

# MPcp Online SharePoint 2013 Site

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### Welcome to MPcp V4 Online

**"We create the future by designing and building the projects that will enable BP to grow for decades to come."**



The Global Projects Organization (GPO) plays a critical role in the future success of BP. Simply put, we create the future by designing and building the Projects that will enable BP to grow for decades to come.

MPcp is the Upstream Segment Practice for Major Projects and remains the key foundational document describing the BP way for the successful optimization and execution of our Projects. It was first published in 2005 (V1), and has been updated twice since in 2007 (V2) and 2011 (V3). Over the last three years, we have learnt many lessons; lessons of what underpins successful Projects and lessons where our Project delivery has fallen short. This is all captured in MPcp V4. Our collective job is to implement MPcp V4 with rigour so that we can continuously improve and systematically incorporate these learnings.

The key learning themes have been summarized as:

- Project Leadership – lead people, deliver performance, systematic and in control
- Concept Development – select a safe, cost effective, competitive concept
- Optimization – ensure the project is fully optimized for value
- Execution Planning – FEL, for execution, picking the right contractor
- Performance Management – with intensity across all stages

As you read through the new MPcp V4, you will see the changes that have been made to incorporate these key learning themes. We have re-aligned our MPcp stages with our Global Concept Development (GCD) organization and created greater focus on value optimization. Key changes are (1) a Concept Development stage focusing on selecting the concept; (2) an Optimize stage testing if the project is the best it can be, while (3) Define and Execute are unchanged.

At the same time, we have striven to simplify and streamline the document by removing requirements that did not add value – MPcp V4 has over 140 fewer requirements than MPcp V3; a > 29% reduction. We have also simplified the verification process to focus on both value and conformance, and emphasized the role of the Project Leader in self-verification and ongoing interaction with the functions to minimize cycle time at the gates.

Over 150 of you have contributed to this MPcp V4 revision, and I thank you all for helping to improve our key GPO Practice – a perfect example of "written by practitioners for practitioners."

As a team, we are making significant progress; we are transforming the front end of our Projects to ensure that they are fully optimized, we are executing with greater predictability, we are delivering Projects with strong operating performance – all underpinned by safe design and quality build. However, the opportunity to improve further is still immense. I feel confident that MPcp V4 sets the right direction for us to continue on our journey to become the best Projects organization in the industry.

Neil Shaw  
COO, Projects

 eLearning Module

 MPcp PDF book

 Requirements

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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



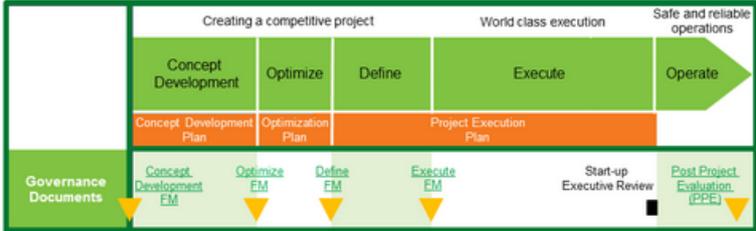
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## Stages

As seen in Figure 2, there are five Stages. The overall objectives of each Stage are:



The diagram illustrates the stage gate and verification process. It is structured as a grid with three main rows and five columns representing stages. The top row, 'Creating a competitive project', includes 'Concept Development', 'Optimize', 'Define', and 'Execute'. The second row, 'World class execution', includes 'Execute' and 'Operate'. The third row, 'Safe and reliable operations', includes 'Operate'. Below these are three rows of documents: 'Concept Development Plan', 'Optimization Plan', and 'Project Execution Plan' (spanning the last three stages). A 'Governance Documents' row at the bottom has arrows pointing to 'Concept Development EM', 'Optimize EM', 'Define EM', and 'Execute EM'. A 'Start-up Executive Review' box is positioned between 'Execute' and 'Operate'. A 'Post Project Evaluation (PPE)' box is at the end of the 'Operate' stage.

*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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# ROLE OF PROJECT LEADERSHIP PAGE



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**Lead People**  
• Align, Energize and Build Confidence



**Deliver Performance**  
• Optimize for Value  
• Predictable Execution

**Systematic and in Control**  
• Conform to OMS  
• Self-Verification

The Project Leader is the Single Point Accountable leader that aligns, energizes and builds confidence within the Project team to deliver performance and solutions, working as One Team to deliver the Project mission. The Project Leader sets the Project execution plan, defines challenging targets, and manages performance by being intolerant of gaps and by focusing the team on the key issues. The Project Leader owns OMS conformance and carries out systematic self-verification through MPcp. The Project Leader represents the Project internally and externally, makes sound decisions, documents their basis and records alignment with stakeholders. When necessary, the Project Leader asks for help and leverages the capability of the global GPO organization.

More details are provided in the Project Management Practice with the key principles being :

**Leading People** Leading People by setting the "tone from the top," including safety is #1; how we will work as a team and our relationship with contractors; sharing context; and building powerful teams committed to the Project mission.

**Delivering Performance** by systematically optimizing for value, making the Project the "best it can be" for BP in the front end; rigorous performance management of the Control Target with "finger on the pulse" in Execute, and holding contractors accountable to deliver.

**Ensuring Work is Systematic and in Control** by demonstrating strong line ownership of OMS conformance and self-verification; ensuring the division of responsibility, roles and expectations are clear for the team.

All key principles are underpinned by safe design and quality build.

# EXECUTE TARGET SETTING PAGE



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## Execute Target Setting

A key role of the Project Leader is to recommend appropriate targets for the Project cost and schedule that are approved by the relevant VP GDT and COO Projects. All targets are established with PLT involvement using input such as probabilistic cost and schedule assessment and the Project Benchmarking Report. There are three types of cost and schedule targets:

**Control Targets** - Control Targets align with outcomes better than Performance Targets and are informed by internal and external benchmarking. They need to be challenging but achievable and intended to motivate the Project team. The Project Leader rigorously performance manages to the Control Targets.

**Performance Targets** - Performance Targets represent realistic Project outcomes, informed by the p50 and "p mean" outcomes from the probabilistic assessment, and are documented in the FMs.

**Not To Exceed Targets** - Not To Exceed Targets, informed by the p90 outcomes from the probabilistic assessment, are used to test the downside business outcome and are documented in the FMs. Exceeding a Not to Exceed target requires a supplemental FM.

**UAP, AUAP, MCE and schedule contingency** - Unallocated Provisions (UAP) and Additional Unallocated Provisions (AUAP) for each FM are recommended by the Project Leader, but owned by the relevant VP GDT and COO Projects respectively. The Master Control Estimate (MCE) process is used every six months in Execute to inform UAP or AUAP drawdown. The relevant VP GDT approves the UAP drawdown, and the COO Projects approves any AUAP drawdown.

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### Scope and Exclusion

MPcP applies to all BP operated Major Projects in the Upstream. Major Projects are all Upstream 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. Major Projects are also referred to as Category A Projects.

MPcP is one of four Segment Practices for BP Upstream projects. Below are summaries of the three other BP project practices:

**Operated by Others (OBO)** - Operated by Others (OBO) Major Projects are implemented through the operator's own project management processes, but with BP's interests managed through implementation of the requirements of the [GPO Defined Practice for Management of OBO Projects](#).

**Category B Projects** - Category B Projects are upstream capital projects of medium spend (from \$15 million gross to \$250 million BP net) and are implemented through the [Category B Projects Segment Defined Practice](#) and the [Category B common process \(CBcP\)](#).

**Category C Projects** - Category C Projects are brownfield projects less than \$15 million gross, managed by GOO, and follow requirements set in [GOO Category C Projects common process](#).

**Decommissioning Major Projects** - Decommissioning Major Projects should meet relevant MPcP Requirements as agreed with the VP Decommissioning.

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**Stage** ^

 All Stages  
 General (Applies to all Stages) [5.1]  
 Concept Development [5.2]  
 Optimize [5.3]  
 Define [5.4]  
 Execute [5.5]  
 Operate [5.6]

**Functional Requirements** ^

 All Functional Requirements  
 Appraisal Management  
 Project Management  
 HSSE  
 Quality  
 Subsurface  
 Wells  
 Engineering  
 PSCM  
 Construction  
 Commissioning  
 Operations  
 Project Services  
 Finance

Contributing Function Input v

Update

**Stage: General (Applies to all Stages) [5.1]** Export to Excel X

**Functional Requirements: Project Management**

Reference number	MPcP Principle or Requirement
5.1.1	BP Operated Major Projects shall meet all MPcP requirements. Deviations to MPcP shall be agreed as part of the Verification Plan and approved by the GPO VP Technical Functions at the beginning of each stage.
5.1.2	If a Project includes turnaround scope, the GOO Turnaround (TAR) process (EP SDP 5.4-0002) shall apply for the TAR scope.
5.1.3	The Project Leader shall implement BP staff performance management process, including completion of MyPlans containing clearly defined accountabilities, priorities and development opportunities, aligned to Project delivery.
5.1.4	Project Leaders shall allow their teams independent access to Safety and Operational Risk (S&OR) personnel and functional leadership to discuss Project and operating risk concerns.
5.1.5	The Project Leader shall prepare, implement and maintain a plan with the PLT to build an operating culture consistent with BP values and GPO/Project priorities. The Project Leader shall have a plan to assess status in place which may include leadership field visits, pulse surveys, team engagement and communication, and IPA Project Team Evaluation, including the Team Functionality Index.
5.1.6	Global Project Institute (GPI) manages competency and training. The discipline capability function manages staffing resources for the Project at the GPO functional level as described in the OMS in Projects Handbook. The Project Leader shall verify that induction training is provided for all the BP employees and contractors. BP Project team members shall prepare individual training plans that are consistent with their development needs, Upstream Learning offerings and Project requirements and, for BP employees, documented in their MyPlans.
5.1.7	The Project Leader shall implement a communications and engagement plan which includes: Group and region/Project/Site communications policies; local operating policies, procedures, legal and regulatory

**Procedure/Guides** ^

- > [EP SDP 5.4-0002 - Turnaround Management Upstream Practice](#)
- > [EP SG No. 1.3-0002 - Upstream Guide for Activity Planning](#)
- > [GPO-CM-GLN-00008 - Brownfield Guide & Tool \(TBD\)](#)

**Evidence/Model Answer** ^

- > [GPO-PX-TEM-00011 - Project Execution Plan Template for Major Projects](#)
- > SoR
- > Project Schedule & Cost

**Guidance to Reviewers/Self Verification** ^

Confirm that the turnaround scope is fully understood, that the right surveys have been completed, the right level of engineering and documentation to support the stage of the project is available.

Review the SOR & PEP to confirm it addresses how the project will engage, interact, work and operate together with GOO on Turnaround matters, and test through discussion with key leaders in those entities.

Confirm the GOO Turnaround (TAR) process is being followed in the planning and execution of the TAR scope.

**Contributing Functions** ^

M,CN,CM,O,PS

# REQUIREMENTS CONTRIBUTING FUNCTION INPUT

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**Functional Requirements**

- All Functional Requirements
- Appraisal Management
- Project Management
- HSSE
- Quality
- Subsurface
- Wells
- Engineering
- PSCM
- Construction
- Commissioning
- Operations
- Project Services
- Finance
- Contributing Function Input**

  - Appraisal/ Project Management [M]
  - HSSE [H]
  - Quality [Q]
  - Subsurface [S]
  - Wells [W]
  - Engineering [E]
  - Procurement and Supply Chain Management [PSCM]
  - Construction [CM]

Update

Stage: Concept Development [5.2] Export to Excel

**Contributing Functional Inputs: Subsurface [S]**

Reference number	MPcp Principle or Requirement
5.2.3	The GCD Project Development Manager (PDM) shall prepare a detailed integrated work plan for the Concept Development stage for incorporation into a CDP. This work plan shall be used to track and manage delivery. Deliverables from the Commercial Action Plan (CAP) shall be included in this work plan to verify these deliverables keep pace with technical activities.
5.2.8	The Project Leader shall identify a Single Point of Accountability (SPA) for the Integrated Geological Model at the start of Concept Development. The SPA shall compile a Geohazard Risk Source Spreadsheet (GRSS) that describes the development area and addresses all likely geohazard risks, their cause and likely impact on potential facility design or well and field layout and associated construction and operation. The SPA shall prepare an Integrated Geological Model which meets all GP 10-20 requirements and for offshore field development Projects shall complete a Marine Hazard and Risk Manageability Memorandum.
5.2.12	The Project Leader shall approve the Technology Plan coordinated by GCD engineering outlining any concept enabling and enhancing technologies, with Technology Function input and alignment. Each serial #001 technology shall be identified and plans to deliver the required Technology Readiness Levels written in the Technology Plan.
5.2.15	The Project Leader shall use an integrated Project Benchmarking Report (including facilities, wells, cost, schedule, Project Management Team (PMT), operations, subsurface, production) to demonstrate that the recommended concept is cost effective and competitive for use in the Optimize FM.
5.2.30	VP Region Wells shall prepare a Wells Major Project Initiation Plan as part of the handover to the GWO VP Major Projects.
5.2.31	The Project Wells Engineering Team Leader shall identify well location options and depth versus departure envelopes.
5.2.32	The Project Wells Engineering Team Leader shall develop Mobile

Procedure/Guides

- [GPO-PA-PRO-00000 - MPcp Appraisal Guideline](#)
- [GPO-PC-PRO-00025 - GPO Project Services Planning and Scheduling Procedure](#)

Evidence/Model Answer

- [GPO-PA-PRO-00000 - MPcp Appraisal Guideline](#)
- [GPO-PA-TMP-00003 - Project Appraisal Plan](#)

Guidance to Reviewers/Self Verification

Confirm development of integrated workplan, led by PDM, consistent with the PS Planning and Scheduling Procedure and inclusive of Commercial Action Plan activities.

**Functional Requirements**

Appraisal Management

**Contributing Functions**

H,S,W,E,PS,F,All

# GOVERNANCE AND REQUIREMENT PAGE – GOVERNANCE DOCUMENTS

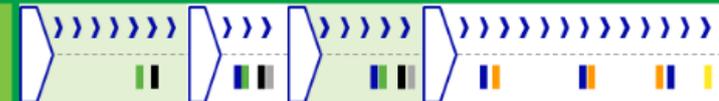

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Governance Documents

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.

	Creating a competitive project			World class execution	Safe and reliable operations
	Concept Development	Optimize	Define	Execute	Operate
	Concept Development Plan	Optimization Plan	Project Execution Plan		
Governance Documents	Concept Development EM	Optimize EM	Define EM	Execute EM	Start-up Executive Review Post Project Evaluation (PPE)
Verification Confirming Value & Conformance					Ongoing Interaction between project and function In-Stage Functional Reviews

▶ Ver. Plan   
 ▶ IVR   
 ▶ C&S   
 ▶ PHSSER   
 ▶ External Benchmarking   
 ▶ EPMR   
 ▶ SUAR

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*

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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.

GPO	S&OR	Library Links
Tier 1 - Group		<a href="#">ETPs</a> <a href="#">OMS</a>
Tier 2 - Upstream		<a href="#">MPcp</a>
Tier 3 - GPO		<a href="#">GPO Reqmt Docs</a>
Tier 4 - Global Delivery Team		<b>Tier 3 -GPO Function</b> 3a - Functional Practice 3b - Functional Procedure
Tier 5 - Project Area		3c - Guides 3d - Templates <a href="#">All GPO Docs</a>
Tier 6 - Project Specific		3e - Examples & Reports

*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.

For MPcp Graphic

Group (Tier 1 – GDP, GRP)

Upstream (Tier 2 – SDP, SRP etc.)

Construction **EXAMPLE**

GNS

MPcp (GDP-UP-SDP-GRP)

# VERIFICATION PAGE



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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.

	Creating a competitive project			World class execution	Safe and reliable operations
Concept Development	Optimize	Define	Execute		Operate
Concept Development	Optimization	Project Execution			

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FEL Stage and Phase Terminology



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A	
ADP	Area Development Plan
AGM	Appraisal General Manager. A Project Leader usually appointed prior to Concept Development.
AOM	Area Operations Manager
AOP	Annual Operating Plan
ATN	Authority to Negotiate (as defined in GIAAP)
AUAP	Additional Unallocated Provisions
Availability	An assets ability to produce against its production profile (Expressed as a %). Availability (unlike reliability) includes production losses for planned maintenance.
B	
BoD	Basis of Design: The facilities and Major Project Wells BoD documents define the respective technical basis for the Project. It represents the conversion of the Business Requirements (given in the Statement of Requirements) into a technical basis for the Project.
C	
CAM	Contract Accountable Manager
Campaign Room	A meeting room established specifically for the purpose of facilitating management

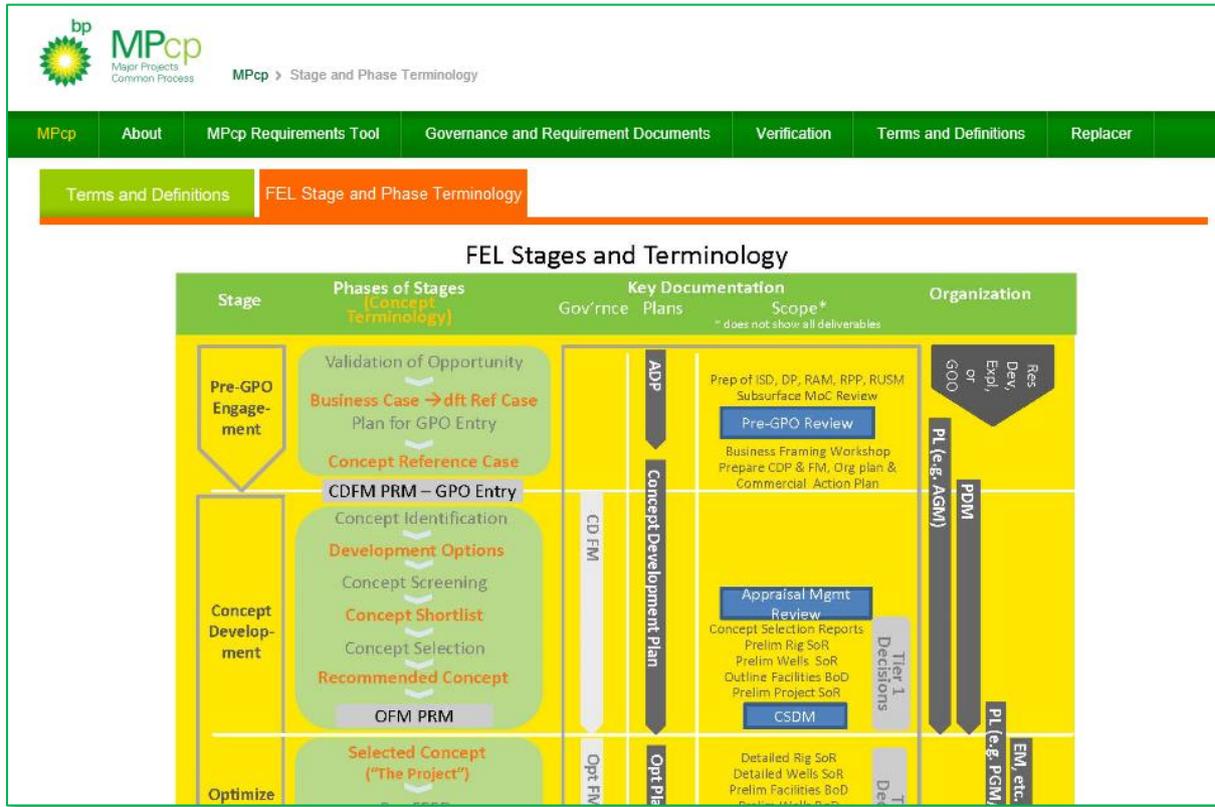
# TERMS AND DEFINITIONS 2



AUAP	Additional Unallocated Provisions
Availability	An assets ability to produce against its production profile (Expressed as a %). Availability (unlike reliability) includes production losses for planned maintenance.
B	
BoD	Basis of Design: The facilities and Major Project Wells BoD documents define the respective technical basis for the Project. It represents the conversion of the Business Requirements (given in the Statement of Requirements) into a technical basis for the Project.
C	
CAM	Contract Accountable Manager
Campaign Room	A meeting room established specifically for the purpose of facilitating management discussions such as the day-to-day construction activities and the planning and strategizing of resources to support both short and mid-term execution. Provide a location where all the relevant project data such as schedules, progress curves, as built drawings and Mechanical Completion Skylines, and people are in a single place, supporting the free and frequent flow of information. See GPO-CM-GLN-0001
CAP	Commercial Action Plan: A set of activities with milestones and a timetable which addresses inter alia access to the energy and product markets including domestic and export gas, preparation of an agreements framework and a strategy for negotiating detailed agreements including completing JV arrangements and license terms with requisite agreement reviews, a register of agreement obligations and risks and management approvals.
CAPEX	Capital Expenditure: Expenditure incurred to acquire or construct an asset that is retained to generate income
CBcp	Category B common process
CCM/ER	Health, Crisis, Continuity Management and Emergency Response
CDL	Central Document Library. Part of CIS
CDP	Concept Development Plan
CCP	Contracts Governance Board



FEL STAGE AND PHASE TERMINOLOGY PAGE (IMAGE ADDED AFTER COMPLETION – NOT A GOOD IMAGE)



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Select	Reference number	MPcP Principle or Requirement	Procedure/Guides	Evidence/Model Answer	Guidance to Reviewers/Self Verification
<input type="checkbox"/>	5.2.51	The GCD POM shall provide a list of priority operating lessons to the Project Leader, team and GOO and GWO representatives to consider applying to the development concepts.	<ul style="list-style-type: none"> <li>FEL Practice (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>High Priority Learnings</li> </ul>	Verify a learning capture session has been held with the AGM team and Regional Operations and high priority lessons have been documented.
<input type="checkbox"/>	5.2.52	The GCD POM shall describe an operating model and maintenance strategy for each of the short listed concepts. The recommended operating model and maintenance strategy shall be incorporated into the Project SoR and CSDM.	<ul style="list-style-type: none"> <li>FEL Practice (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>Operating Model and Maintenance Strategy</li> <li>Benchmarking Studies</li> </ul>	<p>Verify that the range of potential Operating Models have been documented in the Operating Model and Maintenance Strategy for each shortlisted concept.</p> <p>Verify that benchmark data consistent with TBD has been selected to predict operating performance for OE and OPEX for the range of operating models identified.</p> <p>Verify that the Operating Philosophy has been updated with the chosen Operating model.</p>

## REPLACER - 3

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Select	Reference number	MPcP Principle or Requirement	Procedure/Guides	Evidence/Model Answer	Guidance to Reviewers/Self Verification
<input checked="" type="checkbox"/>	5.2.51	The GCD POM shall provide a list of priority operating lessons to the Project Leader, team and GOO and GWO representatives to consider applying to the development concepts.	<ul style="list-style-type: none"> <li>FEL Practice (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>High Priority Learnings</li> </ul>	Verify a learning capture session has been held with the AGM team and Regional Operations and high priority lessons have been documented.
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