28 April 2009

Development & Training Directorate
Ministry of Oil
Republic of Iraq

Dear [Name]

Training & Development in the Oil Sector

It was a pleasure to meet you and your team during your recent visit to the UK. I hope that the rest of your trip was successful and provided useful insights in support of your own initiatives.

I agreed to suggest to you some ideas for future discussion and I have set out some thoughts below. If of interest to you, we would be pleased to address these with you and/or respond to any other questions that you may have.

Firstly, I would like to reiterate my offer for you to visit our Learning & Development Centre in Houston, Texas. This would provide an opportunity for detailed discussions with various members of our team involved in developing competency frameworks and course development and delivery.

Secondly, I was struck by your focus on the need to develop up-to-date relevant commercial and negotiating skills for the industry. This is a difficult area to deliver effective training as it relies on exposure to negotiations as well as theoretical knowledge. However, we agree with your view that it will be a critical skill for the Ministry. I will discuss this issue further with our own specialists to see if we can suggest potential training providers who could provide tailored training which could be combined with specific industry input from BP and other IOCs. There is already a successful joint industry initiative on Tax and Fiscal regime organised by the Washington based International Tax and Investment Center (ITIC). This is in contact with the Joint Committee set up under the patronage of [Name] and [Name], representing the Ministry of Finance and the Petroleum Contracts & Licencing Directorate from the Ministry of Oil respectively to establish the fiscal regime applicable under the Iraqi contracts. Several workshops, regular meetings and discussions in the form of sharing best practices and understanding the requirements of both the foreign oil companies and the Iraqi ministries take place and continue to do so with participation from representatives of the International Monetary Fund to ensure the consistent messaging, sharing of knowledge and understanding.

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Thirdly, we discussed specific examples which could be relevant to the use of pilot projects, cultural change, and the arguments for and against using a central "technology" group to transfer new technology into a large geographically spread organisation. To follow this up we would be happy to arrange appropriate meetings between our staff associated with a number of the businesses we discussed e.g. Russia, Azerbaijan, Algeria, and your team. If this is of interest please indicate what disciplines/issues you would like to address and we will arrange something potentially in Amman, Jordan, if convenient.

Finally, we discussed the need to integrate learning within the work environment and BP’s emphasis on "on the job" training. It is our experience that by working with real problems we secure the greatest engagement and sustained learning which can be reinforced by targeted short courses. From our work with the South Oil Company we have received positive feedback on the use of workshops focused on specific “problems” and applying BP’s internal processes, in particular, the use of multidisciplinary teams. We would be happy to look at piloting some of these activities with you again on a specific issue or problem.

I hope that these thoughts are helpful and I would be happy to expand further on any of the points of interest.

We have responded separately on a query on drilling simulator support.

I look forward to meeting again, hopefully in Baghdad.

Yours sincerely,