of the helipad type to be installed on many other stairways on the PDQ. Immediately developed plans to implement other excellent suggestions from the crew engagement i.e. re-directing one deck walkway, boot cleaning stations, taking a drain survey and adding more drains and other actions.

Earlier in the 2nd half, the Rig Superintendent and I arranged to have adjustable louvers installed in the drillers cabin to eliminate annoyance to the driller and assistant driller. We are working to install a sound wall between the production deck air compressors and the rig floor to eliminate significant noise (in the early MOC process now) and the Rig Superintendent and I have re-open an old, rejected MOC to have drains installed in the port lay down area -- the area has very poor drainage (MOC has been revised and submitted). Traction follow-up: in every case when assigned as the responsible person to close-out, have ensured that the action item remedies were 100% in-place and the remedies added value.

VTA and self development: am 100% compliant for all VTA requirements that are available by CBT but have been having trouble arranging to take VTA training that is not CBT available. When a WSL is the ‘operations responsible person’ at the rig, it is almost impossible to take training courses during that week and often training courses at the rig do not match the time schedule of all WSL’s. Am working with the BP Safety Team at the rig to

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take all required training.

Completed a Leadership course in Houston in September. Have not completed a 360 degree so far.

5. Beyond the Base Plan

Make a significant contribution to influence greater D&C organization	
Complete SOC training	
Since the rig is BP owned, be engaged concerning rig cost and operability.	
Maintain working relationship with other TH PDQ teams (Ops and Marine). This will ensure efficiency towards SIMOPS and work prioritization.	

Mid-year performance conversation

1st half: Even in the short time that I have been on the Thunder Horse PDQ, I have met these important objectives except the first one: SOC training completed, I am engaged concerning rig cost and operability and have an excellent working relationship with Marine and Production Leadership and personnel.

Year end assessment

2nd half: have met or exceeded Beyond the Base Plan deliverable in 2009.

Behaviours in support of delivery

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

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

Year end assessment

Energize people - Foster effective teamwork and collaboration. Bob is naturally outgoing and has shown he can work well across many teams on the PDQ and get them working together. He has developed good working relationships with other leaders on the rig. Bob should continue to extend this style of working to deeper levels in the offshore organization while maintaining professional and contractual relationships.

Deliver results - drive continuous improvement. Bob has shown areas where he has strived to incorporate lessons learned in detailed plans to improve performance on the rig, and with some success in completion installation. This way of working should be adapted to all operations to get more operational performance consistency, and also to improve safety.

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

Year end assessment

Deliver results - Manage risk and drive safe, reliable and efficient operations. Bob should spend more time out on deck and other parts of the rig to work with the crews towards safety performance improvement.
Rig performance improvement - Bob likes to point out the immediate successes of the rig crew but seems to have a "blind spot" for areas where performance improvements are required. He needs to consider the overall longer term performance and strive to work for safer, more reliable and consistent performance across all operations.

It sometimes appears that Bob is trying too much to impress the Houston office by attempting to have all the answers to any questions that may arise. There have been times where this has clearly not been the case, and it is also apparent that giving priority to WSL office preparation for meetings can distract from other more important rig operational issues - can't assure HSE and rig operational performance or be aware of the details of how the crews are executing their jobs from WSL office. When Bob is working as the WSL on the PDQ responsible for rig floor operations, he should spend more time on the rig floor and in other parts of the rig so he has a full understanding of how the rig works and how the lines of communication work for communication operational instructions, and also getting data back to the point in the crew hierarchy where it's needed most. This also applies to working with the crews in all parts of the rig to help them work safer and improve rig safety performance, particularly when working as the WSL responsible for "off rig" activities and SIMOPS.

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Overall performance

Year end assessment

Bob is a very enthusiastic WSL who easily develops working relationships across leadership levels on the PDQ and uses them to get the work done to expectations. He is a naturally outgoing person who builds and uses personal relationships in the offshore working environment to effectively build trust and to get things done. He should continue to develop this way of working, but also be cognizant that sometimes relationships with the drilling contractor and service company personnel have to be tempered in the light of preserving a lasting professional working relationship.

During 2009, Bob has worked hard to improve operational performance of the PDQ rig and has had some successes. He strives to communicate well with the crews and with the Houston office but should be aware that attending to rig communication issues and operational details is a higher priority than communicating information to Houston. Whereas he should continue to recognize and celebrate discreet operational successes, he should also look to the longer term and work towards driving operational and safety performance consistently across all PDQ rig operations.

In the HSE area, Bob should try to exert greater influence with the PDQ rig crews. He has documented a high number of SOCs but they are often more downhole operationally related than detailing safety observations and conversations - one area for improvement in SOC's is to spend more time observing crews at work prior to engaging them in a discussion on the safety aspects of their tasks. Unfortunately, despite everyone's efforts, 2009 was not a good HSE year for the PDQ rig.

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

ME

Record the individual performance rating only once calibrated and finalised.

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

Dates:

Objectives set:...6/25/09...

Mid-year conversation:.....

Year-end assessment:...3/21/10...

Signature **Signature**.....
(Individual) (Line manager)

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

UK – Your Line Manager should email this form to the myHR Service Centre, Glasgow at hrsupport.eur@exult.net, copying you on the email.

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

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

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

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