

Decision Planning to Focus Workslope

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ABSTRACT

Hydrocarbon development opportunities or projects are matured using a decision driven process in PDO; namely the Opportunity Realisation Process. The quality of the decisions being made is under-pinned by a robust planning process in the front end development of the opportunities. This enables the defined governance structure to take decisions at the appropriate stage-gate ensuring that value is delivered to stakeholders.

The Opportunity Realisation Process is split into six phases: Identify, Assess, Select, Define, Execute and Operate. Decision Based Planning starts in the Assess phase where the opportunity or project team needs to demonstrate that they have looked wide enough and that they have a feasible development covering the technical and non-technical elements. The bulk of the decision based planning is concluded in the Select phase of the project when the Field Development Plan and Basis for Design documents are prepared. At this point the scope and strategy for executing the project have been defined.

Within the Opportunity Realisation Process, Decision Based Planning starts with Opportunity Framing, which is a powerful and structured approach in defining and understanding an opportunity or project. It is the starting point for a robust decision-driven journey to achieve a business objective. The key attributes of Opportunity Framing are: taking in several perspectives of the opportunity (“Where are we now?”); defining success at several future milestones (“Where we want to be?”); planning the road to success (“How are we going to get there?”).

After Opportunity Framing, the next step for Decision Based Planning is Concept Identification which is done during the Assess phase. This can be combined with Model Framing to ensure that modelling efforts are addressing the decisions which should be made first. The aim of Concept Identification is to: demonstrate that the opportunity team has looked wide enough; demonstrate that there is a feasible concept or concepts against the range of realisations; enable ‘quick’ insights and therefore focus the effort required for the Select phase.

At the start of the Select phase, Concept Select Planning is done to get alignment with stakeholders on the work required to make the decisions in the Select phase. The Decision Quality Framework is used to provide structure for these decisions and the first three elements are agreed at this stage: an appropriate frame; creative, doable alternatives; meaningful, reliable information. To achieve a quality decision, the last three elements of clear decision criteria; logically correct reasoning and commitment to action will be addressed during the Select phase. The activities that need to be completed to reach a decision are agreed during Concept Select Planning.