Global Projects Organization

bp

Category B Common Process

B02	Revised at 6-month rev.	Andrew Tozer	25 Jun 2013	Ewan Drummond	30 Jun 2013	Rob Kelly	30 Jun 2013
B01	Issued for GPO use	Andrew Tozer	02 Oct 2012	Ewan Drummond	03 Oct 2012	Rob Kelly	04 Oct 2012
Rev	Reason for Issue	Author	Date	Checked	Date	Approved	Date

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Revision History

Amendment Date	Revision Number	Amender Initials	Amendment
25 June 2013	B02	AJT	Six month update

OMS / LOMS references[1]

OMS Section	OMS Section title	Document section(s)
5.1	Project Management	All

Related documents

Document number	Document name	Description of Content
EP SDP 5.1 - 0005	Category B Projects Segment Defined Practice	

Stakeholders

Stakeholders will be agreed with the Approver during small group review.

Name	Date Reviewed
Andrew Tozer	25 Jun 2013
Rob Kelly	30 Jun 2013
Ewan Drummond	30 Jun 2013
Chris Mellin	28 Jun 2013
Brett Tyner	28 Jun 2013

[1] Legal review required for all procedures and standards that are GPO OMS levels 1-4.

1 Introduction

The *Category B common process* (*CBcp*) defines and standardizes the work performed by project teams to deliver BP-operated Category B projects[1]. It describes team roles, and specifies the mandatory requirements with which all project teams must comply throughout each stage of project delivery.

The *CBcp* codifies lessons learned and best practices, and provides a working framework for the application of the principles and guidelines established in the *Category B Segment Defined Practice* (*CBSDP*).

The CBcp and the *Category C common process* (*CCcp*) replace the *Small Projects common process* (*SPcp*) as the process for managing many projects that formerly were in Categories 3 through 6.

1.1 About this document

The structure of the CBcp is consistent with the functional approach found in the *Major Projects common process* (*MPcp*). This section describes specific terminology, format, style, and structural conventions used in this document.

1.1.1 Functions and functional elements

The term *function* refers to one of the twelve Category B functional organizations or groups involved in project delivery: **Project Management**, **Commissioning**, **Construction**, **Engineering**, **Finance**, **HSSE** (Health, Safety, Security, & Environment), **Operations**, **PSCM** (Procurement & Supply Chain Management), **Project Services**, **Quality**, **Reservoir Development**, and **Wells**[2].

Functional elements are parts of the CBcp managed by or pertaining to a function, including the function-specific requirements the CBcp mandates throughout the various stages of project delivery.

1.1.2 Requirements, deliverables, and products

The CBcp *requirements* standardize the work of Category B project delivery, establishing the mandatory milestones, deliverables, and activities project teams must complete before a project can progress from one stage to the next.

Many requirements include a *deliverable* component. In general, deliverables are outputs (usually a document) that result from or support project activities. Deliverables can range from soil studies to procurement plans. The CBcp requirements include several mandatory document deliverables, or *products*, that must be completed for each project. Section 3.2 provides guidelines for scaling the product deliverables for smaller projects.

In addition to the guidance for creating Category B products found within this document, Category B practitioners can access standard product templates and worksheets on the CBcp Online website, accessible through the OMS Navigator. Refer to section 1.3 for more information about Category B online resources.

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[1] In general, Category B projects comprise upstream capital projects of medium-spend ($15M gross–$250M BP net). For a complete description of Category B project attributes and categorization guidelines, refer to the Category B Segment Defined Practice EP-SDP 5.1-0005, Section 1.4.

[2] The Wells requirements described in the CBcp apply only if the inclusion of a Wells component is confirmed at the Project Screening Meeting by the Project Development Manager, *and* by the VP Projects / Cat A PGM at the subsequent Entry to Project Appraise Project Review Meeting (PRM) meeting, with the agreement of the VP Wells in the Region

1.1.3 Italicized text

- adds emphasis
- highlights the first use of a key term or glossary word
- indicates the title of a referenced section or document, including the Category B product templates and worksheets

NOTE The tables in Appendix A list the titles and document numbers for all Category B product templates. The titles and document numbers of all other referenced documents are in the *Related Documents* section.

1.1.4 Requirement numbering/ordering

The Category B project delivery requirements detailed in sections 7 and 8 are listed in order across the stages of project delivery, and are grouped according to the function responsible for completing the requirement. Refer to section 2 for more information about the stages of project delivery and the functional requirements for each stage.

A numbering system has been implemented to enable easier navigation of the CBcp requirements (defined in sections 7 and 8 of this document), and to facilitate better grouping and sorting of the requirements online and in the *Category B Project Verification Plan Workbook (PVPW)*.

Abbreviations for project stages and functions have been designed specifically for this purpose, with considerations for alphabetization and sequencing. Each requirement has a six character code that indicates the project stage, the accountable function, and a two-digit number to count and order each subgroup of functional elements. Appendix F provides a detailed explanation of the code and abbreviations. Refer to section 2 for more information about the project stages and project delivery functions.

NOTE The requirement numbering scheme has been implemented only to improve the structure and usability of this document, to add a control element for other documents reproducing the requirements, and to prevent sorting errors online and in editable requirements lists. The numbers *do not* reflect levels of importance or execution sequence, nor are they intended to serve as synonymous identifiers for particular requirements. They are subject to change as requirements are added, deleted, or moved in future revisions of the CBcp.

1.2 Deviations from the CBcp

Any deviation from the CBcp must have the approval of the appropriate Functional Director or VP in the GPO, as specified by the decision matrix in Appendix C, *Decision rights/RAPIDs* guide.

1.3 CBcp Online

The online companion to the CBcp is part of the GPO website, and can be accessed through the OMS Navigator. The CBcp Online website is an interactive, searchable version of the CBcp that includes links to *product templates* used to create the region-specific portfolio documents and project-specific documents specified in the CBcp requirements. It also includes links to worksheets and other supporting documents used to fulfill CBcp requirements.

In addition to reproducing most of the content of this document in an online format, including the requirements, decision rights, terms of reference for Category B meetings, and project team roles and responsibilities, the CBcp Online also includes the following features:

- the ability to sort and view requirements by stage and/or function, with links to templates for applicable deliverable documents, also referred to as *products*
- a list of all standard products grouped by stage, with links to templates, identification of project products with portfolio-level equivalents, and options for nesting stand-alone products for smaller Category B projects
- a link to the Category B Community of Practice (CoP) website, which provides a platform for Category B practitioners to share best practices, give feedback about Category B processes, and find examples of completed documents/product templates

2 The stage gate process and functional requirements

Category B project delivery is structured around the BP Capital Value Process (CVP)—a stage gate method of project delivery with decision/check points at the end of each stage to verify that certain conditions/deliverables have been met before the project can proceed to the next stage. The CVP operates within the framework of the BP System of Internal Control, which includes the *Code of Conduct*, *Group Standards*, and the *Operating Management System* (OMS).

Category B project delivery includes two additional stages which must be completed prior to entry into the CVP process. The CBcp details the requirements for the two pre-CVP stages, **Screening** and **Preparation for Project Appraise**, and the five CVP stages, **Project Appraise**, **Select**, **Define**, **Execute**, and **Operate**.

At each stage, there are a number of requirements that must be met. Each requirement is assigned to one of 12 functions:

Figure 1 shows the entire Category B stage gate process, as well as the stages in which each function has accountability for requirements/deliverables.

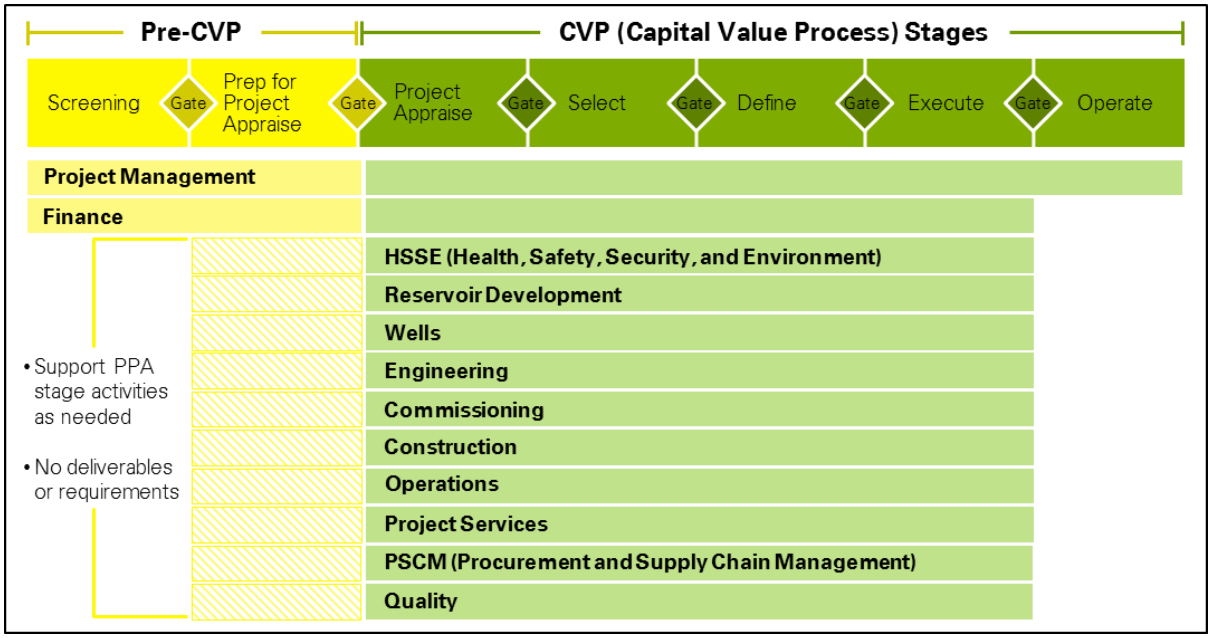


Figure 1. Category B stage gate process and functions

2.1 Pre-CVP stage descriptions

P1 **Screening**—a review of initial requirements and determine whether a proposed project merits the time and resources required by the Preparation for Project Appraise stage

P2 **Preparation for Project Appraise (PPA)**—the opportunity to establish the initial project characteristics that will determine how project development will proceed through the Project Appraise and Select stages

2.2 Capital Value Process (CVP) stage descriptions

S1 **Project Appraise (PA)**—used to substantiate the business case for the project and identify a range of development options for the project

S2 **Select**—comprises two phases: Concept Evaluation/Selection, and Concept Definition

- → **Concept Evaluation/Selection**—includes a review of the options identified in the PA stage (including the regional or local standard), and identification of the development concept that maximizes value and appropriately manages risk over the long-term; an option is recommended and approval is secured
- → **Concept Definition**—adds sufficient definition to the approved option, including a level 2 schedule, total installed cost (TIC) estimate, Statement of Requirements document, and a Preliminary Project Execution Plan (PEP) that is sufficient for entry into Define

S3 **Define**—includes the completion of the technical definition and *Project Execution Plan* to confirm the business case and performance targets for entry to Execute; deliverables include finalized *Basis of Design (BoD)*, cost estimate and schedule, and *Risk Management Plan*

S4 **Execute**—encompasses the implementation of the *Project Execution Plan* as an integrated work plan, with a strong emphasis on quality, performance, risk management, and avoidance of changes from plan

S5 **Operate**—supports safe execution of the startup and ramp-up plans, ensures the completion of performance testing and lessons learned, and closes out the completed project for handover to Operations

3 Scalability

3.1 Project team roles and responsibilities

Appendix B includes descriptions of project roles and responsibilities. All project team roles must be fulfilled on all projects; however the CBcp does not specify team structure nor dictate how the project team roles must be filled. Project organizational structures may vary depending on the type and complexity of work. The Category B project team model allows for individuals to be dedicated to single projects or offer support to multiple projects that do not require their skill set full time. An individual may fill multiple roles on a single project, or across multiple projects.

Category B projects span a broad range of project types and sizes. For this reason, the Category B project delivery requirements and product deliverables have been designed to scale appropriately. *All CBcp requirements are mandatory* for each Category B project, but the level of rigor necessary to satisfy those requirements is scalable, and may be adjusted depending on the size of the project.

3.2 Scaling products for smaller projects

Some projects may require a standard, stand-alone product to satisfy requirements. In smaller projects, a shorter entry included in a *host document* may suffice. Host documents are specific Category B products which may function as containers for other related products. When the scale of a project is such that a requirement can be met with less than the standard stand-alone product, the deliverable content/documentation can nest within the approved host product.

For example, on a small Category B project the *Risk Management Plan* may nest within the *Project Appraisal Plan*. Larger projects may require a standalone *Risk Management Plan* in addition to the *Project Appraisal Plan*.

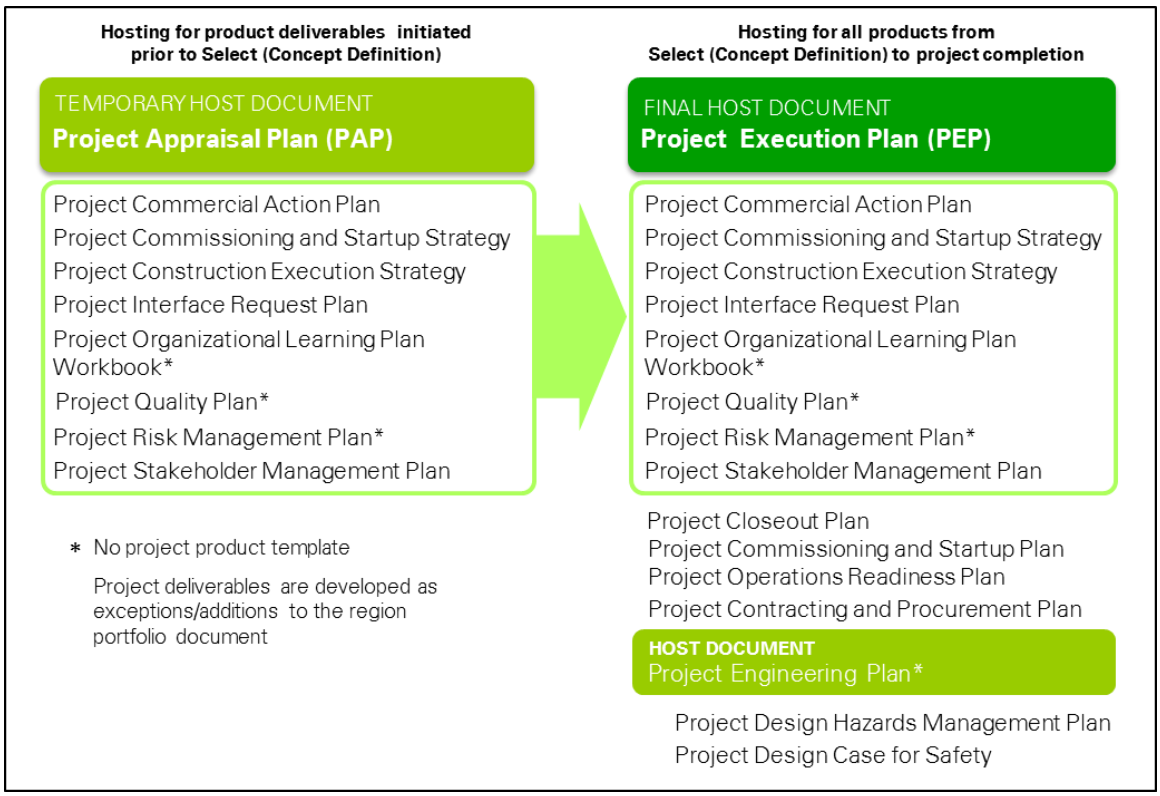


Figure 2. Nested products

Some nested products are required in an earlier stage than the host document, as shown in Figure 2. In this case, the documents required in Appraise which may ultimately nest within the *Project Execution Plan*, reside within the *Project Appraisal Plan* until the initiation of the *Project Execution Plan*.

Refer to Appendix A for a list of all Category B products and associated host documents. If no host document is listed for a particular product, that product must be a stand-alone document for each project.

3.2.1 Determining product scalability

Whether or not a product needs to be a stand-alone document is decided during the Deliverable Scoping Meeting (DSM). A DSM occurs prior to the beginning of each CVP stage, and incorporates the views of functional managers to determine the correct deliverables and rigor needed for the upcoming stage. Refer to section 5, *Category B project meetings*, for more information about the DSM.

3.3 Supplemental/non-mandated documents and meetings

When a specific project requires work not mandated in the CBcp, the project may include additional documentation. For example, an off-shore project may require a Marine Assurance Plan specific to the off-shore environment.

Similarly, additional verification meetings or reviews may be added to a project (e.g. a Project Health, Safety, Security, and Environmental Review (PHSSER) in the Define stage).

4 Use of portfolio documents

Most products are designed to be completed specifically for the project to which they apply. Hence, each project requires a unique stand-alone or nested version of most of the Category B products. However, some requirements can be addressed with project-specific versions of *portfolio documents*, greatly reducing the need for unique content. Portfolio documents are Category B products that contain information applicable to all projects within a specific region. There are seven region-specific portfolio products:

- Portfolio Quality Management Plan
- Portfolio Risk Management Plan
- Portfolio Engineering Plan
- Portfolio Organizational Learning Plan
- Portfolio Operations and Maintenance Strategy
- Portfolio HSSE Management Plan
- Portfolio PSCM Strategy

Portfolio level documents can be leveraged to reduce effort and repetition by regional project teams and by EPMS (Engineering and Project Management Services) contractors conforming to the CBcp. Each project team shall reference the portfolio level document wherever possible, and provide any additions or exceptions only in a project level deliverable.

In addition to the seven portfolio documents that require region-specific versions, the eighth portfolio document, the *Portfolio Verification Plan*, does not require any regional adaptation. The *Portfolio Verification Plan* provides instruction on the self-verification process and use of the *Project Verification Plan Workbook (PVPW)* to manage projects through each stage and ensure adherence to all CBcp requirements.

5 Category B project meetings

Seven standard meetings are defined for Category B project delivery. They are integrated into the CBcp requirements, and are mandatory for all projects. Scheduling and frequency of meetings is at the discretion of the Category B Portfolio Team in each Region. Refer to Appendix E for additional information about each meeting, including Terms of Reference (ToRs) detailing inputs, outputs, key decisions, and attendees.

Figure 3 illustrates how these meetings tie together across CVP stage to support project delivery.

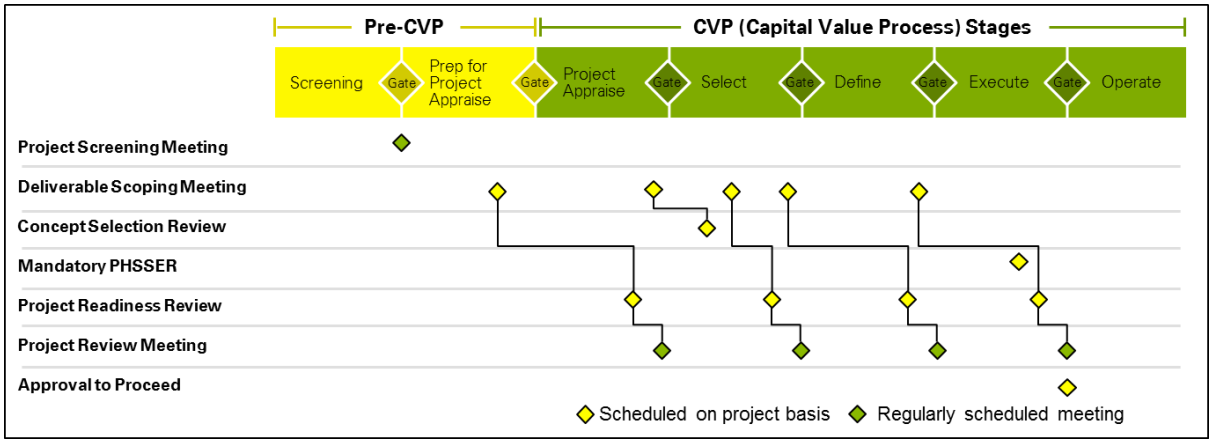


Figure 3. Category B Project Meetings Schedule

5.1 Early stage meetings

5.1.1 Project Screening Meeting

The Project Development Manager (PDM) chairs the Project Screening Meeting to review the completeness of the *Project Screening Document* and ensure the project merits the time and resources necessary for the Preparation for Project Appraise stage. The Project Development Manager will make a recommendation to the Category B PGM and VP Projects / Cat A PGM regarding whether or not to advance the project into Preparation for Project Appraise. If recommended to go forward, the Category B PGM (or designee) will prepare a Plan Change Proposal (PCP) document for the VP Projects / Cat A PGM's endorsement. The VP Projects / Cat A PGM will forward the PCP to the applicable VP Projects GDT for review at the Project Monthly Review, prior to final approval by the COO Projects. This approval will add the project to the Category B portfolio, and enable it to advance to the Preparation for Project Appraise stage. In addition, a pro-forma FM will be completed to request release of funds for Preparation for Project Appraise. The FM will be approved by the relevant VP Projects GDT.

Timing: Conducted during the Screening stage (Pre-CVP)

Terms of Reference: Appendix E.1.1

5.2 Core Approval Meetings

The Deliverable Scoping Meeting, Project Readiness Review, and Project Review Meeting comprise the key decisions and approvals needed to advance projects through the pre-CVP Preparation for Project Appraise stage and each subsequent CVP stage. Concept Selection is also included as a key decision meeting during the Select Stage.

5.2.1 Deliverable Scoping Meeting (DSM)

The DSM is chaired by the Category B Verification Lead. The purpose of the DSM is to establish the work program in all functions for the next stage of the project. Note that two DSM meetings occur in the Select stage at the end of the Concept Evaluation/Selection and Concept Definition sub-stages. Determinations are made regarding scalability, including which required products may be nested within host documents, and whether the project requires additional deliverables beyond those mandated by the CBcp. The output of this meeting is captured in a *PVPW,* which will form the record of the verification performed at the Project Readiness Review.

The DSM also includes a discussion to review the key deliverables for the next stage of the project. These key deliverables will be the focus of the Project Readiness Review to be held at the end of the next project stage.

The purpose of this discussion is to ensure all parties are aware of their responsibilities for that stage and that they are focusing on the correct deliverables. It is a deliverables consensus meeting; each function should have defined their deliverables in advance. The DSM helps ensure sufficient work is completed and eliminates unnecessary work for that stage.

Timing: Conducted at the end of the Preparation for Project Appraise (Pre-CVP), Project Appraise, Select (Concept Evaluation/Selection), Select (Concept Definition), and Define stages, prior to next stage entry:

Terms of Reference: Appendix E.2.1

5.2.2 Project Readiness Review (PRR) Meeting

PRRs are chaired by the Category B Verification Lead. The purpose of the PRR is to verify each function's readiness to proceed to the following stage. This is also the forum for project management self-verification by the Verification Lead. The PRR precedes and informs the Project Review Meeting (PRM) at which the project is formally approved or denied entry to the next stage. The Category B PGM decides if a project is ready to proceed to the PRM.

Timing: Conducted at the end of the Appraise, Select, Define, and Execute stages, prior entry into the next stage

Terms of Reference: Appendix E.2.2

Optional PRR meeting structure

To optimize the Category B PGM's participation in the PRR process, the PRR meeting described above may be split into two meetings, as follows:

- The first meeting functions as the formal PRR. The Review Team and Project Team representatives conduct a detailed, cross-functional review of the quality and completeness of the project deliverables for that stage, and evaluate the project's readiness to proceed to the next stage. The results are documented as the PRR outcome.
- In the second meeting, the Category B PGM meets with the Review Team and the Project Team representatives for a brief review of the outcomes and findings from the first meeting. The Project Team may also provide an update on any corrective actions taken during the interim period following the first meeting. If appropriate, the Review Team may update their assessment of the readiness of the project for advancement.

5.2.3 Concept Selection Review Meeting

The Concept Selection Review is chaired by the Lead Development Engineer in Select to endorse or recycle a proposed project concept. Prioritization and categorization decisions may be revisited depending on results of Concept Selection. The Category B PGM decides which concept will be approved.

Timing: Conducted during the Select stage (Concept Evaluation/Selection phase)

Terms of Reference: Appendix E.2.3

5.2.4 Project Review Meeting (PRM)

The PRM is chaired by the Category B PGM and is held prior to entry to each stage. The PRM is the formal stage gate at which the VP Projects / Cat A PGM approves or denies a project's entry to the next stage. The Financial Memorandum (FM) is also approved at this meeting (or endorsed for higher levels of approval).

→ In the Preparation for Project Appraise stage, the PRM is also used to ensure correct project categorization.

NOTE The Project Appraise PRM marks the official entry of a project into the GPO through the approval of the Appraisal FM.

Timing: Conducted at the end of the Preparation for Project Appraise (Pre-CVP), Project Appraise, Select, and Define stages, prior to next stage entry

Terms of Reference: Appendix E.2.4

5.3 End of project meetings

5.3.1 Approval to Proceed (ATP) Meeting

The ATP meeting is held at the end of a project to grant the project approval to proceed into Operate. The Area Operating Manager (AOM) and the PGM present the project to the VP Projects / Cat A PGM, VP Operations and VP S&OR for approval to proceed to Operate.

Terms of Reference: Appendix E.3.1

5.3.2 Post Project Evaluation

The Post Project Evaluation provides an opportunity for the project team to evaluate the effectiveness of their efforts at meeting project targets and KPIs, the project's alignment with business objectives, and record lessons learned to improve future project delivery and the Category B process. The Verification Lead chairs the meeting within three months of project startup.

Terms of Reference: Appendix E.3.2

5.4 Function-specific meetings

Finally, a number of other meetings are unique to sub-groups of functions. These include PHSSER and Approval to Proceed. (The Go / No-Go meeting immediately prior to startup is defined by Operations).

5.4.1 Project Health, Safety, Security, and Environmental Review (PHSSER)

The purpose of the **PHSSER** is to verify that the project has identified and fully addressed all aspects of HSSE and Integrity Management relevant to the project and CVP stage. Only the pre-startup PHSSER is mandated at the end of Execute, but others may be mandated by the Engineering Manager at the Deliverable Scoping Meeting.

6 Handover to Operations

Once a Category B project is completed, operational control is handed over from GPO to Operations. A well planned and well executed handoff is critical for achieving project success. While all CBcp requirements in all stages shall be completed before a project can be handed over, this section of this CBcp focuses on providing additional clarity on the sequence of steps required for handover. Figure 4

illustrates the sequence of milestones, meetings, events and documentation which shall be completed to properly transfer a project from GPO to Operations.

UDP 5.1-0003, *Managing Operations Readiness and Startup Assurance for Upstream Major Projects*, Appendix 1 shall be used to determine requirements for all functions at the Deliverable Scoping Meeting prior to Define stage entry. The resulting project-specific requirements shall be endorsed by S&OR in the Region. At the request of the Cat B PGM, GPO and Production each then work on their respective deliverables. Once completed, the project's Engineering and HSSE readiness is verified at the pre-Startup PHSSER. External assurance is also performed by Region EA and TAs. The project's overall functional and startup readiness is then verified at the Execute Project Readiness Review. Finally, the project is submitted for VP Operations approval at the Approval to Proceed meeting after which operational control is officially handed over from GPO to Operations.

Once Operations has assumed control of the asset, a Go/No Go decision is taken via Region MoC or at a Go/No Go meeting. The Go/No Go decision is followed by final onsite checks which are followed by startup execution. Figure 4 below illustrates the full process:

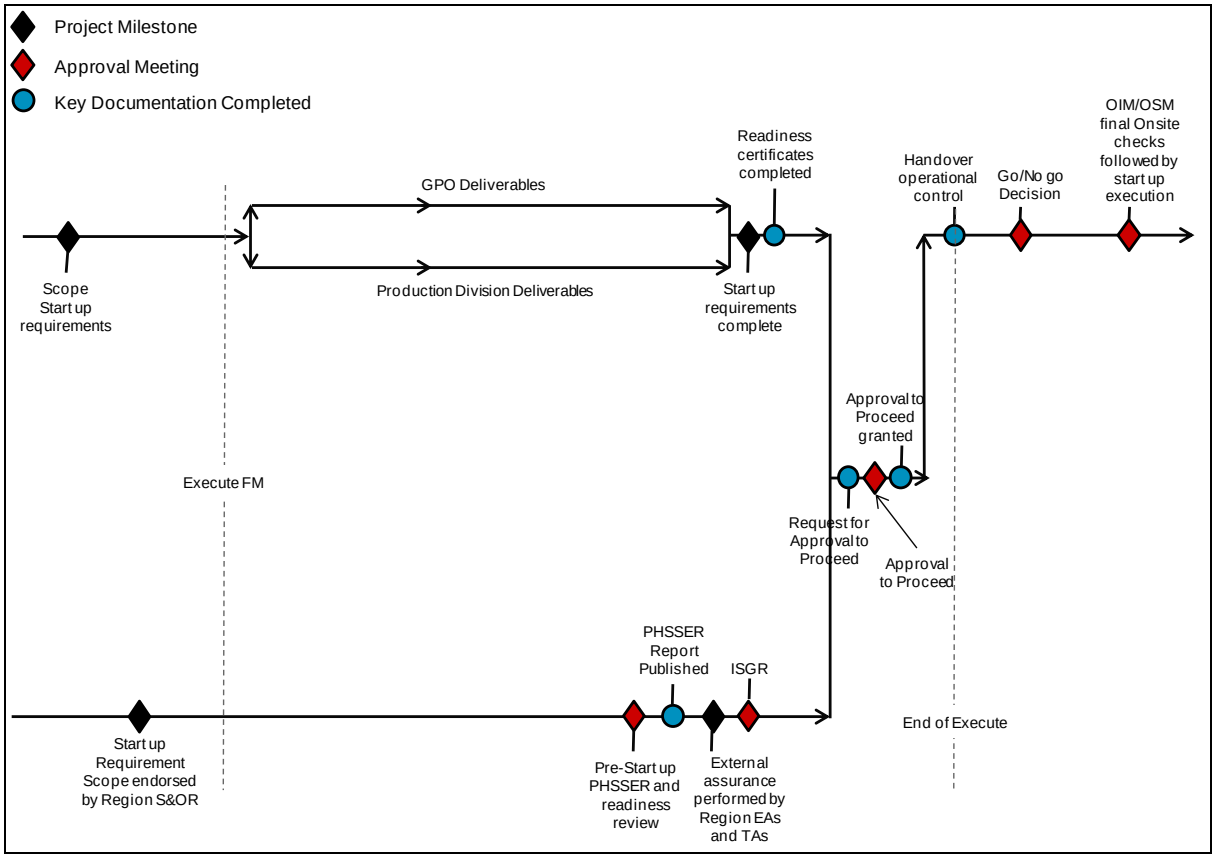


Figure 4. Category B Project Meetings Schedule (Handoff to Operations)

7 Pre-CVP requirements by project stage

7.1 Screening

NOTE Project Screening stage activities are led by the Global Operations Organization (GOO) with support from the GPO.

7.1.1 Screening: Project Management

P1-PM01 Initiate and complete *Project Screening Document*
The *Project Screening Document* captures the initial understanding of the project requirements. It contains information necessary for project categorization and prioritization, including the background information and business justification, as well as preliminary definitions of scope, complexity, constraints, target schedule, size, and rough order-of-magnitude cost estimate. Depending on the type of project, it also includes appropriate benchmarking metrics, such as NPV (Net Present Value) for the Define and Execute stages for a Financial Value project, or before/after OMS (Operating Management System) Risk Levels for a Risk Management project
Product Template: GPO-PA-TMP-00011 Category B - Project Screening Template

P1-PM02 Conduct Project Screening Meeting
References: Section 5.1; Appendix E

7.1.2 Screening: Finance

P2-FN01 Support the preparation of the *Plan Change Proposal (PCP)*
All additions to the Category B Portfolio require a PCP to be raised. This PCP will follow Upstream Business Planning EP SG1.3-001 (UBP) quarterly plan change process. The PCP is owned by the PGM, Finance supports its preparation. Approval of PCP's for entry to GPO will require Global Function Approval by Chief Operating Officer GPO and Head of Operations

P2-FN02 Support the completion of PPA FM pro-forma.
Product Template: GPO-FI-TMP-00002 Category B – Project FM Template (use of pro-forma PPA FM template is compulsory).

7.2 Preparation for Project Appraise stage

7.2.1 Prep for Project Appraise: Project Management

NOTE Preparation for Project Appraise stage activities are led by the GPO in advance of formal entry into the GPO, which occurs after the Appraisal FM is signed at the Appraise PRM.

P2-PM01 Initiate and complete *Project Appraisal Plan*
The *Project Appraisal Plan* is a formal document that outlines the Scope, strategic placement, and economic benefit of the project. It also outlines activities and deliverables planned for the Appraise and Select stages, including CBcp deliverables required to appropriately develop the project and any key issues or risks influencing the project economics, design and installation.
The purpose of the *Project Appraisal Plan* is to establish early in the project life cycle that the planned scope and execution strategy is indeed what was envisioned by the asset. Key sections of the plan include: the *Interface Management Plan*, *Organizational Learning Plan* and *Risk Management Plan*. The *Project Appraisal Plan* evolves into the *Project Execution Plan* in the Select stage.
Product Template: GPO-PA-TMP-00014 Category B – Project Appraisal Plan Template

P2-PM02 Conduct Deliverable Scoping Meeting
References: Section 5.2.1; Appendix E

P2-PM03 Create *Project Verification Plan* as additions or exceptions to the *Category B – Portfolio Verification Plan*
Document Reference: GPO-PX-PLN-00005 Category B – Project Verification Plan

P2-PM04 Begin documenting verification activities in the *Project Verification Plan Workbook*
The *Project Verification Plan Workbook* records the verification details that result from the Deliverable Scoping Meeting and the Functional Readiness Reviews
Product Template: GPO-PX-TMP-00005 Category B – Project Verification Plan Workbook Template

P2-PM05 Conduct Entry to Project Appraise PRM
References: Section 5.2.4; Appendix E

P2-PM06 Form project team structure and resource for Project Appraise as required
Through the life of the project, project member involvement changes to meet the particular needs of each stage, based upon their differing skill sets. All stages require involvement and collaboration from different functions. Team integration among these key roles is crucial to the success of the process and project. The purpose of establishing the team structure and resource for Project Appraise is to ensure that involvement from and integration of these necessary functions and project members is achieved. Assignment of project operations team FEL role and Operations SPOCs should occur.

7.2.2 Prep for Project Appraise: Finance

P2-FM01 Support the preparation of the *Project Appraisal FM* (*Financial Memorandum*) and *AFE* (*Authority for Expenditure*) to establish funding for the Project Appraise and Select stages.
Product Template: GPO-FI-TMP-00002 Category B – Project FM Template (use of this template is optional, the alternative is the standard GIAAPs FM template).

8 CVP stage requirements

8.1 Project Appraise stage

8.1.1 Project Appraise: Project Management

S1-PM01 Ensure Handover of Information
Establish the relevant sources of information (data, docs & models) from the Engineering and Operations teams. Information can reside in maintenance systems, inspection systems, held by maintenance contractors or within BP's central information stores (SharePoint).
Validate the adequacy of the information standards. Information standards such as the tag/document naming standards must be assessed for adequacy against current company standards. Where standards cannot be adopted, recommendations for adapting or replacing shall be made. Information standards shall also address the existence and condition of engineering models (3D, Hysys, etc.).
Establish the information interface process. Existing information that the project intends to take ownership of will need to be controlled through an interface process to ensure that should any operations updates occur, the project is notified accordingly. This should include the identification of all internal and external stakeholders.

S1-PM02 Implement Setting Business Priorities VIP
Business objectives are clarified through the use of the Setting Business Priorities (SBP) VIP (Value Improving Practice) in the Project Appraise stage. This VIP is designed to help the project team and major stakeholders clearly identify the project scope, key performance indicators, schedule, boundary conditions and constraints and key OMS and project delivery risks.
Part of SBP is comparing the key performance indicators (KPIs) or value attributes for the project to establish the relative importance of each of the KPIs.

S1-PM03 Initiate, complete, and implement project *Risk Management Plan* as exceptions to *Portfolio Risk Management Plan*
The project *Risk Management Plan* outlines the risk management activities to be executed during each stage of the project and throughout the duration of the project. Project delivery business risks such as ones that impact cost and schedule shall be considered, as well as new risks, residual risks, and secondary risks that surface through Process Safety risk processes (i.e. MAR (Major Accident Risk), HAZID (Hazard Identification), PHA (Process Hazard Analysis), HAZOP (Hazardous Operations Study), etc.). During the Project Appraise stage, the focus of the *Risk Management Plan* shall be on risks correlated with the project business case and establishing whether or not at least one development option is viable. For smaller Category B projects, it can be included as part of the *Project Appraisal Plan*.
Product Template: GPO-PX-TMP-00007 Category B – Portfolio Risk Management Plan Template

S1-PM03 Initiate preliminary *Project Statement of Requirements (SoR)*
The preliminary *Project SoR* (Statement of Requirements) is prepared at the end of the Project Appraise stage. The preliminary *Project SoR* defines the project background, scope, business drivers, business case, justification, key objectives, project boundaries and constraints, assumptions, key risks and uncertainties, estimated cost (both project cost and future operations and maintenance cost) and schedule, and associated project decommissioning activities.
The purpose of the *Statement of Requirements* is to clearly document the scope of work and boundary conditions for the project being developed. This document is fundamental in supporting the philosophy of "Management of no Change" in later stages of the project. The Technology flagship program is available to structure technology development programs if needed.
Product Template: GPO-PA-TMP-00010 Category B – Project Statement of Requirements (SoR) Template

S1-PM04 Update *Project Appraisal Plan* for the Select stage
Product Template: GPO-PA-TMP-00014 Category B – Project Appraisal Plan Template

S1-PM05 Update *Project Verification Plan Workbook*

S1-PM06 Document recommendation to proceed to Select stage in a *Project Select Entry Decision Memorandum*
At the end of the Project Appraise Stage, a *Project Select Entry Decision Memorandum* will be developed. It is comprised of a recommendation to proceed to the Select stage, and supporting project documentation, or it can recommend cancellation of a project. The purpose of the *Project Select Entry Decision Memorandum* is to document the work that the project team performed during the Project Appraise stage of the project. It is used to either approve or reject the progression of the project to the Select stage.
Product Template: GPO-PA-TMP-00013 Category B – Project Select Entry Decision Memo Template

S1-PM07 Initiate a *Project Key Decision Register* and update it with key decisions and associated agreements made in Appraise stage
Initiate a *Project Key Decision Register* and keep track of key decisions and assumptions made throughout the life of the project. Document who made the decisions and associated agreements, when they made them and any other supporting information regarding the decisions and associated agreements, and include references within the *SoR*, such as why they were made.
Product Template: GPO-PX-TMP-*00008 Category B – Project Key Decisions Register Template*

S1-PM08 Initiate the *Project Risk Register*
The *Project Risk Register* is developed in the Project Appraise stage and will be updated continuously to document all significant project risks, including HSSE, Engineering, Construction, Finance, PSCM and Operations risks along with any other risks associated with the project. This does not include existing Operations risks. It will also include mitigating response plans for all risks and named individuals responsible for implementing them the plans. The PMCS risk tool is owned by Project Services. For small Category B projects, a copy of the PMCS Risk Register can be included in the *Project Execution Plan*.

S1-PM09 Conduct Project Readiness Review (PRR)
References: Section 5.2.2; Appendix E

S1-PM10 Conduct Deliverable Scoping Meeting (DSM)
References: Section 5.2.1; Appendix E

S1-PM11 Conduct Project Review Meeting (PRM)
References: Section 5.2.4; Appendix E

S1-PM12 Update project team structure in the PAP and demand in the PSPC; resource for Select as required
Product Template: GPO-PA-TMP-00014 Category B – Project Appraisal Plan Template

8.1.2 Project Appraise: HSSE

S1-HS01 Initiate and complete a *Project HSSE Management Plan* as additions or exceptions to the region's *Portfolio HSSE Management Plan*

S1-HS02 Track and report Orange Book metrics on a quarterly basis

S1-HS03 Identify the HSSE risks and impacts associated with each of the options (through e.g. comparative EIA, HAZID, ENVIID processes
The purpose of identifying major risks and impacts is to aide in the selection of options and possibly eliminate options with unacceptable risks.

S1-HS04 Utilize the GDP 3.6-0001 *Applicability/Scope Flow Chart* to determine if GDP 3.6-0001 is applicable for the project
GDP 3.6-0001 is the Environmental and Social Requirements for New Access Projects, Major Projects, International Protected Area Projects and Acquisition Negotiations.

S1-HS05 Carry out high level regulatory review for all key HSSE requirements and establish an HSSE and regulatory commitments compliance register
Regulatory commitments are loaded into the regulatory commitments compliance register for tracking compliance actions. This includes detailed permit information, assigned responsibility and dates of required actions.

S1-HS06 Define HSSE training requirements and implement a system to track training

S1-HS07 Identify key internal and external stakeholders
External stakeholders include both agency and non-government organizations (NGO), with the appropriate points-of-contact that may control or influence the project. Internal Stakeholders engaged involves consultation with representatives and various groups within BP. This can include, but is not limited to Management, Projects, Engineering, HSSE, Legal, External Affairs, and Supply Chain Management.

8.1.3 Project Appraise: Reservoir Development

S1-RZ01 Update asset life of field Depletion Plan as necessary as a result of the project activity
The Lead Development Engineer shall verify that there is no impact on Subsurface. If there is, the Depletion Plan must be updated. The Depletion Plan is a description of the reservoir to be developed as part of the development project. It includes a description of the reservoir structure and characteristics, reservoir development plans, potential reserves, fluid properties, and well surface locations.
These items need to undergo verification from the Reservoir Development function for the quality of products and conformance vs. Category A MPcp subsurface guidelines. The verification model will be agreed on at entry to project appraise. Project verification could go through either VP Reservoir Development in GPO or in the region. This is agreed between VP Reservoir Development in GPO and VP Reservoir Development in the region prior to appraise.

S1-RZ02 Update asset Reservoir Uncertainty Statement and Management (RUSM)as necessary as a result of the project activity
The Lead Development Engineer shall verify that there is no impact on Subsurface, but if there is, a RUSM must be drafted. The RUSM addresses the reservoir characteristics, fluid properties, modeling, production profiles, field development plans, seismic information, assumptions, etc. to be considered when evaluating the viability and risks of the overall project.
These items need to undergo verification from the Reservoir Development function for the quality of products and conformance vs. Category A MPcp subsurface guidelines. The verification model will be agreed on at entry to project appraise. Project verification could go through either VP Reservoir Development in GPO or in the region. This is agreed between VP Reservoir Development in GPO and VP Reservoir Development in the region prior to appraise.

S1-RZ03 Initiate and complete the Integrated Subsurface Description (ISD) as necessary as a result of project activity, with reference to the GPO Subsurface Practice.

8.1.4 Project Appraise: Wells

S1-WL01 Initiate and complete a Well Initiation Plan for each well, if necessary
The objective of this document is to clearly communicate the expected prospect/reservoir target, anticipated reserves and rate for each well. This document is prepared with inputs from members of the Reservoir Management/Exploration/GPO and Subsurface Teams.

S1-WL02 Develop Scoping-level costs and times (from benchmarks) for *Project Appraisal FM,* Master Cost Estimate, and Master Control Schedule

8.1.5 Project Appraise: Engineering

S1-EN01 Request data to undertake an initial assessment of the condition of the existing asset as an input to the feasibility study

S1-EN02 Initiate and complete technical feasibility study as an input to the SoR

S1-EN03 Initiate and complete the *Design Hazard Management Strategy*

S1-EN04 Create decision notes
Key design decisions related to project management should be forwarded to the Lead Project Engineer for incorporation in the *Project Key Decisions Register*
Requirement Reference: S1-PM-07

8.1.6 Project Appraise: Commissioning

S1-CM01 Initiate the *Project Commissioning and Startup Strategy*
The high level *Project Commissioning and Startup Strategy* shall include the commissioning success criteria, commissioning execution strategy, commissioning Organization, resourcing strategy, high level commissioning schedule, commissioning risk management and commissioning plan, commissioning procedures, and vendor data requirements. For smaller Category B projects, it can be included as part of the *Project Appraisal Plan*.
Product Template: GPO-PX-TMP-00010 Category B – Project Commissioning and Startup Strategy Template

8.1.7 Project Appraise: Construction

S1-CN01 Initiate *Project Construction Execution Strategy*
For smaller Category B projects, it can be included as part of the *Project Appraisal Plan* and later as part of the *Project Execution Plan*.
Product Template: GPO-CM-TMP-00002 Category B – Project Construction Execution Strategy Template

S1-CN02 Perform site analysis
Analyze proposed construction site for input to schedule, cost, soil studies, water table, underground obstructions and feasibility.

8.1.8 Project Appraise: Operations

S1-OP01 Review assets from similar projects for production availability to help differentiate between alternative concepts
The purpose of reviewing analogous assets for production availability is to leverage knowledge accumulated during similar projects.

8.1.9 Project Appraise: Project Services

S1-PS01 Establish a Milestone based Level 1 Schedule
A schedule will be developed and updated at each stage of the project. The schedule will be refined as the engineering detail, planning progress and material delivery dates become more defined. Milestones will be utilized to progress the project to ensure the project remains on track.

S1-PS02 Establish a Cost Estimate
A Cost Estimate is prepared at the end of the Project Appraise Stage. The estimate will define the amount of funds necessary to complete the Select stage work and provide an estimate to complete the Define and Execute stages of the project based on the most likely viable option to be reviewed during the Select stage. Estimates at this early stage shall be based on analogue benchmarks.

S1-PS03 Develop *Project Interface Request Plan*
Implement the *Project Interface Request Plan* by identifying Organizations and personnel that the project team will be interfacing with throughout the project. Identify and assign primary contacts within the project team to each interface. For smaller Category B projects, it can be included as part of the *Project Appraisal Plan* and later as part of the *Project Execution Plan*.
Product Template: GPO-PC-TMP-00046 Category B – Project Interface Request Plan Template

S1-PS04 Develop and implement a *Project Organizational Learning Plan Workbook;* include additions or exceptions to the region *Portfolio Organizational Learning Plan*
The *Project Organizational Learning Plan Workbook* includes a description of how knowledge and lessons learned (e.g. from other projects) will be gathered, evaluated, documented, shared and utilized by the Project Team. It also includes how the Project Team will capture and share lessons learned from the project with other projects. It includes project-specific details not included in the region's *Portfolio Organizational*

Learning Plan. Knowledge gathering shall start at the beginning of the Project Appraise stage.
The purpose of the *Project Organizational Learning Plan Workbook* is to ensure that the project optimizes past lessons learned and best practices from other projects as well as lessons learned at the end of the stage. For small Category B projects, the *Project Organizational Learning Plan Workbook* can be included in the *Project Appraisal Plan* temporarily, and then moved to the *Project Execution Plan* upon its inception.
Product Template: GPO-OL-TEM-00008 Category B – Project Organizational Learning Plan Workbook Template

S1-PS05 Establish the *Project Information Management (PIM)Strategy*
The *Project Information Management Strategy* shall outline the intent of how project information management will be delivered for the Project/Program. Update the tag/document naming standards. The *Project Information Management Strategy* can be included in the *Project Execution Plan*.

S1-PS06 Implement *Project Management Control System*

8.1.10 Project Appraise: Procurement and Supply Chain Management

S1-PR01 Prepare and implement the *Project Contracting and Procurement Plan* for the Appraise stage
Product Template: GPO-MP-TMP-00002 Category B – Project Contracting and Procurement Plan Template

S1-PR02 Provide a high level Supply Market Report to inform the project team on contractor capacity, competency, price inflation and any material supply chain risks for key market sectors

8.1.11 Project Appraise: Finance

S1-FN01 Work with Project Development Manager (PDM), and Region, to secure necessary partner approvals to plans and budgets required to fund the work program under relevant agreements

S1-FN02 Develop the Business Case and conduct economic evaluation of each development concept
The purpose of conducting the economic evaluation of each development concept is to test the viability of concepts, optimize value and evaluate robustness of the project. Comply with Economic Evacuation Methodology (EEM) and Group Investment Appraisal and Approval Procedures (GIAAP) when conducting the economic evaluations. Refer to EEM (GN10) for determining economic analysis requirements for Non-Discretionary or Maintain investments.

S1-FN03 Initiate the *Project Commercial Action Plan*
Identify and include the steps that need to be taken to access terms, such as concession agreements, and other operating agreements in the *Project Commercial Action Plan*. Where necessary, undertake preliminary discussions on market access and joint venture agreements, such as gas sales, transportation, hydrocarbon allocation and valuation. Also, include any issues critical to the commercial viability in the plan. For small Category B projects, the *Project Commercial Action Plan* can be included in the *Project Execution Plan*.
Product Template: GPO-FI-TMP-00001 Category B – Project Commercial Action Plan Template

S1-FN04 Steward GFO (Group Financial Outlook) and LTP (Long-Term Plan) inputs
Steward GFO and LTP inputs by incorporating project planning and performance management processes and data. Inputs to the quarterly GFO process shall include accounting inputs, actuals and forecasts. Integrate cost planning and performance management into the GFO and LTP.

S1-FN05 Establish robust Financial control, reporting, accounting systems and policies appropriate for the activity at this stage of project development. Compliance to be confirmed via Accounting Reporting Control (ARC) Readiness Review during the Finance Verification Process.

8.1.12 Project Appraise: Quality

S1-QL01 Initiate the project *Quality Plan* as additions or exceptions to the *Portfolio Quality Management Plan*
The project *Quality Plan* defines the quality control requirements for the project and documents the methods the Project Team will utilize to the ensure quality of the completed project. It will address items such as engineering, procurement, fabrication/construction, vendor/supplier data, commissioning/Functional Check-Out (FCO), Guidance on Certification (GOC), documentation requirements, material testing, and inspection requirements. For smaller Category B projects, it can be included as part of the *Project Appraisal Plan* and later as part of the *Project Execution Plan*.
Document Reference: Region *Portfolio Quality Management Plan*

8.2 Select stage

The Select stage comprises two phases: Concept Evaluation/Selection, and Concept Definition.

8.2.1 Select: Project Management

Concept Evaluation/Selection

S2-PM01 Select Best Option
The goal of this step is to identify the best engineering option for the project. It is not beneficial to conduct elaborate engineering studies and cost estimates on all the potential options since only one option will advance to the Define Stage and the other costs will be sunk. Therefore, options worked in the Concept Evaluation stage shall only be worked to a sufficient level of detail to allow an educated decision to be made. However, teams should remain cognizant of the risks inherent in brownfield project delivery and should work options to an appropriate level of detail. In the event that two or more options look viable, it may be necessary to do additional reviews of potential project risks, implementation timing, and a much more detailed life cycle cost analysis of the different options to determine which shall be progressed through the Select stage.
Rationale for option elimination and option selection will need to be documented by the Project Team. Criteria used during this selection process can include: environmental, safety, cost, material availability, down time, schedule and risk.

S2-PM02 Initiate and complete *Project Concept Selection Decision Memorandum*
The *Project Concept Selection Decision Memorandum* is prepared when sufficient engineering has been completed to make the selection to document the option selected by the Project Team. The *Project Concept Selection Decision Memorandum* must be approved by management in the Proposing and Supporting Organizations prior to the project team developing the project further. In addition to describing the selected project option, the memorandum also describes the decision criteria used in making the selection and it discusses the other project options that were evaluated and the reasons those options were not selected.
Product Template: GPO-PA-TMP-00012 Category B - Project Concept Selection Decision Memorandum (CSDM) Template

S2-PM03 Conduct Concept Selection Review
The Concept Selection Review is a forum in which Project Team selects the option to progress. Output from the Appraise Stage VIP (SBP) is used to evaluate concept selection.
References: Section 5.2.3; Appendix E

Concept Definition

S2-PM04 Conduct Deliverable Scoping Meeting for Concept Definition
References: Section 5.2.1; Appendix E

S2-PM05 Implement appropriate Select stage VIPs

The project team shall conduct Select stage VIPs of the project design as the project design progresses through the Select stage. The intent of these practices is to focus on specific areas of the project design to identify improvement opportunities that will add value to the overall project. Typical Select Stage VIPs include Technology Selection, Process Simplification and Codes and Standards. Guidance on VIP application can be sought from the concept development engineering group.

S2-PM06 Finalize *Project SoR* in late Select prior to transitioning in Define
Product Template: GPO-PA-TMP-00010 Category B – Project Statement of Requirements (SoR) Template

S2-PM07 Conduct Execution Planning Workshop
The purpose of the Execution Planning Workshop is to review and agree PEP contents between Developments in the Region and Operations in the Region to attest to do-ability of the PEP (e.g. test bed space constraints, maintenance impacts, modifications team work, operations permitting interface etc.) This meeting occurs at the end of Concept Definition and at the end of Define. This meeting's output is part of the current stage DSP.
Reference: GPO-PX-PRO-00013 GPO Performance Management Practice

S2-PM08 Develop a preliminary *Project Execution Plan*
The *Project Execution Plan* (PEP) is the package that describes how the project is going to be managed in subsequent CVP stages. The primary purpose of the PEP is to convey to the engineering team, construction, Stakeholders and Project Readiness Reviewer how the project is to be executed. The PEP starts out in the Select stage as preliminary and will contain much greater detail when completed in the Define Stage. The Select Stage PEP shall specify the Define stage engineering contractor.
The PEP also includes key project deliverables, including the *Work Breakdown Structure*, *HSSE Management Plan*, *Engineering Plan* and key project risks.
Product Template: GPO-PA-TMP-00009 Category B – Project Execution Plan (PEP) Template

S2-PM09 Maintain Risk Register
The Risk Register shall be updated continuously to document all significant project risks, including HSSE, Engineering, Finance, PSCM and Operations risks along with any other risks associated with the project. It shall also include mitigating response plans for all risks and named individuals responsible for implementing them the plans. Implement risk management plan and actions.

S2-PM10 Identify, plan, and subject to necessary risk assessment any potential SIMOPs between project and operations and TAR
The outputs of this activity should be documented as an integral part of the *Project Execution Plan*.
Identify potential SIMOPs between project and operations. Measure risk of SIMOPs via HAZID or other risk assessments.

S2-PM11 Prepare Construction Work Packaging Strategy in alignment with Engineering, Construction, Procurement and Commissioning functions

S2-PM12 Ensure project is included into appropriate regional plans and 8Q Activity Plans

S2-PM13 Document recommendation to proceed to Define stage in a *Project Decision Support Package* (DSP)

- Prior to completion of the Select stage, a *Project Decision Support Package* will be assembled. The purpose of the *Project Decision Support Package* is to group into one package the executive summary of the engineering work that was completed during the Select stage and all necessary supporting documentation necessary to make a decision on advancing the project to the next stage or cancelling the project. The approval of the DSP is a requirement for advancing the project to the Define stage.
- The main attachments to the Select stage DSP are the final SoR, preliminary BoD, Reservoir Development and Wells deliverables if necessary, Concept Selection memo, concept engineering package, preliminary Project Execution Plan, TIC Estimate, Schedule and updated Risk Register.

Product Template: GPO-PA-TMP-00008 Category B – Project Decision Support Package (DSP) Template

S2-PM14 Update *Project Key Decision Register* with key decisions and associated agreements made in Select stage.
Product Template: GPO-PX-TMP-00008 Category B – Project Key Decisions Register Template

S2-PM15 Conduct Project Readiness Review
References: Section 5.2.2; Appendix E

S2-PM16 Conduct Deliverable Scoping Meeting
References: Section 5.2.1; Appendix E

S2-PM17 Conduct Project Review Meeting (PRM)
References: Section 5.2.4; Appendix E

S2-PM18 Update project team structure in the *Project Execution Plan* (PEP) and demand in the PSPC and resource for Define as required
Product Template: GPO-PA-TMP-00009 Category B – Project Execution Plan (PEP) Template

8.2.2 Select: HSSE

Concept Evaluation/Selection

S2-HS01 Update Project HSSE Management Plan
Product Template: GPO-HS-TMP-*00005 Category B – Portfolio HSSE Management Plan Template*

S2-HS02 Track and report Orange Book metrics on a quarterly basis

S2-HS03 Use the appropriate processes to identify the HSSE risks and impacts associated with each of the options (e.g. comparative EIA, HAZID, ENVIID, and HealthMap)

S2-HS04 Conduct Environmental and Social GDP 3.6 001 and GRP 3.6 001 conformance review to highlight key elements for implementation

S2-HS05 Update the HSSE and regulatory commitments compliance register

S2-HS06 Participate in contractor selection and management processes

Concept Definition

S2-HS06 Identify the HSSE risks and impacts associated with the selected option and studies required (e.g. detailed EIA, HAZID, ENVIID, Aspects and Impacts Register, Human Factor screening, Healthmap workshop)

S2-HS07 Identify, assess and mitigate Occupational Safety Risks appropriate to this stage of the project (for example BP Office Safety, Engineering Contractors' Office Safety).

S2-HS08 Conduct Environmental and Social GDP 3.6 001 and GRP 3.6 001 conformance review to finalize applicable elements for implementation and incorporate these into the BoD

S2-HS09 Carry out detailed regulatory review for all HSSE requirements and update the HSSE and regulatory commitments compliance register for the selected option.

S2-HS10 Review, update and implement HSSE training requirements.

S2-HS11 Initiate a *Project Stakeholder Management Plan*
The *Project Stakeholder Management Plan* may be included in the Project HSSE Management Plan.
Product Template: GPO-HS-TMP-00007 Category B – Project Stakeholder Management Plan Template

8.2.3 Select: Reservoir Development

Concept Evaluation/Selection

No Reservoir Development requirements.

Concept Definition

S2-RD01 Update Depletion Plan if necessary
Update the Depletion Plan by including any changes to the description of the reservoir to be developed as part of the development project. Also include any updates to the description of the reservoir structure and characteristics, reservoir development plans, potential reserves, fluid properties, and well surface locations.

S2-RD02 Update RUSM if necessary
Provide any additional reservoir characterization information to be used by the project team in the RUSM (Reservoir Uncertainty Statement and Management). This information shall include number of wells and their locations, reservoir fluid properties, anticipated rates, pressure and temperature data, and the reservoir development plan.

S2-RD03 Update ISD (Integrated Subsurface Description) if necessary

8.2.4 Select: Wells

Concept Evaluation/Selection

S2-WL01 Select Well Option
Ensure the appropriate wells options have been evaluated. Perform the necessary technical work to support selection of the option which best delivers the well or wells objectives, addresses risks and maximizes value. Select the well or wells option for which the Statement of Requirements (SoR) will be constructed.

Concept Definition

S2-WL02 Develop the activity planning input (8Q Plan)
This plan defines where the well fits into the drilling schedule to deliver the agreed Business Plan Elements. The detailed resources and equipment required for this well shall be entered into the Activity Planning through the Functional Plan. The Function plan for wells might include pre-drill analysis, drilling, completions, subsea, facilities modification, hook-up, and commercial activities.

S2-WL03 Develop the Drilling and Completions Uncertainty Statement (DCUS) for each well as input to the Define FM. In a project with more than two wells, develop a single DCUS for all wells.

S2-WL04 Develop Wells Statement of Requirements (Wells SoR) for each well, or in a project with more than two wells develop Wells SoRs for the first two wells and at least generic Wells SoR for each of the remaining well types.
The Wells SoR provides formal definition of the scope of work required to convert the prospect into a value adding asset. It provides an opportunity for all relevant parties to understand, review, discuss and agree on the cross-functional interfaces, to ensure that all aspects of the project can be executed.

8.2.5 Select: Engineering

Concept Evaluation/Selection

S2-EN01 Initiate *Project Design Hazard Management Plan*
The *Project Design Hazard Management Plan* enables the Project Team to manage, mitigate, or eliminate potential operating hazards during the planning and execution of the project. Design Hazards Management (DHM) focuses primarily on potential major accident hazards associated with operation of the permanently installed production facilities. Non-operational hazards associated with the construction, installation, and commissioning activities are primarily managed through the Category B Regional HSSE and Control of Work processes. The *Project Design Hazard Management Plan* can be included in the *Project Engineering Plan*.
Requirement Reference: S2-EN08
Product Template: GPO-EN-TMP-00005 Category B – Design Hazards Management Plan Template

S2-EN02 Initiate or maintain Hazards Register

S2-EN03 Maintain decision notes

S2-EN04 Begin PFDs (Process Flow Diagrams)

Concept Definition

S2-EN05 Update *Project Design Hazard Management Plan* for the selected concept

S2-EN06 Identify project relevant BP ETPs (Engineering Technical Practices)/STPs (Site Technical Practices), local practices, procedures, specifications and guidelines, and local and national regulations

S2-EN07 Initiate a preliminary *Project Design Case for Safety*
The *Project Design Case for Safety* is a summary plan showing all safety features included in the design, including safety activities and layers of protection, and an explanation of what was changed from a safety standpoint. The study shall be completed before the end of Concept Definition. A preliminary fire and explosion analysis shall also be completed during Concept Definition. It shall also include a reference to health and environment. The *Project Design Case for Safety* shall include the performance standards update and the output from the HazID reviews.
Product Template: GPO-EN-TMP-00003 Category B – Project Design Case for Safety Template

S2-EN08 Initiate *Project Engineering Plan* as additions or exceptions to the *Portfolio Engineering Plan*
The Project Engineering Plan shall include any exceptions or additions specific to the particular project to the *Portfolio Engineering Plan*. The purpose of the Project Engineering Plan is to look at all options and provide a description of engineering, quality and safe design aspects of each option. For small Category B projects, the Project Engineering Plan can be included in the *Project Execution Plan*.
Product Template: GPO-EN-TMP-00006 Category B – Portfolio Engineering Plan Template

S2-EN09 Initiate preliminary *Project BoD*
The preliminary *Project BoD* defines the technical basis for the project at the end of the Select stage. It represents the conversion of the business requirements given in the *SoR* into a technical basis for the project. It will list out process design criteria known at that stage of the project. This will include items such as production pressures, volumes and temperatures, fluid properties and materials of construction.
Product Template: GPO-EN-TMP-*00004* Category B – Project Basis of Design (BOD) Template

S2-EN10 Develop Design Philosophies
Design philosophies describe how each discipline will manage their design on a specific project. Most of the design technical requirements will be in the *Project BoD*, but the

philosophy documents show the step-by step approach on how the design will be developed.

S2-EN11 Develop and implement a Hazards Register

S2-EN12 Develop preliminary P&IDs (Piping & Instrumentation Diagrams)

S2-EN13 Maintain decision notes

8.2.6 Select: Commissioning

Concept Evaluation/Selection

No Commissioning requirements.

Concept Definition

S2-CM01 Initiate preliminary *Project Commissioning and Startup Execution Plan*
The preliminary *Project Commissioning and Startup Plan* describes the project's expectations on how the project will be commissioned and started up by Operations upon construction and function checkout completion. It outlines the processes that Operations will use to satisfy themselves that the project is ready for startup and the processes Operations will use to safely startup the new addition or facility. The startup section will be developed by the Operations team. It will also highlight any Operations, Maintenance, or vendor support anticipated during this phase of the project implementation.
The plan shall consider if there are elements of the scope that will require a system or plant shutdown, define pre-shutdown, shutdown and post-shutdown scopes of work, formulate MoC strategy according to startup sequence. For small Category B projects, the *Project Commissioning and Startup Plan* can be included in the *Project Execution Plan*.
Product Template: GPO-PX-TMP-00009 Category B – Project Commissioning and Startup Execution Plan Template

8.2.7 Select: Construction

Concept Evaluation/Selection

No Construction requirements.

Concept Definition

S2-CN01 Initiate the *Project Construction Execution Plan* (CEP)
Product Template: GPO-CM-TMP-00001 Category B Project Construction Execution Plan Template

S2-CN02 Reassess site conditions

8.2.8 Select: Operations

Concept Evaluation/Selection

S2-OP01 Quantify trade-off analyses for availability and production
Quantify trade-off analyses for availability and production. Consult the Regional R & M Manager as the owner of Availability Modeling. Agree if an impact on Reliability and Availability can occur from implementation of the project. If an impact is expected then quantification is required.

S2-OP02 Develop an early life of field Opex Model to differentiate between alternative concepts
Understand the operating expenses associated with the project by developing an early life of field Opex Model. Understanding the future operating expenses will provide valuable information for option selection.

Concept Definition

S2-OP03 Develop or review a preliminary *Project Operations and Maintenance Strategy* as exceptions or additions to the *Portfolio Operations and Maintenance Strategy*
The Project Operations and Maintenance Strategy shall include any exceptions or additions specific to the particular project to the *Portfolio Operations and Maintenance Strategy*. The preliminary Project Operations and Maintenance Strategy establishes the design philosophy, which will be used in designing the project to enable safe operation and maintenance of the equipment. It will address issues such as manned vs. unmanned facilities, automated vs. local control, equipment redundancies or sparing philosophies, installed spares, operator and maintenance access to equipment, vendor support, isolation philosophy, etc. Reference can be made to EP SDP 5.4-0001. For small Category B projects, the Project Operations and Maintenance Strategy can be included in the *Project Execution Plan*.
Product Template: GPO-OP-TMP-00023 Category B Portfolio Operations and Maintenance Strategy Template

S2-OP04 Provide input into the *Project Commissioning and Startup Plan*

S2-OP05 Initiate a *Project Operations Readiness Plan*
The *Project Operations Readiness Plan* includes all activities that must be completed during the project for it to be ready for the Operate phase. For small Category B projects, the *Project Operations Readiness Plan* can be included in the *Project Execution Plan*. It may also include the Operations Readiness Checklist.
Product Template: GPO-OP-TMP-00008 *Category B Project Operations Readiness Plan Template*

S2-OP06 Update Operations Staffing Plan
Put in place an Operations Staffing Plan encompassing Operations support requirements during the project and extending into the Operate phase. Include all key Operations resources required in locally for the Operate phase. For small projects the Operations Staffing Plan can be included in the *Project Execution Plan*.

8.2.9 Select: Project Services

Concept Evaluation/Selection

No Project Services requirements.

Concept Definition

S2-PS01 Develop *Project Information Management (PIM)*
The project team shall develop the PIM plan based on the GPO standard product. This shall take into consideration existing PIM processes and systems, the size and nature of the project, whether this consists of a single project or a program of projects and the intended contracting strategy. Where a project is being executed as a program, the PIM plan shall be developed at the program level. The following IM deliverables shall be developed: Information handover Specification (IHS), Project Information Management Implementation Plan (PIMIP), Engineering Numbering Specification (ENS), Document Numbering Specification (DNS), Statement of Requirements (SoRs) for Tags and Document. Assess the state of critical documents as per the Segment Recommended Practice for Engineering Management SRP 5.0-0001, the Information Management process, Tag numbering procedures, and document numbering procedures.

S2-PS02 Establish the Master Control Schedule

- The Master Control Schedule shall be refined as the engineering detail, planning progresses and material delivery dates become more defined. The schedule shall be updated to show key project milestones, such as funding requirements, Project Readiness Reviews, long lead procurement, other procurement, fabrication, permitting. The Construction Schedule should be included as part of the Master Control Schedule.

- All project schedules shall show key project milestones, such as funding requirements, long lead procurement, other procurement, fabrication, permitting, and construction dates. Events, such as PHSSER and Project Readiness Reviews, shall also be included in all schedules.
- Integrate Master Control Schedule with asset TAR Plan if necessary via the Activity Planning process.

S2-PS03 Implement the *Project Organizational Learning Plan*

S2-PS04 Establish project planning and performance management
Maintain Category B project planning and performance management process, which can be found in the portfolio planning and performance management documentation

S2-PS05 Refine the Cost Estimate
Refine the Cost Estimate by updating the amount of funds necessary to complete the Define stage work and updating the estimate to complete the Execute stage of the project, including engineering, management and construction costs to install the project based on the most likely viable option to be reviewed during the Select stage. The project team shall ensure sufficient allowances and contingencies or Unallocated Provisions (UAP) are included in the estimate to account for the high level of uncertainty of scope and lack of detail at this stage of the project. Comparison estimates and benchmarking to other projects can prove helpful in this regard. Consider the use of the BRISK tool to determine cost risk ranges at the end of the stage

S2-PS06 Develop a Work Breakdown Structure
A Work Breakdown Structure is a deliverable-oriented hierarchical decomposition of the work to be executed by the Project Team to accomplish the project objectives and create the required deliverables.

S2-PS07 Establish the Project Staffing Plan
Establish the overall Project Staffing Plan for the Select stage and a look-ahead for the project Define stage in the Project Staff Planning and Control (PSPC) procedure database

S2-PS08 Perform Project Services Discipline Review (PSDR)
Brownfield projects require an information health check of the existing asset, as part of the Project Services Discipline Review (PSDR).

S2-PS09 Conduct cost and schedule benchmarking of selected concept
Benchmark costs, activities and schedule against similar projects completed by BP.
Produce Select Stage Benchmarking Summary

S2-PS10 Implement Contractor Management System

8.2.10 Select: Procurement and Supply Chain Management (PSCM)

Concept Evaluation/Selection

No PSCM requirements.

Concept Definition

S2-PR01 Update the *Project Contracting and Procurement Plan*
Update and implement the *Project Contracting and Procurement Plan* for Select and refine the Plan post concept selection in preparation for Define. Identify long lead items and preliminary schedule for execution of procurement activities. As applicable, review Spare Parts Strategy and Operations Readiness Plan and incorporate into the Contracting and Procurement Plan.
Product Template: GPO-MP-TMP-00002 Category B – Project Contracting and Procurement Plan Template

S2-PR02 Initiate the *Project PSCM Strategy* as additions or exceptions to the *Portfolio PSCM Strategy*
The standard *Project PSCM Strategy* Frame "one pager" shall be developed in accordance with the *Portfolio PSCM Strategy* and address project level additions or exceptions to the *Portfolio PSCM Strategy*. The *Project PSCM Strategy* shall be

approved by the appropriate Contracting Governance Board
Product Template: GPO-MP-TMP-00003 Category B – Portfolio PSCM Strategy Template

S2-PR03 Develop the *Supplier Quality Management Strategy*
The project Supplier Quality Management Strategy shall be developed in accordance with the regional PSCM Category B Portfolio Strategy and address project level additions or exceptions to the Portfolio Strategy. The Supplier Quality Management Strategy shall be developed in conjunction with the Category B Engineering and Quality organization and be compliant with the GPO Quality Management System, the Global PSCM Supplier Quality Management common process and may be integrated into the project Quality Management Plan.

S2-PR04 Develop the *Materials Management and Logistics Strategy*
In preparation for Define, the project Materials Management and Logistics Strategy shall be developed in accordance with the regional PSCM Category B Portfolio Strategy to address warehouse management, investment recovery and materials handover and any project level additions or exceptions to the Portfolio Strategy. The Materials Management and Logistics Strategy shall be compliant with the GPO Materials Management common process and may be included in the Project Execution Plan.

S2-PR05 Ensure Contract Briefs and Schedules of Responsibilities are accessible

8.2.11 Select: Finance

Concept Evaluation/Selection

S2-FN01 Update economic evaluation to optimize value and assess commercial complexity for all concepts as input to Concept Selection. Demonstrate how value and capital efficiency are maximized.

S2-FN02 Ensure robust Financial control, reporting, accounting systems and policies are in place and continue to provide the appropriate level of support.

Concept Definition

S2-FN03 Update Project Commercial Action Plan
Product Template: GPO-FI-TMP-00001 Category B – Project Commercial Action Plan Template

S2-FN04 Prepare ATN if relevant
Prepare *Authority to Negotiate* if project requires new or amended commercial agreements. Authority to Negotiate is used for agreements regarding concession, JV terms, transportation, gas sales and hydrocarbon allocation and valuation.

S2-FN05 Steward GFO (Global Financial Outlook) and LTP (Long-Term Plan) inputs

S2-FN06 Support the preparation of the *Define FM* for capital, Long-Term Capital Commitment (LTCC) or Revex projects, including high definition economics and business case justification to request endorsement of funding.
Product Template: GPO-FI-TMP-00002 *Category B – Project FM Template (use of this template is optional, the alternative is the standard GIAAPs FM template, except for UEM/RCM level FMs where GIAAPs FM template is compulsory)*

S2-FN07 Secure necessary partner and Government approvals to plans and budgets required to fund the work program under relevant agreements for the Define stage

S2-FN08 Update Finance risks and mitigation plans which shall be endorsed by the PGM and included in the overall Project risk register

8.2.12 Select: Quality

Concept Evaluation/Selection

S2-QL01 Update the *Project Quality Plan* as additions or exceptions to the *Portfolio Quality Management Plan* and have it approved by the PGM (Projects General Manager)
Reference: Region *Portfiolio Quality Management Plan*

S2-QL02 Identify and manage Quality risks as part of entity risk

S2-QL03 Identify the process to develop Purchase Order Quality Requirements (POQR), Inspection and Test Plan and supply chain risk

S2-QL04 Verify documentation completeness of engineering studies, deliverables and requirements are approved as specified in the *Project Execution Plan* (PEP) or Project Quality Plan (PQP)

Concept Definition

No Quality requirements.

8.3 Define stage

8.3.1 Define: Project Management

S3-PM01 Implement Define Stage VIP reviews
The project team shall conduct Define Stage VIP reviews of the project design as the project progresses through the Define stage. The intent of these reviews is to focus on specific areas of the project design to identify improvement opportunities that will add value to the overall project.

S3-PM02 Implement MoC control for *Project SoR* via PMCS
A Project MoC register shall be maintained for each project to provide a log or register of significant changes to the project scope, schedule and budget. This log will provide a concise project history of changes for use by the project team and stakeholders. The Project MoC will be used as a tool to minimize project changes after the project scope has been set.

S3-PM03 Agree to and document startup requirements
Develop the startup requirements with inputs from all functions including Operations in the Region and Projects in GPO.

S3-PM04 Conduct Execution Planning Workshop

S3-PM05 Finalize the *Project Execution Plan*, then obtain Operations approval and implement the plan
The *Project Execution Plan* is the package that describes how the project is going to be managed in subsequent CVP stages. The primary purpose of the PEP is to convey how the project is to be executed.
The PEP also includes key project deliverables, including the Work Breakdown Structure, HSSE Management Plan, Engineering Plan and Risk Register.

S3-PM06 Ensure the project is included in the appropriate regional plans and 8Q Activity Plans through attendance at the Region's AOM Table meeting.

S3-PM07 Review and agree Startup Assurance requirements. Utilize UDP 5.1 as guidance for requirements.

S3-PM08 Document recommendation to proceed to Execute stage in a *Project Decision Support Package*
The purpose of the *Project Decision Support Package* is to group into one package the executive summary of the engineering work that was completed during the Define stage and all necessary supporting documentation necessary to make a decision on advancing the project to the next stage or cancelling the project. The approval of the DSP is a requirement for advancing the project to the Execute stage. The main items in the Define stage DSP package are the final *Project SoR*, final *Project BoD*, *Project Execution Plan*, Project Risk Register, TIC Estimate and Schedule.

S3-PM09 Document key decisions and associated agreements made in Define stage in a *Decision Register*
Key decisions and assumptions in the Define stage shall bias toward minimizing MoC activity.

S3-PM10 Conduct Project Readiness Review

S3-PM11 Conduct Deliverable Scoping Meeting for Execute

S3-PM12 Conduct Project Review Meeting

S3-PM13 Update project team structure in the PEP, demand in the PSPC, and resource for Execute as required

S3-PM14 Update Project Stakeholder Management Plan

S3-PM15 Maintain Risk Register

8.3.2 Define: HSSE

S3-HS01 Update Project HSSE Management Plan

S3-HS02 Track and record Orange Book metrics on a quarterly basis

S3-HS03 Develop HSSE reporting and incident investigation process with definition of reporting boundaries for Define activities (This could nest in HSSE Management Plan)
HSSE and operational incidents shall be reported and investigated in conformance to GPO reporting and investigation requirements. Reporting boundaries define which incidents are within the BP operational boundary.

S3-HS04 Carry out detailed ENVIID

S3-HS05 Develop HSSE studies and mitigation plans
HSSE studies and mitigation include EIA (Environmental Impact Assessment), Aspects and Impact Register, Human Factors screening, and Healthmap.

S3-HS06 Develop Environmental and Social GDP 3.6 001 Conformance report and ensure any deviations are appropriately justified through BAT assessment
An Environmental and Social GDP Conformance report is a document, spreadsheet or system which lists all applicable GDP 3.6 001 requirements and records conformance against them.

S3-HS07 Participate in contractor selection and management processes

S3-HS08 Review, update and implement HSSE training requirements

S3-HS09 Review Security and Emergency Management Requirements for impact on existing design
Security and emergency management requirements should be taken into consideration during the planning and design stages of all projects

8.3.3 Define: Reservoir Development

S3-RD01 Update RUSM if necessary

S3-RD02 Update ISD if necessary

8.3.4 Define: Wells

S3-WL01 Develop the Wells Basis of Design (BoD)
The Wells BoD describes the intended construction and operating parameters for all key aspects of the well or wells during construction and subsequent operation. It will include a number of different aspects of the well design. The Drilling and Completions sections of the BoD may be prepared by different groups but need to work together to assure that after construction both elements work for the life of the well.

S3-WL02 Develop the Wells Approval For Expenditure (AFE) for the well as input to the *Execute FM*, or in a project with multiple wells or with a significant time lag between the Execute FM approval date and well operations commencing, update the DCUS for all wells as input to the Execute FM.
The preparation and signature of the AFE is to be performed consistent with the Defined Delegation of Authority and Operating agreements. This decision represents the definition of the Drilling and Completions costs that are entered in the AFE.

S3-WL03 Develop the Well Program for each well (include Mud, Cement, Directional, Critical Integrity/Barrier Test)
The formal approval of the detailed instructions for execution of the well will be consistent with the approved *Wells BoD* and conform to the relevant practices. The program will include all aspects of the drilling phase and at least a draft of the completion phase. The formal approval of the completion program may be dependent upon the well drilling results.

8.3.5 Define: Engineering

S3-EN01 Implement *Project Design Hazard Management Plan*
Execute hazard evaluations, including HAZOP, CHAZOP, LOPA, SIL, dropped object and collision studies, and update results in the *Design Hazard Management Plan*. Also, update any changes to the project goals, techniques and plan to manage and conduct hazard evaluations.

S3-EN02 Update the Project Design Case for Safety
Implement the *Design Case for Safety*, including the summary plan showing all safety features included in the design. This includes updating safety activities, layers of protection and the explanation of what was changed from a safety standpoint. It shall also include a reference to health and environment. The Design Case of Safety shall include the performance standards update and the output from the ISD review, HAZOPs, LOPAs & SIL reviews.
Offshore projects will require design safety work to be updated to include a revision of the register of major hazards. This feeds into the independent verification body (IVB) strategy and performance standards update.

S3-EN03 Finalize the Project Engineering Plan

S3-EN04 Implement GP 01-01, *Group Defined Engineering Technical Practices*, and EP-GP-01-01-1, *Segment Defined Engineering Technical Practices*, as appropriate

S3-EN05 Finalize Project BoD
Finalize the *Project BoD*, which defines the technical basis for the project. It represents the conversion of the business requirements given in the *Project SoR* into a technical basis for the project. Include process design criteria known at the Define stage of the project. This will include items such as production pressures, volumes and temperatures, fluid properties and materials of construction.

S3-EN06 Implement MoC control for the Project BoD

S3-EN07 Update the Hazards Register

S3-EN08 Develop Philosophy for alarms, Emergency Shut Down (ESD) and blowdown as part of the Engineering Plan

S3-EN09 Complete PFDs and conduct critical P&ID reviews. Issue Rev 0 P&IDs.

S3-EN10 Maintain decision notes

8.3.6 Define: Commissioning

S3-CM01 Update Project Commissioning and Startup Execution Plan
Updating the *Project Commissioning and Startup Execution Plan* includes updating the project's expectations on how the project will be commissioned and started up by Operations upon construction and function checkout completion. It includes updating the processes that Operations will use to satisfy themselves that the project is ready for startup and the processes Operations will use to safely startup the new addition or

facility. The startup section will be updated by the Operations team. It shall also update any Operations, Maintenance or vendor support anticipated during this phase of the project implementation. Commissioning involves system walk downs, leak testing, inserting process lines and vessels and implementing system startup procedures and equipment startup.

S3-CM02 Prepare the Project Completions Plan
Prepare the Project Completions Plan using the GOC tool which includes the necessary inspection, testing routines and associated documentation requirements.

S3-CM03 Develop completions database

S3-CM04 Identify Commissioning procedures

8.3.7 Define: Construction

S3-CN01 Approve *Project Construction Execution Plan*

S3-CN02 Perform a Constructability Review

S3-CN03 Perform rigging studies
Rigging studies are studies of critical lifts and the development of plans on how to execute them.

S3-CN04 Maintain and update Construction Work Packaging Strategy

8.3.8 Define: Operations

S3-OP01 Update Project Operations and Maintenance Strategy
Updating the Project Operations and Maintenance Strategy includes updating the design strategy and philosophy, which will be used in designing the project to enable safe operation and maintenance of the equipment. Updates to issues, such as manned vs. unmanned facilities, automated vs. local control, equipment redundancies or sparing philosophies, installed spares, access to equipment, vendor support, equipment access, blinding locations, double block and bleeds for maintenance, shall be included as well.

S3-OP02 Update Project Operations Readiness Plan
Update key milestones that must be completed during the project for it to be ready for the Operate phase in the *Project Operations Readiness Plan*.

8.3.9 Define: Project Services

S3-PS01 Refine Master Control Schedule

- The Master Control Schedule shall be refined as the engineering detail, planning progresses and material delivery dates become more defined. The schedule shall be updated to show key project milestones, such as funding requirements, Project Readiness Reviews, long lead procurement, other procurement, fabrication, permitting, Issued for Approval (IFA) and Issued for Construction (IFC) dates and construction dates and commissioning and startup.
- The Master Control Schedule shall be utilized to progress the project to ensure the project remains on track.

S3-PS02 Refine Cost Estimate
Refine the Cost Estimate by updating the amount of funds necessary to complete the Define stage work and updating the estimate to complete the Execute stage of the project, including engineering, management and construction costs to install the project. Consider the use of the BRISK tool to determine cost risk ranges at the end of the stage.

S3-PS03 Conduct a Cost and Schedule Review using the BRISK risk analysis tool

S3-PS04 Update Project Organizational Learning Plan Workbook

S3-PS05 Implement PIM Plan
Implement PIM Plan, and measure information delivery. Monitor the delivery of the information requirements as defined within the Information Handover Specification (IHS). Establish the requirements for as building.

S3-PS06 Conduct cost and schedule benchmarking of the project

S3-PS07 Integrate Master Control Schedule with asset TAR Plan if necessary

S3-PS08 Implement cost control process
Implement cost control processes, including providing necessary financial data to Finance for input to the segment financial processes.

S3-PS09 Perform Project Services Discipline Review (PSDR)

S3-PS10 Implement Contractor Management System

S3-PS11 Validate project Work Breakdown Structure
Verify the decomposition of work indicated in the Work Breakdown Structure is correctly defined. Ensure the WBS organizes and defines the total scope of the project and that each descending level represents an increasingly detailed definition of the project work. The Work Breakdown Structure must be aligned with the Completions Strategy and MOC strategies to ensure work packages prepared by the engineering firms are executable in the field.

8.3.10 Define: Procurement and Supply Chain Management

S3-PS01 Finalize the Project Contracting and Procurement Plan
Prepare for Execute by finalizing the *Project Contracting and Procurement Plan*; identifying long leads and any which require pre-sanction commitment, implementing required project Strategic Sourcing, contract awards and post-contract management activities, Materials Management and Logistics in accordance with the Segment Defined Practice. If applicable, develop and execute activities related to operations readiness contracting.
Product Template: GPO-MP-TMP-00002 Category B – Project Contracting and Procurement Plan Template

S3-PS02 Implement the *Project PSCM Strategy* for Define and begin refining for Execute
In preparation for the Execute stage, refine the *Project PSCM Strategy* for Execute in line with the regional *Portfolio PSCM Strategy*.

S3-PS03 Implement the approved Supplier Quality Management strategy
Implement the approved Supplier Quality Management strategy by incorporating the equipment-specific Quality Programs, inspection and testing plans developed by the Engineering and Quality function into sourcing and contractual documents. Schedule contractor audits as required to verify selection of competent contractors and compliance in execution. Ensure Contract Briefs and Schedules of Responsibilities are accessible

8.3.11 Define: Finance

S3-FN01 Maintain robust Financial control, reporting, accounting systems and policies appropriate for this stage to enable sound project management as the project prepares for the Execute stage. Compliance to be confirmed with Head of Control via Accounting Reporting and Control (ARC) readiness review.

S3-FN02 Maintain an up to date economic evaluation to confirm robustness of the project for sanction, inform project choices, and form the basis for the Execute FM. Support establishment of the performance and not to exceed targets in compliance with EEM and GIAAP.

S3-FN03 Conclude agreements in the Project Commercial Action Plan as required.
Conclude negotiations and agreements contained in the Commercial Action Plan. Develop an Agreement register which contains a summary of terms, contractual risks and obligations.

S3-FN04 Maintain Category B project planning and FM performance management process.

S3-FN05 Steward GFO and LTP inputs.

S3-FN06 Support the preparation of the Execute FM and AFEs.
Product Template: GPO-FI-TMP-00002 Category B – Project FM Template (use of this template is optional, the alternative is the standard GIAAPs FM template, except for UEM/RCM level FMs where GIAAPs FM template is compulsory)

S3-FN07 Secure necessary partner management approvals to plans and budgets required to fund the work program under relevant agreements for the Execute stage.

S3-FN08 Incorporate funding requirements for Operate phase into annual work plan and budget approvals for the asset.

S3-FN09 Update Finance risks and mitigation plans which shall be endorsed by the PGM and included in the overall Project risk register.

S3-FN10 Establish if the existing Hydrocarbon Value Realization (HVR) systems can cater for any incremental production added through the new Category B project. If required, undertake preliminary design of HVR systems or upgrades to existing systems to address hydrocarbon allocation and valuation principles in accordance with the agreements.

8.3.12 Define: Quality

S3-QL01 Implement the Project Quality Plan and update as required

S3-QL02 Update Inspection and Test Plan as part of the Project Quality Plan and establish an inspection release process

S3-QL03 Verify Criticality Assessment then develop POQRs

S3-QL04 Verify Safety Critical Design measures and safety critical equipment have been addressed in accordance with the Engineering Plan

S3-QL05 Establish and implement a system for recording and dispositioning non-conformances

S3-QL06 Verify that a detailed statutory/regulatory and compliance plan is developed and approved

S3-QL07 Define and schedule a Project Audit Plan as necessary

S3-QL08 Implement and provide oversight for regulatory and/or any independent verification programs

8.4 Execute stage

8.4.1 Execute: Project Management

S4-PM01 Implement Execute Stage VIPs
The project team shall conduct Execute Stage VIPs of the project design as the project progresses through the Execute stage. The intent of these VIPs is to focus on specific areas of the project design to identify improvement opportunities that will add value to the overall project. One key VIP during the Execute stage of a project is a constructability review.

S4-PM02 Continue Project MoC
Project MoC shall be managed with a strong bias for no change.

S4-PM03 Implement and maintain *Project Execution Plan*
Make any necessary updates to the *Project Execution Plan* as necessary to maintain the plan. Utilize project MoC process for post freeze changes.

S4-PM04 Implement SIMOPs Plans defined in preceding stages of the project

S4-PM05 Document key decisions and associated agreements made in Execute stage in a *Project Decision Register*

S4-PM06 Prepare *Project Closeout Plan*
The *Project Closeout Plan* provides information on how the project team will close out the project after construction, commissioning and startup are complete. The plan shall include information on how excess materials will be handled, how temporary engineering and construction facilities will be removed and disposed of, how the project

documentation will be finalized and where it will be archived, etc. The *Project Closeout Plan* shall link to the Handover Plan and IHS as these will assist on the measure of completeness. For smaller Category B projects, it can be included as part of the *Project Execution Plan*.

S4-PM07 Document recommendation to proceed to Operate stage in a *Project Decision Support Package*
The Execute stage DSP should document: what was accomplished during the project, what items are still outstanding and how outstanding items will be resolved.
The primary Execute stage deliverables include the Risk Register, Permits, IFC Packages, Operations & Maintenance Plan and *Project Closeout Plan*.

S4-PM08 Hand over systems to Operations team utilizing Project Completions Plan
At the end of the pre-commissioning period, the project is ready for handover to Operations. Prior to the handover, compile a list of incomplete work. Until high priority items are complete, handover cannot happen. Once high priority items are completed, Operations will sign the handover document and formally assume ownership of the new construction.

S4-PM09 Complete Operations MoC
Complete rigorous MoC from project to Operations. Implement multiple MoC plans, as required. There may be several MoCs based on the complexity of the project.

S4-PM10 Complete and put in place training, procedures, and competence demonstration as part of the MoC
Prior to startup of the project, ensure that training of affected personnel is completed and Operating procedures are in place for the new project addition. This is part of the MoC.

S4-PM11 Implement Quality Plan

S4-PM12 Develop *Post Project Evaluation Plan*
Develop a *Post Project Evaluation Plan* to see how well the project is performing against established project metrics. The purpose of the plan is to document how a post project review will be conducted, what issues shall be evaluated, and what measures shall be used in the evaluation of the overall project effectiveness. For small Category B projects, it can be included as part of the *Project Execution Plan*.
The *Post Project Evaluation Plan* shall address timing and format for the post startup project review.
The final review of the overall project performance will assess how well the project achieved the project objectives and to obtain knowledge about possible improvements in project execution process.

S4-PM13 Ensure startup requirements are complete

S4-PM14 Conduct Project Readiness Review

S4-PM15 Conduct Approval to Proceed Meeting
An Approval to Proceed Meeting is held to grant the project approval to proceed into Operate. The AOM and the PGM (Projects General Manager) present the project to the VP Projects / Cat A PGM, VP Operations and VP S&OR who make the final approval.

S4-PM16 Demobilize the project team through the capability forums and track in PSPC

S4-PM17 Update Project Stakeholder Management Plan

S4-PM18 Maintain Risk Register

8.4.2 Execute: HSSE

S4-HS01 Update Project HSSE Management Plan
The HSSE Management Plan includes HSSE Engagement Strategy (e.g. inductions)

S4-HS02 Track and record Orange Book metrics on a quarterly basis

S4-HS03 Update HSSE reporting and incident investigation process with definition of reporting boundaries for all execution activities

S4-HS04 Verify HSSE in design
Verifying HSSE in design includes things such as Human Factors, Healthmap, and 3D Model Reviews.

S4-HS05 Conduct HSSE Risk Assessment and ENVIIDs for construction and commissioning activities

S4-HS06 Review and update permits, licenses, consents and commitments register for all of Execute and prepare handover documents for the Project Operations Team to include in Project Handover Plan (e.g. Aspects and Impacts register to go to EMS)

S4-HS07 Participate in contractor selection and management processes

S4-HS08 Review and approve contractor HSSE management plans

S4-HS09 Develop HSSE section of Contractor pre-Mobilization Review for all of Execute
A Pre-mobilization Review verifies that all necessary HSSE plans are in place prior to the Contractor mobilizing to the site. The review is initiated prior to any construction mobilization and results in a 'go' or 'no go' decision to mobilize endorsed by the appropriate level of management.

S4-HS10 Review, update and implement HSSE training requirements for all of Execute

S4-HS11 Review and approve contractors' emergency response bridging documents for all of Execute

S4-HS12 Participate in Contractor HSSE performance reviews

S4-HS13 Develop and implement Field Verification Plan
The Field Verification Plan describes the verification activities that will be conducted to verify that construction and commissioning activities are conducted in conformance to BP requirements. The Field Verification Plan can be included in the HSSE Management Plan.

8.4.3 Execute: Reservoir Development

S4-RD01 Finalize RUSM
Finalize the RUSM by updating any additional reservoir characterization information, including number of wells and their locations, reservoir fluid properties, anticipated rates, pressure and temperature data, and the reservoir development plan.

S4-RD02 Finalize ISD

8.4.4 Execute: Wells

S4-WL01 Drill and complete the well or wells consistent with the well programs

S4-WL02 Hand Wells over to Projects for tie-in connections, prior to turnover to Operations
The Well Handover is formalized by the Well Handover document, which consists of the necessary documentation defining the as constructed status of the well and provides the operating envelope for initial startup and long-term monitoring and operation of each well.

8.4.5 Execute: Engineering

S4-EN01 Implement *Project Design Hazard Management Plan*
Apply Safety Critical Design measures and assess safety critical equipment

S4-EN02 Finalize *Project Design Case for Safety*
Finalize the *Project Design Case for Safety*, including the summary plan showing all safety features included in the design. This includes finalizing safety activities, layers of protection and the explanation of what was changed from a safety standpoint. It shall also include a reference to health and environment. The Design Case of Safety shall include the performance standards update and the output from the ISD review, HAZOPs, LOPAs & SIL reviews. A safety case revision shall be undertaken in Execute. This document will then form the basis of the Operations Case for Safety at the point of project handover. It shall include the results from the earlier Design Case for Safety

work, plus applicable issues related to Commissioning & Operations, including clear identification of residual risk that will be handed over to Operations.

S4-EN03 Implement Project Engineering Plan

S4-EN04 Implement GP 01-01 and EP-GP-01-01-1 for deviations to project specifications

S4-EN05 Finalize Hazards Register

S4-EN06 Complete HAZOPs on P&IDs and complete Approved For Construction P&IDs

S4-EN07 Conduct pre-startup PHSSER

S4-EN08 Maintain decision notes

8.4.6 Execute: Construction

S4-CN01 Finalize and implement *Project Construction Execution Plan*

S4-CN02 Implement Constructability final review

S4-CN03 Finalize lifting plans and procedures

S4-CN04 Carry out a construction readiness review prior to mobilization to site

S4-CN05 Maintain and update Construction Work Packaging Strategy

8.4.7 Execute: Commissioning

S4-CM01 Finalize and implement Project Commissioning and Startup Plan
Finalizing the *Project Commissioning and Startup Plan* includes finalizing the projects expectations on how the project will be commissioned and started up by Operations upon construction and function checkout completion. It includes finalizing the processes that Operations will use to satisfy themselves that the project is ready for startup and the processes Operations will use to safely startup the new addition or facility. It shall also finalize any Operations, Maintenance or vendor support anticipated during this phase of the project implementation.

S4-CM02 Verify and support that handover packages are complete and approved in accordance with completions requirements

S4-CM03 Write and approve Commissioning procedures

S4-CM04 Define and implement preservation & maintenance processes, pursuant to the project Materials Management Plan, for the management of all equipment, including those items waiting to be installed
Put in place preservation and maintenance processes for the management of all equipment, including those items waiting to be installed, to ensure both integrity management and preservation of warranties. This includes the maintenance of certifications (e.g. valves).

8.4.8 Execute: Operations

S4-OP01 Freeze Project Operations and Maintenance Strategy
This includes the Maintenance Strategy in Maximo (or Backbone) allocated to the equipment tags, Control of Work set up, Integrated Safe System of Work set up, Lo/LC valve registers available, P&IDs, C&E, etc.

S4-OP02 Implement *Project Operations Readiness Plan*
Update key milestones that must be completed during the project for it to be ready for the Operate phase in the *Project Operations Readiness Plan*. Implement the plan. For small Category B projects, the *Project Operations Readiness Plan* can be included in the *Project Execution Plan*.

S4-OP03 Complete, as agreed in the Define phase, the appropriate level of Startup assurance review. The review level will be agreed by the PGM and AOM. Initiate *Project Startup Execution Plan* including Startup check lists.

S4-OP04 Complete formal handover from Projects to Production Division in accordance with relevant provisions in the *Project Startup Execution Plan* and the *CBcp* requirements.

S4-OP05 Implement Go/No Go
Operations in the Region confirm accountability for the asset as part of the final Hydrocarbon Live Go/No Go. Scale Go/No Go process to appropriate project level. The scope of the Go/No Go shall be defined in conjunction with the Commissioning Manager.

8.4.9 Execute: Project Services

S4-PS01 Refine and implement Master Control Schedule
The Master Control Schedule shall be refined as the engineering detail, planning progresses and material delivery dates become more defined. The schedule shall be updated to show key project milestones, such as funding requirements, Project Readiness Reviews, long lead procurement, other procurement, fabrication, permitting, Issued for Approval (IFA) and Issued for Construction (IFC) dates and construction dates.
Implement the Master Control Schedule to ensure the project remains on track.
Integrate Master Control Schedule with asset TAR Plan and Activity Planning if necessary

S4-PS02 Refine Cost Estimate
Refine the Cost Estimate by updating the amount of funds necessary to complete the Execute stage work, including engineering, management and construction costs to install the project based on the selected option. The project team shall ensure sufficient contingencies or Unallocated Provisions (UAP) are included. Consider the use of the BRISK tool to determine cost risk ranges. Conduct Execute stage benchmarking.

S4-PS03 Capture and store cost and schedule project data
Capture and store cost & schedule project data, this includes cost estimates and project close-outs. At the end of the Execute Stage of each project capture lessons learned, including what went well on the project and opportunities for improvement, so future projects can benefit from the lessons learned. This is accomplished by reviewing the project against the deliverables and processes for each stage of the project and determining if any additions/modifications are need to be made to these deliverables and processes in order to prevent the problem from occurring in subsequent projects.

S4-PS04 Perform PSDR

S4-PS05 Complete full handover in accordance with the Information Handover Plan

S4-PS06 Reconcile project and financial accounts

8.4.10 Execute: Procurement and Supply Chain Management

S4-PR01 Implement the *Project Contracting and Procurement Plan* for Execute
Product Template: GPO-MP-TMP-00002 *Category B – Project Contracting and Procurement Plan Template*

S4-PR02 Implement project Strategic Sourcing, contract awards, and post-contract management activities
Complete the GPO approved PSCM Strategic Sourcing and Contracting strategies by executing the remaining project sourcing and awards in compliance with the Segment-Defined Practice.

S4-PR03 Implement the approved Supplier Quality Management Strategy
Continuously implement the Supplier Quality Management Strategy as applicable to the requirements of the materials on order.

S4-PR04 Implement PSCM Materials Management and Logistics plan
Implement the PSCM Materials Management and Logistics plan to verify that company materials are delivered on time, controlled, classified, documented and preserved. Dispose of all surplus materials in a timely manner. Comply with the GPO Materials Management common process. For small Category B projects, the PSCM Materials Management and Logistics Plan can be included in the *Project Execution Plan*.

S4-PR05 Implement the PSCM elements of the *Project Operations Readiness Plan*

8.4.11 Execute: Finance

S4-FN01 Maintain robust Financial control, reporting, accounting systems and policies appropriate for Execution. Compliance to be confirmed with Head of Control via Accounting Reporting and Control (ARC) readiness review.

S4-FN02 Finalize any remaining Agreements related to operations phase

S4-FN03 Maintain up to date economic evaluation

S4-FN04 Maintain robust Category B project planning and FM performance management process appropriate for the activity at this stage of operations
Provide rigorous management of capex and cash.

S4-FN05 Steward GFO and LTP inputs

S4-FN06 Incorporate funding requirements for Operate phase into annual work plan and budget approvals for the asset
Secure necessary partner management approvals to plans and budgets required to fund the work program under relevant agreements for the Operate stage.

S4-FN07 If required, develop hydrocarbon allocation and valuation system, control processes and procedures for the transition from project phase to first production
Include revenue accounting, operating cost structures, and reporting

S4-FN08 Update Finance risks and mitigation plans which shall be endorsed by the PGM and included in the overall Project risk register

S4-FN09 Develop and implement the Finance MoC to Operations
Develop the Finance MoC to Operations, consistent with the project *Operations Readiness Plan*. Include close out of all project activities and transfer of economic models and fixed asset registers.

8.4.12 Execute: Quality

S4-QL01 Resource and execute Project Quality Plan and finalize Inspection and Test Plan (ITP) for Fabrication and Construction

S4-QL02 Execute remaining planned audits

S4-QL03 Verify completion of performance standards for Safety Critical Elements and Equipment

8.5 Operate stage

8.5.1 Operate: Project Management

S5-PM01 Conduct a post project evaluation following the *Post Project Evaluation Plan*.

S5-PM02 Complete *Project Closeout Report*
Product Template: GPO-PX-TMP-00003 Category B – Project Closeout Report Template

S5-PM03 Conduct a review of the Management of Change to Operations and confirm all actions are closed.

Appendix A Standard portfolio and project products

Table 1 lists the CBcp Standard Products (document templates, processes and tools) by CVP stage. The links in this list will take you to the Standard Product templates in the GPO Library for the documents, processes and tools that shall be used by all Category B Project teams. Additionally the table indicates which products may be nested, and also indicates the option of using portfolio level products rather than individual project level products.

Table 1. Portfolio products and related project deliverables

CatB Portfolio Product Template Region-specific versions apply to all projects in a region	PROJECT REQUIREMENTS AND DEVELOPMENT BY STAGE										
	Req #	Exceptions or additions to Portfolio document No Product Template	CatB Project Product Template Stand-alone project document	Host in PAP			Host in PEP				
				Screening	Prep for	Project Appraise	Select	Define	Execute	Operate
GPO-EN-TMP-00006 Category B - Portfolio Engineering Plan Template	S2-EN08	Project Engineering Plan				X	X	X		
GPO-HS-TMP-00005 Category B - Portfolio HSSE Management Plan	S1-HS02	Project HSSE Management Plan				X	X	X	X	
GPO-OP-TMP-00023 Category B - Portfolio Operations and Maintenance Strategy	S2-OP03	Project Operations and Maintenance Strategy				X	X	X		
GPO-LE-TMP-00002 Category B - Portfolio Organizational Learning Plan	S1-PS04		GPO-OL-TEM-00008 Category B - Project Organizational Learning Plan Workbook Template			X	X	X		
GPO-MP-TMP-00003 Category B - Portfolio PSCM Strategy Template	S2-PR02		GPO-MP-TMP-00004 Category B-Project PSCM Strategy Template			X	X	X		
GPO-QA-TMP-00007 Category B - Portfolio Quality Management Plan Template	S1-QL01	Project Quality Plan				X	X	X	X	
GPO-PX-TMP-00007 Category B - Portfolio Risk Management Plan Template	S1-PM03	Project Risk Management Plan				X				
GPO-PX-PLN-00002 Category B – Portfolio Verification Plan*	P2-PM03		GPO-PX-TEM-00012 Category B – Project Verification Plan Workbook Template		X					

*No region-specific versions

Table 2. Project documents

NOTE The Req # refers to the requirement in which the document is initiated.

Req #	Project Product Template	Color Indicates Deliverable can reside within PAP			Color Indicates Deliverable can reside within PEP			
		Screening	Prep for Appraise	Project Appraise	Select	Define	Execute	Operate
P2-FN02	GPO-FI-TMP-00002 Category B - Project FM Template	x	x		x	x		
P1-PM01	GPO-PA-TMP-00011 Category B - Project Screening Document Template	x	x					
P2-PM01	GPO-PA-TMP-00014 Category B - Project Appraisal Plan Template		x	x	x			
P2-PM04	GPO-PX-TEM-00012 Category B - Project Verification Plan Workbook Template		x	x	x	x	x	
S1-FN03	GPO-FI-TMP-00001 Category B - Project Commercial Action Plan Template			x		x		
S1-CM01	GPO-PX-TMP-00010 Category B - Project Commissioning and Startup Strategy Template			x				
S1-CN01	GPO-CM-TMP-00002 Category B - Project Construction Execution Strategy Template			x				
S1-PR01	GPO-MP-TMP-00002 Category B - Project Contracting and Procurement Plan Template			x	x	x	x	
S1-PM07	GPO-PX-TMP-00008 Category B - Project Key Decision Register Template			x	x	x	x	
S1-PS03	GPO-PC-TMP-00046 Category B - Project Interface Request Plan Template			x				
S1-PS04	GPO-OL-TEM-00008 Category B – Project Organizational Learning Plan Workbook Template			x				
S1-PM06	GPO-PA-TMP-00013 Category B - Project Select Entry Decision Memo Template			x				
S1-PM03	GPO-PA-TMP-00010 Category B - Project Statement of Requirements (SoR) Template			x	x			
S2-EN09	GPO-EN-TMP-00004 Category B - Project Basis of Design (BoD) Template				x	x		
S2-CM01	GPO-PX-TMP-00009 Category B - Project Commissioning and Startup Plan Template				x	x	x	
S2-PM02	GPO-PA-TMP-00012 Category B – Project Concept Selection Decision Memorandum (CSDM) Template				x			
S2-CN01	GPO-CM-TMP-00001 Category B - Project Construction Execution Plan Template				x	x	x	
S2-PM13	GPO-PA-TMP-00008 Category B - Project Decision Support Package (DSP) Template				x	x	x	x

Req #	Project Product Template	Color Indicates Deliverable can reside within PAP			Color Indicates Deliverable can reside within PEP			
		Screening	Prep for Appraise	Project Appraise	Select	Define	Execute	Operate
S2-EN07	GPO-EN-TMP-00003 Category B - Project Design Case for Safety Template				x	x	x	
S2-EN01	GPO-EN-TMP-00005 Category B - Project Design Hazard Management Plan Template				x	x	x	
S2-PM08	GPO-PA-TMP-00009 Category B - Project Execution Plan (PEP) Template				x	x	x	
S2-OP05	GPO-OP-TMP-00008 Category B - Project Operations Readiness Plan Template				x	x	x	
S2-PR02	GPO-MP-TMP-00004 Category B - Project PSCM Strategy Template				x	x	x	
S2-HS11	GPO-HS-TMP-00007 Category B - Project Stakeholder Management Plan Template				x			
S4-PM12	GPO-PX-TMP-00006 Category B - Post Project Evaluation Plan Template						x	
S4-PM06	GPO-PX-TMP-00004 Category B - Project Close-out Plan Template						x	
S4-PM06	GPO-PX-TMP-00003 Category B - Project Close-out Report Template							x

Appendix B Role & responsibility descriptions

This appendix describes the Category B roles and responsibilities, with the minimum set of activities necessary to deliver Category B projects as required by the CBcp. The role descriptions include the following information:

- **Role Intent:** High level statement describing the intent of the Category B role
- **Key Responsibilities:** Describes key additional responsibilities for the Category B elements of role. Responsibilities which cannot be delegated are designated with an asterisk
- **Key Decisions rights:** Describes decision rights held by the role

The role descriptions in this section are not intended to replace job descriptions.

NOTE The roles and responsibilities of Category B Project Risk Engineers are defined in the *GPO Risk Management Practice*, GPO-PX-PRO-0009. Please refer to that document for more information about that role.

Role Title (Function)	**Lead Development Engineer**
Primary Reporting	Project Development Manager
Role Intent	
The Lead Project Development Engineer has the ultimate accountability for the safe and successful appraisal of the project as designed, meeting targets for HSSE, cost, schedule and operability. This row also acts as internal and external interface for the project team, has ultimate accountability that Appraise and Select deliverables of all functions are completed correctly, and completes the staffing and demobilization plan to ensure smooth transition of staff.	
Responsibilities	
Preparation for Project Appraise	• Develop Project Appraisal Plan • Generate Project Appraisal FM and an AFE(Authority for Expenditure) to establish funding for the Appraise stage of the project • Conduct Deliverable Scoping Meeting • Conduct Entry to Project Appraise PRM • Form project team structure and resource for Project Appraise as required
Appraise	• Ensure Handover of Information • Implement Setting Business Priorities VIP • Develop and implement project Risk Management Plan as exceptions to Portfolio Risk Management Plan. • Develop preliminary SoR • Update Project Appraisal Plan for Select stage • Identify, plan, and subject to necessary risk assessment any potential SIMOPs between project and operations and TAR • Create Verification Plan • Document recommendation to proceed to Select stage in a Select Entry Decision Memorandum • Document key decisions and associated agreements made in Appraise stage in a Decision Register • Conduct Project Readiness Review • Conduct Deliverable Scoping Meeting • Update project team structure in the PAP and demand in the PSPC and resource for Select as required
Select (Concept Evaluation/ Selection)	• Select Best Option and Develop Project Scope • Prepare Concept Selection Decision Memorandum
Select (Concept Definition)	• Conduct Concept Selection Review • Conduct Deliverable Scoping Meeting for Concept Definition • Implement appropriate Select stage VIPs • Finalize SoR in late Select prior to transitioning in Define • Develop a preliminary Project Execution Plan. • Identify, plan, and subject to necessary risk assessment any potential SIMOPs between project and operations and TAR • Prepare Construction Work Packaging Strategy in alignment with Engineering, Construction, Procurement and Commissioning functions • Ensure project is included into appropriate regional plans and 8Q Activity Plans • Document recommendation to proceed to Define stage in a Decision Support Package • Document key decisions and associated agreements made in Select stage in a Decision Register • Conduct Execution Planning Workshop • Conduct Project Readiness Review • Conduct Deliverable Scoping Meetings • Conduct Project Review Meeting • Update project team structure in the PEP and demand in the PSPC and resource for Define as required • Update Risk Register

Role Title (Function)	**Lead Project Engineer**
Primary Reporting	Project Manager
Role Intent	
The Lead Project Engineer has the ultimate accountability for the safe and successful execution of the project as designed, meeting targets for HSSE, cost, schedule and operability, and completes the staffing and demobilization plans to ensure smooth transitions of staff. The role also acts as internal and external interface for the project team, and has ultimate accountability that Define and Execute deliverables of all functions are completed correctly.	
Responsibilities	
Define	• Implement Define Stage VIPs • Implement Project MoC for SoR and BoD via PMCS • Agree to, and document startup requirements • Finalize and implement Project Execution Plan • Maintain and update Construction Work Packaging Strategy • Ensure project is included into appropriate regional plans and 8Q Activity Plans through attendance at the Region's activity planning • Review and agree Startup Assurance requirements. Utilize UDP 5.1 as guidance for requirements. • Document recommendation to proceed to Execute stage in a Decision Support Package • Document key decisions and associated agreements made in Define stage in Decision Register • Conduct Execution Planning Workshop • Conduct Project Readiness Review • Conduct Deliverable Scoping Meetings • Update project team structure in the PEP and demand in the PSPC and resource for Execute as required • Update Risk Register
Execute	• Implement Execute Stage VIPs • Continue Project MoC • Implement and maintain Project Execution Plan • Implement SIMOPs Plans defined in preceding stages of the project • Maintain and update Construction Work Packaging Strategy • Document key decisions and associated agreements made in Execute stage in a Decision Register • Prepare Project Close Out Plan • Document recommendation to proceed to Operate stage in a Decision Support Package • Define and implement preservation & maintenance processes, pursuant to the project Materials Management Plan , for the management of all equipment, including those items waiting to be installed • Prepare post project appraisal requirements • Update Risk Register • Handover systems to Operations team utilizing GOC Plan • Complete Operations MoC • Complete and put in place training, procedures, and competence demonstration as part of the MoC • Develop Post Project Evaluation Plan • Ensure Startup requirements are complete • Conduct Project Readiness Review • Conduct Approval to Proceed meeting • Demobilize the project team through the capability forums
Operate	• Complete Project Close Out Report • Conduct review of MoC to Operations

Role Title (Function)	**Reservoir Development Role**
Primary Reporting	VP Reservoir Development
Role Intent	
The Reservoir Development Role is responsible and accountable for providing and coordinating the subsurface input to project designs, and acts as liaison between the project team and the Reservoir Development function.	
Responsibilities	
Appraise	• Draft asset life of field Depletion Plan as necessary as a result of the project activity. • Draft asset RUSM as necessary as a result of the project activity. • Draft Integrated Subsurface Description (ISD) as necessary as a result of project activity, with reference to the GPO Subsurface Practice
Select (Concept Definition)	• Update Depletion Plan if necessary • Update RUSM if necessary • Update ISD if necessary
Define	• Update RUSM if necessary • Update ISD if necessary
Execute	• Finalize RUSM if necessary • Finalize ISD if necessary

Role Title (Function)	**Wells Role**[1]
Primary Reporting	VP Wells (or delegate)
Role Intent	
The Wells Role is accountable for providing and coordinating the Wells input to project designs. The Wells Role acts as the liaison between the project team and the Wells function.	
Responsibilities	
Appraise	• Develop a Well Initiation Plan for each well, if necessary • Develop Scoping Wells costs and times (from benchmarks) for Project Appraisal FM Master Cost Estimate and Master Control Schedule
Select (Concept Evaluation/ Selection)	• Select Well option.
Select (Concept Definition)	• Develop the activity planning input (8Q Plan) • Develop the Drilling and Completions Uncertainty Statement (DCUS) for each well or in a project with more than two wells a single DCUS for all wells as input to the Define (FM). • Develop Wells Statement of Requirements (Wells SoR) for each well, or in a project with more than two wells develop Wells SoRs for the first two wells and at least generic Wells SOR for each of the remaining well types.
Define	• Develop the Wells Basis of Design (BoD) • Develop the Well Program for each well (include Mud, Cement, Directional, Critical Integrity/Barrier Test)
Execute	• Drill and complete the well or wells consistent with the well programs • Handover Wells to Projects for tie-in connections, prior to turnover to Operations

[1] Projects include the Wells role only if a Wells component has been confirmed at the Project Screening Meeting by the Project Development Manager, *and* by the VP Projects / Cat A PGM at the subsequent Entry to Project Appraise Project Review Meeting (PRM) meeting, with the agreement of the VP Wells in the Region.

Role Title (Function)	Construction Role
Primary Reporting	Construction Manager
Role Intent	
The Construction Role participates and provides construction input into design and the project execution plan, and responsible to manage all aspects of fabrication, assembly, and / or construction activity during the Execute and Operate stages and provide detailed and timely updates to the project manager. Additional responsibilities include maintaining a maintain a safe construction environment	
Responsibilities	
Appraise	• Develop an initial Construction Execution Strategy • Perform site analysis
Select (Concept Definition)	• Develop the Construction Execution Plan CEP • Reassess site conditions
Define	• Approve Construction Execution Plan • Perform a Constructability Reviews • Perform rigging studies
Execute	• Finalize and implement Construction Execution Plan • Implement Constructability final review • Finalize Lifting Plans and Procedures • Carry out a construction readiness review prior to mobilization to site

Role Title (Function)	Commissioning Role
Primary Reporting	Commissioning Manager
Role Intent	
The Commissioning role provides planning, coordination, and oversight of commissioning, and is responsible for the execution of the commissioning plan in accordance with GOC and the agreed upon schedule. This role works closely with the Engineering Manager, Construction Manager, and Startup Role to ensure a smooth transition	
Responsibilities	
Appraise	• Prepare high level Commissioning Strategy as additions or exceptions to the portfolio Commissioning Strategy
Select (Concept Definition)	• Develop preliminary Commissioning and Startup Plan
Define	• Update Commissioning and Startup Plan • Develop completions database • Prepare the Completions Plan • Identify Commissioning procedures
Execute	• Finalize and implement Commissioning and Startup Plan • Verify and support that handover packages are complete and approved in accordance with GOC requirements • Write and approve Commissioning procedures

Role Title (Function)	**Project Services Lead Role**
Primary Reporting	Project Services Manager
Role Intent	
The Project Services Lead Role is responsible for integrating across the Project Services members of the project team and delivering all Project Services requirements.	
Responsibilities	
Appraise	• Develop and maintain the Project Risk Register.. • Implement Project Management Control System
Select	• Establish project planning and performance management • Develop a Work Breakdown Structure • Establish the Project Staffing Plan • Perform Project Services Discipline Review (PSDR) • Conduct cost and schedule benchmarking of selected concept • Implement Contractor Management System
Define	• Conduct cost and schedule benchmarking of the project • Implement Contractor Management System • Validate project Work Breakdown Structure
Execute	• Complete full handover in accordance with the Information Handover Plan

Role Title (Function)	**Cost Role**
Primary Reporting	Project Services Lead
Role Intent	
The Cost Role provides cost control support as a member of the project team in accordance with the standard practices, and provides the project manager with timely cost data and reports to facilitate proactive project management.	
Responsibilities	
Appraise	• Establish a Cost Estimate
Select	• Refine the Cost Estimate
Define	• Refine the Cost Estimate • Implement cost control process
Execute	• Refine and implement Cost Estimate • Reconcile project financial accounts

Role Title (Function)	Schedule Role
Primary Reporting	Project Services Manager
Role Intent	
The Schedule Role provides schedule support as a member of the project team, in accordance with the standard practices. The role also provides the project manager with timely schedule data and reports to facilitate proactive project management.	
Responsibilities	
Appraise	• Establish a Milestone based Level 1 Schedule
Select (Concept Definition)	• Establish the Master Control Schedule
Define	• Refine Master Control Schedule • Integrate Master Control Schedule with asset TAR Plan if necessary
Execute	• Refine and implement Master Control Schedule • Capture and store cost and schedule project data

Role Title (Function)	Organizational Learning Role
Primary Reporting	Project Services Manager
Role Intent	
The Organizational Learning Role develops the project Organizational Learning Plan leveraging standard tools, and identifies critical knowledge areas for each project and manages the knowledge management program within the project.	
Responsibilities	
Appraise	• Develop and Implement the Project Organizational Learning Plan Workbook as additions or exceptions to the region Organizational Learning Plan
Select (Concept Definition)	• Update the Project Organizational Learning Plan Workbook
Define	• Update the Project Organizational Learning Plan Workbook

Role Title (Function)	**Information Management Role**
Primary Reporting	Project Services Manager
Role Intent	
The Information Management Role leads information management activities to ensure that all project information management (PIM) requirements are in place for subsequent stages. The role may include managerial responsibility for the knowledge management and document control..	
Responsibilities	
Appraise	• Develop Interface Request Plan • Develop the Project Information Management Strategy
Select (Concept Definition)	• Develop PIM Plans as additions or exceptions to the Portfolio Level PIM Plan
Define	• Implement PIM Plan

Role Title (Function)	**Operations Lead Role**
Primary Reporting	Project Operations Manager
Role Intent	
Operations Lead Role is responsible for integrating across the Operations members of the project team delivering all Operations requirements	
Responsibilities	
Select (Concept Evaluation/ Selection)	• Develop or review a preliminary Operations and Maintenance Strategy as exceptions or additions to the Portfolio Operations and Maintenance Strategy • Update Operations Staffing Plan
Execute	• Complete, as agreed in the Define phase, the appropriate level of Startup assurance review. The review level will be agreed by the PGM and AOM. Complete Startup Execution Manual (SUEM) including Startup check lists. • Complete formal handover from Projects to Production Division. Handover for small scale project via Regional MOC system. Larger scale projects will utilize a single handover certificate • Implement Go/No Go

Role Title (Function)	**Front End Loading Role**
Primary Reporting	Project Operations Manager
Secondary Reporting	
Role Intent	
The Front End Loading Role is responsible for facilitating the communication between Operations and Project teams through Appraise and Select. Responsibilities also include the coordination of Operations reviews of project concepts.	
Responsibilities	
Appraise	• Review analogue assets for production availability to help differentiate between alternative concepts
Define	• Update Operations and Maintenance Strategy
Execute	• Freeze Operations and Maintenance Strategy

Role Title (Function)	**Startup Role**
Primary Reporting	Project Operations Manager
Role Intent	
The Startup Role represents Field Operations interests to ensure commissioning and startup are progressed in an integrated and timely manner, and manages and executes the handover and startup of the new facility	
Responsibilities	
Select (Concept Evaluation/ Selection)	• Quantify trade-off analyses for availability and production • Develop an early life of field Opex Model to differentiate between alternative concepts
Select (Concept Definition)	• Create an Operations Readiness Plan • Provide input into the Commissioning and Start up Plan
Define	• Update Operations Readiness Plan in PEP
Execute	• Implement Operations Readiness Plan

Role Title (Function)	**Procurement Lead Role**
Primary Reporting	PSCM Lead
Role Intent	
The Project Procurement Lead coordinates and executes PSCM activity for the project, provides PSCM support and expertise during the Appraise and Select stages, and manages the PSCM activities during Define and Execute	
Responsibilities	
Appraise	• Prepare and implement the project Contracting and Procurement Plan for Appraise. • Provide a high level Supply Market Report to inform the project team on contractor capacity, competency, price inflation and any material supply chain risks for key market sectors.
Select (Concept Definition)	• Update the Contracting and Procurement Plan • Develop the project PSCM Strategy • Develop the Supplier Quality Management Strategy • Develop the Materials Management and Logistics Strategy • Ensure Contract Briefs and Schedules of Responsibilities are accessible
Define	• Finalize the Contracting and Procurement Plan • Implement the PSCM Strategy for Define and begin refining for Execute • Implement the approved Supplier Quality Management strategy
Execute	• Implement the project Contracting and Procurement Plan for Execute • Implement Project Strategic Sourcing, contract awards, and post-contract management activities • Implement the approved Supplier Quality Management strategy • Implement PSCM Materials Management and Logistics plan • Implement the PSCM elements of the Operations Readiness Plan

Role Title (Function)	**Engineering Lead Role (Project Level)**
Primary Reporting	Engineering Manager
Role Intent	
The Engineering Lead Role (Project Level) is responsible for integrating and delivering all engineering requirements.	
Responsibilities	
Appraise	• Request data to undertake an initial assessment of the condition of the existing asset as an input to the feasibility study • Develop technical feasibility study as an input to the SoR • Develop Design Hazard Management Strategy • Create Decision Notes
Select (Concept Evaluation/ Selection)	• Develop draft Project Design Hazard Management Plan • Develop or maintain Hazards Register • Maintain decision notes • Begin PFDs
Select (Concept Definition)	• Update Design Hazard Management Plan • Develop a preliminary Design Case for Safety • Develop project Engineering Plan as additions or exceptions to the Portfolio Engineering Plan • Identify project relevant BP ETPs/STPs, local practices, procedures, specifications and guidelines (i.e. documents to be found in LOMS), and local and national regulations • Develop preliminary BoD • Develop Design Philosophies • Develop and implement a Hazards Register • Preliminary P&IDs • Maintain decision notes
Define	• Implement Design Hazard Management Plan • Update the Design Case for Safety • Finalize the project Engineering Plan • Implement EP-GP-01-01-1 • Finalize BoD • Implement Project MoC • Update the Hazards Register • Complete PFDs and conduct critical P&ID reviews. Issue Rev0 P&IDs. • Maintain decision notes
Execute	• Implement Design Hazard Management Plan • Finalize Design Case for Safety • Implement project Engineering Plan • Implement EP-GP-01-01-1 for deviations to project specifications • Finalize Hazards Register • Complete HAZOPs on P&IDs and complete Approved For Construction P&IDs • Conduct pre-startup PHSSER • Maintain decision notes

Role Title (Function)	**Quality Lead Role**
Primary Reporting	Category B Quality Manager
Role Intent	
The Quality Lead role is responsible for delivering all Quality requirements, including the development and execution of the project Quality Plan. The Quality Lead works closely with the Engineering team and other functions within the project team. The Quality Lead works closely with Engineering and other functions within the project team, and provides summarized activity updates to the Category B Quality Manager	
Responsibilities	
Appraise	• Develop Quality Plan as additions or exceptions to the Portfolio Level Quality Plan
Select	• Develop Quality Plan as additions or exceptions to the Portfolio Level Quality Plan and approved by the PGM • Identify and manage Quality risks as part of entity risk • Identify the process to develop POQR, Inspection and Test Plan and supply chain risk • Verify documentation completeness and sign off of engineering studies, deliverables and requirements are approved as specified in the PEP or QP
Define	• Implement the Quality Plan and update as required • Update Inspection and Test Plan as part of the Quality Plan and establish an inspection release process • Verify Criticality Assessment then develop POQR's and integrity assurance applied • Verify Safety Critical Design measures and safety critical equipment; preliminary Engineering work packages for review and cost estimating. • Establish and implement a system for recording and dispositioning Non-conformances • Verify that a detailed statutory /regulatory and compliance plan is developed and approved • Define and schedule a project audit plan as necessary • Implement and provide oversight for regulatory and/or any independent verification programs
Execute	• Resource and execute Quality Plan and finalize ITP for Fabrication and Construction • Execute remaining planned audits • Verify completion of performance standards for Safety Critical Elements and Equipment

Role Title (Function)	**HSSE Project Lead Role**
Primary Reporting	HSSE Manager
Role Intent	
The HSSE Project Lead Role is responsible for integrating across the HSSE members of the project team and delivering all HSSE requirements.	
Responsibilities	
Appraise	• Develop project HSSE Management Plan as additions or exceptions to the Portfolio HSSE Management Plan • Track and report Orange Book metrics on a quarterly basis • Identify the HSSE risks and impacts associated with each of the options (through e.g. comparative EIA, HAZID, ENVIID processes) • Utilize the GDP 3.6-0001 'Applicability/Scope Flow Chart' to determine if GDP 3.6-0001 is applicable for the project • Carry out high level regulatory review for all key HSSE requirements and establish an HSSE and regulatory commitments compliance register • Define HSSE training requirements and implement a system to track training. • Identify key internal and external stakeholders.
Select	• Identify the HSSE risks and impacts associated with the selected option and studies required (e.g. detailed EIA, HAZID, ENVIID, Aspects and Impacts Register, Human Factor screening, Healthmap workshop) • Identify, assess and mitigate Occupational Safety Risks appropriate to this stage of the project (for example BP Office Safety, Engineering Contractors' Office Safety). • Conduct Environmental and Social GDP 3.6 001 and GRP 3.6 001 conformance review to finalize

Role Title (Function)	HSSE Project Lead Role
	applicable elements for implementation and incorporate these into the BOD • Carry out detailed regulatory review for all HSSE requirements and update the HSSE and regulatory commitments compliance register for the selected option. • Review, update and implement HSSE training requirements. • Develop a Stakeholder Management Plan
Define	• Update project HSSE Management Plan • Track and report Orange Book metrics on a quarterly basis • Develop HSSE reporting and incident investigation process with definition of reporting boundaries for Define activities (This could nest in HSSE Management Plan) • Carry out detailed ENVIID. • Develop HSSE studies and mitigation plans. • Develop Environmental and Social GDP 3.6 001 Conformance report and ensure any deviations are appropriately justified through BAT assessment • Review and update HSSE and Regulatory commitments compliance register. • Participate in contractor selection and management processes • Review, update and implement HSSE training requirements • Review security and emergency management requirements for impacts on existing design • Update Project Stakeholder Management Plan
Execute	• Update project HSSE Management Plan for all of Execute • Track and record Orange Book metrics on a quarterly basis • Update HSSE reporting and incident investigation process with definition of reporting boundaries for all execution activities • Verify HSSE in design • Conduct ENVIIDs for construction and commissioning • Review and update permits, licenses, consents and commitments register for all of Execute and prepare handover documents for the Project Operations Team to include in Project Handover Plan (e.g. Aspects and Impacts register to go to EMS) • Participate in contractor selection and management processes • Review and approve Contractor HSSE Management Plans • Develop HSSE section of Contractor pre-Mobilization Review for all of Execute • Review, update and implement HSSE training requirements for all of Execute • Review and approve contractors' Emergency Response bridging documents for all of Execute • Update Stakeholder Management Plan for all of Execute • Participate in review of Commissioning HSSE in-transition Plan • Participate in Contractor HSSE performance reviews • Develop and implement Field Verification Plan

Appendix C Decision rights/RAPIDs guide

This appendix contains decision rights matrices using the RAPIDs (Recommend, Agree, Perform, Input, Decide) framework for key project decisions, deviations from the CBcp requirements, and about the contents of the CBcp. These decision rights align with the Category B Segment Defined Practice and are reflected in the roles & responsibilities statements for Category B governance and project roles.

Appendix C.1 Category B common process governance decisions

R Recommend A Agree P Perform I Input D Decide

S&OR have Veto rights where the 'Agree' can't be overruled by the 'Decide'

	GPO Function			VP Projects/Cat A PGM, VP Ops, and RP Org		
Portfolio Governance RAPIDs	VP/Dir (Sub) Function	VP Project Management	Common Process Manager	VP Projects / Cat A PGM	Cat B PGM	Cat B Function Mgr
What changes should be made to the integrated (cross-functional) CBcp elements?			D		R	I
What changes should be made to functional elements of the CBcp? (2,3)	D		A		I	R
Should a regional or project deviation be allowed from the integrated CBcp?			D		R	I
Should a regional or project deviation be allowed from functional elements of the CBcp? (2,3)	D		A		I	R
What kind of intervention (if any) is needed to improve application of the integrated CBcp? (1,2,3)			D		R	I
What kind of intervention is needed to improve application of functional elements of CBcp? (1,2,3)	D		A		I	R
What organizational changes should be made to the regional blueprint for the (sub)function?	R	D	A	I	I	I

(1) VP/Dir (Sub)Function may intervene without any recommendation from the region
(2) In the case of disagreement between Common Process Manager and the VP/Dir of Function, the decision escalates along functional lines
(3) If there is no Devs Functional Manager, the 'R' goes to the Cat B Functional Manager
* S&OR to have an agree right in risk and safety related areas

Appendix C.2 Key decisions for Category B projects

R Recommend A Agree P Perform I Input D Decide

(*) S&OR have Veto rights where the 'Agree' can't be overruled by the 'Decide'

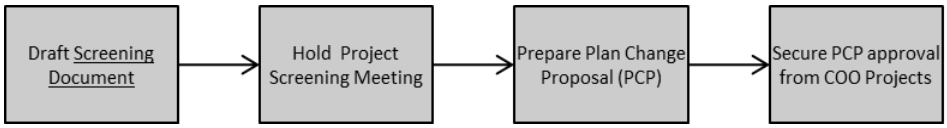
(1) Only applies to Cat B Finance Manager and Project Operations Manager

	GPO	VP Projects/Cat A PGM, VP Ops, and RP Org										Project Team	
	COO Projects	VP Projects/ Cat A PGM	VP S&OR	VPs Function	VP Operations	AOM	Cat B PGM	Cat B Project Dev Mgr	Cat B Project Mgr	Other Cat B Function Mgr	Cat B HSSE Mgr	Cat B Lead Dev Eng.	Cat B Project Lead Eng.
Is the potential project approved to enter Preparation for Project Appraise? (Screening)	D						A	R		A	A*	P	
Is the project approved to advance to Appraise? (Entry to Project Appraise PRM)		D		A			R	I		I		P	
What requirements and to what level of detail are needed in Appraise? (DSM)							D	R		R	A*	A/P	
Is the project approved to proceed to PRM for Select stage gate? (PRR)							D	A		R	A*	A/P	
Is the project approved to advance to Select? (PRM)		D		A			R	I		I		P	
What requirements and to what level of detail are needed in Concept Evaluation? (DSM)							D	R		R	A*	A/P	
Which project concept will be used? (Concept Review)						A	D	A	A	A	A*	R	P
What requirements and to what level of detail are needed in Concept Definition? (DSM)							D	R		R	A*	A/P	
Is the project approved to proceed to PRM for Define stage gate? (PRR)							D	A		R	A*	A/P	
Is the project approved to advance to Define? (PRM)		D		A			R	I		I		I	I/P
What requirements and to what level of detail are needed in Define? (DSM)							D		R	R	A*		A/P
Is the project approved to proceed to PRM for Execute stage gate? (PRR)							D		A	R	A*		A/P
Is the project approved to advance to Execute? (PRM)		D		A			R		I	I			I/P
What requirements and to what level of detail are needed in Execute? (DSM)							D		R	R	A*		A/P
Is the Project approved to advance to Operate? (PRR)							D		A	R	A*		I/P
Is Operations ready to receive the project from the VP Developments project team? (ATP)		A	A*		D	A	R						

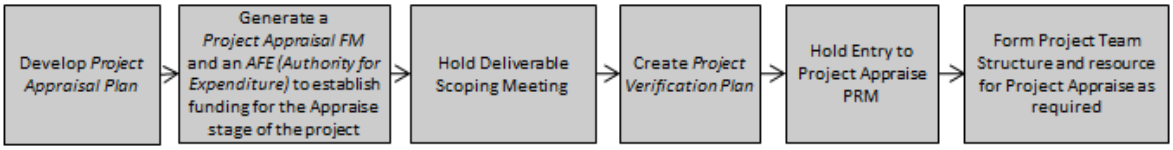
Appendix D Requirements roadmaps

NOTE Requirements included in dotted boxes occur in parallel. Requirements included in the double lined box at the bottom of the stage are ongoing requirements that occur continuously throughout the stage. The sequence of the requirements within the diagrams in this appendix is a guideline, not a mandatory requirment.

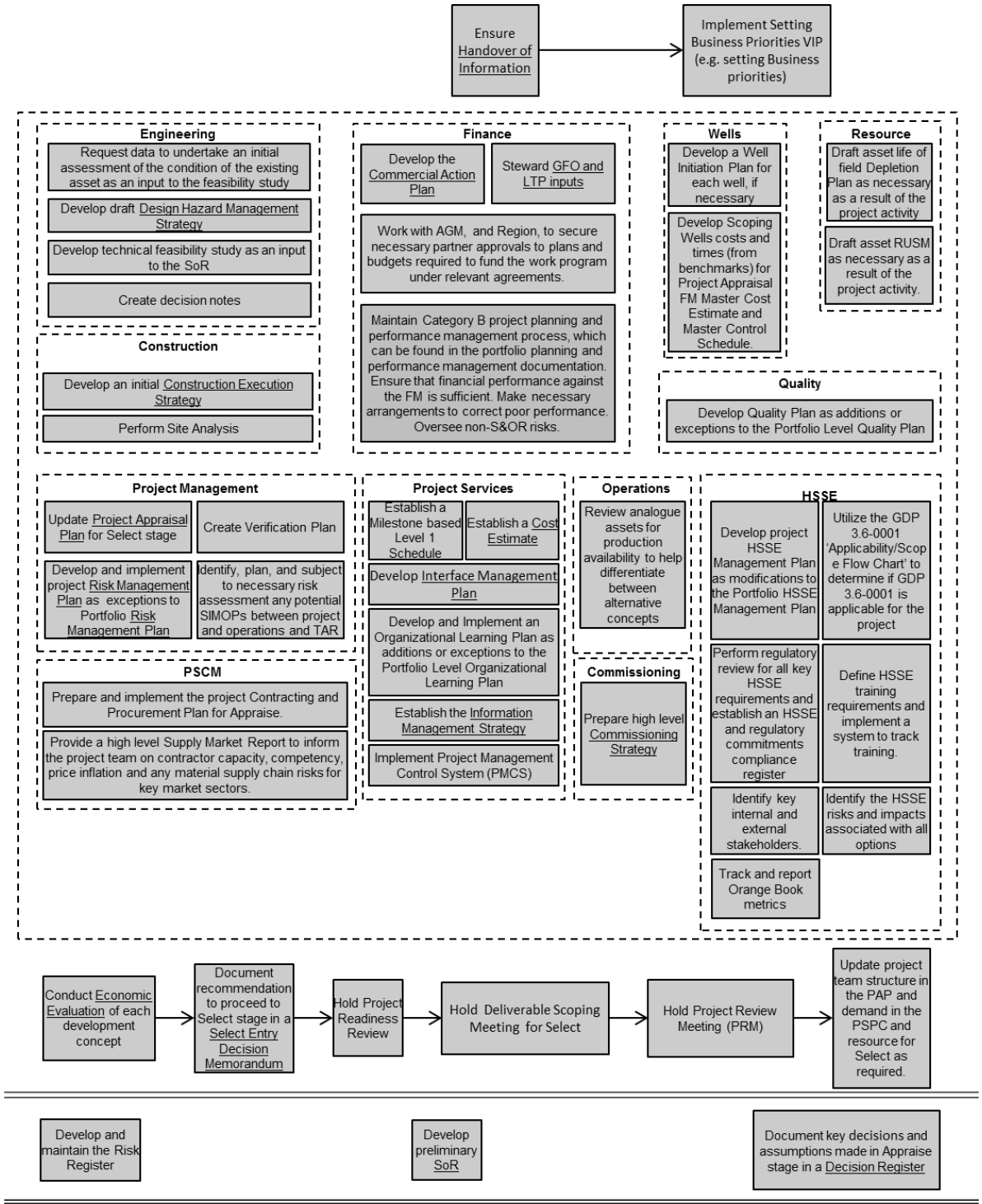
Project Screening Roadmap



Preparation for Project Appraise Roadmap

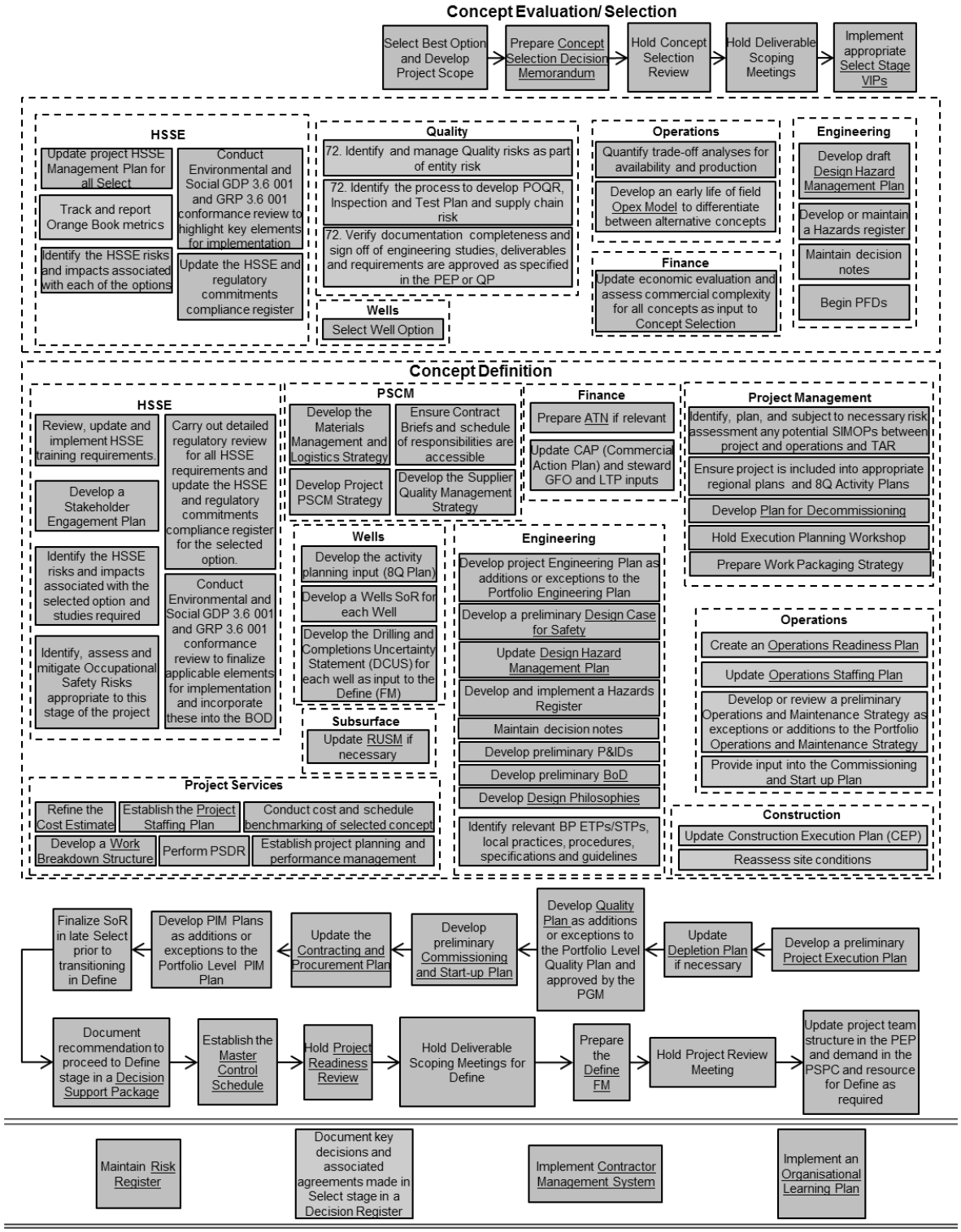


Appraise Roadmap



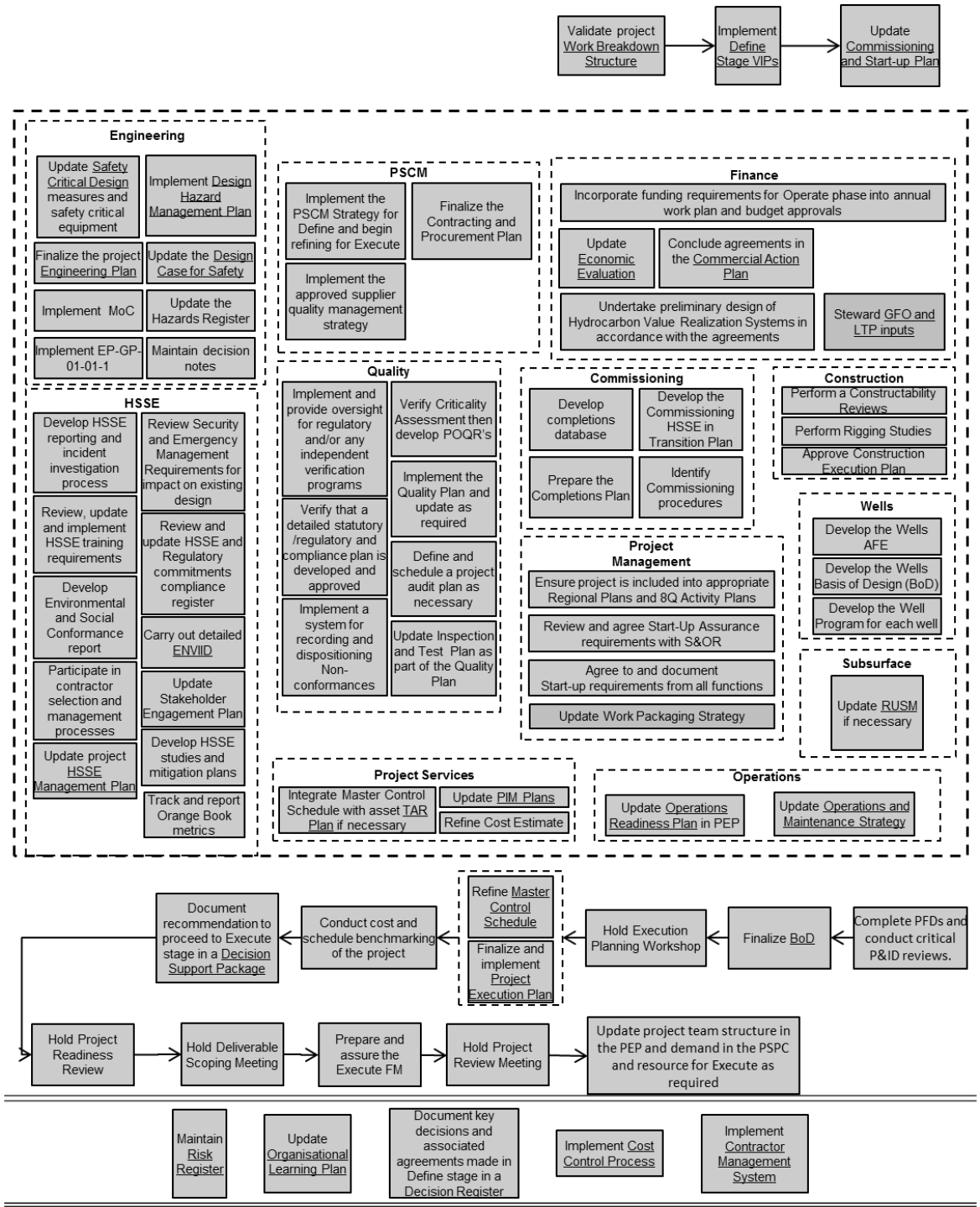
Note: Requirements included in dotted boxes occur in parallel. Requirements included in the double lined box at the bottom of the stage are ongoing requirements that occur continuously throughout the stage.

Select Roadmap



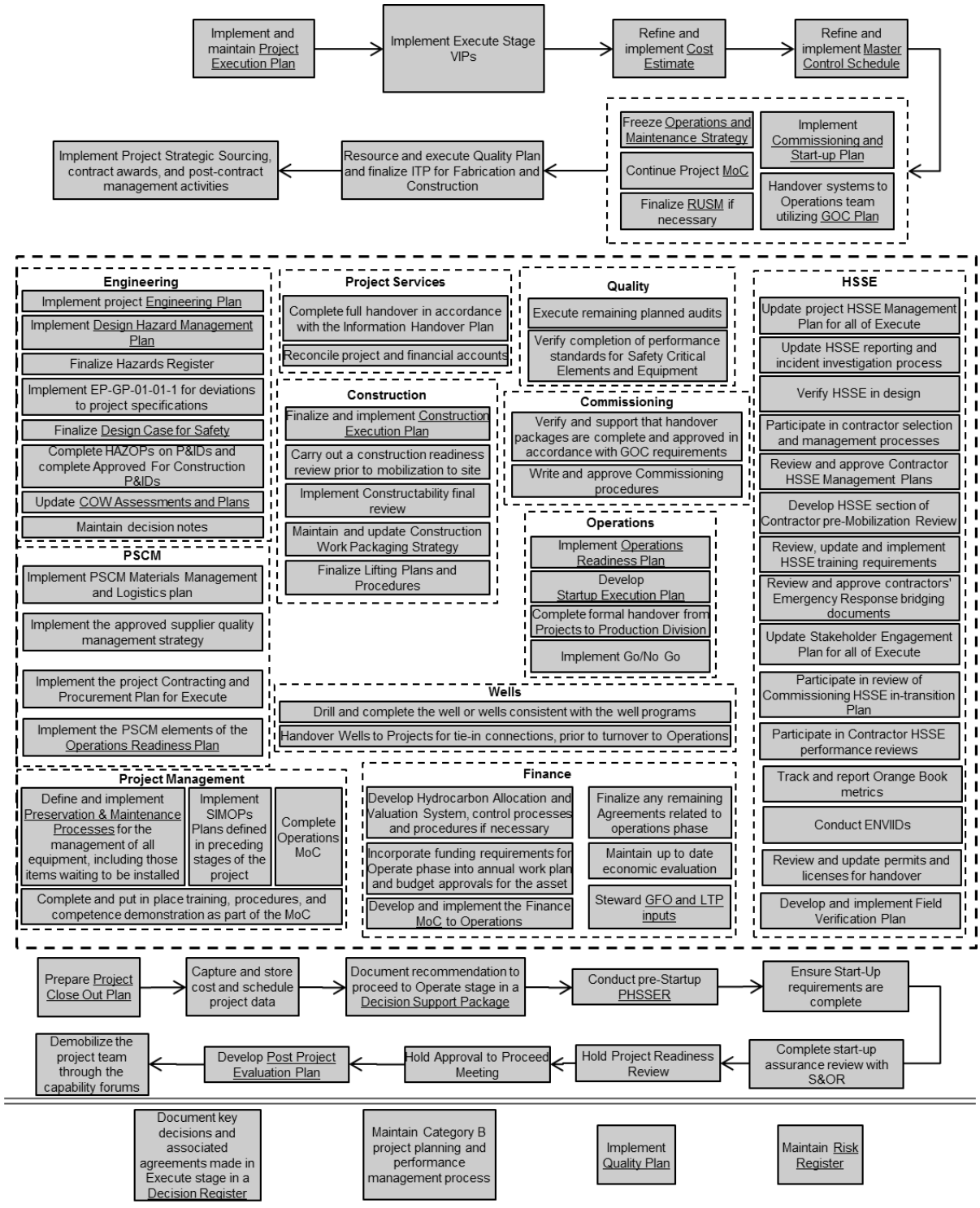
Note: Requirements included in dotted boxes occur in parallel. Requirements included in the double lined box at the bottom of the stage are ongoing requirements that occur continuously throughout the stage.

Define Roadmap



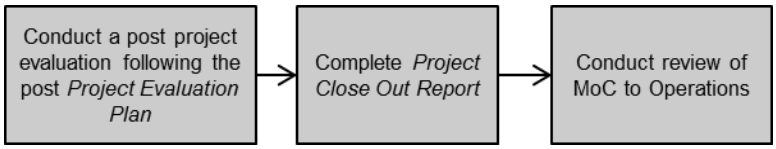
Note: Requirements included in dotted boxes occur in parallel. Requirements included in the double lined box at the bottom of the stage are ongoing requirements that occur continuously throughout the stage.

Execute Roadmap



Note: Requirements included in dotted boxes occur in parallel. Requirements included in the double lined box at the bottom of the stage are ongoing requirements that occur continuously throughout the stage.

Operate Roadmap



Appendix E Meeting ToRs

This section provides full Terms of Reference for meetings referred to throughout the Category B Define Practice. For each meeting, attendants, inputs, outputs, timing and key decisions are provided.

Appendix E.1 Early stage meeting ToRs

Appendix E.1.1 Project Screening Meeting (PSM) ToR

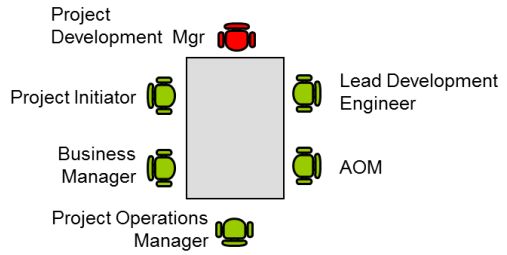
Objectives

- Ensure that projects which undergo Preparation for Project Appraise merit the time and resources necessary
- Ensure completeness and quality of the Screening document
- Review and agree to business or risk reduction opportunities with the hub table, and prioritize against the existing Cat B Appraisal portfolio

Schedule

- When needed for the Project Development Manager

Participants



Agenda / Key discussions

- Does this project merit Preparation for Project Appraise work, should it stay in the Region hopper or should it be discarded?
- Is this project potentially Category B?
- Will verification be required from Wells or Subsurface?
- Does the Cat B team have the capacity to deliver Appraisal?

Inputs

- Draft screening document
- Hub Strategy
- LTP for Area

Outputs / Decisions / Actions

- Recommendation to pursue Preparation for Project Appraise
- High level resourcing, timing and scope for Preparation for Project Appraise
- Confirmation of prioritization and categorization decisions

Appendix E.2 Core approval meeting ToRs

Appendix E.2.1 Deliverable Scoping Meeting (DSM) ToR

Objectives

- Align on the depth and form of deliverables needed to support the project in the upcoming stage

Agenda / Key discussions

- Discussion of level of rigor needed to achieve goals of the upcoming CVP stage in view of project characteristics, and project work to date
- Agreement between Functional Manager and Project Manager on work program for next CVP stage
- What are the Engineering and PHSSER requirements for the stage? (Eng DSM only)

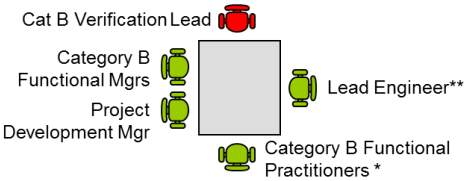
Schedule

- Occurs on a project by project basis, prior to the beginning of a Appraise, Select, Define, Execute, and after Concept Selection
- Occurs before the PRR for entry into the next stage

Inputs

- Checklist of Category B common process requirements for the upcoming CVP stage

Participants



Outputs / Decisions / Actions

- *Project Deliverables Agreement and Verification Checklist*
  - Written guidance on the level of rigor needed to fulfill Category B common process requirements so the project will be able to successfully complete the upcoming CVP stage
- List of any additional requirements to meet functional managers' objectives for stage

*Attendance required at the discretion of the Lead Project Engineer and Functional Managers
**Lead Development Engineer for Appraise/Select, Lead Project Engineer for Define/Execute

Appendix E.2.2 Project Readiness Review (PRR) ToRs

Entry to Select PRR (end of Appraise Stage) ToR

Objectives

- Ensure a project is sufficiently well defined to enter Select Stage both through project requirements and the achievement of the goals of Appraise Stage

Agenda / Key discussions

- Integrated cross-functional discussion of the project readiness along each functional element
- Holistic discussion around whether the goals of Appraise Stage were accomplished

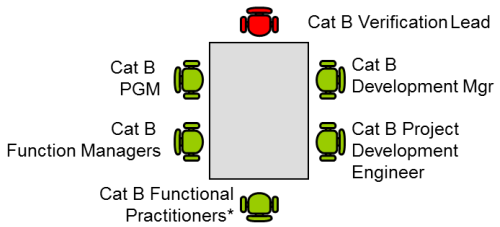
Schedule

- When needed for all projects for the PGM
- At the end of Appraise Stage for the Project Manager

Inputs

- Select Entry Decision Memo
- Preliminary SoR
- Project Appraisal Plan
- Checklist of deliverables agreed at DSM

Participants



Outputs / Decisions / Actions

- PRR dashboard with detail around non-conformance
- Action items to close readiness gaps
- Updated SEDM

*Attendance required at the discretion of the Lead Project Engineer and Functional Managers

Entry to Define PRR (end of Select) ToR

Objectives

- Ensure a project is sufficiently well defined to enter Define Stage both through project requirements and the achievement of the goals of Select Stage

Agenda / Key discussions

- Integrated cross-functional discussion of the project readiness along each functional element
- Holistic discussion around whether the goals of Select Stage were accomplished

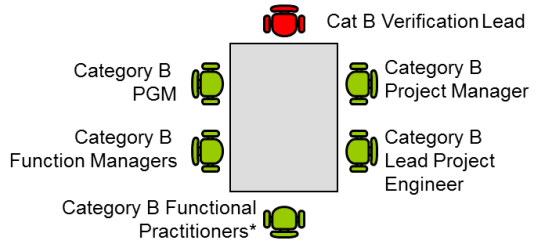
Schedule

- When needed for all projects for the PGM
- At the end of Select Stage for the Project Manager

Inputs

- Select Stage Decision Support Package
- Define FM
- SOR
- PEP
- Checklist of deliverables agreed at DSM

Participants



Outputs / Decisions / Actions

- PRR dashboard with detail around non-conformance
- Action items to close readiness gaps

* Attendance required at the discretion Project Lead Engineer

Entry to Execute PRR (end of Define) ToR

Objectives

- Ensure a project is sufficiently well defined to enter Execute Stage both through project requirements and the achievement of the goals of Define Stage

Agenda / Key discussions

- Integrated cross-functional discussion of the project readiness along each functional element
- Holistic discussion around whether the goals of Define Stage were accomplished

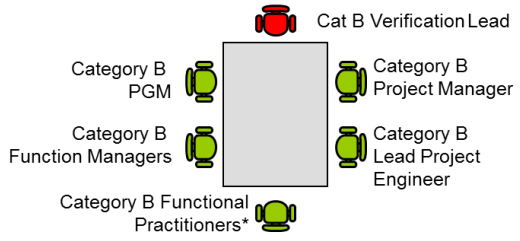
Schedule

- When needed for all projects for the PGM
- At the end of Define Stage for the Project Manager

Inputs

- Define Stage Decision Support Package
- Execute FM
- PEP
- Checklist of deliverable agreed at DSM
- BoD

Participants



Outputs / Decisions / Actions

- PRR dashboard with detail around non-conformance
- Action items to close readiness gaps
- Confirmation of Prioritization and Categorization decisions

* Attendance required at the discretion Project Lead Engineer

Entry to Operate PRR (end of Execute) ToR

Objectives

- Ensure a project is sufficiently well defined to enter Operate Stage both through project requirements and the achievement of the goals of Execute Stage
- Verify project readiness to handed over to Operations

Agenda / Key discussions

- Integrated cross-functional discussion of the project readiness along each functional element
- Holistic discussion around whether the goals of Execute Stage were accomplished

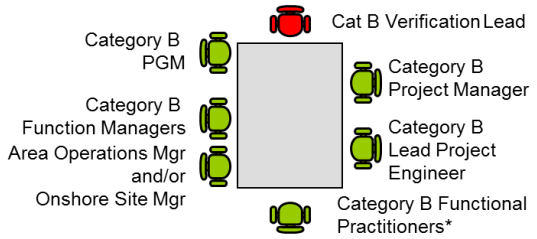
Schedule

- When needed for all projects for the PGM
- At the end of Execute Stage for the Project Manager

Inputs

- Checklist of deliverable agreed at DSM
- Start up Readiness Plan / SUEM
- PEP

Participants



Outputs / Decisions / Actions

- PRR dashboard with detail around non-conformance
- Action items to close readiness gaps

* Attendance required at the discretion Project Lead Engineer and Functional Managers

Appendix E.2.3 Concept Selection Review (CSR) ToR

Objectives

- Endorse proposed concept or propose recycle
- Update categorisation and prioritisation, if necessary

Agenda / Key discussions

- Discussion of the other concepts considered and the reasons for proposing the selected concept
- Revisit project categorization and prioritization if necessary

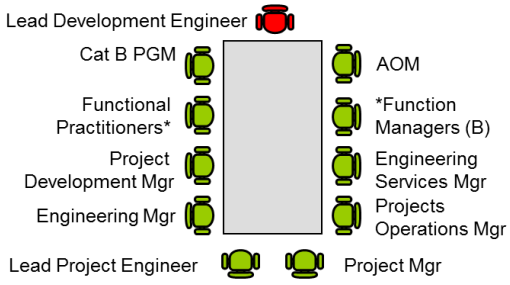
Schedule

- Occurs on a project by project basis, in the Select Stage

Inputs

- Screening document
- Project Appraisal Plan
- Preliminary SoR
- Draft Concept Selection Decision Memorandum

Participants



Outputs / Decisions / Actions

- Draft Concept Selection Decision Memorandum ready for signature

* Attendance required at the discretion of the Lead Development Engineer and Functional Managers

Appendix E.2.4 Project Review Meeting (PRM) ToRs

Entry to Project Appraise PRM ToR (end of Preparation for Project Appraise) ToR

Objectives

- Ensure that Preparation for Project Appraise work is sufficient for the project to enter Appraise Stage
- Determine whether it is worth pursuing a project now, delaying Appraise stage, or not worth pursuing it at all
- Ensure that projects are categorized correctly

Agenda / Key discussions

- Determine if Project Appraise work is sufficient to enter Appraise Stage
- Holistic discussion on whether this still the right project at the right time
- Revisit categorization and prioritization decisions if understanding of project has changed substantially

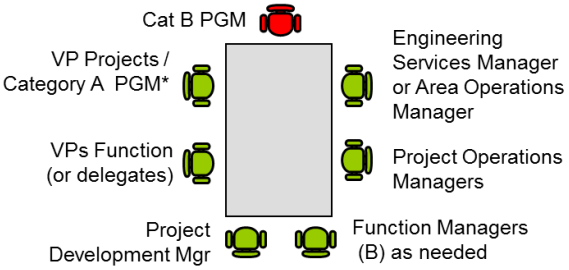
Schedule

- When needed for the Cat B PGM

Inputs

- Screening document
- Project Appraisal Plan
- Appraisal FM
- Resource Appraisal, if needed

Participants



*Gatekeeper

Outputs / Decisions / Actions

- Decide on projects to pass into Project Appraise
- Confirmation of Prioritization and Categorization decisions

Entry to Select, Define, and Execute PRM ToR

Objectives

- Ensure a project is sufficiently well defined to enter the next CVP stage, both through project requirements and the achievement of the goals of the previous stage
- Ensure that issues out with project verification related to project progression are discussed and resolved.
- Ensure cross-functional buy-in at the Regional level

Agenda / Key discussions

- Confirmation of the project readiness along each functional element
- Holistic discussion on whether this is the right project with the right objectives at the right time?

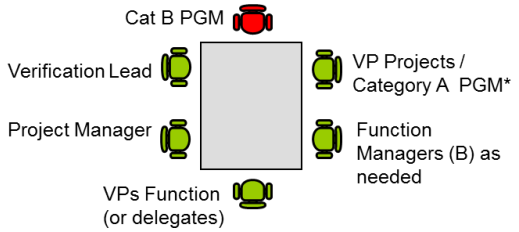
Schedule

- When needed for all projects for the PGM/VP Devs

Inputs

- ISGR dashboard with detail around non-conformance
- DSP for the Stage
- FM for next stage

Participants



*Gatekeeper

Outputs / Decisions / Actions

- Project proceed to the next Stage, is held in the current stage for rework, or is terminated
- Action items to close readiness gaps

Appendix E.3 End of project meetings

Appendix E.3.1 Approval to Proceed (ATP) ToR

Objectives

- Decide on whether Operations accepts the project from the VP Developments organization.
- Confirm readiness status will be held prior to executing the project start-up procedures and commencing operations.

Agenda / Key discussions

- Discussion of the project readiness to progress to the Operate stage and Operations' readiness to accept the project
- Verify closure of all Start up assurance actions

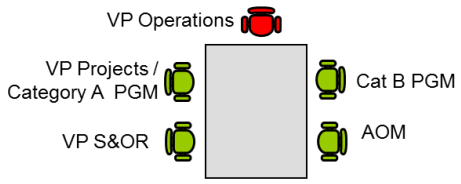
Schedule

- Occurs on a project by project basis at the end of the Execute stage

Inputs

- Start up readiness Plan
- Readiness certificates
- Operations Readiness Plan
- Comm. and Start up Plan

Participants



Outputs / Decisions / Actions

- Decision to accept the project from VP Developments

Appendix E.3.2 Post-Project Evaluation ToR

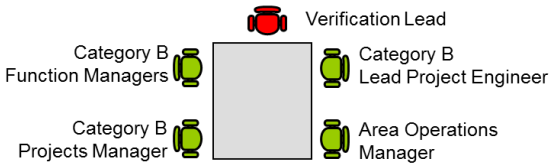
Objectives

- Evaluate effectiveness of project to meet Business and Project Objectives
- Validate how well the project team met the targeted KPI's
- Review delivery of production and / or reliability goals set for the project
- Review efficiency of the project construction, handover and start-up processes
- Review project post-start up support.
- Identify lessons learned
- Make continuous improvement suggestions

Schedule

- Within three months of Startup

Participants



* Attendance required at the discretion of the VP Developments

Agenda / Key discussions

- The Project Team and Operations presentation at the Post Project Evaluation should focus on how well the project met the business and project objectives and how the project is performing when compared to the project design criteria.

Inputs

- Define and Execute Stage FM
- Final SOR
- Latest Cost Report for project
- Summary of Production / Performance Data since project startup
- Define Stage DSP
- Final BOD
- Latest revision of Project Schedule
- Execute / Operate Stage Lessons Learned report(s)

Outputs / Decisions / Actions

- Did the installed project achieved performance targets defined in key project documentation (FM, DSP, SOR, BoD)
- Did the project successfully met the business and project objectives and delivered the desired results (KPI's were met) ?
- Was the project was constructed as designed, appropriate FCO was performed, and that all deviations and MoC actions are complete?

Appendix F Requirement numbering system

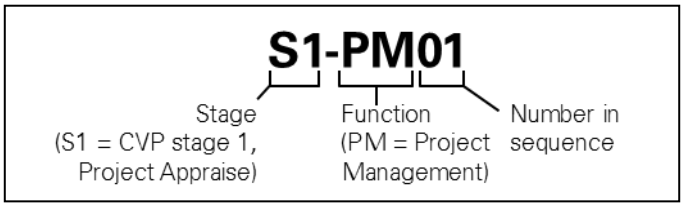


Figure 5. Requirement numbering model

Pre-CVP stages

P1	Screening
P2	Preparation for Project Appraise (PPA)

CVP stages

S1	Project Appraise (PA)	S4	Execute
S2	Select	S5	Operate
S3	Define		

Functions

PM	Project Management	CG	Commissioning
FN	Finance	CN	Construction
HS	Health, Safety, Security & Environment	OP	Operations
RZ	Reservoir Development	PS	Project Services
WL	Wells	PR	Procurement & Supply Chain Management
EN	Engineering	QL	Quality

NOTE The requirement numbering scheme has been implemented only to improve the structure and usability of this document, to add a control element for other documents reproducing the requirements, and to prevent sorting errors online and in editable requirements lists. The numbers *do not* reflect levels of importance or execution sequence, nor are they intended to serve as synonymous identifiers for particular requirements. They are subject to change as requirements are added, deleted, or moved in future revisions of the CBcp.

Appendix G Glossary

Appendix G.1 Terms

Boundary	Threshold in terms of spend between project Categories
Categories 1-6	Project categorization used prior to the implementation of Categories A, B, and C. The current methodology categorizes projects using a matrix based on spend and complexity.
Category	Defines the appropriate governance, organization and process needed for project delivery
Category B PGM (Projects General Manager)	Accountable for the delivery of Category B projects in regions
Category B Portfolio Team	Refers to headcount working under the Category B PGM in a region to deliver Category B projects
Category B Project Development Manager	Accountable for delivery of projects in the Appraise/Select stages
Category B Project Manager	Accountable for delivery of projects in the Define/Execute stages.
Delivery	Fulfillment of project requirements by functions according to the CBcp
Escalation	Move a project from a lower Category to a higher one
De-escalation	Move a project from a higher Category to a lower one
Deviations	For example, approval of FMs above VP Projects / Cat A PGM's authority
Financial value projects	Projects that are related to increasing financial value or reducing costs
Global GPO	Refers to all GPO headcount that is above the VP Projects / Cat A PGM Organizations (e.g. VP Project Execution)
Go/No Go Decision	Formal Go/No Go decision takes place for all S&O risks to verify the activity to which the risk is associated is ready to proceed
Plan Change Process	Quarterly process as defined by Business Planning to handle changes within the Business Planning process
Regional Portfolio	A region's collection of Category B projects
Position	A post of employment. Positions may be assigned different roles depending on portfolio scale in the Category B Governance model.
Product	A document deliverable that satisfies a requirement

Project	A temporary endeavor undertaken to create a unique product, service, or result (PMI definition).
Project Teams	Projects are delivered through teams of shared resources that include both projects resources and functional resources fully or partly dedicated to a single project.
Project Self-Verification	Process to validate confirm conformance with the CBSDP primarily through Project Readiness Reviews
Projects Sub-functions	Support project delivery, include Project Management, Decommissioning, Construction, Commissioning, Project Services, Quality
Quality Plan	Document specifying which processes and procedures and associated resources will be applied by whom and when, to meet the requirements of a specific project, product, process or contract
Quality Management System	Management system to direct and control an organization with regards to quality
RAPIDs	A decision rights framework
Regional Portfolio Verification	Process to validate the Category B regional portfolio is in conformance with the CBSDP
Requirement	An action taken to deliver a project, typically associated with a meeting or the creation of a product
Risk Assessment	The process by which the impact and likelihood of a risk is assessed.
Risk Management	The overall process by which risks are identified, assessed, prioritized for action and the risk status and actions/measures are tracked to completion.
Risk score	Score as defined by the OMS risk matrix in OMS GDP 3.1-0001
Role	A set of activities which is assigned to a position in a given organization. In the Category B Governance model, standard roles are assigned to different positions depending on portfolio scale
Spend	Project spend, gross unless explicitly mentioned otherwise.
VP Projects / Cat A PGM	Position accountable for all Projects activity in a Region, including the delivery of Category A and B projects (formerly the VP Developments)
VP Projects / Cat A PGM Organization	Refers to all GPO headcount in the VP Projects / Cat A PGM Organization (e.g. Developments PSCM Manager); each Region has its own VP Projects / Cat A PGM Organization

Acronyms

AOM	Area Operations Manager
ATP	Approval to Proceed
BP	British Petroleum
CBcp	Category B Common Process
CBSDP	Category B Defined Practice
CVP	Capital Value Process
DSM	Deliverable Scoping Meeting
DSP	Decision Support Package
EDR	Engineering Discipline Review
ETP	Engineering Technical Practice
FEL	Front End Loading
FM	Financial Memorandum
GFO	Group Financial Outlook
GP	Global Practice
GPO	Global Projects Organization
HAZID	Hazard Identification
HAZOP	Hazardous Operations Study
HR	Human Resources
HSSE	Health, Safety, Security and Environment
HVR	Hydrocarbon Value Realization
IFA	Issued for Approval
IFC	Issued for Construction
IHS	Information Handover Specification
ISD	Inherently Safer Design / Integrated Subsurface Description
IT&S	Information Technology & Services
JV	Joint Venture
KPI	Key Performance Indicator
LOPA	Layers of Protection Analysis
LTP	Long Term Plan
MAH	Major Accident Hazard
MI	Management Information
OMS	Operating Management System
OSM	Onshore Site Manager
PAP	Project Appraisal Plan
PCP	Plan Change Proposal
PDM	Project Development Manager

PEP	Project Execution Plan
PGM	Projects General Manager
PHSSER	Project Health, Safety, Security, and Environmental Review
PIM	Project Information Management
PIMIP	Project Information Management Implementation Plan
PMCS	Project Management Control System
PPA	Preparation for Project Appraise
PPM	Planning and Performance Management
PRM	Project Review Meeting
PSC	Production Sharing Contract
PRR	Project Readiness Review
PSCM	Procurement and Supply Chain Management
PSDR	Project Services Discipline Review
PSPC	Project Staff Planning and Control
PSSR	Pre-Startup Safety Review
QM	Quality Management
RAM	Reservoir Assessment Memorandum
RUSM	Reservoir Uncertainty Statement and Management
S&OR	Safety & Operational Risk
SBP	Setting Business Priorities
SDP	Segment Defined Practice
SIL	Safety Integrity Level
SoR	Statement of Requirements
SORC	Safety and Operational Risk Committee
SRP	Segment Recommended Practice
STP	Site Technical Practice
SUAR	Startup Assurance Review
SVP	Senior Vice President
TA	Technical Authority
TAR	Turnaround
TBD	To Be Determined
ToR	Terms of Reference
UAP	Unallocated provisions
UDP	Upstream Defined Practice
UEM	Upstream Executive Meeting
UPMO	Upstream Project Management Office
USD	US Dollar
VIP	Value Improving Practice

VP	Vice President
WBS	Work Breakdown Structure