MPcp Online SharePoint 2013 Site

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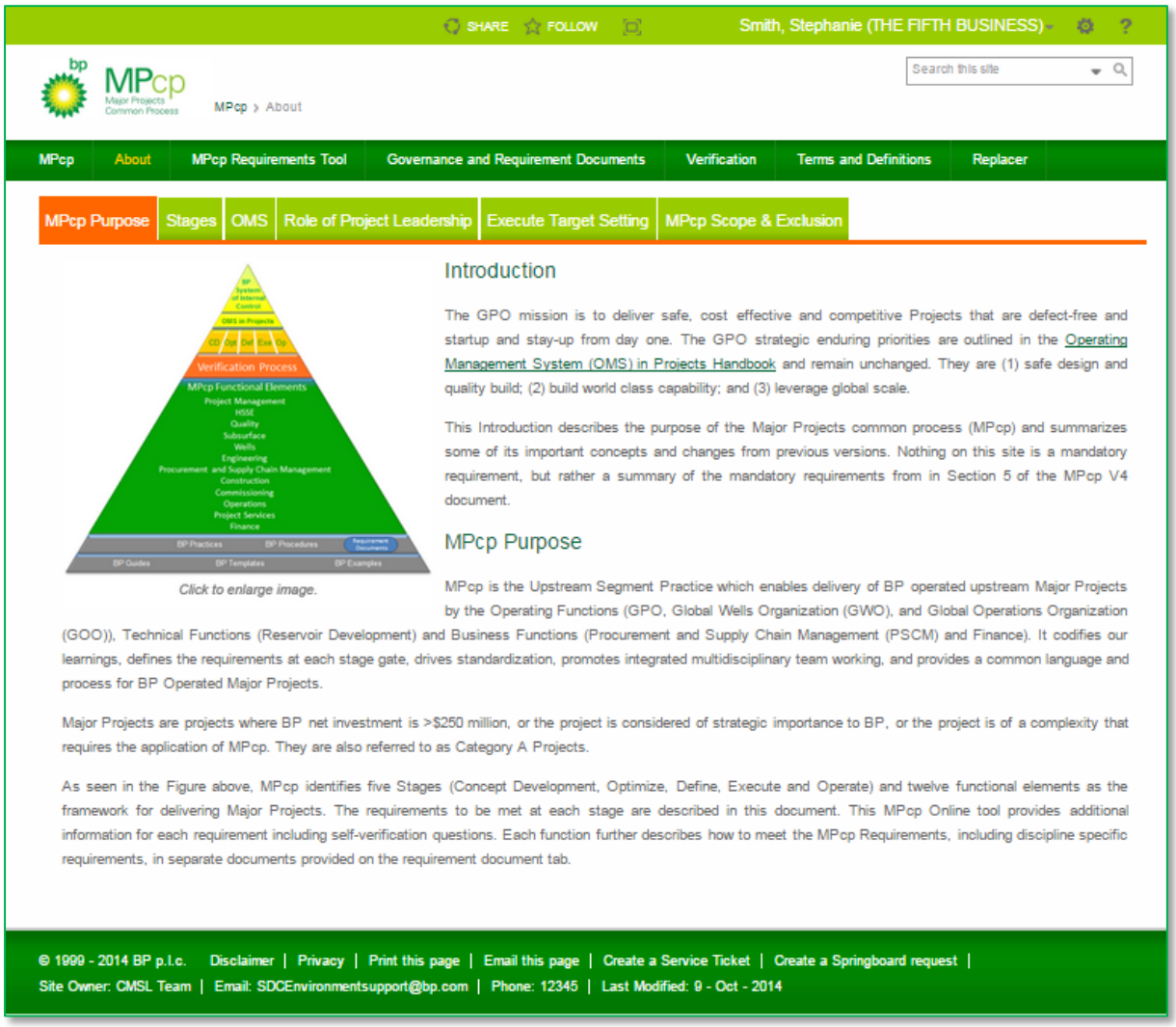
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Introduction
The GPO mission is to deliver safe, cost effective and competitive Projects that are defect-free and startup and stay-up from day one. The GPO strategic enduring priorities are outlined in the Operating Management System (OMS) in Projects Handbook and remain unchanged. They are (1) safe design and quality build; (2) build world class capability; and (3) leverage global scale.
This Introduction describes the purpose of the Major Projects common process (MPcp) and summarizes some of its important concepts and changes from previous versions. Nothing on this site is a mandatory requirement, but rather a summary of the mandatory requirements from in Section 5 of the MPcp V4 document.
MPcp Purpose
MPcp is the Upstream Segment Practice which enables delivery of BP operated upstream Major Projects by the Operating Functions (GPO, Global Wells Organization (GWO), and Global Operations Organization (GOO)), Technical Functions (Reservoir Development) and Business Functions (Procurement and Supply Chain Management (PSCM) and Finance). It codifies our learnings, defines the requirements at each stage gate, drives standardization, promotes integrated multidisciplinary team working, and provides a common language and process for BP Operated Major Projects.
Major Projects are projects where BP net investment is >$250 million, or the project is considered of strategic importance to BP, or the project is of a complexity that requires the application of MPcp. They are also referred to as Category A Projects.
As seen in the Figure above, MPcp identifies five Stages (Concept Development, Optimize, Define, Execute and Operate) and twelve functional elements as the framework for delivering Major Projects. The requirements to be met at each stage are described in this document. This MPcp Online tool provides additional information for each requirement including self-verification questions. Each function further describes how to meet the MPcp Requirements, including discipline specific requirements, in separate documents provided on the requirement document tab.
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STAGES PAGE

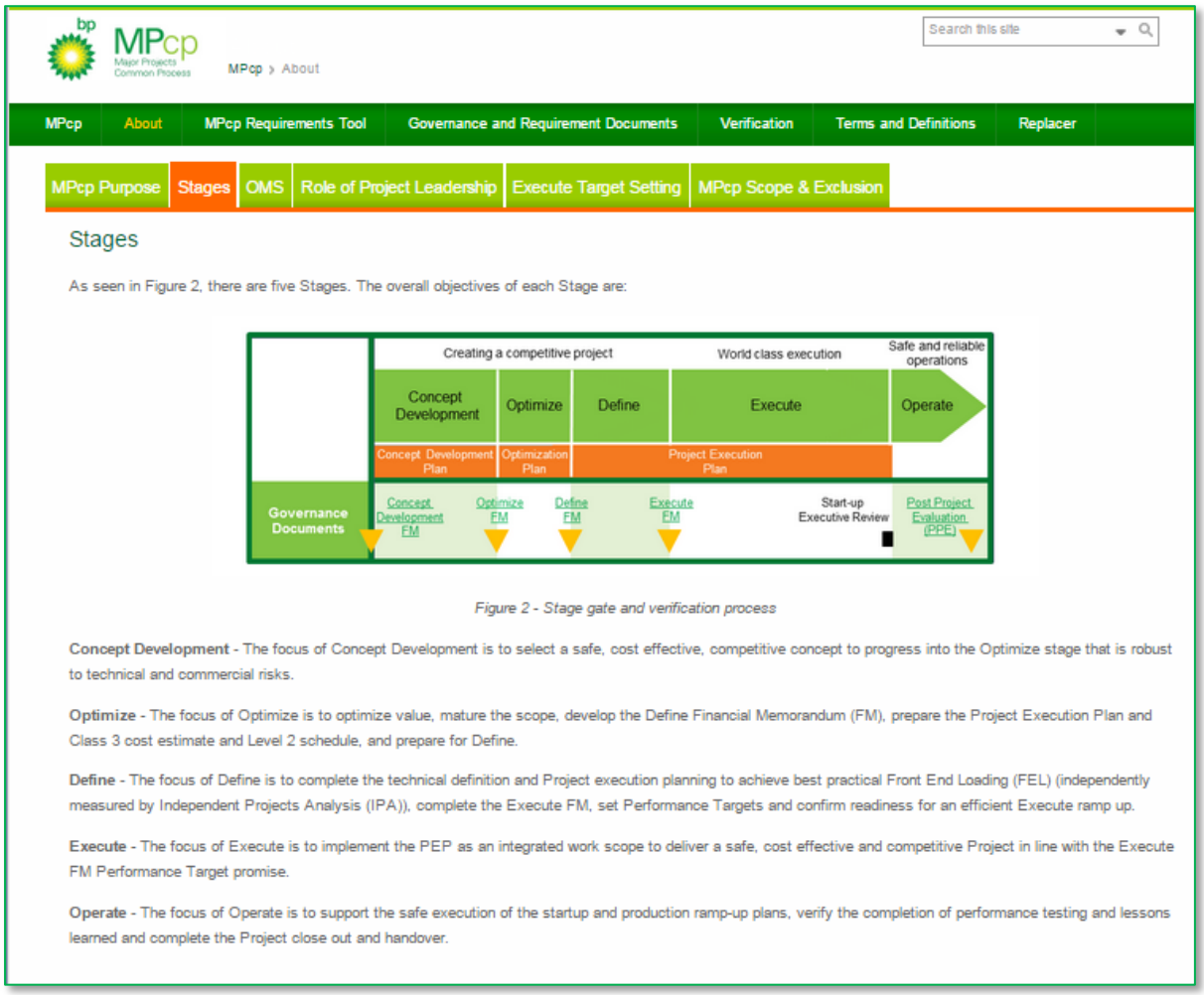


Figure 2 - Stage gate and verification process

Concept Development - The focus of Concept Development is to select a safe, cost effective, competitive concept to progress into the Optimize stage that is robust to technical and commercial risks.

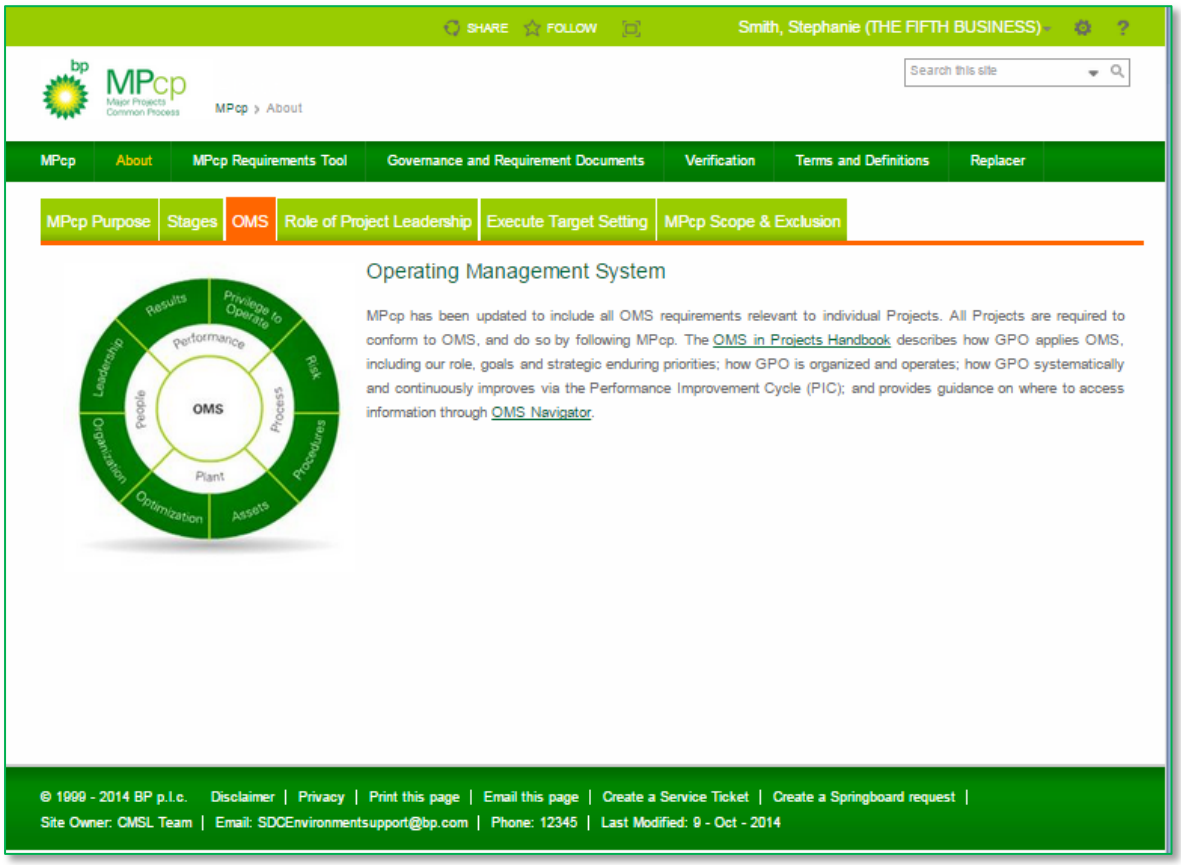
Optimize - The focus of Optimize is to optimize value, mature the scope, develop the Define Financial Memorandum (FM), prepare the Project Execution Plan and Class 3 cost estimate and Level 2 schedule, and prepare for Define.

Define - The focus of Define is to complete the technical definition and Project execution planning to achieve best practical Front End Loading (FEL) (independently measured by Independent Projects Analysis (IPA)), complete the Execute FM, set Performance Targets and confirm readiness for an efficient Execute ramp up.

Execute - The focus of Execute is to implement the PEP as an integrated work scope to deliver a safe, cost effective and competitive Project in line with the Execute FM Performance Target promise.

Operate - The focus of Operate is to support the safe execution of the startup and production ramp-up plans, verify the completion of performance testing and lessons learned and complete the Project close out and handover.

OMS PAGE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Operating Management System
MPcp has been updated to include all OMS requirements relevant to individual Projects. All Projects are required to conform to OMS, and do so by following MPcp. The OMS in Projects Handbook describes how GPO applies OMS, including our role, goals and strategic enduring priorities; how GPO is organized and operates; how GPO systematically and continuously improves via the Performance Improvement Cycle (PIC); and provides guidance on where to access information through OMS Navigator.
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Privilege to Operate
Performance
Risk
Leadership
People
OMS
Process
Organization
Plant
Procedures
Optimization
Assets
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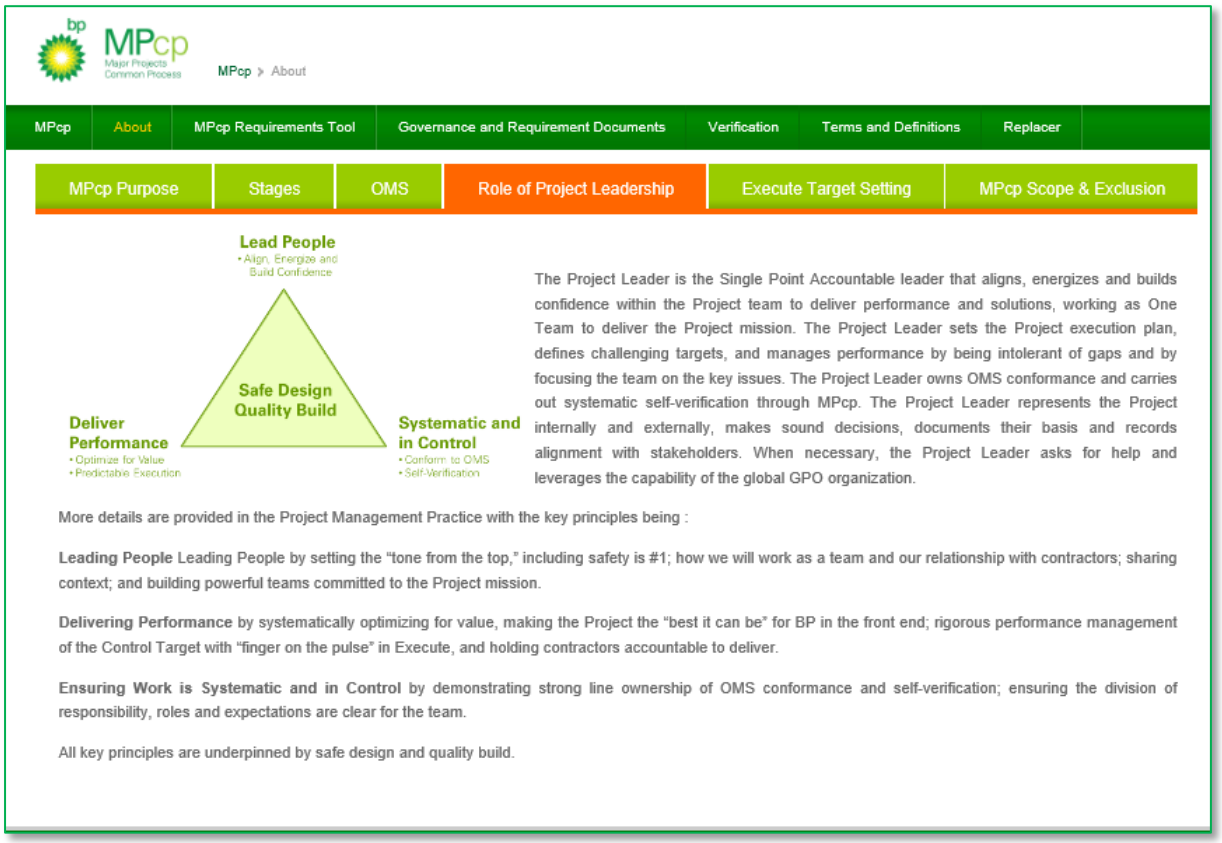
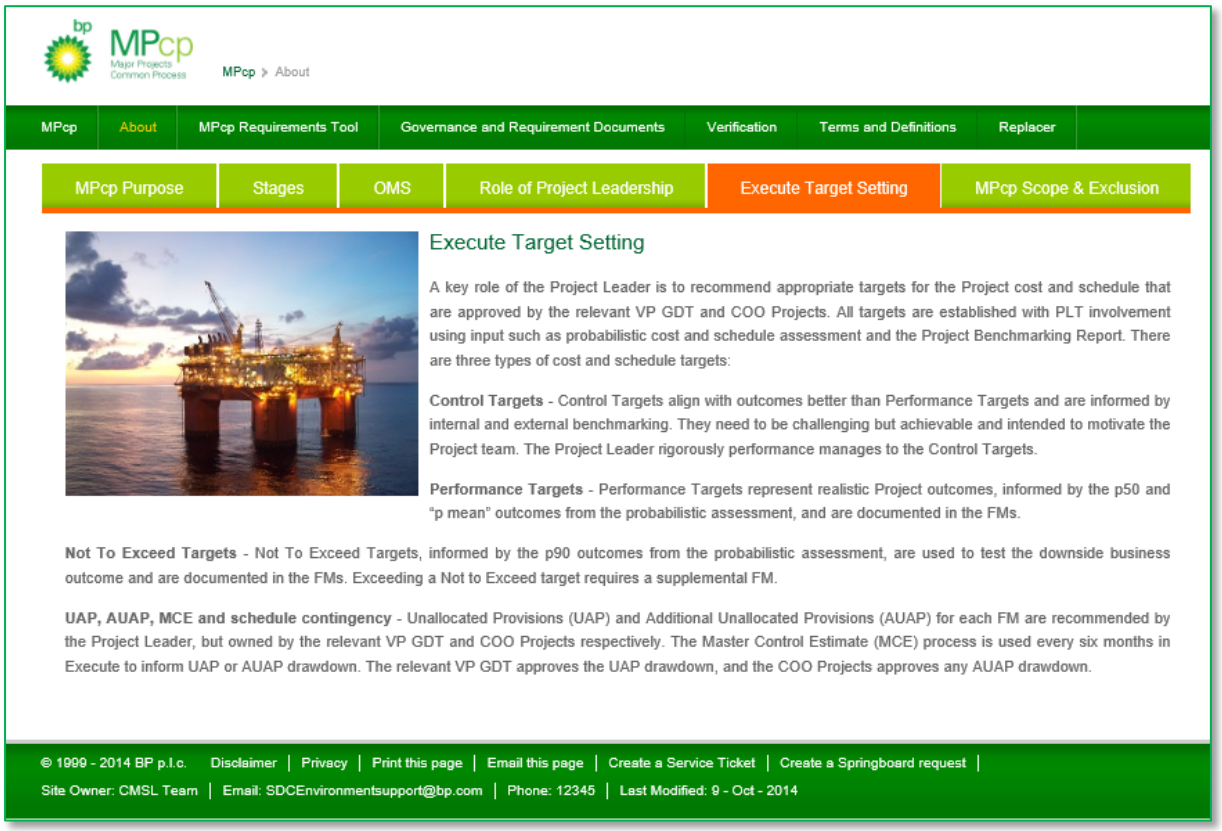
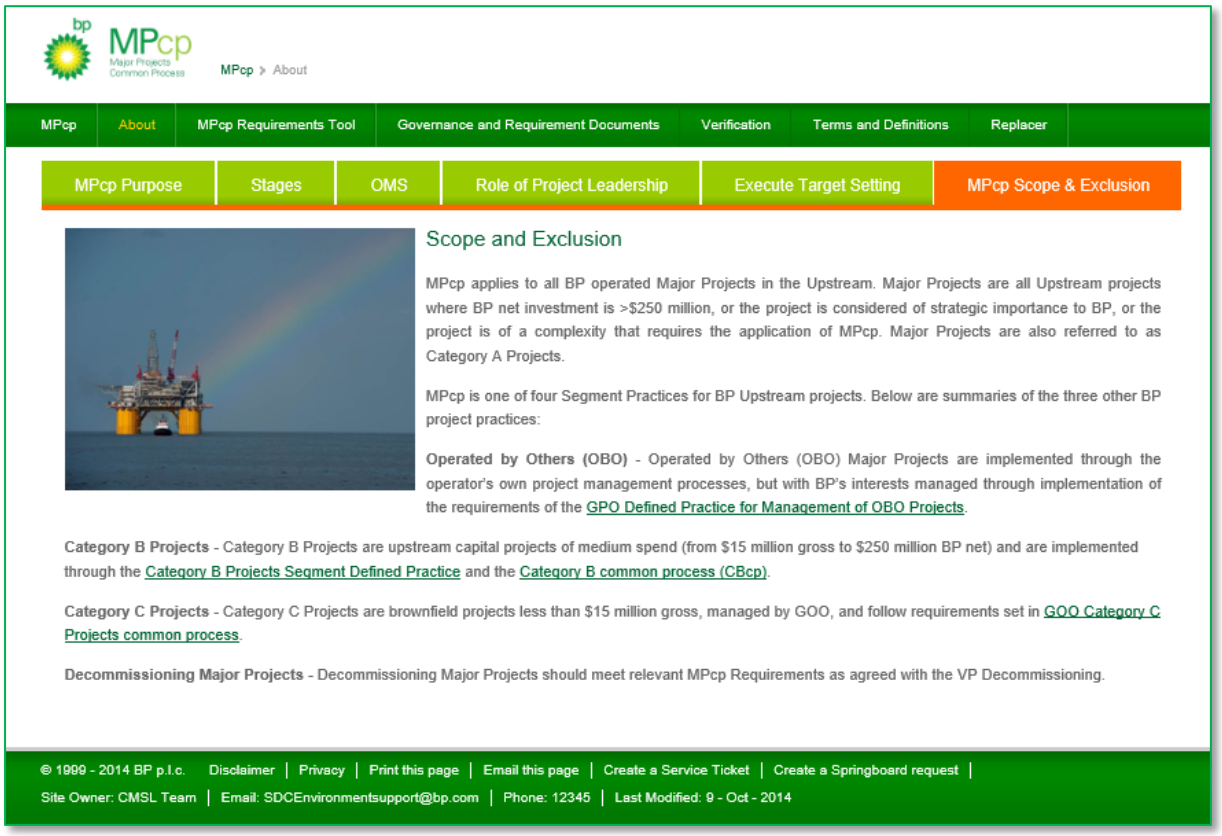
ROLE OF PROJECT LEADERSHIP PAGE



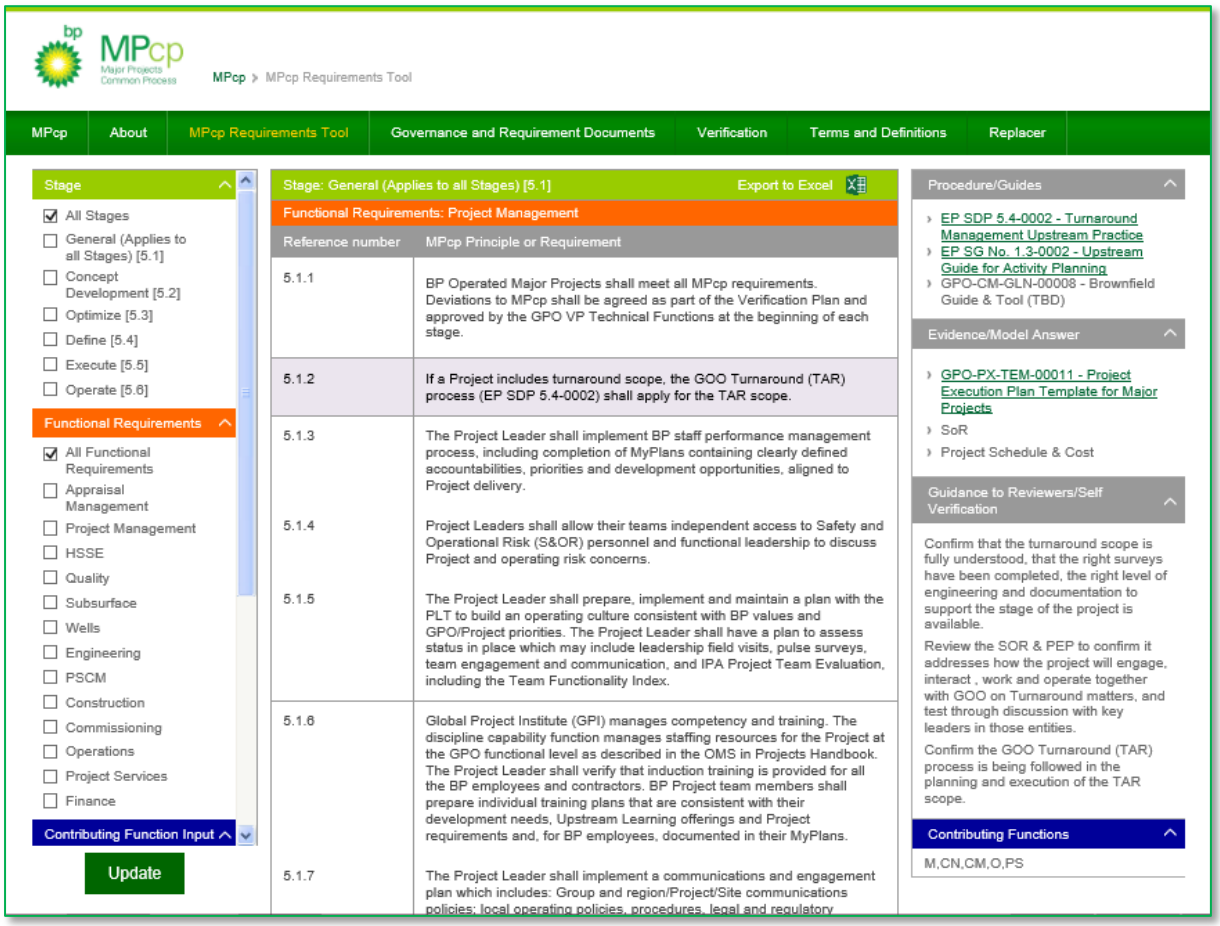
EXECUTE TARGET SETTING PAGE



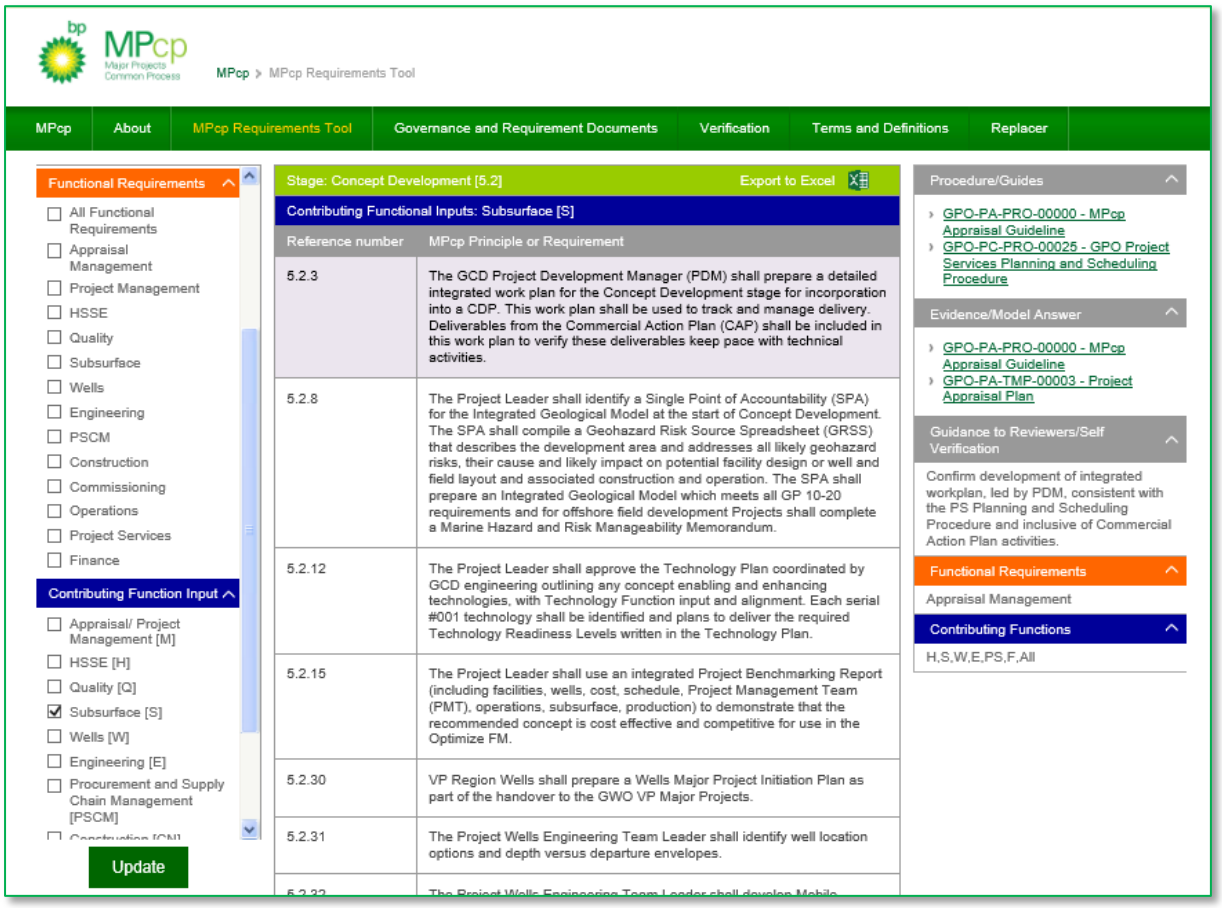
MPcp Scope and Exclusion Page



MPcp Requirements Page Tool



REQUIREMENTS CONTRIBUTING FUNCTION INPUT



GOVERNANCE AND REQUIREMENT PAGE – GOVERNANCE DOCUMENTS

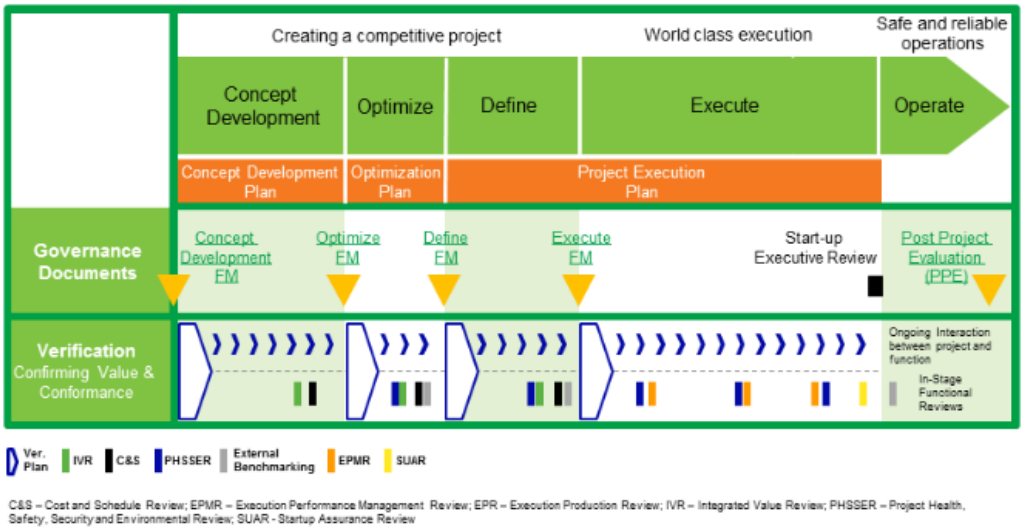
bp MPcp Major Projects Common Process

MPcp › Governance and Requirement Documents

MPcp | About | MPcp Requirements Tool | Governance and Requirement Documents | Verification | Terms and Definitions | Replacer

Governance Documents | Requirement Documents

GPO's governance documents are prescribed by GIAAP, the Group Standard governing the evaluation, documentation and approval of investment Projects. GIAAP is designed to inform BP management's investment decisions and to mitigate the Group risk of poor resource allocation. All investment cases follow the GIAAP Standard. This includes cases requesting authority for capital investments and divestments, revenue investments, leases and long-term commercial commitments. GIAAP is part of the overall BP process of capital allocation and monitoring. It addresses Project approval and completion. Approved FMs are required to move into the next Stage as seen in Figure B1.



C&S – Cost and Schedule Review; EPMR – Execution Performance Management Review; EPR – Execution Production Review; IVR – Integrated Value Review; PHSSER – Project Health, Safety, Security and Environmental Review; SUAR - Startup Assurance Review

Figure B1 - Stage gate and verification process

REQUIREMENT DOCUMENTS PAGE

MPcp Major Projects Common Process

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Governance Documents | Requirement Documents

For GPO use, BP Documents have been categorized into six tiers based on their intended audience. Tiers 1,2 and 3 contain Group, Upstream and GPO Functional documents, respectively. Tier 4 documents apply to Projects in a specific GDT, and Tier 5 is for documents that apply to all Projects in a regional area (such as North Sea Projects). Tier 6 contains all the Project specific documents. Tiers 4, 5, and 6 have not been included in MPcp.

The GPO functional documents included in Tier 3 have been sub-divided into five categories: practices, procedures, guides, templates, and examples/reports. The GPO Requirement Document hyperlink provides a list of all the GPO Functional Practices and Procedures that apply to Projects and contain requirements for conformance. The All GPO Document hyperlink will list all of the documents in the GPO library. Hyperlinks to other Tier 1-3 documents are also included in Figure C1 for access to non-GPO documents. Requirements for GPO Projects are found in Tier 1, 2, 3a, and 3b documents.

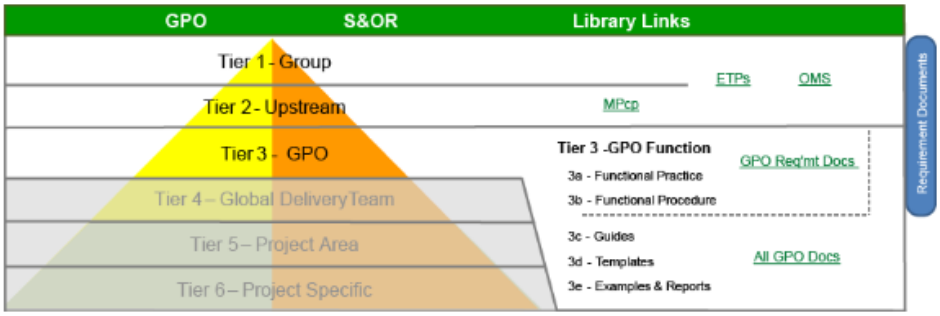

Figure C1 - BP document hierarchy

Each of the GPO documents have been placed in one of the five categories by functional element to show the full suite of functional documents, how they relate to one another, and indicate which ones are requirements for Projects. An example of these document hierarchy maps is shown in Figure C2, and the full set is located in the GPO Library.

VERIFICATION PAGE

bp MPcp Major Projects Common Process

MPcp › Verification

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Verification Process

The purpose of the verification process is to test that a Project will be safe, cost effective, and competitive; fully integrated across the Functions; conforms to MPcp requirements; and is ready to move into the next stage and be successful. The GPO Functional Vice Presidents (FVPs) and Directors are accountable for independent verification which focuses on both value and conformance. The GPO Verification Process document describes the verification process, and the key principles are:

Verification Plan: the intent is to front-end load the verification process. The Project Leader is accountable for self-verification including conformance to MPcp requirements and optimizing value. The Project Leader develops the Verification Plan for the stage through discussion and agreement with the GPO VP Technical Functions at the beginning of the stage, including naming the functional verification leads.

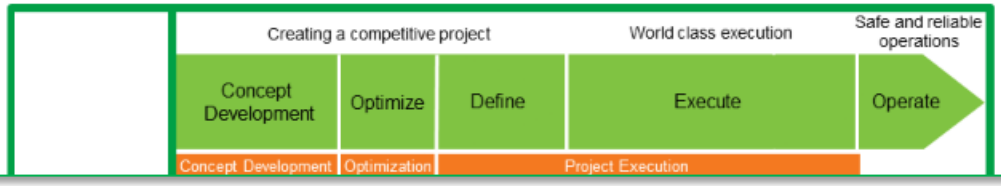
Ongoing Functional Interaction: the Project Leadership Team implements the verification plan agreed at beginning of the stage, including regular check in sessions with the named functional verification leads to discuss self-verification progress and any issues that need functional support.

Integrated Value Review (IVR): the GPO FVPs and Directors provide independent verification on Project value at an integrated cross-discipline IVR with the PLT in advance of the stage gates. This will focus on topics such as Tier 1, 2, or 3 decisions, value enhancement levers, integrated production profile, Project execution principles, contracting strategy, Level 1 schedule, and Project competitiveness.

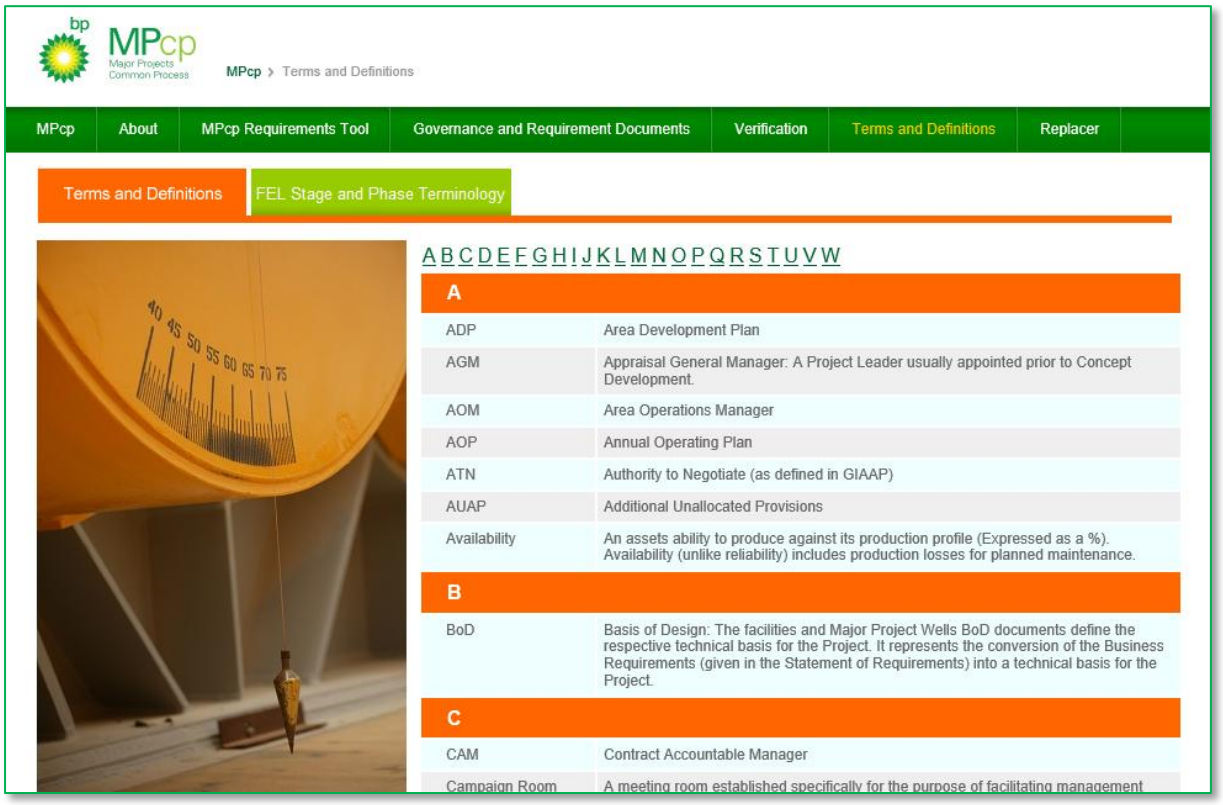
Functional Reviews: as shown in Figure 2, a minimal number of individual, focused reviews will occur after the IVR: PHSSER, Cost and Schedule, and IPA. EPMR, PHSSER and SUAR reviews will happen in Execute.

No surprises at the Stage Gate: the intent of the verification process is to ensure there are no surprises at the stage gate in terms of either conformance with MPcp requirements or Project value, and that verification is not on the critical path. This is achieved by a combination of front-end loading the verification process and designing an ongoing PLT and Functional interaction that will maintain the rigor of the process.

The MPcp Online tool provides Projects with the supporting procedures and guides and outlines the deliverables that Projects produce to complete each requirement. It also provides questions for self-verification by the Projects and guidance to functional reviewers for consistent conformance evaluation.



TERMS AND DEFINITIONS PAGE



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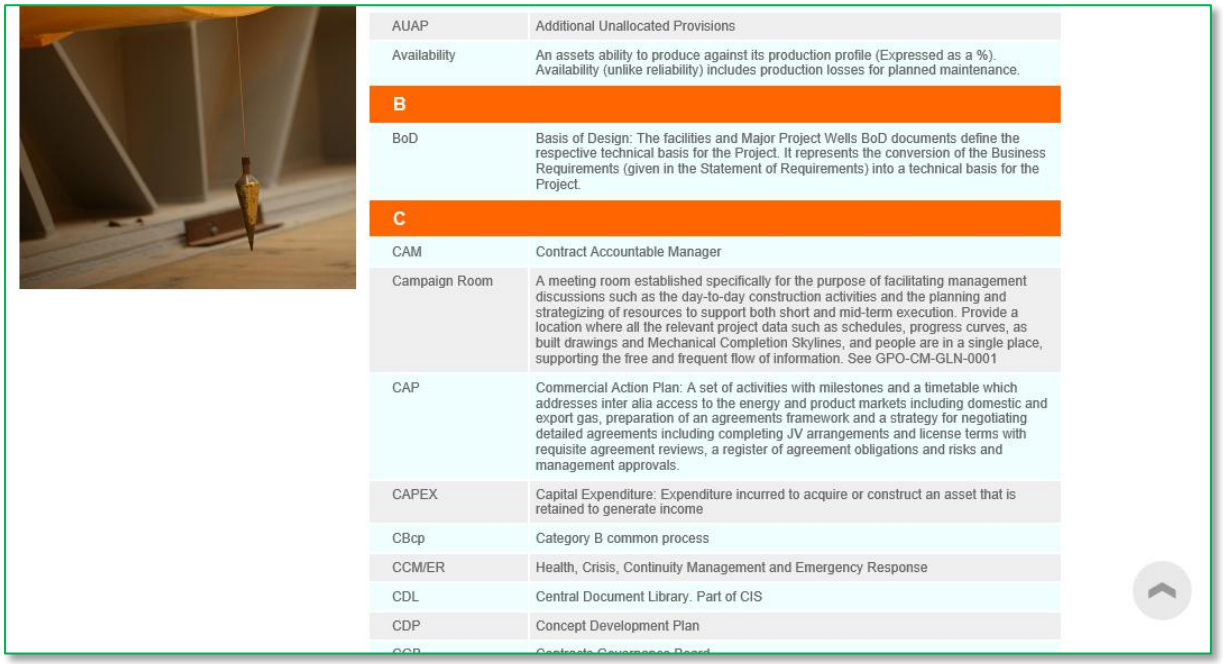
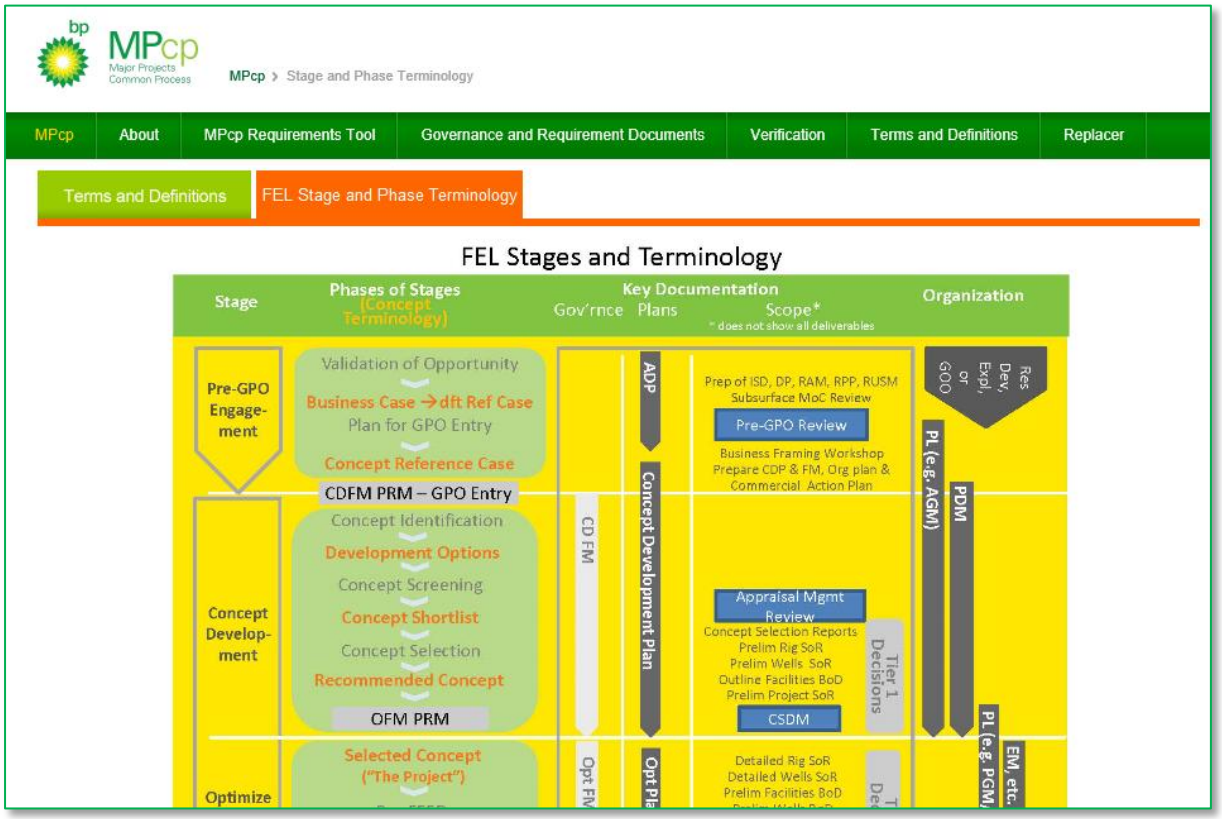


FEL Stage and Phase Terminology Page (Image added after completion – not a good image)



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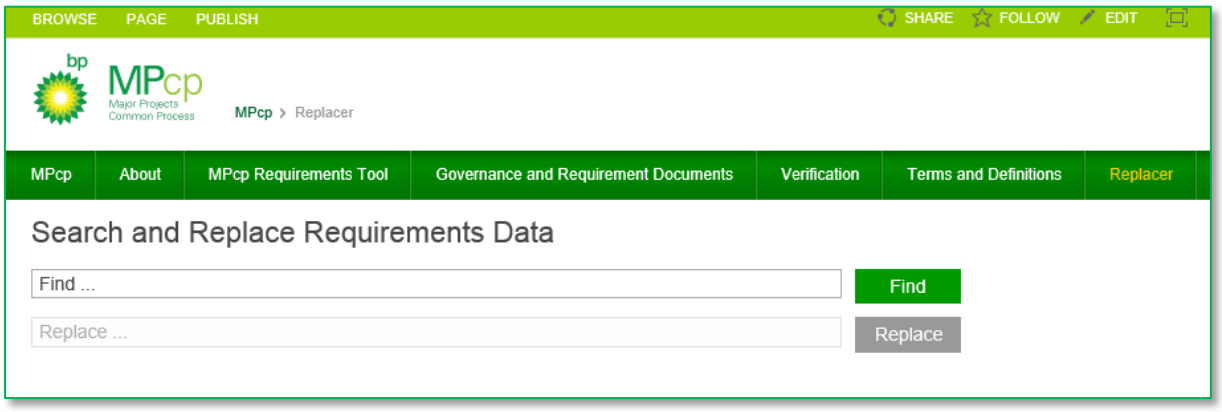

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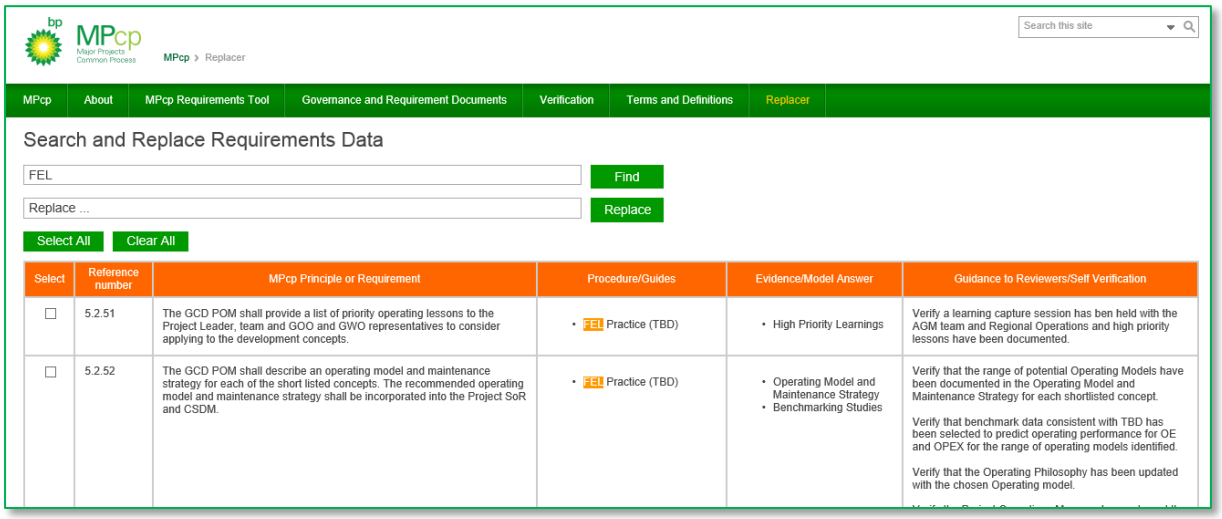
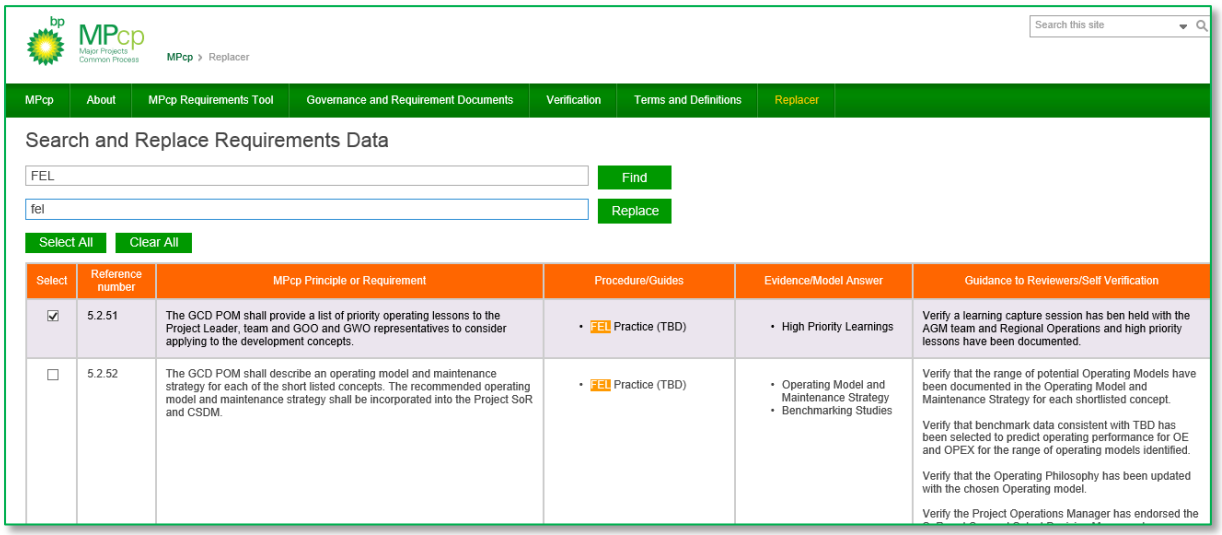
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