From: Tooms, Paul J
Sent: Mon Nov 22 16:37:35 2010
To: Birrell, Gordon Y
Subject: Tooms Perf Reviw Material
Importance: Normal
Attachments: 4Q10 Engineering IPC Scorecard v0 22Nov10.ZIP; P Tooms - End of Year Review 2010.ZIP

Here are e-versions of Documents that we discussed this morning.

Paul

Paul Tooms
VP Engineering
Mobile phone number: [redacted]

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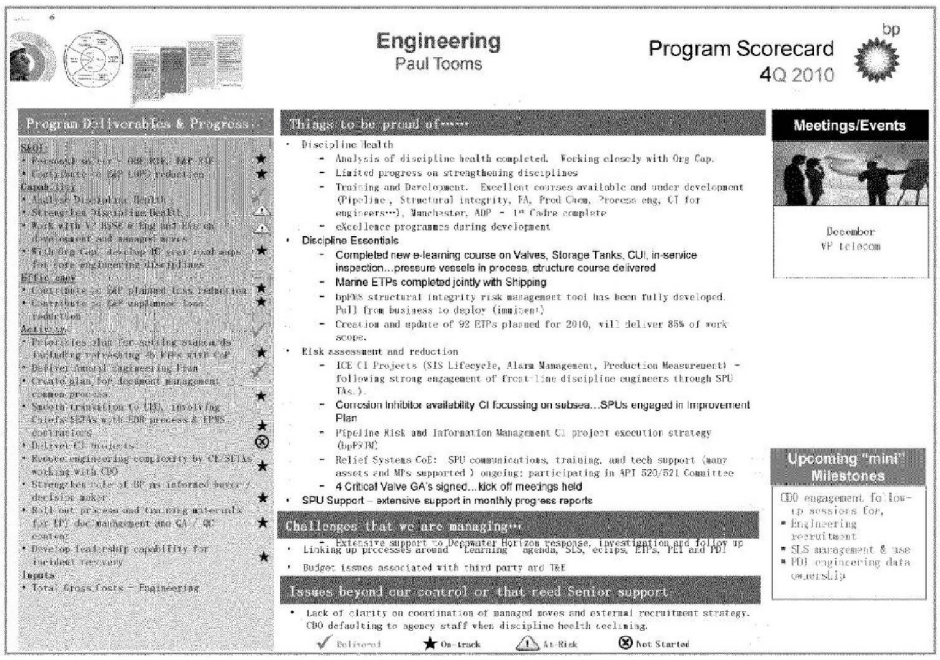
Company Details: BP Exploration Operating Company Ltd
Registered Office: Chertsey Road Sunbury-on-Thames Middlesex TW16 7BP
Registered in England and Wales Number 305943

6211
Exhibit No. _____
Worldwide Court Reporters, Inc.



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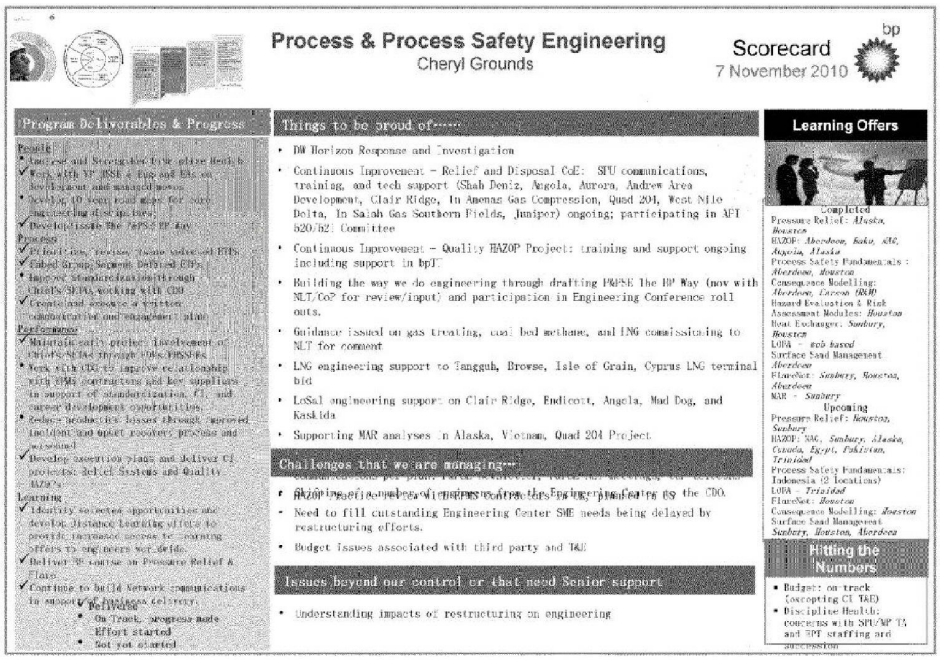

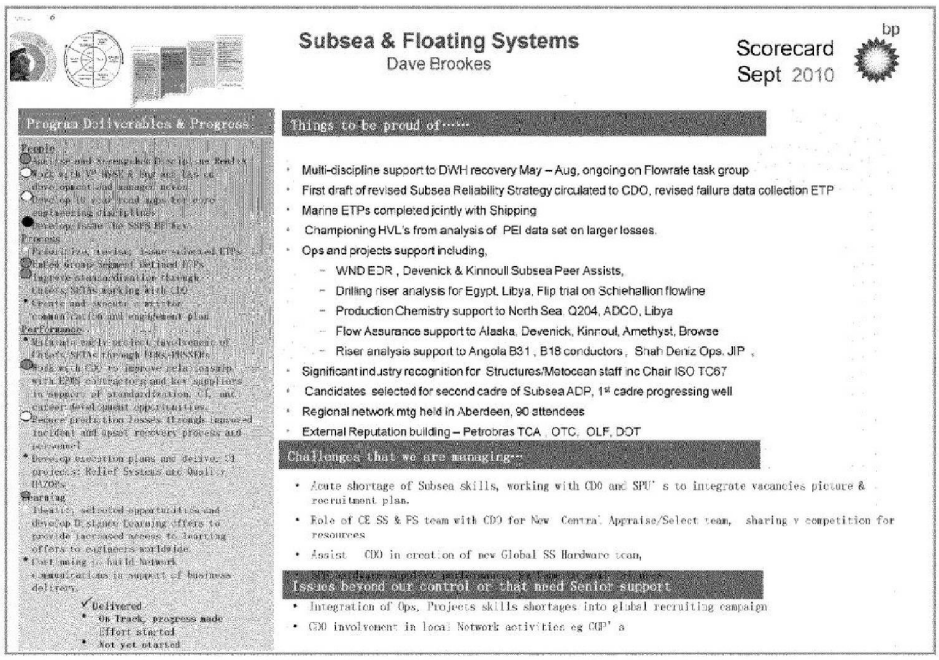

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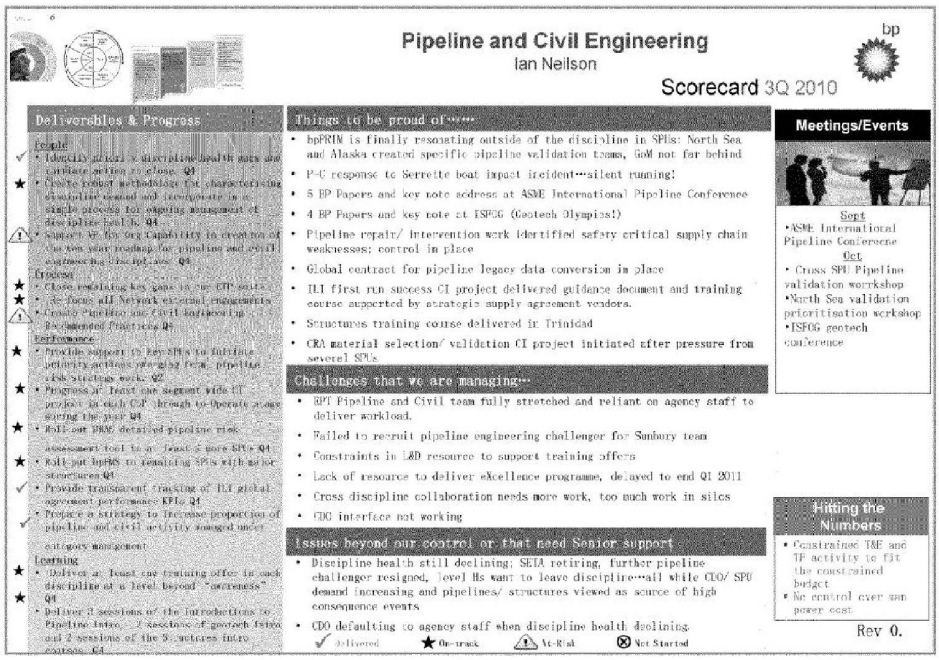

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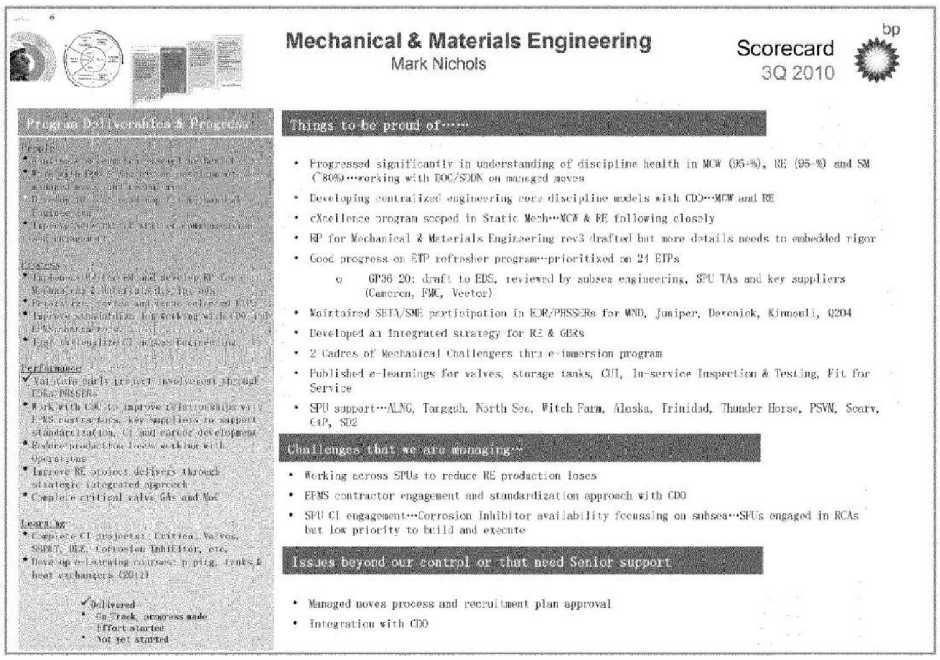

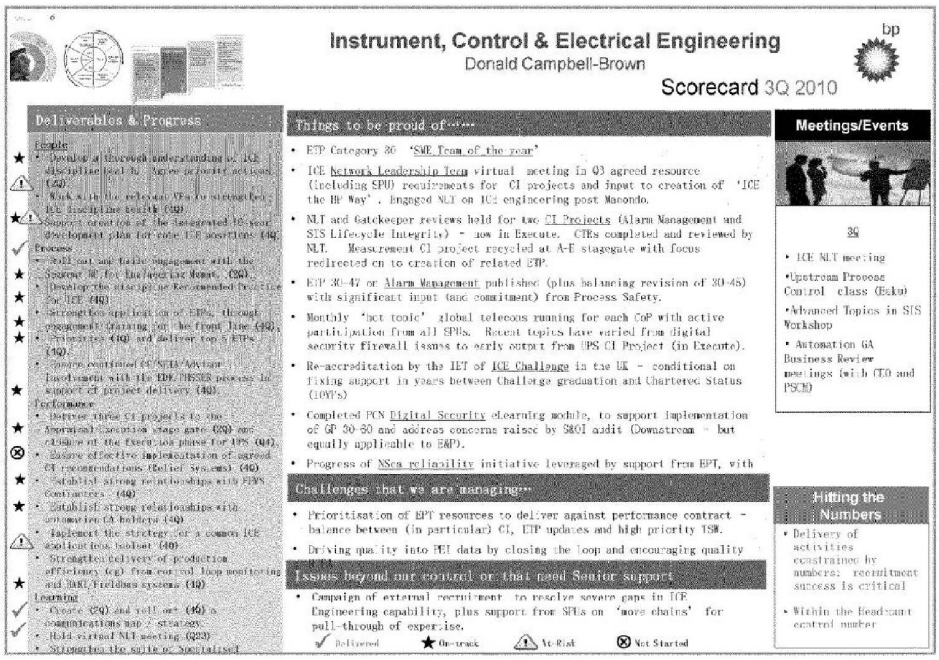

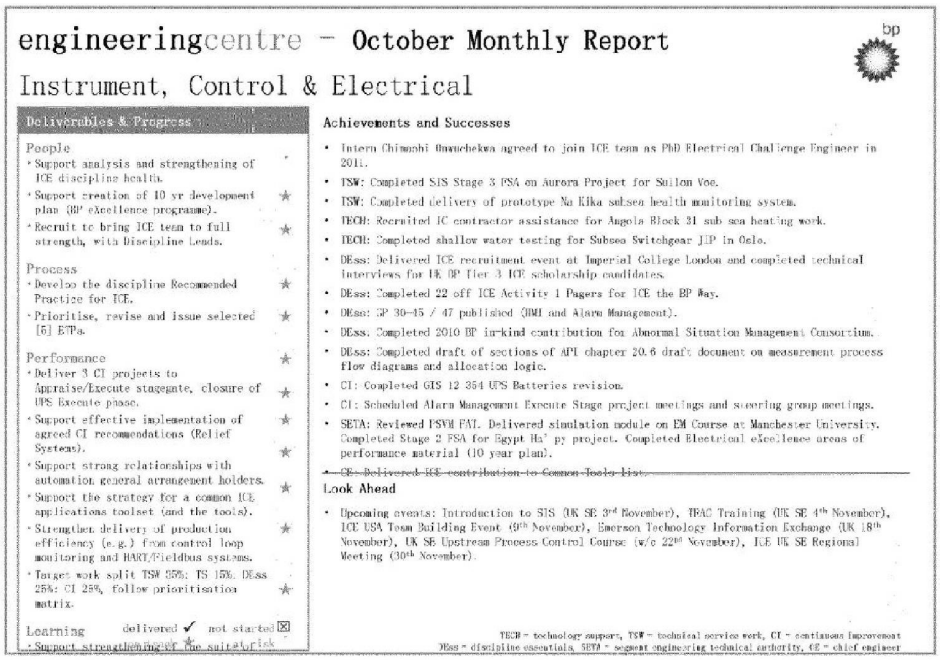

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Instrument, Control & Electrical

Deliverables & Progress

People
- Support analysis and strengthening of ICE discipline health.
- Support creation of 10 yr development plan (BP eXcellence programme). ★
- Recruit to bring ICE team to full strength, with Discipline Leads. ★

Process
- Develop the discipline Recommended Practice for ICE. ★
- Prioritise, revise and issue selected [6] ETPs. ★

Performance ★
- Deliver 3 CI projects to Appraise/Execute stagegate, closure of UPS Execute phase. ★
- Support effective implementation of agreed CI recommendations (Relief Systems). ★
- Support strong relationships with automation general arrangement holders. ★
- Support the strategy for a common ICE applications toolset (and the tools). ★
- Strengthen delivery of production efficiency (e.g.) from control loop monitoring and HART/Fieldbus systems. ★
- Target work split TSW 25%: TS 15%. DEss 25%: CI 25%, follow prioritisation matrix. ★

Learning delivered ✓ not started ☒
- Support strengthening of the suite/brief. ★

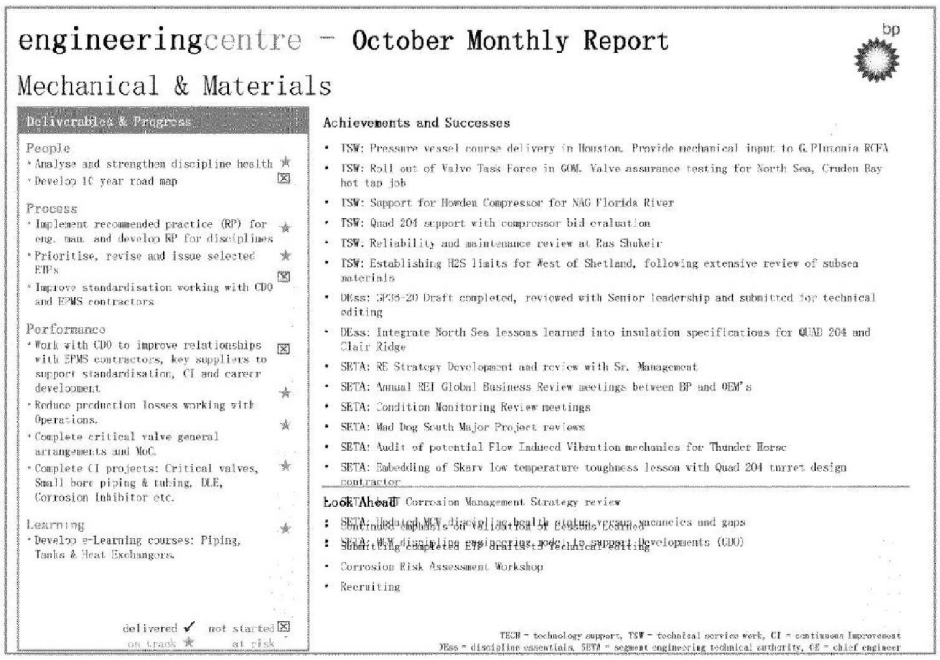
Achievements and Successes

- Intern Chimuhi Onunchekwa agreed to join ICE team as PhD Electrical Challenge Engineer in 2011.
- TSW: Completed SIS Stage 3 FSA on Aurora Project for Sullom Voe.
- TSW: Completed delivery of prototype Na Kika subsea health monitoring system.
- TECH: Recruited IC contractor assistance for Angola Block 31 sub sea heating work.
- TECH: Completed shallow water testing for Subsea Switchgear JIP in Oslo.
- DEss: Delivered ICE recruitment event at Imperial College London and completed technical interviews for UK BP Tier 3 ICE scholarship candidates.
- DEss: Completed 22 off ICE Activity 1 Pagers for ICE the BP Way.
- DEss: GP 30-45 / 47 published (HMI and Alarm Management).
- DEss: Completed 2010 BP in-kind contribution for Abnormal Situation Management Consortium.
- DEss: Completed draft of sections of API chapter 20.6 draft document on measurement process flow diagrams and allocation logic.
- CI: Completed GIS 12 354 UPS Batteries revision.
- CI: Scheduled Alarm Management Execute Stage project meetings and steering group meetings.
- SETA: Reviewed PSVM FAI. Delivered simulation module on EM Course at Manchester University. Completed Stage 2 FSA for Egypt Ha' py project. Completed Electrical eXcellence areas of performance material (10 year plan).
- ~~CE: Delivered ICE contribution to Common Tools List.~~

Look Ahead

- Upcoming events: Introduction to SIS (UK SE 3rd November), HFAC Training (UK SE 4th November), ICE USA Team Building Event (9th November), Emerson Technology Information Exchange (UK 18th November), UK SE Upstream Process Control Course (w/c 22nd November), ICE UK SE Regional Meeting (30th November).

TECH = technology support, TSW = technical service work, CI = continuous improvement
DEss = discipline essentials, SETA = segment engineering technical authority, CE = chief engineer



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bp

Mechanical & Materials

Deliverables & Progress

People
- Analyse and strengthen discipline health ★
- Develop 10 year road map ☒

Process
- Implement recommended practice (RP) for eng. man. and develop RP for disciplines ★
- Prioritise, revise and issue selected EWPs ★
- Improve standardisation working with CDO and EPMS contractors ☒

Performance
- Work with CDO to improve relationships with EPMS contractors, key suppliers to support standardisation, CI and career development ☒
- Reduce production losses working with Operations. ★
- Complete critical valve general arrangements and MoC. ★
- Complete CI projects: Critical valves, Small bore piping & tubing, DLE, Corrosion Inhibitor etc. ★

Learning
- Develop e-Learning courses: Piping, Tanks & Heat Exchangers. ★

delivered ✓ not started ☒
on track ★ at risk

Achievements and Successes

- TSW: Pressure vessel course delivery in Houston. Provide mechanical input to G.Plutonia RCFA
- TSW: Roll out of Valve Task Force in GOM. Valve assurance testing for North Sea, Cruden Bay hot tap job
- TSW: Support for Howden Compressor for NAG Florida River
- TSW: Quad 204 support with compressor bid evaluation
- TSW: Reliability and maintenance review at Ras Shukeir
- TSW: Establishing H2S limits for West of Shetland, following extensive review of subsea materials
- DEss: GP38-20 Draft completed, reviewed with Senior leadership and submitted for technical editing
- DEss: Integrate North Sea lessons learned into insulation specifications for QUAD 204 and Clair Ridge
- SETA: RE Strategy Development and review with Sr. Management
- SETA: Annual REI Global Business Review meetings between BP and OEM's
- SETA: Condition Monitoring Review meetings
- SETA: Mad Dog South Major Project reviews
- SETA: Audit of potential Flow Induced Vibration mechanics for Thunder Horse
- SETA: Embedding of Skarv low temperature toughness lesson with Quad 204 turret design contractor

LookAhead

- Corrosion Management Strategy review
- SETA: Global MCV discipline health picture/gaps
- SETA: MCV discipline engineering peer to support Developments (CDO)
- Submitting completed EP drafts to technical editing
- Corrosion Risk Assessment Workshop
- Recruiting

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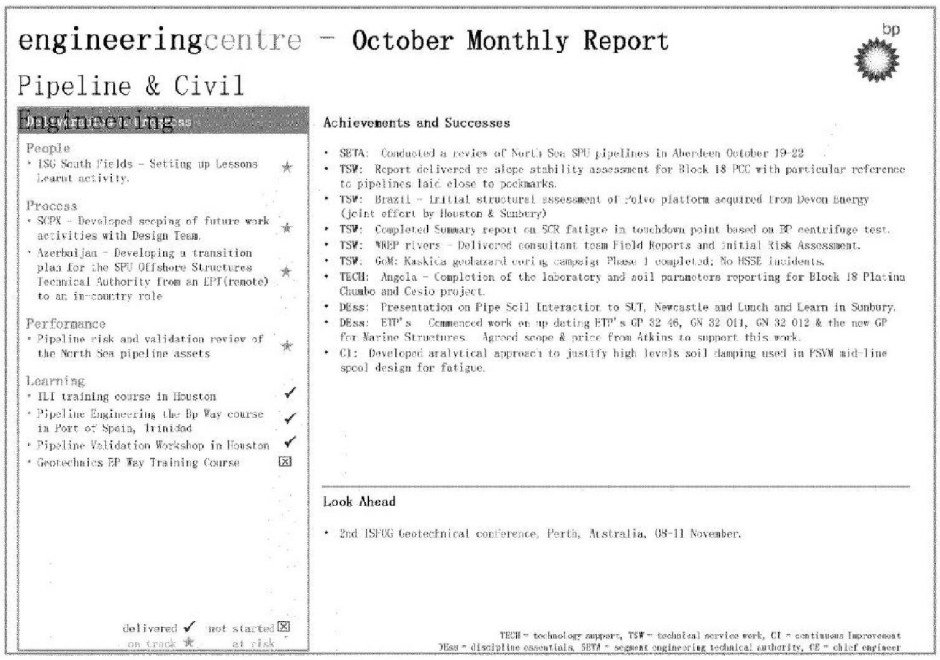

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Pipeline & Civil

Engineering

People
- ISG South Fields – Setting up Lessons Learnt activity. ★

Process
- SCPX – Developed scoping of future work activities with Design Team. ★
- Azerbaijan – Developing a transition plan for the SPU Offshore Structures Technical Authority from an EPT(remote) to an in-country role ★

Performance
- Pipeline risk and validation review of the North Sea pipeline assets ★

Learning
- ILI training course in Houston ✓
- Pipeline Engineering the Bp Way course in Port of Spain, Trinidad ✓
- Pipeline Validation Workshop in Houston ✓
- Geotechnics EP Way Training Course ☒

delivered ✓ not started ☒
on track ★ at risk

Achievements and Successes

- SETA: Conducted a review of North Sea SPU pipelines in Aberdeen October 19-22
- TSW: Report delivered re slope stability assessment for Block 18 PCC with particular reference to pipelines laid close to pockmarks.
- TSW: Brazil – Initial structural assessment of Polvo platform acquired from Devon Energy (joint effort by Houston & Sunbury)
- TSW: Completed Summary report on SCR fatigue in touchdown point based on JIP centrifuge test.
- TSW: NREP rivers – Delivered consultant team Field Reports and Initial Risk Assessment.
- TSW: GoM: Kaskida geohazard coring campaign Phase 1 completed; No HSSE Incidents.
- TECH: Angola – Completion of the laboratory and soil parameters reporting for Block 18 Platina Chumbo and Cesio project.
- DEss: Presentation on Pipe Soil Interaction to SLT, Newcastle and Lunch and Learn in Sunbury.
- DEss: ETP's Commenced work on up dating ETP's GP 32 46, GN 32 011, GN 32 012 & the new GP for Marine Structures. Agreed scope & price from Atkins to support this work.
- CI: Developed analytical approach to justify high levels soil damping used in PSVM mid-line spool design for fatigue.

Look Ahead

- 2nd ISFOG Geotechnical conference, Perth, Australia, 08-11 November.

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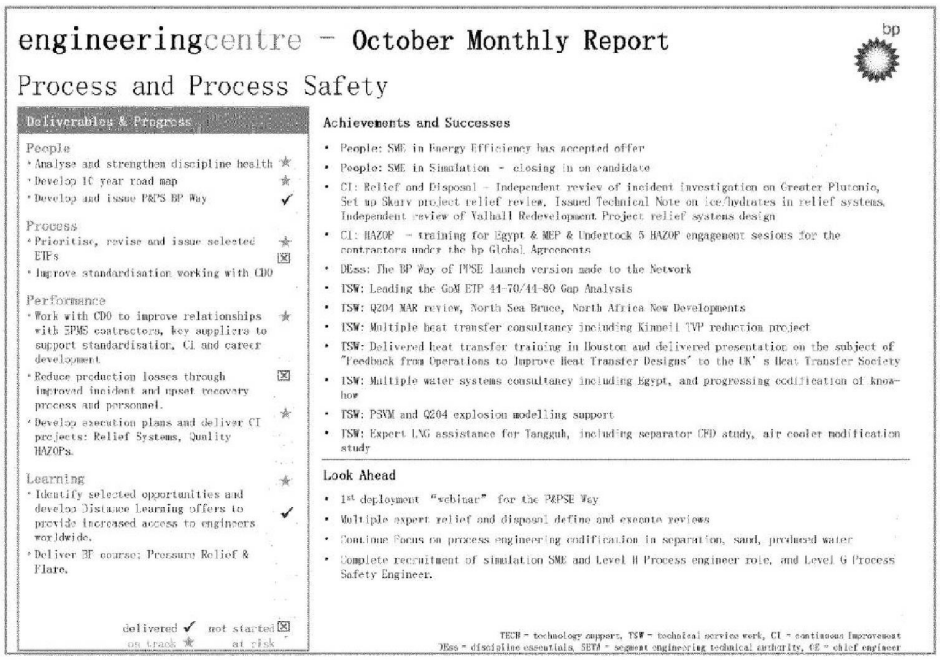

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Process and Process Safety

Deliverables & Progress

People

- Analyse and strengthen discipline health ★
- Develop 10 year road map ★
- Develop and issue P&PS BP Way ✓

Process

- Prioritise, revise and issue selected ETEs ★ ☒
- Improve standardisation working with CDO

Performance

- Work with CDO to improve relationships with EPMS contractors, key suppliers to support standardisation, CI and career development ★
- Reduce production losses through improved incident and upset recovery process and personnel. ☒
- Develop execution plans and deliver CI projects: Relief Systems, Quality HAZOPs. ★

Learning ★

- Identify selected opportunities and develop Distance learning offers to provide increased access to engineers worldwide. ✓
- Deliver 3F course: Pressure Relief & Flare.

delivered ✓ not started ☒
on track ★ at risk

Achievements and Successes

- People: SME in Energy Efficiency has accepted offer
- People: SME in Simulation – closing in on candidate
- CI: Relief and Disposal – Independent review of Incident Investigation on Greater Plutonio, Set up Skarv project relief review, Issued Technical Note on Ice/Hydrates in relief systems. Independent review of Valhall Redevelopment Project relief systems design
- CI: HAZOP – training for Egypt & MEP & Undertock 5 HAZOP engagement sessions for the contractors under the bp Global Agreements
- DEss: The BP Way of PTSE launch version made to the Network
- TSW: Leading the GoM ETP 44-70/44-80 Gap Analysis
- TSW: QZ04 MAR review, North Sea Bruce, North Africa New Developments
- TSW: Multiple heat transfer consultancy including Kinneil TVP reduction project
- TSW: Delivered heat transfer training in Houston and delivered presentation on the subject of "Feedback from Operations to Improve Heat Transfer Designs" to the UK' s Heat Transfer Society
- TSW: Multiple water systems consultancy including Egypt, and progressing codification of know-how
- TSW: PSVM and QZ04 explosion modelling support
- TSW: Expert LNG assistance for Tangguh, including separator CFD study, air cooler modification study

Look Ahead

- 1st deployment "webinar" for the P&PSE Way
- Multiple expert relief and disposal define and execute reviews
- Continue focus on process engineering codification in separation, sand, produced water
- Complete recruitment of simulation SME and Level H Process engineer role, and Level G Process Safety Engineer.

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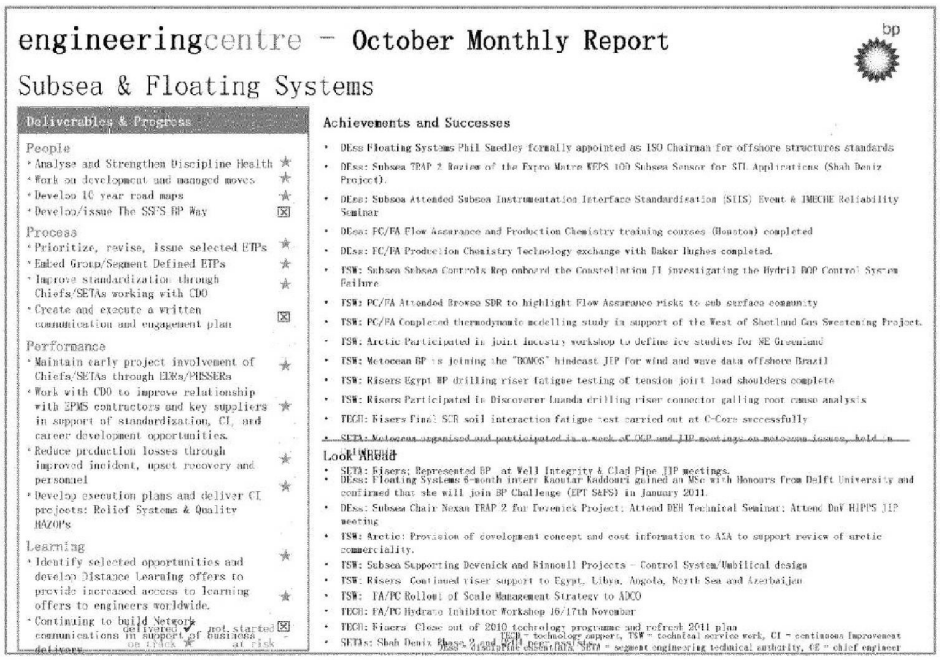

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Subsea & Floating Systems

Deliverables & Progress

People
- Analyse and Strengthen Discipline Health ★
- Work on development and managed moves ★
- Develop 10 year road maps ★
- Develop/issue The SS'S BP Way ☒

Process
- Prioritize, revise, issue selected ETP's ★
- Embed Group/Segment Defined ETPs ★
- Improve standardization through Chiefs/SETAs working with CDO ★
- Create and execute a written communication and engagement plan ☒

Performance
- Maintain early project involvement of Chiefs/SETAs through EDRs/PDSSERs ★
- Work with CDO to improve relationship with EPMS contractors and key suppliers in support of standardization, CI, and career development opportunities. ★
- Reduce production losses through improved incident, upset recovery and personnel ★
- Develop execution plans and deliver CI projects: Relief Systems & Quality HAZOP's ★

Learning
- Identify selected opportunities and develop Distance Learning offers to provide increased access to learning offers to engineers worldwide. ★
- Continuing to build Network communications in support of business deliverys ☒

delivered ✓ on track ★ at risk – not started ☒

Achievements and Successes

- DEss: Floating Systems Phil Smedley formally appointed as ISO Chairman for offshore structures standards
- DEss: Subsea TRAP 2 Review of the Expro Matre MEPS 100 Subsea Sensor for STL Applications (Shah Deniz Project).
- DEss: Subsea Attended Subsea Instrumentation Interface Standardisation (SIIS) Event & IMECHE Reliability Seminar
- DEss: FC/FA Flow Assurance and Production Chemistry training courses (Houston) completed
- DEss: FC/FA Production Chemistry Technology exchange with Baker Hughes completed.
- TSW: Subsea Subsea Controls Rep onboard the Constellation JI investigating the Hydril BOP Control System Failure
- TSW: FC/FA Attended Browse SDR to highlight Flow Assurance risks to sub surface community
- TSW: FC/FA Completed thermodynamic modelling study in support of the West of Shetland Gas Sweetening Project.
- TSW: Arctic Participated in joint Industry workshop to define ice studies for SE Greenland
- TSW: Metocean BP is joining the "DOMOS" hindcast JIP for wind and wave data offshore Brazil
- TSW: Risers Egypt BP drilling riser fatigue testing of tension joint load shoulders complete
- TSW: Risers Participated in Discoverer Luanda drilling riser connector galling root cause analysis
- TECH: Risers Final SCR soil interaction fatigue test carried out at C-Core successfully
- SETA: Metocean organised and participated in a week of OCD and JIP meetings on metocean issues, held in HOUSTON

Look Ahead

- SETA: Risers: Represented BP at Well Integrity & Clad Pipe JIP meetings.
- DEss: Floating Systems 6-month intern Knoutar Kaddouri gained an MSc with Honours from Delft University and confirmed that she will join BP Challenge (EPT S&PS) in January 2011.
- DEss: Subsea Chair Nexan TRAP 2 for Perzenick Project: Attend DEH Technical Seminar: Attend DnV HIPPS JIP meeting
- TSW: Arctic: Provision of development concept and cost information to AIA to support review of arctic commerciality.
- TSW: Subsea Supporting Devenick and Kinnoull Projects – Control System/Umbilical design
- TSW: Risers Continued riser support to Egypt, Libya, Angola, North Sea and Azerbaijan
- TSW: FA/PC Rollout of Scale Management Strategy to ADCO
- TECH: FA/PC Hydrate Inhibitor Workshop 16/17th November
- TECH: Risers Close out of 2010 technology programme and refresh 2011 plan
- SETAs: Shah Deniz Phase 2 and BTC support

TECH = technology support, TSW = technical service work, CI = continuous improvement
DEss = discipline excellence, SETA = segment engineering technical authority, CE = chief engineer

TREX-006211.0012

Annual Individual Performance Assessment

Name:	Paul Tooms	Line Manager:	Gordon Birrell		
Job title:	VP Engineering E&P	Level/Band: D		SPU/Function:	EPT
Employee number:	[redacted]	New joiner: N		Period reviewed:	2010

Delivery against objectives

1.

Deliver against Engineering Performance Contract as attached.

Year end assessment

Despite the dominance of the MC252 response, a lot has still been achieved in Engineering this year. Score card demonstrates activities, successes and items that could not be achieved. Some notable efforts are highlighted below.

2.

Engineering Capability. Analyse and improve discipline health, work with DOC to manage critical moves, Develop the Discipline Excellence plans (formerly known as 10yr development plans)

Year end assessment

Engineering capability has not improved through the year. However, our understanding of the shortages is much clearer and efforts are underway to recruit aggressively. The Discipline Excellence plans have progressed well - the first Cadre of Subsea ADP's have almost completed their initial curriculum

Through the continued efforts of Bill Hewitt and the support of the Chief Engineers, the Manchester Engineering programme is flourishing..

3.

Support the recovery efforts on the MC 252 incident

Year end assessment

An enormous amount of personal effort was spent on this from April 20 through September and into October. I still have some responsibilities for Flow Evaluation.

4.

Build Discipline Excellence

Year end assessment

A number of efforts are delivering in this area. Apart from the Discipline Health noted above, there has been great progress in developing QMS for EPT – Document Control, Document Quality Management, Training Offers, ETP refresh and additions, CI Projects in all disciplines etc.

Behaviours in support of delivery

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

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

Year end assessment

I believe I fit the attributes described in the Leadership model well. I value expertise and foster true diversity in my teams. I am recognised for building and energizing high performing teams. I will always speak out (perhaps sometimes to my detriment) and do the right thing. I find myself very much aligned with the leadership model in how this should be achieved.

This form expands automatically when used in Microsoft Word. You are not limited by the size of the boxes.

This year has broadly been split into 3 parts,

a) Reorganisation for Sector Leadership,
b) MC252 Recovery
c) Reorganisation post Macondo

For the reorganisation at the start of the year, I felt that I put in a deal of effort and that we were just about to get the new organisation embedded when the Horizon disaster struck. Indeed we had just laid out the Biases for Engineering which would have enabled us to build a much stronger discipline, more focussed on understanding, rigor and risk management.

For the MC252 incident, this was one of the most challenging parts of my career – at times the most frustrating and also at times the most rewarding. I found myself challenged by the decision making processes both in BP and the US Administration and ultimately had to use guile and political skill to the full in order to enable the well to be capped, shut in and permanently killed. I was supported in this by the world class quality of the engineers in BP (from all disciplines). I have stayed engaged to some extent as leader of the technical flow assessment team.

Despite the incident, I am proud that the Engineering team has continued to deliver on many aspects of the performance contract and we have made good progress throughout the year – this is due in no small part to the leadership of the John Leitch and the Chief Engineers. We have addressed significant risks in several disciplines and SPU's, and as a result have been a force for good overall.

We end the year in another re-organisation conundrum which is necessary and inevitable, but it does distract from pursuing and assisting the SPU's to manage and reduce risks. Despite this we are still making progress in a number of SPU's and will hopefully have the organisation structure settled shortly so that we can enter 2011 on a firm footing.

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

Year end assessment

Where behaviour has had an impact on performance, what is the action plan to address any issues?

Overall performance

Line manager

Year end assessment

This form expands automatically when used in Microsoft Word. You are not limited by the size of the boxes.

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

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

Dates:

Objectives set: Feb 20th **Mid-year conversation:** **Year-end assessment: Nov 22, 2010**

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

Once you have completed the form please save a copy to your computer, and at the end of the year:
UK – Your Line Manager should email this form to the myHR Service Centre, Glasgow at hrsupport.eur@exult.net, copying you on the email. This form will then be recorded as complete on PeopleSoft (the HR system of record)
US – Contact your HR Manager to confirm where the form should be directed
MOW – Refer to your Line Manager and / or HR manager to confirm your country specific practice

Appendix A - Development

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

This form expands automatically when used in Microsoft Word. You are not limited by the size of the boxes.

Note: Where applicable the PDP form should be used to record development plans and career aspirations for the future. The PDP form can be downloaded from:
http://onehr.bpweb.bp.com/CYP/en/onehr_learning_global_Personal_development_planning.aspx

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