

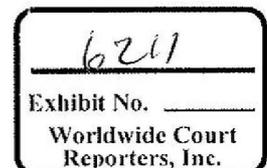
From: Tooms, Paul J
Sent: Mon Nov 22 16:37:35 2010
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Subject: Tooms Perf Reviv Material
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Attachments: 4Q10 Engineering IPC Scorecard v0 22Nov10.ZIP; P Tooms - End of Year Review 2010.ZIP

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

Paul

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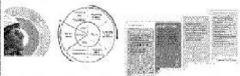


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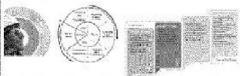


Engineering
Paul Tooms

Program Scorecard
4Q 2010



Program Deliverables & Progress	Things to be proud of	Meetings/Events
<p>Skills</p> <ul style="list-style-type: none"> • Research on CI, not risk, for CI • Early detection of O&P related to • Compliance • Analysis Discipline Health • Strengthen Discipline Health • Work with V&S&E on the integration of development and support across • With Org Cap. develop O&P related work for CI engineering disciplines • ETIPs • Completion of O&P related CI related work • Completion of O&P related work • Activities • Priorities plan for ongoing activities including working in time with org • Building formal engineering team • Create plan for document management across process • Support transition to IIR, involving ETIPs, S&S with O&P process & IIRs • Deliver CI projects • Reduce engineering complexity by CE/SE/IE working with CEO • Strengthen role of IIR as informed user in decision making • Roll out process and training materials for IIR doc management and QA/QC content • Develop local IIR capability for technical recovery • Inputs • Total Group focus - Engineering 	<p>Discipline Health</p> <ul style="list-style-type: none"> - Analysis of discipline health completed. Working closely with Org Cap. - Limited progress on strengthening disciplines - Training and Development. Excellent courses available and under development (Pipeline, Structural integrity, FA, Prod Chem, Process eng, CI for engineers), Manchester, AIP - 1st Cadre complete - Excellence programs during development <p>Discipline Essentials</p> <ul style="list-style-type: none"> - Completed new e-learning course on Valves, Storage Tanks, CU, in-service inspection...pressure vessels in process, structure course delivered - Marne ETIPs completed jointly with Shipping - Iqpps structural integrity risk management tool has been fully developed. Pull from business to deploy (imminent) - Creation and update of 92 ETIPs planned for 2010, will deliver 88% of work scope. <p>Risk assessment and reduction</p> <ul style="list-style-type: none"> - ICE CI Projects (SIS Lifecycle, Alarm Management, Production Measurement) - Following strong engagement of front-line discipline engineers through SPU TAs.) - Corrosion inhibitor availability CI focusing on subsea...SPUs engaged in improvement Plan - Pipeline Risk and Information Management CI project execution strategy (4x4/4/4) - Relief Systems CoE: SPU communications, training, and tech support (many assets and MPs supported) ongoing; participating in APT 523/521 Committee - 4 Critical Valve GA's signed...kick off meetings held - SPU Support - extensive support in monthly progress reports <p>Challenges that we are managing</p> <ul style="list-style-type: none"> - Extensive support to Upstream Horizon response, investigation and follow up - Linking up processes around "learning" agenda, S&S, etipps, ETIPs, PEI and PPI - Budget issues associated with third party and T&E <p>Issues beyond our control or that need Senior support</p> <ul style="list-style-type: none"> - Lack of clarity on coordination of managed scope and external recruitment strategy. CEO defaulting to agency staff when discipline health cooling. 	<p style="text-align: center;">December VF Telecom</p> 
	<p>Upcoming "mini" Milestones</p> <ul style="list-style-type: none"> • CEO engagement for low-up sessions for: • Engineering recruitment • S&S management & use • IIR engineering data ownership 	
	<p> <input checked="" type="checkbox"/> Delivered <input checked="" type="checkbox"/> On track <input type="checkbox"/> At Risk <input type="checkbox"/> Not Started </p>	



Process & Process Safety Engineering

Cheryl Grounds

Scorecard

7 November 2010



Program Deliverables & Progress	Things to be proud of.....	Learning Offers
<p>Results:</p> <ul style="list-style-type: none"> ✓ Assess and Standardize the entire Relief & Disposal (R&D) VP, HSE & Process E&C on how to set out and manage how. ✓ Develop 10 year road map for 2010-2020 including the R&D VP. ✓ Develop the R&D VP. <p>Progress:</p> <ul style="list-style-type: none"> ✓ Develop the R&D VP (some advice on E&C). ✓ E&C Group Support, Deliver E&C. ✓ Improve Standardization through R&D VP, including R&D VP. ✓ Develop and complete a written standardization and standard plan. <p>Performance:</p> <ul style="list-style-type: none"> ✓ Maintain safety profile: Development of R&D VP, through R&D VP. ✓ Work with E&C VP, improve the R&D VP. ✓ In support of standardization, CI, and career development opportunities. ✓ Reduce R&D VP issues through improved implementation of R&D VP, process and standard. ✓ Develop retention plans and deliver CI projects: Relief Systems and Quality. <p>Learning:</p> <ul style="list-style-type: none"> ✓ Identify relevant opportunities and develop distance learning offers to provide increased access to learning offers to engineers not onsite. ✓ Deliver the course on Pressure Relief & Flare. ✓ Continue to build Network communications in support of R&D VP delivery. <ul style="list-style-type: none"> • On Track, progress made • Effort started • Not yet started 	<p>Things to be proud of.....</p> <ul style="list-style-type: none"> • 10 Horizon Response and Investigation • Continuous Improvement - Relief and Disposal CoE: SPU communications, training, and tech support (Shah Deniz, Angola, Aurora, Andrew Area Development, Clair Ridge, In Amenas Gas Compression, Qad 204, West Nile Delta, In Salah Gas Southern Fields, Juniper) ongoing; participating in APT 520/52: Committee • Continuous Improvement - Quality HAZOP Project: training and support ongoing including support in bPT • Building the way we do engineering through drafting H&SE The BP Way (nov with NLT/CoE for review/input) and participation in Engineering Conference roll outs. • Guidance issued on gas treating, coal bed methane, and LNG commissioning to NLT for comment • LNG engineering support to Tangguh, Browse, Isle of Grain, Cyprus LNG terminal bid • Local engineering support on Clair Ridge, Endicott, Angola, Mad Dog, and Kaskida • Supporting M&R analyses in Alaska, Vietnam, Qad 204 Project <p>Challenges that we are managing:</p> <ul style="list-style-type: none"> • R&D VP issues associated with the Engineering Center as the CDO • Need to fill outstanding Engineering Center S&E needs being delayed by restructuring efforts. • Budget issues associated with third party and T&E <p>Issues beyond our control or that need Senior support</p> <ul style="list-style-type: none"> • Understanding impacts of restructuring on engineering 	<p>Learning Offers</p>  <p>Completed</p> <p>Process Relief: Alaska, Boreas</p> <p>HAZOP: Azerbaijan, Kuku, S&G, Angola, Alaska</p> <p>Process Safety Fundamentals: Azerbaijan, Boreas</p> <p>Consequence Modelling: Azerbaijan, In Amenas, Qad 204</p> <p>Hazard Evaluation & Risk Assessment Modules: Boreas</p> <p>Heat Exchanger: Sandbury, Boreas</p> <p>LOPA - red based Surface Sand Management: Azerbaijan</p> <p>Flare/CoE: Sandbury, Boreas, Azerbaijan</p> <p>M&R - Sandbury</p> <p>Upcoming</p> <p>Process Relief: Boreas, Sandbury</p> <p>HAZOP: S&G, Sandbury, Alaska, Canada, Egypt, Pakistan, Trinidad</p> <p>Process Safety Fundamentals: Indonesia (2 locations)</p> <p>LOPA - Trinidad</p> <p>Flare/CoE: Boreas</p> <p>Consequence Modelling: Boreas</p> <p>Surface Sand Management: Sandbury, Boreas, Azerbaijan</p> <p>Fitting the Numbers</p> <ul style="list-style-type: none"> • Budget: on track • Corecepting CI T&E • Discipline Health: consistent with SPU/SP 11 and T&E staffing and execution



Subsea & Floating Systems

Dave Brookes

Scorecard

Sept 2010



Program Deliverables & Progress

Keynote

- Multi-discipline support for DWH recovery May – Aug, ongoing on Flowrate task group
- First draft of revised Subsea Reliability Strategy circulated to CDO, revised failure data collection ETP
- Marine ETPs completed jointly with Shipping
- Championing HVLs from analysis of PEI data set on larger losses.

Projects

- WND EDR, Devenick & Kinnoull Subsea Peer Assists,
- Drilling riser analysis for Egypt, Libya, Flp trial on Scheffalon flowline
- Production Chemistry support to North Sea Q204, ADCO, Libya
- Flow Assurance support to Alaska, Devenick, Kinnoull, Amethyst, Browze
- Riser analysis support to Angola B31, B18 conductors, Shah Deniz Ops, JIP

Performance

- Significant industry recognition for Structures/Matoccean staff inc Chair ISO TC67
- Candidates selected for second cadre of Subsea ADP, 1st cadre progressing well
- Regional network mtg held in Aberdeen, 90 attendees
- External Reputation building – Petrobras TCA, OTC, OLF, DOT

Challenges that we are managing

- Acute shortage of Subsea skills, working with CDO and SPU's to integrate vacancies picture & recruitment plan.
- Role of CE SS & FS team with CDO for New Central Appraise/Select team, sharing v competition for resources
- Assist CDO in creation of new Global SS Hardware team,

Issues beyond our control or that need Senior support

- Integration of Ops, Projects skills shortages into global recruiting campaign
- CDO involvement in local Network activities eg CDP's

Things to be proud of.....

- Multi-discipline support to DWH recovery May – Aug, ongoing on Flowrate task group
- First draft of revised Subsea Reliability Strategy circulated to CDO, revised failure data collection ETP
- Marine ETPs completed jointly with Shipping
- Championing HVLs from analysis of PEI data set on larger losses.
- Ops and projects support including
 - WND EDR, Devenick & Kinnoull Subsea Peer Assists,
 - Drilling riser analysis for Egypt, Libya, Flp trial on Scheffalon flowline
 - Production Chemistry support to North Sea Q204, ADCO, Libya
 - Flow Assurance support to Alaska, Devenick, Kinnoull, Amethyst, Browze
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Issues beyond our control or that need Senior support

- Integration of Ops, Projects skills shortages into global recruiting campaign
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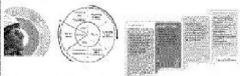
Pipeline and Civil Engineering

Ian Neilson



Scorecard 3Q 2010

<p>Deliverables & Progress</p> <p>People</p> <ul style="list-style-type: none"> ✓ Identify critical discipline health risks and create action plan Q1 ★ Create robust methodology for characterising discipline health and develop a risk matrix process for ongoing management of discipline health Q1 ⚠ Support the 600G capability in creation of the non-start roadmap for pipeline and civil engineering for the next 5 years Q1 ⚠ Develop ★ Create discipline key goals for the CIP unit ★ Develop all Network external engagements ★ Create Pipeline and Civil Engineering Business Plan Q1 ⚠ Performance ★ Provide support to key SPMs to deliver priority actions regarding their pipeline risk structures work Q2 ★ Progress at least one segment wide CI project to end of Q4 through to operate across during the year Q1 ★ Roll out SRM detailed pipeline risk assessment tool to at least 5 more SPMs Q1 ★ Roll out IPRM to remaining SPMs with 40% by structures Q1 ✓ Provide transparent tracking of EIL global agreement performance KPIs Q1 ✓ Progress a strategy to increase proportion of pipeline and civil activity assessed under strategic management <p>Learning</p> <ul style="list-style-type: none"> ★ Deliver at least one training offer to each discipline at a level beyond "awareness" Q1 ★ Deliver 2 sessions of the introduction to Pipeline Intro, 2 sessions of Gascock Safety and 2 sessions of the 30 minutes intro courses Q1 	<p>Things to be proud of****</p> <ul style="list-style-type: none"> • bpPRM is finally resonating outside of the discipline in SPMs: North Sea and Alaska created specific pipeline validation teams, GOM not far behind • P-C response to Serrette boat impact incident--silent running! • 5 BP Papers and key note address at ASME International Pipeline Conference • 4 BP Papers and key note at ISFG (Goetech Olympics?) • Pipeline repair/ intervention work identified safety critical supply chain weaknesses; control in place • Global contract for pipeline legacy data conversion in place • ILL first run success CI project delivered guidance document and training course supported by strategic supply agreement vendors. • Structures training course delivered in Trinidad • CRA material selection/ validation CI project initiated after pressure from several SPMs <p>Challenges that we are managing**</p> <ul style="list-style-type: none"> • RPT Pipeline and Civil team fully stretched and reliant on agency staff to deliver workload. • Failed to recruit pipeline engineering challenger for Sanbury team • Constraints in L&D resource to support training offers • Lack of resource to deliver excellence programme, delayed to end Q1 2011 • Cross discipline collaboration needs more work, too much work in silos • CIG interface not working <p>Issues beyond our control or that need Senior support</p> <ul style="list-style-type: none"> • Discipline health still declining; SEA retiring, further pipeline challenger resigned, level 16 want to leave discipline--all while CIO/ SPM demand increasing and pipelines/ structures viewed as source of high consequence events • CDO defaulting to agency staff when discipline health declining <p> <input checked="" type="checkbox"/> Delivered <input checked="" type="checkbox"/> On-track <input type="checkbox"/> At Risk <input type="checkbox"/> Not Started </p>	<p>Meetings/Events</p>  <p style="text-align: center; font-size: small;">Sept</p> <ul style="list-style-type: none"> • ASME International Pipeline Conference <li style="text-align: center;">Oct • Cross SPM Pipeline validation workshop • North Sea validation prioritisation workshop • ISFG Goetech conference <p style="text-align: center; font-size: small;">Hitting the Numbers</p> <ul style="list-style-type: none"> • Constraining TRF and TE activity to fit the constrained budget • No control over own power cost <p style="text-align: right;">Rev 0.</p>
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Mechanical & Materials Engineering

Mark Nichols

Scorecard
3Q 2010



Program Deliverables & Progress

Focus:

- Progressed significantly in understanding of discipline health in MOW (95-9), RE (95-9) and SM (80%)
- Working with EOC/SM on managed assets
- Developing centralized engineering core discipline models with CDO-MOW and RE
- Excellence program scoped in Static Mech-MOW & RE following closely
- HP for Mechanical & Materials Engineering rev3 drafted but more details needs to embedded rigor
- Good progress on ETP refresher program--prioritized on 24 ETPs
 - o GP96 20: draft to EES, reviewed by subsea engineering, SPU TAs and key suppliers (Cameron, PW, Vector)
- Maintained SETA/SME participation in ECR/PRSSRs for WND, Juniper, Devenick, Kimoni, Q204
- Developed an integrated strategy for RE & GBSS
- 2 cadres of Mechanical Challengers thru e-immersion program
- Published e-learnings for valves, storage tanks, OII, In-service Inspection & Testing, Fit for Service
- SPU support--ALNG, Taregoh, North Sea, Witch Farm, Alaska, Trinidad, Thunder Horse, PSW, Seary, GIP, SIZ

Process:

- Improve RE delivery and develop HP
- Review and update ETPs, ECRs
- Review ECRs for sub-term, scope of ETP
- Improve standardization of ETP working with CDO, ETPs, subsea engineering
- Engage with ETPs, subsea engineering

Performance:

- Maintain overall project involvement in and ECR/PRSSRs
- Work with CDO to improve introduction of ETPs, contractors, suppliers to support standardization, OI and service development
- Reduce production losses working with Operations
- Improve RE object delivery through strategic integrated approach
- Complete critical valve OIs and WAs

Learn by:

- Complete CI projects: Lintona, Valves, SORRI, RE, Corrosion Inhibitor, etc.
- Working on saving millions by pig, tank & heat exchangers (2011)

Delivered
 On Track, progress made
 Effect started
 Not started

Things to be proud of.....

- Progressed significantly in understanding of discipline health in MOW (95-9), RE (95-9) and SM (80%)
- Working with EOC/SM on managed assets
- Developing centralized engineering core discipline models with CDO-MOW and RE
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- SPU support--ALNG, Taregoh, North Sea, Witch Farm, Alaska, Trinidad, Thunder Horse, PSW, Seary, GIP, SIZ

Challenges that we are managing:

- Working across SPUs to reduce RE production losses
- EEMS contractor engagement and standardization approach with CDO
- SPU CI engagement--Corrosion Inhibitor availability focussing on subsea--SPUs engaged in RCAs but low priority to build and execute

Issues beyond our control or that need Senior support

- Managed moves process and recruitment plan approval
- Integration with CDO

Instrument, Control & Electrical Engineering
Donald Campbell-Brown



Scorecard 3Q 2010

Deliverables & Progress	Things to be proud of	Meetings/Events
<p>Goals</p> <ul style="list-style-type: none"> • Provide a thorough understanding of ICE objectives to the appropriate actions (20) • Make all the relevant KPIs to structured ICE Executive Briefs (20) • Support creation of the integrated 15 year development plan for core ICE activities (10) <p>Process</p> <ul style="list-style-type: none"> • Well-timed and timely engagement with the Service 30 for the Integrity Team (20) • Develop the strategic key needed results for ICE (20) • Strengthen application of EPT, through engagement training on the front line (20) • Promote ICE and deliver on a EPT (20) • Create continued ICE/SPU/Advantia engagements with the EPT/PS&S process to support of project delivery (20) <p>Performance</p> <ul style="list-style-type: none"> • Increase the number of projects to the approved execution stage gate (20) and closure of the execution phase for UPS (20) • Ensure effective implementation of agreed CE recommendations (Relief systems) (20) • Establish strong relationships with EPT Contractors (20) • Establish strong relationships with customer CA holders (20) • Implement the strategy for a common ICE application software (20) • Strengthen delivery of production efficiency (eg) from control loop monitoring and HMI/Fieldbus systems (20) <p>Learning</p> <ul style="list-style-type: none"> • Create SPU and roll out (20) a communications and strategy • Hold virtual NLT meeting (20) • Strengthen the skills of specialised 	<p>Things to be proud of</p> <ul style="list-style-type: none"> • EPT Category 30 "SWE Team of the year" • ICE <u>Network Leadership Team</u> virtual meeting in Q3 agreed resource (including SPU) requirements for CE projects and input to creation of 'ICE the H^o Way' - engaged NLT on ICE engineering post Monaco. • MT and Gatekeeper reviews held for two CE Projects (Alarm Management and SIS Lifecycle Integrity) - now In Execute. CTRs completed and reviewed by NLT. Measurement CE project recycled at A-E stagegate with focus redirected on to creation of related EPT. • EPT 30-42 or Alarm Management published (plus balancing revision of 30-45) with significant input (and commitment) from Process Safety. • Monthly 'hot topic' global telecons running for each CoP with active participation from all SPU's. Recent topics have varied from Digital security Firewall issues to early output from UPS CE Project (in Execute). • Re-accreditation by the IET of ICE Challenge in the UK - conditional on fixing support in years between Challenge graduation and Chartered Status (200's) • Completed PCN Digital Security clearing module, to support implementation of GP 30-30 and address concerns raised by S&O1 audit (Downstream - but equally applicable to EPT). • Progress of Noca reliability initiative leveraged by support from EPT, with <p>Challenges that we are managing</p> <ul style="list-style-type: none"> • Prioritisation of EPT resources to deliver against performance contract - balance between (in particular) CE, EPT updates and high priority ISM. • Driving quality into PEI data by closing the loop and encouraging quality <p>Issues beyond our control or that need Senior support</p> <ul style="list-style-type: none"> • Campaign of external recruitment to resolve severe gaps in ICE Engineering capability, plus support from SPU's on 'nose chairs' for pull-through of expertise. <p> <input checked="" type="checkbox"/> Delivered <input checked="" type="checkbox"/> On-track <input type="checkbox"/> At-Risk <input checked="" type="checkbox"/> Not Started </p>	<p>Meetings/Events</p>  <ul style="list-style-type: none"> • ICE NLT meeting • Upstream Process Control class (E&K) • Advanced Topics in SIS Workshop • Automation 6A Business Review meetings (with EPT and PS&S) <p>Hitting the Numbers</p> <ul style="list-style-type: none"> • Delivery of activities constrained by numbers: recruitment success is critical • Within the broadband control number

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Instrument, Control & Electrical

Deliverables & Progress	Achievements and Successes
People * Support analysis and strengthening of ICE discipline health.	* Intern Chiamshi Umehiekea agreed to join ICE team as PhD Electrical Challenge Engineer in 2011.
* Support creation of 10 yr development plan (3P excellence programme).	* TSW: Completed SIS Stage 3 FSA on Aurora Project for Shilon Voe.
* Recruit to bring ICE team to full strength, with Discipline Leads.	* TSW: Completed delivery of prototype Na Kika subsea health monitoring system. * TEGH: Recruited IC contractor assistance for Angola Block 31 sub sea heating work.
Process * Develop the discipline Recommended Practice for ICE.	* TEGH: Completed shallow water testing for Sabsea Switchgear JIP in Oslo.
* Prioritise, revise and issue selected [6] ETPs.	* DESS: Delivered ICE recruitment event at Imperial College London and completed technical interviews for UK BP Tier 3 ICE scholarship candidates.
Performance * Deliver 3 CI projects to Appraise/Execute stagegate, closure of WS Executive phase.	* DESS: Completed 22 off ICE Activity 1 Papers for ICE the BP Way.
* Support effective implementation of agreed CI recommendations (Relief System).	* DESS: CP 30-45 / 47 published (30M and Alarm Management).
* Support strong relationships with automation general arrangement holders.	* DESS: Completed 2010 BP in-kind contribution for Abnormal Situation Management Consortium.
* Support the strategy for a common ICE applications toolset (and the tools).	* DESS: Completed draft of sections of API chapter 20.6 draft document on measurement process flow diagrams and allocation logic.
* Strengthen delivery of production efficiency (e.g.) from control loop monitoring and HART/Fieldbus systems.	* CI: Completed GIS 12 354 UPS Batteries revision.
* Target work split TSW 55%; TS 15%; DESS 25%; CI 25%, follow prioritisation matrix.	* CI: Scheduled Alarm Management Executive Stage project meetings and steering group meetings.
Learning	* SETA: Reviewed FSVH FAT. Delivered simulation module on EM Course at Manchester University. Completed Stage 2 FSA for Egypt Ha'ipy project. Completed Electrical excellence areas of performance material (10 year plan).
* Support strengthening of the safety risk	* CE: Delivered ICE contribution to Common Tools List.
	Look Ahead * Upcoming events: Introduction to SIS (UK SE 3 rd November), IFAC Training (UK SE 4 th November), ICE USA Team Building Event (9 th November), Emerson Technology Information Exchange (UK 18 th November), UK SE Upstream Process Control Course (w/c 22 nd November), ICE UK SE Regional Meeting (30 th November).

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

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Pipeline & Civil

Key Achievements

- People
 - ISG South Fields – Setting up Lessons Learnt activity. ★
- Process
 - SFR – 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
 - ILL training course in Houston. ✓
 - Pipeline Engineering the By 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

- SEEA: 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 rockmarks.
- TSW: Brazil – Initial structural assessment of Tolve platform acquired from Devon Energy (joint effort by Houston & Sumbury)
- TSW: Completed Summary report on SCR fatigue in touchdown point based on EP centrifuge test.
- TSW: WREP rivers – Delivered consultant team Field Reports and initial Risk Assessment.
- TSW: GOM: Kaskida godard coring campaign Phase 1 completed: No HSE incidents.
- TECH: Angola – Completion of the laboratory and soil parameters reporting for Block 18 Flamingo Chumbo and Ceslo project.
- DESS: Presentation on Pipe Soil Interaction to S.T. Newcastle and Lunch and Learn in Sumbury.
- DESS: ETP's – Commenced work on up dating ETP's GP 32 48, 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 PSW mid-line spoil design for fatigue.

Look Ahead

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

TECH – technology support, TSW – technical service work, CI – continuous improvement
DESS – discipline essential, SEEA – segment engineering technical authority, CE – chief engineer

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Process and Process Safety

Deliverables & Progress	Achievements and Successes
People <ul style="list-style-type: none"> Analyse and strengthen discipline health <input checked="" type="checkbox"/> ★ Develop 10 year road map <input checked="" type="checkbox"/> ★ Develop and issue P&S BP Way <input checked="" type="checkbox"/> ★ 	<ul style="list-style-type: none"> 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 Plutonic, Set up Skary project relief review, Issued Technical Note on ice/bedrocks in relief systems, Independent review of Vallhall Redevelopment Project relief systems design CI: HAZOP - training for Egypt & MEP & Undertook 5 HAZOP engagement sessions for the contractors under the bp Global Agreements DEss: The BP Way of P&S launch version made to the Network ISW: Leading the G&M ETP 44-70/44-80 Gap Analysis ISW: Q204 MAR review, North Sea Bases, North Africa New Developments ISW: Multiple heat transfer consultancy including Kinnell TVP reduction project ISW: 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 ISW: Multiple water systems consultancy including Egypt, and progressing codification of know-how ISW: P&S and Q204 explosion modelling support ISW: Expert LNG assistance for Tangguh, including separator CFD study, air cooler modification study
Process <ul style="list-style-type: none"> Prioritise, revise and issue selected EIEs <input checked="" type="checkbox"/> ★ Improve standardisation working with CD0 <input checked="" type="checkbox"/> ★ 	
Performance <ul style="list-style-type: none"> Work with CD0 to improve relationships with EPC contractors, key suppliers to support standardisation, CI and career development <input checked="" type="checkbox"/> ★ Reduce production losses through improved incident and upset recovery process and personnel <input checked="" type="checkbox"/> ★ Develop execution plans and deliver CI projects: Relief Systems, Quality HAZOPs <input checked="" type="checkbox"/> ★ 	
Learning <ul style="list-style-type: none"> Identify selected opportunities and develop Distance learning offers to provide increased access to engineers worldwide <input checked="" type="checkbox"/> ★ Deliver BP course: Pressure Relief & Flare <input checked="" type="checkbox"/> ★ 	
<p>delivered <input checked="" type="checkbox"/> on track <input checked="" type="checkbox"/> not started <input checked="" type="checkbox"/> at risk <input checked="" type="checkbox"/></p>	Look Ahead <ul style="list-style-type: none"> 1st deployment "seminar" for the P&S 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 II Process engineer role, and Level G Process Safety Engineer. <p>TECH - technology support, TSF - technical service work, CI - continuous improvement DEss - discipline essential, SETA - segment engineering technical authority, CE - chief engineer</p>

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:	██████████	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 (\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

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

Overall performance

Line manager

Year end assessment

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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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