

Oil & Gas Business Competency Assessment
A part of the LEADING Practice Oil & Gas Industry Standard # LEAD-IS50001

Oil & Gas-Upstream Business Competency Areas	Oil & Gas-Upstream Business Competency	Oil & Gas-Upstream Business Functions	Core Competitive / Core Differentiating	Performance Potential	Value Potential	
Upstream Primary Business Competencies	Exploration	Portfolio and Risk Analysis				
		Identify Potential Exploration Targets				
	Appraisal	Acquire Leases and Licenses				
		Surveying, Positioning & Evaluation				
	Exploration geophysics	Exploration and Appraisal Drilling for Boundary Determination				
		Build Reservoir Models				
	Geomatics Acquisition	Portfolio and Risk Analysis				
		Identify Potential Exploration Targets				
	Drilling	Delivery for Exploration	Acquire Leases and Licenses			
			Surveying, Positioning & Evaluation			
Well Delivery for Development		Exploration and Appraisal Drilling for Boundary Determination				
		Build Reservoir Models				
Well Delivery for Intervention (Production)		Request from project team				
		Data acquisition design & Requirements	CD		X	
Drilling Management Systems (support services)		Procurement (Request of data Acquisition)				
		Procure Services				
Petroleum Engineering		Acquisitions	Select partner			
			Deliver Data			
	Exploration	QA of data acquisition from 3rd Party	CC			
		Design data acquisition program (project team)				
	Development	Dynamic Data processing (100% done inhouse)				
		Explore				
	Production	Design construct & install				
		Appraise Evaluate				
	Abandonment	Exploration Plan				
		Contracting Strategy				
Petroleum engineering Production technology	Well Testing	Surveying, Positioning	CD		X	
		Evaluation boundry deformation				
	Well Technology	Seismic C data Acquisition and processing				
		Well Construction				
	Production Enhancement	Drilling supervision				
		Drilling Evaluation				
	Specialist Study	Drilling QA/QC				
		Well Engineering				
	Petroleum engineering Petrophysics	Reservoir Evaluation	Well Planning	CD	X	X
			Well Monitoring			
Logging Operations		Construction Scope & Activities				
		Soil investigation				
Specialist Study		Well Construction				
		Drilling Supervision				
Technology Information Management		Well Testing	Drilling QA/QC			
			Well Engineering			
		Production Enhancement	Well Planning	CD	X	X
			Well Monitoring			
	Specialist Study	Well Completion				
		Selection management				
	Technology Management	Well Testing	Installation Management			
			Completion management	CC	X	
		Production Enhancement	Operation management			
			Project Management & construction stewardship			
Specialist Study		Construction Scope & Activities				
		Soil investigation				
SCM Function		Well Testing	Contract Management			
			Information Management			
		Production Enhancement	Data			
			Software			
	Specialist Study	Logistics management				
		Material Management				
	Facility Operations	Well Testing	Financial Management			
			Marine spread & services			
		Production Enhancement	Capability Management			
			Assessment			
Specialist Study		Cross Disciplinary Specialization Inhouse training				
		Cross Disciplinary Specialization coaching				
Shared Services		Well Testing	Development			
			Manning of project teams and secondment to Joint ventures			
		Production Enhancement	Resource Allocation			
			Conduct structured & direct hire interviews			
	Specialist Study	Data review				
		Evaluation				
	General Ranking Guidelines: 0-1 N/A or Limited 2-3 Low 4-6 Average 7-8 High 9-10 Critical	Well Testing	Review committee			
			Negotiation			
		Production Enhancement	Handover/Completion			
			Data Management			
Specialist Study		Exploration support (testing, coring logging, sampling, etc.)				
		Appraisal (testing, coring logging, sampling, etc.)				
LEADING Practice Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Handover			
			Budget & Contract management			
		Production Enhancement	I/O/O&B support			
			Data management			
	Specialist Study	FFR studies				
		FDP preparation				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	ESR studies			
			Drilling			
		Production Enhancement	Post Drilling report area development plan			
			ASPR			
Specialist Study		Handover				
		Budget & Contract management				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	I/O/O&B support			
			Data management			
		Production Enhancement	Technical support (TP) short term & long term			
			Production allocation			
	Specialist Study	RMP compliance				
		Field surveillance				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Production enhancement/optimization			
			Idle well management			
		Production Enhancement	ASPR			
			PSC Extension			
Specialist Study		Budget & Contract management				
		I/O/O&B support				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Data Management			
			Remaining potential			
		Production Enhancement	Well abandonment			
			Relinquishment of PSC			
	Specialist Study	Budget & Contract management				
		I/O/O&B support				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Data management			
			Operational Support			
		Production Enhancement	Well flow test			
			Well Plan			
Specialist Study		Risk assessment				
		Guidelines & Procedures				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Well plan			
			Well design			
		Production Enhancement	Optimization			
			Production enhancement			
	Specialist Study	Technology Application				
		Flow Assurance				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	R&D Joint Industry Project			
			Asset Acquisition			
		Production Enhancement	Unconventional			
			Resources			
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Full field review (FFR)			
			Field development plan			
		Production Enhancement	New Venture			
			Asset Acquisition			
		Specialist Study	Technical Quality control			
			Production Enhancement			
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Logging program			
			Data Acquisition			
		Production Enhancement	Contract Management			
			Well evaluation			
Specialist Study		Well testing estimation				
		Volume metric				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	post drilling flower			
			Multiple well			
		Production Enhancement	Exploration			
			New Venture			
	Specialist Study	Asset Acquisition				
		Prospect Maturation				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Guidelines for ITRA			
			Technology Application			
		Production Enhancement	Process & procedures Applied			
			R&D Joint Industry Project			
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Technical support			
			Optimization & resources			
		Production Enhancement	Contact of non-congral operated Operation			
			Hydrocarbon resources			
		Specialist Study	Consolidata			
			Technical Integrity			
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Education (Premium Resources)			
			One stop shop for hydrocarbon resources reporting			
		Production Enhancement	Specialize study			
			Simulation Studies			
Specialist Study		New Studies				
		Tech. support for reservoir evaluation				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Project generation, selection & sequencing			
			Technical support for strategy for			
		Production Enhancement	Evaluation of opportunity for abandonment			
			Carry out FFR & FDP for Domestic			
	Specialist Study	Post Drilling review				
		Implement FGR				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Integrity of Reservoir management plan			
			Data Integrity of Production			
		Production Enhancement	Identify Quick Gain for production			
			Technical support for project (seismic interpretation)			
Specialist Study		Seismic Acquisition & processing for development process				
		Geophysical work				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Seismic reservoir modelling & knowledge			
			Static model			
		Production Enhancement	Geology Work			
			Analyse Geological Data			
	Specialist Study	Well Plan				
		Capability & Knowledge Management				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	static model			
			Appraisal program Hydrocarbon Resource			
		Production Enhancement	New venture			
			Asset Evaluation			
Specialist Study		Geospatial technical Advise				
		Geology technical Advise				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	IT Strategy			
			IT Planning & Governance			
		Production Enhancement	Program management office (infrastructure project)	CC		
			Business Information system (software)			
	Specialist Study	Application Management & support				
		Project Data Management	CD			
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Database Administrator			
			IT Strategy & Planning			
		Production Enhancement	Information & Application			
			Portfolio Management			
Specialist Study		Development & Production				
		IT Strategy & Planning				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	IM Strategy & Development			
			Advisory			
		Production Enhancement	Roll Map			
			Capability - Career & Skill			
	Specialist Study	Maturity Model % Performance				
		IM Governance				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Policies, Procedures & guidelines			
			Application portfolio Management			
		Production Enhancement	IM investment review			
			Planning & Strategy for knowledge sharing			
Specialist Study		Diagnostic & Solution Design	CD			
		Solution Delivery				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Performance measurement & communication (incl. Reward & Plan & Strategic Technology, Dev Acquisition Program)	CD		
			Access Technology Position			
		Production Enhancement	Evaluate New Technologies	CD		
			Manage Databank of Technical Issue and Potential Technological			
	Specialist Study	Develop Technology management procedures, guidelines & standard				
		Proposal Evaluation				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Manage technology projects Budget	CC		
			Plan for technology Project implementation			
		Production Enhancement	Manage implementation of technology Project			
			Manage New Methods, Tools and Intellectual Properties for Future			
Specialist Study		Drive the assessment on new technologies				
		Provide technical advise to line department on technology project				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Budget Control	CC		
			Time Control & Monitoring	CD		
		Production Enhancement	Assess new technology readiness for deployment			
			Inventorise technology deployment/replication (roll out)			
	Specialist Study	Measure technology performance				
		Analyse technology performance & establish value creation	CD			
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Develop technology performance measurement	CC		
			Develop Master Procurement Plan (MPP)			
		Production Enhancement	Strategic Sourcing and Category Management			
			Managing SCM Performance			
Specialist Study		Manage the implementation of Sourcing activities for Exploration,				
		Contract Monitoring and Compliance				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Performance Review and Interventions			
			Contract Management Reporting			
		Production Enhancement	Freight Forwarding			
			Statutory requirement			
	Specialist Study	Inspection & Expediting				
		Plan and manage drilling materials requirement				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Manage surplus materials and disposal (Asset based)			
			Borrow and return drilling materials management			
		Production Enhancement	Manage return, warehouse and base operation activities such as			
			Governance (guidelines & procedure)	CC	X	
Specialist Study		Technical Advisory				
		Strategy setting for CD Subject matter experts (SME) e.g. Corrosion	CD	X	X	
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Applying Technology, Management Systems to Region			
			Supply Technical Resource (People to Region)			
		Production Enhancement	Preventive & Corrective Maintenance			
			Overhaul planning & Execution			
	Specialist Study	Risk Based Maintenance				
		Non Annual & Shut down Planning Execution				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Performance Measurement of Maintenance	CC		
			Measurement of equipment			
		Production Enhancement	Assess integrity (Analyse inspection system) (RIMS)	CD	X	X
			Reliability & Integrity Management system (RIMS)			
Specialist Study		Root Cause Analysis				
		Operational improvement	CC	X	X	
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Operational Performance & Excellence			
			Production Monitoring			
		Production Enhancement	Operational Control e.g. Lifting, procedure, Safety			
			HSE compliance			
	Specialist Study	Operations compliance				
		Production reporting				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Production Strategy	CD		X
			Production target			
		Production Enhancement	Production planning			
			Production guidelines			
Specialist Study		Production Governance				
		Production Operations Measurements				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Production Assurance Guidelines			
			Production Assurance Monitoring			
		Production Enhancement	Production Assurance Compliance to Production Performance			
			Production Assurance Audit (Guidelines, Policy, etc.)	CD	X	
	Specialist Study	Asset Acquisition				
		Petroleum System				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Play Concept			
			Resource Estimate (RE & FE parameters)			
		Production Enhancement	Risk & Ranking / Possible Mitigation Plan			
			Notional Dev Plan & Economic			
Specialist Study		Exploration Strategy				
		Entry & Exit Strategy minimum Work Program				
Oil & Gas Industry Standard # LEAD-IS50001		Well Testing	Competitors Analysis			
			Block Strategy			
		Production Enhancement	Geological Framework/Model	CC		
			Prospect Lead Inventory			
	Specialist Study	Risk & Ranking	CC			
		Preliminary Economic Evaluation on each Prospects (PEM Content)				
	Oil & Gas Industry Standard # LEAD-IS50001	Well Testing	Decision Tree			
			Drilling & Logging Program			
		Production Enhancement	Notional Project Economic Evaluation			
			HSE			
Specialist Study		Prospect Generation, Selection & Sequencing (PGSS)				