Oil & Gas-Upstream Business Competency Areas Upstream Primary Business Competencies		Acquire Leases and Licenses Surveying, Positioning & Evaluation Exploration and Appraisal Drilling for Boundary Determination	001 Core Competitive / Core Differentiating	Performance Potential	Value Potential
	Appraisal	Build Reservoir Models Portfolio and Risk Analysis Identify Potential Exploration Targets Acquire Leases and Licenses Surveying, Positioning & Evaluation Exploration and Appraisal Drilling for Boundary Determination Build Reservoir Models Sysmic Acquisition			
	Exploration geophycis	Sysmic Aqusition - Requiest from project team - Data aqusition Design & Requirements Procurement (Requiest of data Aquisetion) - Procure Services - Select partner - Deliver Data QA of Data aquisetion from 3 rd. Party	CD		X
	Geomatics Aqusition	Update Data aquisetion nonino idi raity Update Data aquisetion progress (project team) Sysmic Data processing (100% done inhous) Explore Design construct & install Appraise & Evaluate Exploration PLC Contracting Strategy	CC		
Drilling	Delivery for Exploration	Surveying, Postioning Evaluation boundry deformeation Seusing C data Aqusition and processing Well Construction - Drilling supervision - Drilling Exlution - Drilling QA/QC Well Engineering - Well Planning - Well Planning Construction Scope & Activities	CD CD CD CD	X	X
	Well Delivery for Development	Soil investigation Well Construction - Drilling Supervision - Drilling Exlution - Drilling QA/QC Well Engineering - Well Planning Well Machine	CD	X	X
		 Well Monitering Well Completion Selection management instalation Management Completion management Operation management Project Management & construction stewardship 	CC	X	
	Well Delivery for Intervention (Production)	Construction Scope & Activities Soil investigation Well Construction - Drilling Supervision - Drilling Exlution - Drilling QA/QC Well Engineering			
		 Well Planning Well Monitering Well Completion Selection management instalation Management Completion management Operation management 	CD CD CC	X	X
	Drilling Management Systems (support services)	Project Management & construction stewardship Construction Scope & Activities Soil investigation Contract Management - Information Management - Data - Software			
	Technology Engineering	 Logistics management Material Management Financial Management Marine spread & services Capability Management Assessment Cross Disciplinary Specialezation inhouse traning 			
Petrolium Engineering	Acquisitions	 Cross Disciplinary Specialization minouse daming Cross Disciplinary Specialization coaching Development Manning of project teams and secondment to Joint ventures Resource Allocation Conduct structured & direct hire interviews Data review Evaluation 			
	Exploration	Review committee Negotiation Handover/Completion Data Management Exploration support (testing, coring logging, sampling, etc.) Appraisal (testing, coring logging, sampling, etc) Handover			
	Development	Budget & Contract management JV/OBO support Data management FFR studies FDP preparation EOR studies			
		Drilling Post Drilling report area development plan ARPR Handover Budget & Contract management JV/OBO support Data management			
	Production	Technical potential (TP) short term & long term Production allocation RMP compliance Field survellance Production enhancement/optimization Idle well management ARPR			
	Abandonment	PSC Extension Budget & Contract management JV/OBO support Data Management Remaining potential Well abandonment Reliquishment of PSC			
Petroleum engineering Production technology	Well Testing	Budget & Contract management JV/OBO support Data management Budget plan Operational Support - Well flow test Well Plan			
	Well Technology	Risk assessment Guidelines & Procedures Well plan Well Design - Optimazation - Development - Evaluation			
	Production Enhancement Specialist Study	Survaliance & Monitoring Optimization Production enhancement Technology Application Flow Assurance R&D/ Joint Industry Project Asset Acqusition			
Petroleum engineering Petrophysics	Reservoir Evaluation	Asset Acqusition Unconventidnal Resousces Full field review (FFR) Field Development plan New Venture Asset Acqusition Technical Quality control			
	Logging Operations	Technical Quality control Production Enhancement Logging program Data Acqusition Contract Management well evaluation Well testing estimation valume metric			
	Exploration Petrophysics	valume metric post drilling riewer Multiple well Exploration New Venture Asset Acqusition Prospect Maturation Guidelines for TIRA			
Petroleum engineering Reservior engineering	Specialist Study Job/OBO technical Reserves & resources	Guidelines for TIRA Technology Application Process &proceedures Applied R&D/ Joint Industry Project Technical support Optimization & resources Contact of non-carigali operated Operation Hydrocarbon resources			
	Reserves & resources Reservoir Study	Hydrocarbon resources Consilidata Technical Integrity Education (Petrolium Resources) One stop shop for hydrocarbon resources reporting Specialze study Simmulation Studies New Studies			
	Petroleum Resource Reservoir Development	New Studies Tech. Support for reservoir evaluation Project generation, selection & sequencirig Technical support for strategy for Evaluation of opportunity for abduction Carry out FFR &FDP for Domestic Post Drilling rieview Implement FDP			
	Reservoir Management & surveillance Reservoir Geophysics	Integrity of Reservoir management plan Data Integrity of Production Identify Quick Gain for production Technical support for project (seismic intrepretation) Seismic Acquisition & processing for development processes Geophysical work			
	Reservoir Geology	Sasimic resevoir modelling & knowledge Static model Geology Work Analyse Geologial Data Well Plan Capability & Knowledge Management			
Technology Information Mangaement	Resource Maturation Specialist Study Awang Business Information management	static model Appraisal program (hydrocarbon Resource New venture Asset Evaluation Geophysics technical Advise Geology technical Advise It strategy			
	Subsurface information Management (Geological & Geophysical (G&G)	It Planning & Govermance Program management office (infrastructure project) Business information system (software) Application Management & support Project Data Management Database Administrator IT strategy & Planning	CC CD		
	Surface Information Management Information Management Governance	Information & Application Portfolio Management Development & Production IT Strategy & Planning IM Strategy & Development - Ardrifeeture - Strategy Plan			
		 -Rott Map - Capability - Career &Skill - Mafurity Model % Performance IM Governance - Policies, Procedures & guidelines - Application portfolio Management - IM investment review 			
Technology Management	Knowledge Sharing Technology Strategy & Planning	Planning & Strategy for knowledge sharing Diagnostic & Solution Design Solution Delivery Performance measurement & communication (incl. Reward & Plan & Strategize Technology , Dev Acquisition Program Assess Technology Position Evaluate New Technologies	CD CD CD CD		
	Technology Project & Demonstration	Manage Databank of Technical Issuse and Potential Technological Develop Technology management procedures, guidelines & standard Proposal Evaluation Manage Technology Projects Budget Plan for Technology Project Implementation Manage Implementation of technology Project Manage New Methods, Tools and Intellectual Properties for Future	CC		
	Technology Deployment & Performance Measurement	Drive the assessment on new technologies Provide technical advise to line department on technology project Budget Control Time Control & Monitoring Assess new technology readiness for deployment Inventorise technology deployment/replication (roll out) Measure technology performance	CC CD		
SCM Function	Planning & Strategic Sourcing Sourcing Management	Analyse technology performance & establish value creation Develop technology performance measurement Develop Master Procurement Plan (MPP) Strategic Sourcing and Category Management Managing SCM Performance Manage the implementation of Sourcing activities for Exploration,	CD CC		
	Contract Management Materials Management & Logistics	Contract Monitoring and Compliance Performance Review and Interventions Contract Management Reporting Freight Forwarding Statutory requirement Inspection & Expediting Plan and manage drilling materials requirement			
Facility Operations Operations Operations Block / Field Acquisition	Warehouse & Inventory Management Technical Services (COE Center of Operational Excelence)	Manage surplus materials and disposal (Asset based) Borrow and return drilling materials management Manage inventory, warehouse and base operation activities such as Manage surplus materials and disposal Governance (guideline & Procedure) Technical Advisory Strategy Setting for CD Subject matter experts (SME) e.g. Corossion	CC CD	X X X	X
	Regional operation Maintenance Regional operation Reliability & Intgrety (Analytics)	Applying Technology, Management Systems to RegionSupply Technincal Resource (People to Region)Preventive & Corrective MaintenanceOverhaul planning & ExecutionRisk Based MaintenanceTurn Around & Shut Down Planning ExecutionPerformance Mesurement of MaintenanceMesurement of equipment	CC		
	Regional Operation Production	Assess integrety (Analyse inspection Result) Reliability & Integrity Management system (RIMS) Root Cause Analysis Operational Improvement Operational Performanice & Excellence Production Monitoring	CD CC	X X X	X X
	POM - Production Operations management	Operational Control e.g. Lingits, procedure, Savefty HSE complianice Operations compliance Production Reporting Production Strategy Production target Production planning	CD		X
	Production Assurance (technical & non- technical Staff)	Production quidelines Production Governance Production Operations Measurements Production Assurange Plan & Preperation Production Assurance Guidelines Production Assurance Monitoring Production Assurance Compliarice to Production Performance Production Assurance Audit (Guiedline, Policy, etc.)			
Block / Field Acquisition	Asset Aquisition Evaluation	Production Assurance Audit (Guiedline, Policy, etc.) Asset Acquisition Petroleum System Play Concept Resource Estimate (RE & FE paramenters) Risk & Ranking / Possible Mitgation Plan Notional Dev Plan & Economic	CD	X	
Expolration	Sanction Block Strategy & Evaluation	Exploration Strategy Entry & Exit Strategy minimum Work Program Competitors Analysis Block Strategy - Geological Framework/Model - Prospect/ Lead Inventory - Risk & Ranking	CC CC		
	Block Evaluation & Re-evaluation (exit/divestment/extension)	 Pre-liminary Economic Evaluation on each Prospects (PEM Content Decison Tree Drillable Prospects (using CX Profiler) Competitors Analysis Work Program Entry VS Current Geological Framework/model Investment To Model Investment To Data 			
	Sanction Well Proposal, PGSS, ARPR (Investment To Data Extension - Endorsement of Work Commitment (plus full Exit/Divestment - Remaning potential Well Proposal - TD and Location Justifications - Drilling & Logging Program - Notional Project Economic Evaluation - HSE	CC		
		 - HSE Prospect Generation, Selection & Sequiencing (PGSS) - Notional Dev & Economic - Resource Estimate (RE & FE parameters) - In Place PR, POS %, RF Annual Review Petroleum Resources (ARPR) - Prospects & leads inventory 			
	Sanction Post Well Results (dry well/technical success) Sanction Rollover Discoveries (commercial discoveries)	 In Place PR/CR, POS%, RF Resource Assessment (RE & FE parameters) In Place Cr, RF Geological Framework/Model Calibration Dry wells - to cluster and present quarterly, in time for the quarterly Resource Assessment (RE & FE parameters) In Place Cr, RF 	CD		
	Joint Venture (E&P)	Decision tree/Appraisal Program Notional Development Economic - evaluation/comparison to economic thresholde based on Geological Framework/Model Calibration JOA/PSC Strategic Planning JOA/PSC Opportunity Analysis JOA/PSC Development	CC		
	Operate & Maintain	Venture Equity Trading Joint Venture Management PSC Management Third Party Drilling Contract Management Third Party Drilling Contract Development Well Management Capacity Management			
		Production Execution Capture Field Data Volume Determination Environmental Compliance Health and Safety Emissions Management Secondary and Tertiary Recovery Depletion Planning			
	Operate & Maintain - Allocation and Settlement	Depletion Planning Well Abandonment & Site Restoration Contractual Allocation Ownership Allocation Lease Fuel Valuation Revenue Accounting Gas Plant Accounting Regulatory Reporting			
	Finance - Corporate	Regulatory Reporting Reserves Accounting and Reporting Financial Supply Chain Management Financial Accounting and Governance - Governance - General Leager - Internal Controls - Financial Reporting			
		 Financial Reporting Fixed Asset management Budget and management reporting Lorporate Budget Reportings New Venture Development and Negociation Investment Divestment 			
		 Operational agreement Financial services Treasury Corporate Finance Accounts Payables Staff Claims Inter Company billing 			
		Inter Company billingAccounts Receivable			X
	Financials Operations (exploration, Development, production)	Work program and budget Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Partners management (Finance)	CD	X	
		Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Partners management (Finance) - AFG Authorization for Expentiture - JIB/CC Joint interest billing/cash call -Financial Advisory Financial and Management Reporting Financial Planning, Budgeting and Forecasting Profitability Analytics			
	production)	Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Partners management (Finance) - AFG Authorization for Expentiture - JIB/CC Joint interest billing/cash call -Financial Advisory Financial Advisory Financial and Management Reporting Financial Planning, Budgeting and Forecasting Profitability Analytics Product and Service Cost Analytics Overhead Cost and ABC/M Analytics Payment Behavior Analytics Legal and Management Consolidation Balanced Scorecard Risk Management Management Cockpit			
	production)	Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Partners management (Finance) - AFG Authorization for Expentiture - JIB/CC Joint interest billing/cash call -Financial Advisory Financial and Management Reporting Financial Planning, Budgeting and Forecasting Profitability Analytics Product and Service Cost Analytics Overhead Cost and ABC/MAnalytics Payment Behavior Analytics Legal and Management Consolidation Balanced Scorecard Risk Management Management Management Cockpit Corporate Investment Management People strategy - HR strategy - Remurenation strategy People planning and ODJM (Organizational design & job - Long term manpower plan - Annual planning budget	CD	X	
	production) Financial Analytics	Upstream/psc AccountingPerformance reportingGovernanceJV/ Sherholders/PSC AuditPartners management (Finance)- AFG Authorization for Expentiture- JIB/CC Joint interest billing/cash call-Financial AdvisoryFinancial and Management ReportingFinancial Planning, Budgeting and ForecastingProfitability AnalyticsProduct and Service Cost AnalyticsOverhead Cost and ABC/MAnalyticsPayment Behavior AnalyticsLegal and Management ConsolidationBalanced ScorecardRisk ManagementManagement CockpitCorporate Investment ManagementPeople strategy- HR strategy- Remurenation strategyPeople planning and ODJM (Organizational design & job- Long term manpower plan- Annual planning budget- Organizational Design- Job ManagementPeople ManagementPeople Develoment- Recruiting			
	production) Financial Analytics	Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Patners management (Finance) - AFG Authorization for Expentiture - JIB/CC Joint interest billing/cash call -Financial Advisory Financial Advisory Financial IPlanning, Budgeting and Forecasting Profitability Analytics Product and Service Cost Analytics Overhead Cost and ABC/M Analytics Payment Behavior Analytics Legal and Management Consolidation Balanced Scorecard Risk Management Management Ockpit Corporate Investment Management People strategy - HR strategy - Remurenation strategy People planning and ODJM (Organizational design & job - Long term manpower plan - Annual planning budget - Organizational Design - Job Management - Leadership - Peofromance mangament system People Develoment - Recruiting - Career management Remurenation & Employer relation - Compensation & Benefits - Employer Relations Capability			
	production) Financial Analytics	Upstream/psc Accounting Performance reporting Governance JV/ Sherholders/PSC Audit Partners management (Finance) - AFG Authorization for Expentiture - JIB/CC Joint interest billing/cash call -Financial Advisory Financial and Management Reporting Financial Planning, Budgeting and Forecasting Profitability Analytics Product and Service Cost Analytics Overhead Cost and ABC/M Analytics Legal and Management Reporting Risk Management Reporting - Remurenation strategy - HR strategy - Remurenation strategy People planning and ODJM (Organizational design & job - Long term manpower plan - Annual planning budget - Organizational Design - Job Management People Management People Develoment - Leadership - Performance mangament system People Develoment - Career planning - Tallent management Remurenation & Employer relation - Compensation & Benefits - Employer Relations			