



All Supervision Away Day

November, 2004

Agenda



8:15 am	Safety & D&I
8:30 am	Safety Reality
8:50 am	Break
9:05 am	Compliance Delivery Process
9:55 am	Reality Break Outs
10:25 am	Break
10:40 am	Report Out from Break Outs
11:05 am	Speaker
11:20 am	Texas City Site Safety Assessment Survey
12:00 pm	Lunch
12:45 pm	The Texas City Journey
1:30 pm	Stand & Deliver
2:00 pm	Break
2:15 pm	Strategy Project Report Out
3:15 pm	Q&A
3:45 pm	Close



All Supervision
Away Day

Safety / D&I



SAFETY REALITY

UU4 Fire

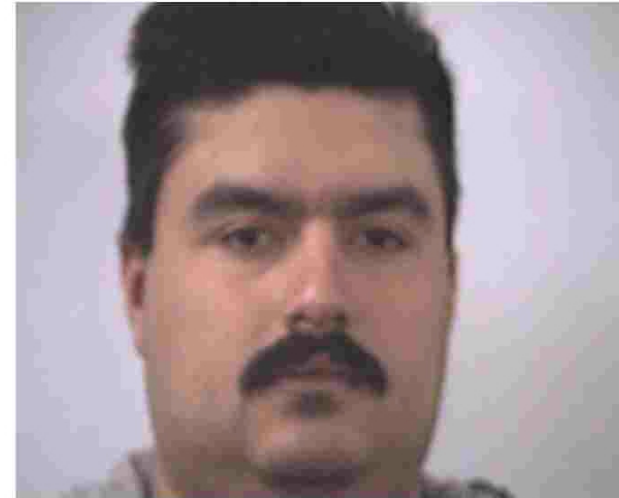


The fire March 30, 2004

Israel Trevino (April 1, 1978 – May 25, 2004)



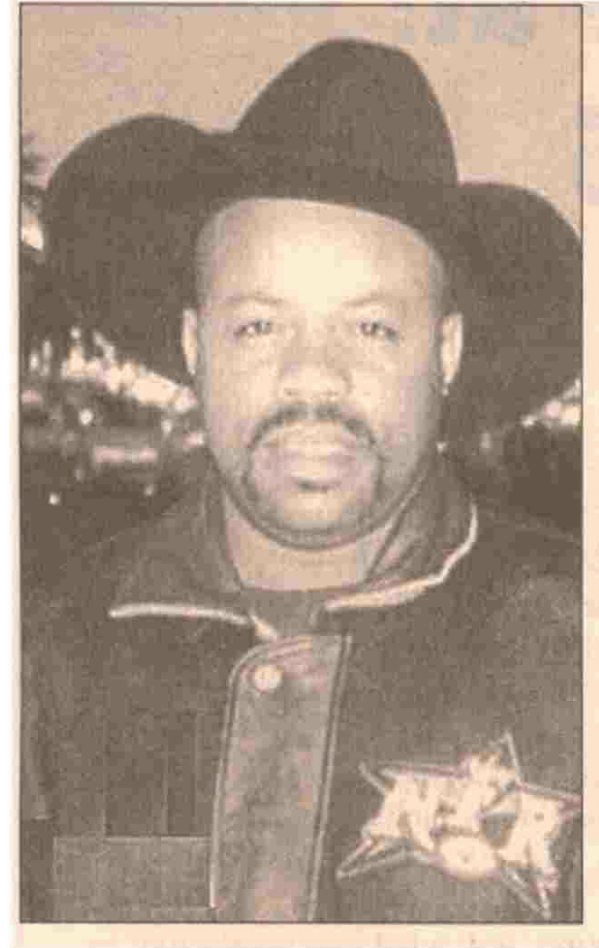
- 26 years old
- Married on 4th July 2003
- First child , a daughter, expected in Sept 2004
- Born and raised in Wesleco, Texas.
- Loved music
- Worked on AU2 TAR as Koch Specialty Plant Services Tray Specialist in May 2004



Leonard Moore, Jr. (November 16, 1964 – September 3, 2004)



- 39 years old
- Welder/Pipe fitter with 18 years Amoco/BP experience
- Leonard's father is a retired 30 year employee of Amoco/BP
- Avid horseman and rodeo cowboy, racing enthusiast who loved to rebuild cars.
- Survived by wife, two sons and one daughter.



Two Workers at Amoco's Texas City Refinery die when Overcome by Nitrogen

Texas City (AP) An employee working to repair damage from an earlier fire, died today from injuries he received when a second fire broke out at the same location. Ruben Garza working for Mega Insulators was burned when

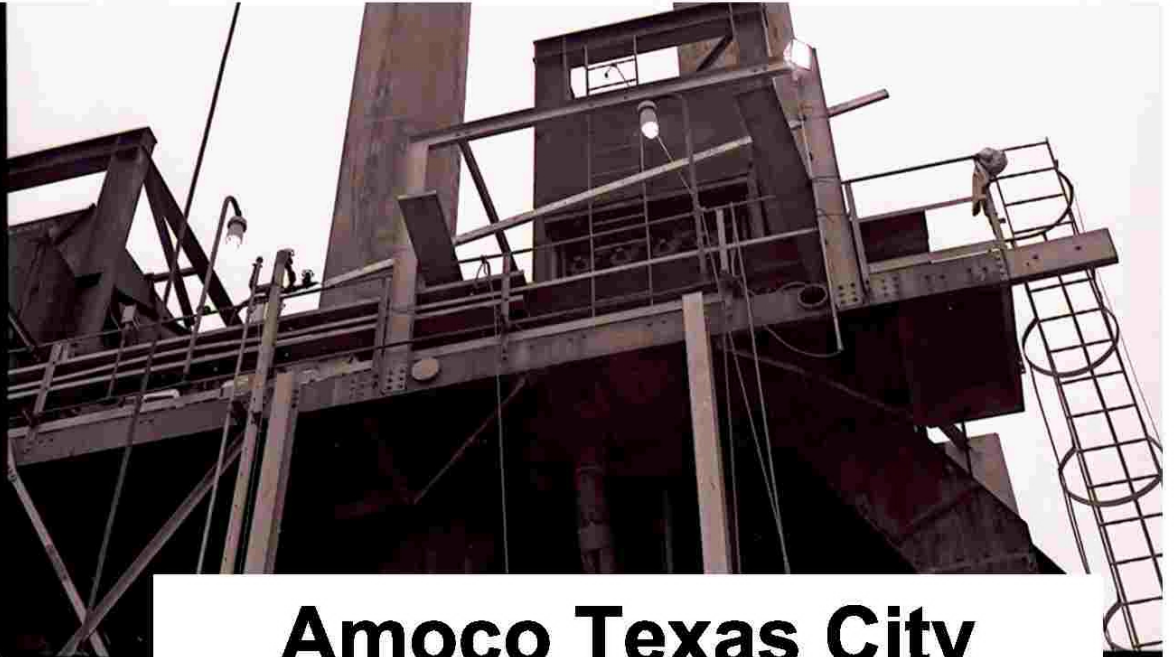
spokesman says the causes of both fires is being investigated. The fire was extinguished by other employees in the area and firefighters from Amoco and other plants in the area.

1911



Process Sewer Explosion Kills One Worker at Texas City Refinery

1976



Amoco Texas City Employee Dies in Fall

1976





**Randy Hatton with Cat
Tech Dies Working in
Nitrogen Atmosphere**

October 31, 1978

INDUSTRY 12/19/00

**Amoco Employee Tommy Green Died and
a Second Employee was Severely Burned
While Welding at the Coker Unit**



Amoco Styrene Employee Kay Smith died after being burned when benzene leaking from a pump ignited. A second employee was burned rescuing her.

February 16, 1980

Tri-Port Employees Kenneth Hicks and William Young Are Killed in a Fire Sparked by the Use of an Un-permitted Cutting Torch

September 16, 1991



**Don Love, Inc.
Employee
Jack Sparks
Crushed
Between**

May 16, 1984



Bobby Moody with Tex-Tank Died when He Fell into a Tank He was Removing the Roof From – No Fall Protection Used

January 17, 1986



Amoco Employee David Ruiz Died from Burns He Received in an Explosion at the Knock Lab



June 15, 1987

**Mega Insulator Employee Ruben Garza
was Killed in a Fire While Repairing
Damage from a Previous Fire at the Same**



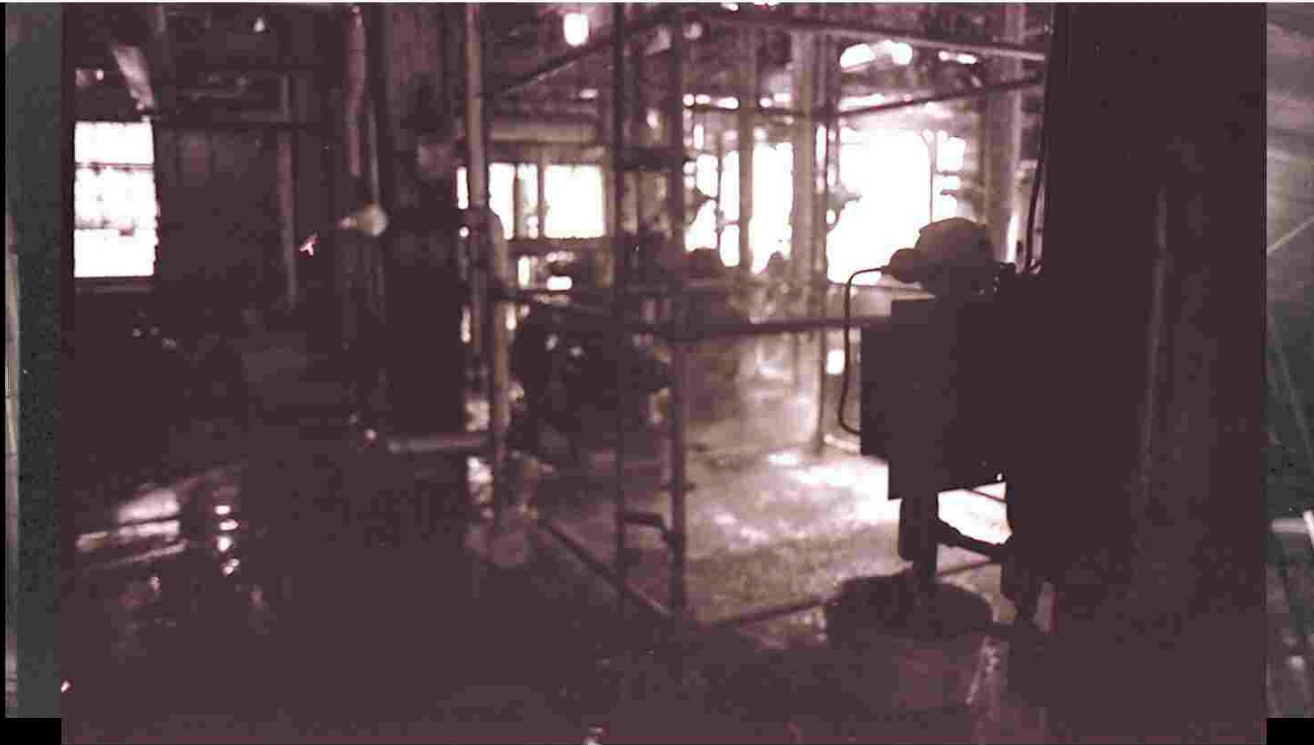
**Amoco Superintendent
John Logan Died of Head
Injuries After a Piece of
Equipment being
Pressure Tested Broke
Free and Struck Him**



February 19, 1988

**Ark Wrecking employee
Stanley Stauss died of
head injuries following
a fall during demolition
of a building at Power 1.**

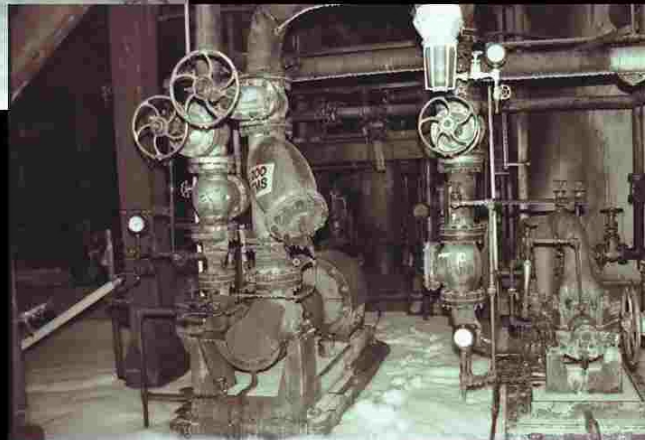
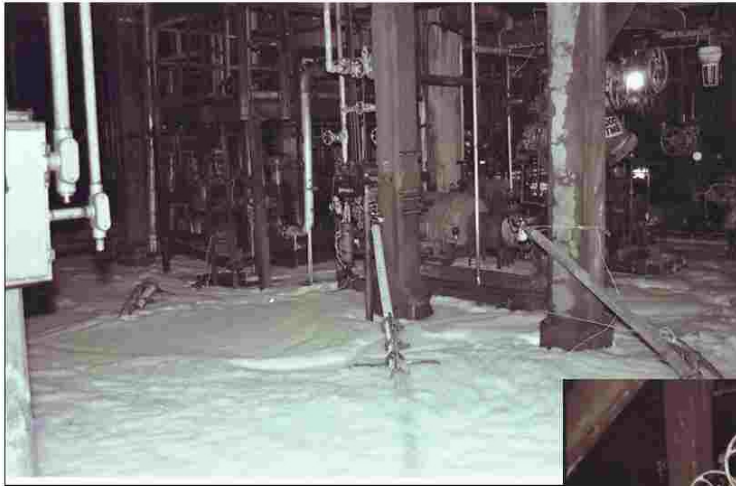




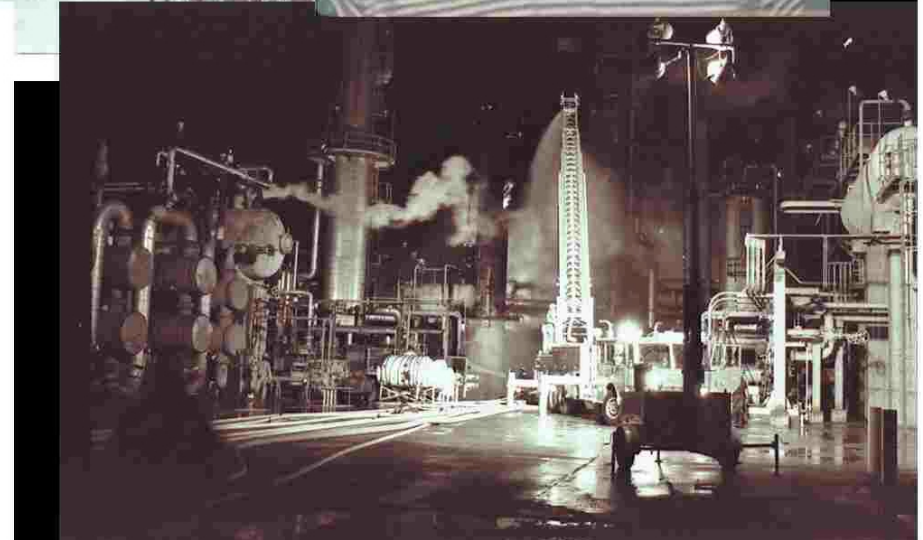
Amoco Employee Bob Fisk died and another employee was seriously burned after they were drenched in hot water while opening a line at Power 2.

April 26, 1989

April 6, 1992



**Operator Guy Holdren
died from burns he
received after re-entering
a vapor cloud to isolate
equipment and the
vapors ignited.**



August 20, 1993



Amoco Electrician Butch Brandon was electrocuted while attempting to meg an energized circuit.



September 16, 1994



Larry Miller with PAT Tank, Inc. died after a fall from the roof of a tank where he was working.

August 8, 2001

Carl Williams with RSI was changing catalyst in a tower under a nitrogen atmosphere. Without his respirator, Mr. Williams leaned into a top manway to reposition a ladder...overcome by the nitrogen he fell into the vessel and died

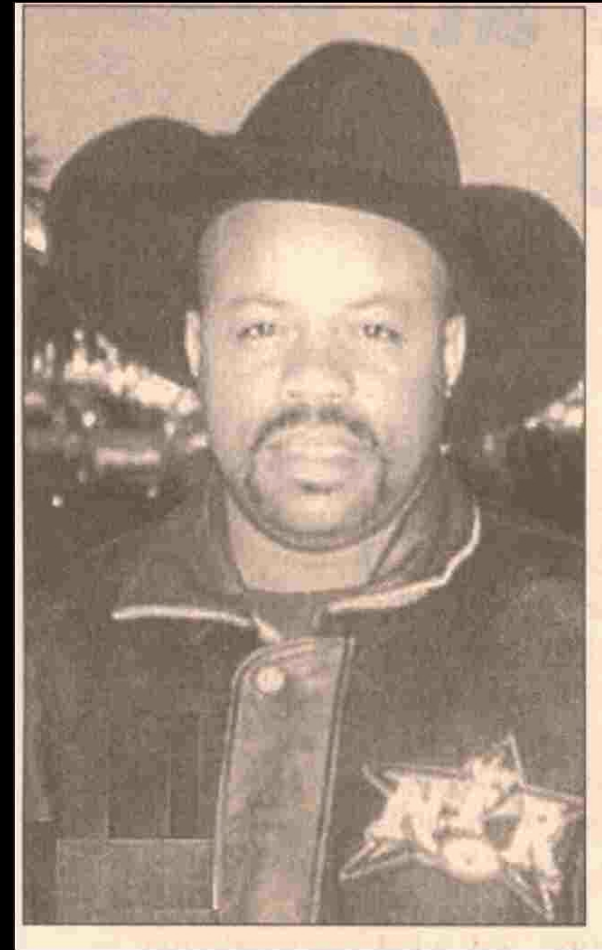
May 25, 2004



Israel Trevino fell 30 feet inside a tower as he was attempting to exit.

September 2, 2004

**Three BP Technicians
were removing a check
valve from a boiler
feedwater line when the
valve came free dousing
all three with 500 degree
water. The next day,
Leonard Moore, Jr. died of
his burns.**



Amoco Superintendent John Logan Died of Head Injuries After a Piece of Equipment being Pressure Tested Broke Free and Struck Him

Israel Trevino **Employee David Ruiz D** **RSI** **Used**

Amoco Electrician Butch Brandon was electrocuted while attempting to meg an energized circuit.

Amoco Employee Bob Fisk **was seriously burned** **water wh**

was Killed in

Operator Guy Holdren died from **burns he received after re-entering** **a vapor cloud that ignited.** **Employee** **in hot** **ower 2.**

Leonard Moore, Jr died after he and two others were covered with 500 degree boiler feed water.

Tommy Green Died **Unit**

Amoco Superintendent **John Logan** Died of Head Injuries After a Piece of Equipment being Pressure Tested Broke Free and Struck Him

Israel Trevino was killed in an explosion

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Amoco Employee **Bob Fisk** was seriously burned in hot water when

was Killed in

Leonard Moore, Jr died after he and two others were covered with 500 degree boiler feed water.

Operator **Guy Holdren** died from burns he received after re-entering a vapor cloud that ignited.

Tommy Green Died

The events of this past year tell us three things:



1. Any solid success at keeping people safe begins with compliance.
2. We need to get much better at assessing and controlling the risks associated with process safety management.
3. And we need to go after shifting the risk continuum: identification of risk, assessing it, and controlling it, which leads to risk intolerance.

Break time?????





Compliance Delivery Process (CDP)

November 1st -4th , 2004 FLL meeting

Why Compliance?



*"It should not be necessary for each generation to rediscover principles of process safety which the generation before discovered. **We must learn from the experience of others rather than learn the hard way.** We must pass on to the next generation a record of what we have learned." Jesse C. Ducommun*

- The Process Safety Standards group prefaces their work with the command to "learn from experience".
- Many of our policies and standards have come about as the result of incident and injury.
- **We must improve our adherence to these learnings to prevent repeating these losses.**

Compliance Delivery Process (CDP)?



- **Control of Work Audit (May 2004) found**
 - **Casual approach to compliance and**
 - **Inconsistency applying standards**

Compliance Delivery Process (CDP)?



- **We must respond to findings of all reviews with appropriate follow up actions.**
- **Compliance Delivery Process is one of our responses.**

Compliance Delivery Process (CDP) has 3 Dimensions



Education

“Define Compliance”

“We must learn... and
pass on...”

How we train and how
we communicate
with our
employees,
to ensure a full
understanding of
the requirements
of their jobs.

Verification

“Confirm Compliance”

“It’s not what you expect,
it’s what you inspect.”

Verification is about
reviewing and
auditing what we do,
to confirm where we
are meeting the
requirements, and
where we need to
make corrections

Leadership

“Drive Compliance”

“Compassionate
concern consistently
applied.”

How we reinforce
what we expect,
based on what the
reviews show,
to ensure we are
actually doing what
we say we do.

Education - Principles



Education must be effective.

- Education must ensure knowledge and full understanding of requirements
 - **Topic focused**
 - one issue at a time, landed with sufficient depth
 - **Address the Audience**
 - Different groups have different needs
 - **Multiple Communication Formats**
 - Not just VTA: Use written, spoken, video, hands on
 - From Supervisors, peers, and subject matter experts
 - Have repeated opportunities, allow “sink” time

Education – Supt/Supv/FLL Roles



FLL Empowerment: FLLs have primary responsibility for Work Team's

- training, knowledge, and skills
- safety performance
- compliance with site standards
- **FLLs will be targeted** for education, delivered through Toolbox Talks, Classroom, and hands on demonstration.
- **Safety Communications are not privileged.**
 - Safety education and info will be sent site wide, not necessarily cascaded through FLLs.
 - Messages will many times be drafted and reviewed by FLL in advance of the site wide communication.

Verification - Principles



Audits and reviews will be done by various teams to

- Validate Education process and tools
- Teach and coach employees
- Inform site leadership of status
- Hold the organization accountable
 - Individual employee accountability
 - FLL Score-carding of team's performance
 - Expectations follow organizational grade levels, increasing as influence increases

Verification – Supt/Supv/FLL Roles



- Initiate/lead MAT/Unit compliance reviews
- Communicate and follow up
 - Receive and respond to audit and review findings
 - Implement corrective actions
 - Enforce appropriate consequences
 - Share learnings for consistency
- Build the performance of their Work Team

Verification Examples (existing)



Verification is not all new,

Some existing activities this references include

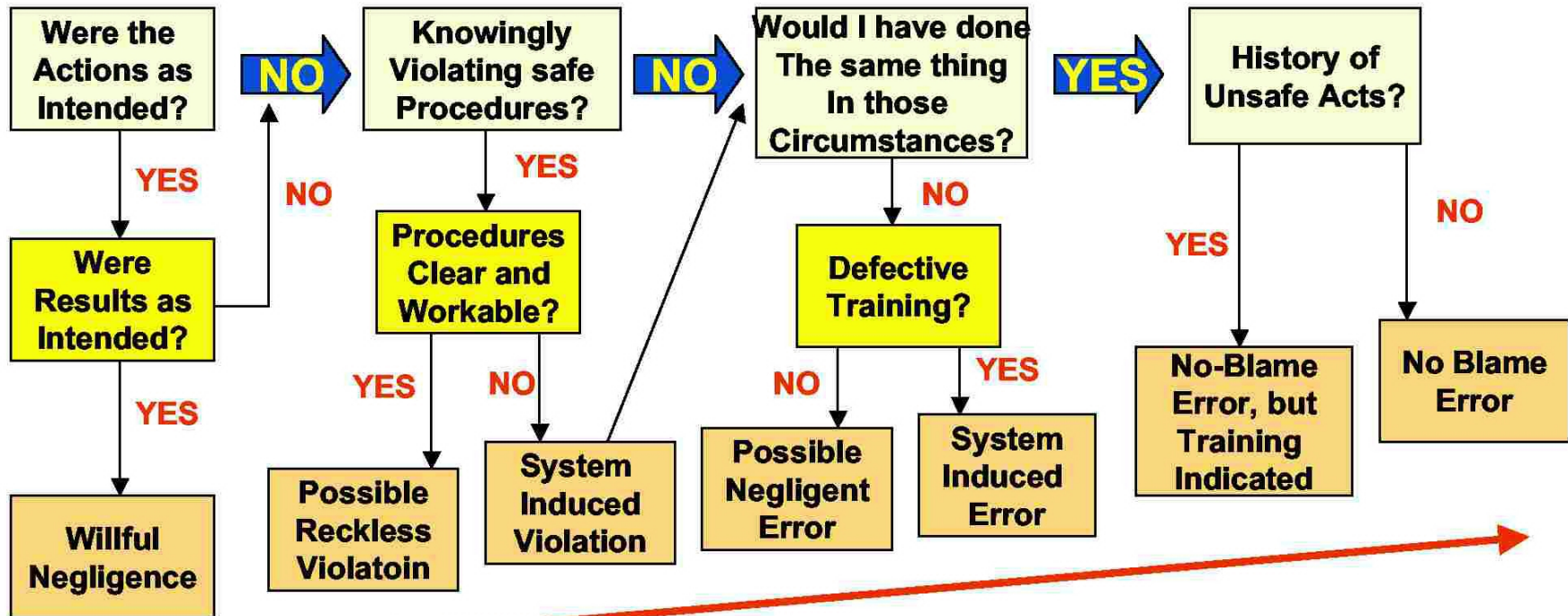
- Quarterly Title V Tasking Self verifications
- Monthly HSP inspections
- Monthly Topic specific policy checklists
- Unit/Area specific reviews such as
 - Past audit findings
 - Trends of behavioral safety observations or JSAs
 - Trends in Traction Deviations
- CDP frames these activities within a structure where they are acted on and positively reinforced.

Leadership Principles



- **Drive Site wide culture change** towards compliance and consistency.
- It will be reinforced with the **Just Culture** methods, which align actions and intentions with consequences.

Just Culture Process – a step wise review of actions and intentions



Diminishing Fault

Termination/DML

Positive Discipline

Early Intervention/
Coaching & Counseling

More Training

If an Incident Occurs:

- Define **Intention** of Action
- Determine whether **procedure** was clear and workable.
- Determine whether **training** was adequate.
- Determine if employee's **work habits** have been historically unsafe.

Leadership – Supt/Supv/FLL Role



- Implement Just Culture consistently by sharing actions and consequences within and across MATs.
- Engage HR in executing Positive Discipline using Just Culture.

CDP Summary



Education

Verification

Leadership

**Driven by Compassionate Concern for Compliance Delivery
and Risk Awareness and Management**

- **CDP** is our site response to the Control of Work Audit findings of **casual compliance**.
- We must have **concern** for all the work going on around us.
- We must deliver on **compliance**,
- We must improve our **risk awareness**, and how we manage those risks.

Introduce CDP Table Top Exercise

Reality Breakout Session

What is the ONE thing about our site that you would change that could have the biggest impact on improving SAFETY?



Reality Breakout Session

Report Outs



All Supervision Away Day

November, 2004

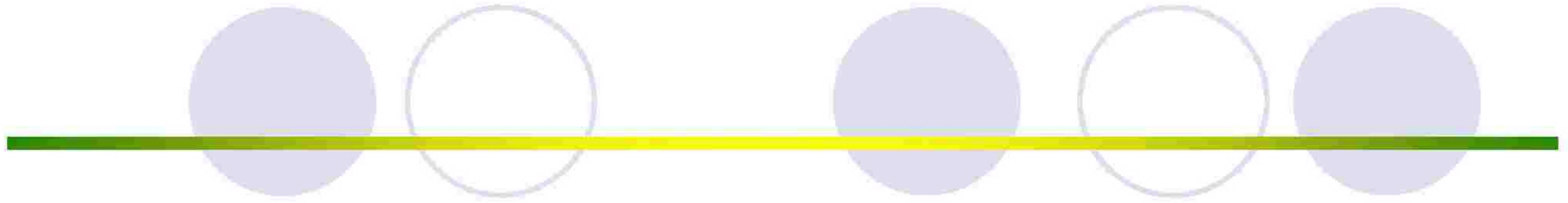


Texas City Journey

All-Supervision Meeting
November 2004


Some questions about our future

- What do we mean by rebuilding the flagship?
- What did we learn from our repositioning effort?
- How are we progressing?
- How do we invest for growth?
- What part do the 1000 day goals play?
- What is the impact of Newco?
- How does A&A fit in?
- What part does the Strategy Projects play in our journey?
- What does it mean to “Win in 2005 and Beyond”



Stand and Deliver

Break time?????



Strategy Deliverables Report Out

HSE & Reliability Councils

- Original Intent: To involve both a broader set of employees in HSE and reliability processes and to enable involvement at a deeper level beyond that which occurs today
- What's Working
 - Shared learnings – East Plant steam turbine controls
 - Starting a network of councils – share best practices, common problems, obstacles
 - Problems solved

What's being worked on?

- Fall protection methods
- Rooftop access ladders
- Drum containment areas
- CUI inspections
- Reviewing safety policies
- Asbestos abatement plans
- AAR reviews

Opportunities

- Hourly participation
- Some slow to get started
- Time commitment
- Support / morale
- Contractors vs. hourly representation
- Encourage, engage, ask questions, support and help them succeed!
- Don't feel obligated to change to a standard format if what you have is working

After Action Reviews (AARs)

- Original Intent: A quick, simple process to review an event; a team learning opportunity; a process to build trust and confidence; and a learning tool for others
- Good
 - Lot of good analyses have been conducted
 - Over 200 are on the Shift Director's Web Page
- When you see an AAR, what do you do with it?
- Opportunities
 - Are the reviews as thorough as possible?
 - Not many have documented good practices
- Update of ADM-12 has been submitted

Creating Focus Through Manufacturing Area (CFMAT)

- FLL/Shift Director meeting is in place.
 - Communication & awareness across the site improving.
 - More Conversations before & after the meeting.
 - Discussion of 'The Plan' not yet where it should be.
 - Plan vs Actual tool is improving
 - Systems Supervisors continue to keep systems balanced and optimize the disposition of streams consistent with the plan.
 - Sharing of incidents/best practices more effective.
 - 'Integrity' of the meeting has been maintained.
- Sharing of resources has improved
- Lunch and Learns have been a success
- Monday meeting with E&S now includes OE's
- Shift Director Web Site, help us improve it.



Communication

- Greatly improved since our shift meetings started
- Looking at the site and local area of responsibility
- Troubleshooting problems as a group
- Sharing of best practices
- Better understanding of why we must be flexible
- Hearing same message
- Face to Face
- We know what direction we are headed, at the start of every shift



Site Knowledge

- Lunch and Learns
- I know what others are doing and why
- Frequent updates on safety, financial & environmental performance.
- Better understanding on how we affect upstream and downstream customers
- Now understand how we impact different site systems e.g. 3#, fuel gas, H2, slop, mea.
- Minimizes problem solving time e.g. know who to call when in need.



Site Slop Production

- Discuss it every shift
- Better knowledge of system by all
- More ownership at unit levels
- Meeting has minimized troubleshooting time and individuals are more willing to own up
- Less production

Infrastructure Operations

- Discussed at every meeting
- Better understanding of 3rd party systems
- Heightened awareness of all systems
- Work as a team to resolve deviations
- Less odor complaints
- Less environmental impacts
- We all feel the same urgency



We are One Site

- We are all equal
- If one fails we all fail
- Share the good and bad times
- Making this large and complex site, smaller and more manageable
- Creating focus and alignment

Opportunities

- Continue to streamline communications.
- Continue to increase our knowledge of the site.
- Increase HSSE awareness
- Bring Maintenance into the mix.
 - Attending our daily meetings
 - Maintenance 24-7
- Hydrogen management has to improve.
 - Some areas are better, e.g. spill to fuel is a non-issue
 - Some buffer in the system due to extensive pipeline

Ownership & Alignment through Measurable Actions

The “Whiteboards”

November 2004 Update

UU4/DDU

Clear tie-ins to the goals, All shifts working together.

UU4 / DDU COMPLEX WHITE

STRATEGIC GOALS			HIGH RELIABILITY ORGANIZATION		TARGET	ACTUAL	COMMENTS
SAFETY PERFORMANCE			UU4 / DDU ACTIONS				
UNEMPLOYED	NON-T	CURT	ANYONE!	A Tool Box Talk Each Working Set of Days & Night w/er for safety issues	100% Compliance	No Compliance Basis Yet: NEW Program	ATW Critical HSE Tool Full partic
EMPLOYEE	Production			B Daily Safety meeting	80% comp.	100%	
PRODUCTION GOALS	Waste off prod			C Preparing and Implementing <u>Stopwork</u> <u>Procedures</u> with safety signage	100% Compliance with safe/14 months	New First Report within in November	
ENVIRONMENTAL GOALS	Incidents			D SAFETY ATG PLUG TO EACH	100% COMPLIANCE		SIGN-DE
ENVIRONMENTAL PERFORMANCE			UU4 / DDU ACTIONS				
WATER GOAL	USE A	GOOD		A Review for Compliance On Water Consumption	100% Compliance	Will review for Current % on Target	Must Doc f Cannot be
WASTE GOAL	Reduce waste			B Report on 2222 2013 and 2014	100% comp.	100%	will report all
WATER GOAL	Water use			C Increase of water use in process (WATER)	100% Compl.	First Report in November	
WASTE GOAL	Waste			D FURNACE FINISH	100%		
BE RELIABLE			UU4 / DDU ACTIONS				
WATER GOAL	BE RELI			A Weekly Vibration Check	100% Completion	No BASE ESTB. YET	MONITOR ON VIT FLU
WASTE GOAL	Waste			B Increase in water in all pipes and	100% Comp.	Will review for Current % on Target	SAP Notification At point of defectio
WATER GOAL	Water			C Weekly Vibration Check	100% Comp.	First Report in November	check all equipm
WASTE GOAL	Waste			D SAP NOTIF. POINTS	100% Compliance		
CREATE VALUE			UU4 / DDU ACTIONS				
WATER GOAL	Water			A MEA will Gas leaking Optimization	100% Compliance	No BASE LINES EST. YET	USE OPERATI
WASTE GOAL	Waste			B Analyze utility waste	85% Success	Will review for Current % on Target	COM
WATER GOAL	Water			C Process water and steam delivery	85% comp.	88%	Must look at No Shift for Guidance
WASTE GOAL	Waste			D REMOVE HAZARDOUS WASTE	100% Success	First Meeting on 10-10-04	but the work orders
GREAT PLACE TO WORK			UU4 / DDU ACTIONS				
WATER GOAL	Water			A Monthly Lunch & Learn with top management	85%		
WASTE GOAL	Waste			B Monthly Lunch & Learn with top management			



Business Support Group – NOB

Lots of creativity - Up to date

1000 DAY GOALS - BUSINESS SUPPORT GROUP

STAND	GOAL	ACTION	KPI		RESULTS	LAST UPDATE	COMMENTS
			TARGET	ACTUAL			
SAFETY	NO INJURIES	4TH FLOOR INSP	WEEKLY	100%	NO INJURIES	10/20	
	NO INJURIES	UPDATE CONT. DB.	WEEKLY	92%	SAFETY AWARENESS	10/13	
ENVIR.	IMPROVE BLDG. ENVIR.	IMPROVE BLDG ENVIR	WEEKLY	100%	IMPROVED BLDG. ENVIRONMENT	10/20	
RELIABLE	95.5% AVAIL.	AVAILABILITY DB	WEEKLY	100%	AVAIL. ACCURACY	10/18	
	95.5% AVAIL.	SCH. COMPLIANCE	WEEKLY	100%	REDUCED BREAK-INS	10/21	
	95.5% AVAIL.	DAILY SAP EXTRACTS	4 X/WEEK	100%	PROJ. CONTROLS DATA	10/21	
VALUE	COST AWARENESS	RM FORECASTS	3 X/MONTH	100%	IMPROVE COST AWARENESS	10/22	
	CONT. AWARENESS	DAILY HEADCOUNT	4 X/WEEK	100%	IMPROVE CONT. AWARENESS	10/21	
	SOLIMON AWARENESS	UPDATE JACKSHEET	MONTHLY	100%	IMPROVE SOLIMON AWARENESS	10/13	
WORKPLACE	IMPROVE PAS	COOR TRAINING	MONTHLY	89%	IMPROVED KNOWLEDGE	10/5	
	IMPROVE WORKPLACE	CLEAN 4TH FLOOR	WEEKLY	100%	IMPROVED WORKPLACE	10/20	45 SERVICE REQUESTS

FCCU 3

Everybody participates - Up to date



5 Opportunities for Improvement

- Boards not updated
- Actions you were doing anyway.
- Processes that drive paperwork and documentation. (The perceived need for an audit trail.)
- Actions that have been dictated from above.
- No feedback or reinforcement from Leadership.



5 Best Practices

- Reinforcement from Unit and MAT Leadership.
- Lots of creativity.
- Tie-ins to informal rewards. (For example: Lunch for making an objective.)
- Combining Teams and Shifts works okay if everyone has input.
- Start with “Great Place to Work” and “Value” then move to the other Goals.



Front Line Leader (FLL)

What are we Currently Doing?

- We are having meetings
- Senior management is communicating directly to FLL on significant change issues and management updates.
- 360's are 25% completed.
- HR policy training has started
- Just Culture is starting to gain momentum
- Feedback forms will be used today
- Context and Connection Training is ongoing

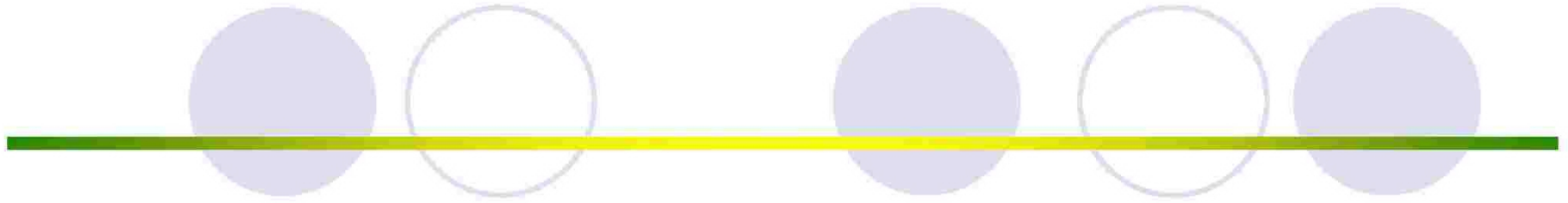


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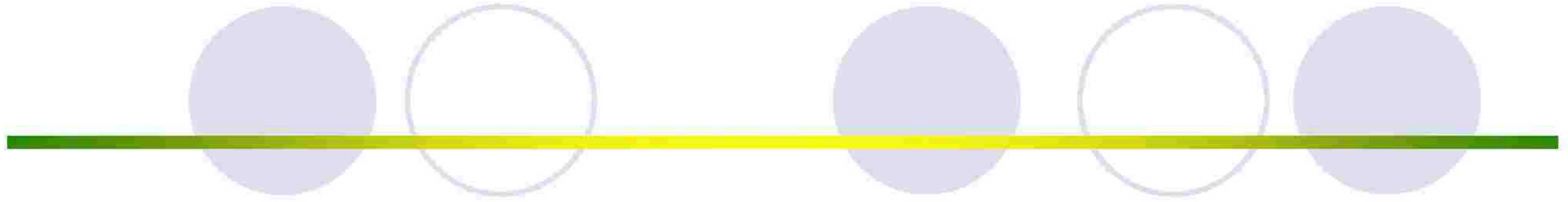
What are we Not Doing?

- Continuity Process: New Managers are in place – have they had discussions with FLL on their expectations to achieve the BOLD GOALS?
- Are we deferring to FLL and their expertise?
- Is it still the status quo? Have you changed since the HR policy reviews?
- With all the management changes has the “Accountability Matrix” been reviewed?
- Have you discussed boundary management with your boss since March?
- Has Mentoring of New FLL’s started in your area?
- NEW PARADIGM: WHAT ARE YOU DOING ABOUT CASUAL COMPLIANCE – “Personal Accountability” – “Standards of Conduct”
- What else???

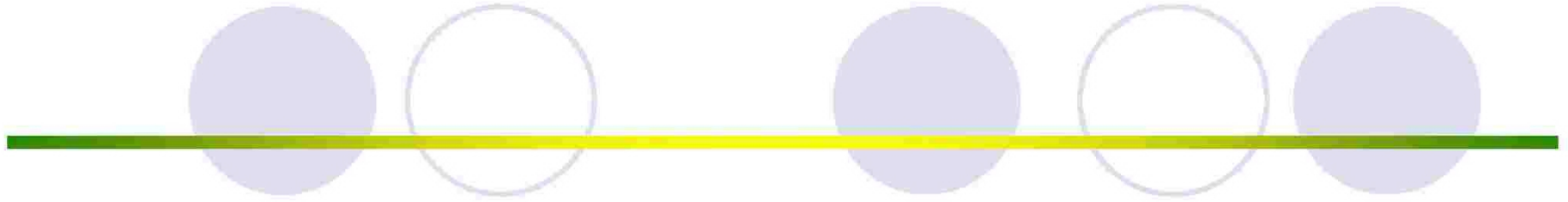




Q&A



Motivational Send Off



Did you hear what they said?



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Thanks for your attention.

**Please pick up your packets at the registration
desk before leaving.**



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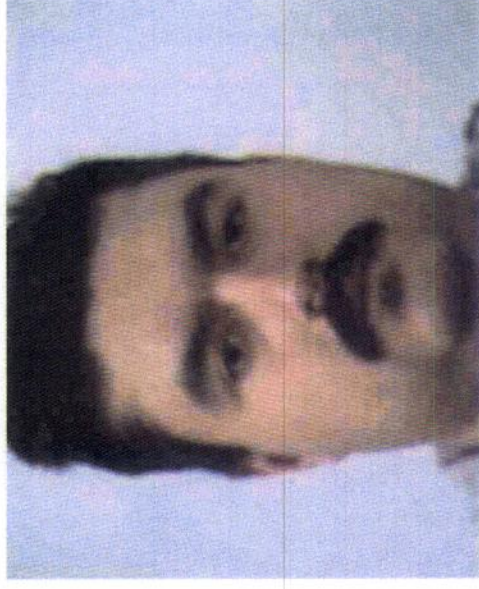


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- Married on 4th July 2003
- First child , a daughter, expected in Sept 2004
- Born and raised in Wesleco, Texas.
- Loved music
- Worked on AU2 TAR as Koch Specialty Plant Services Tray Specialist in May 2004



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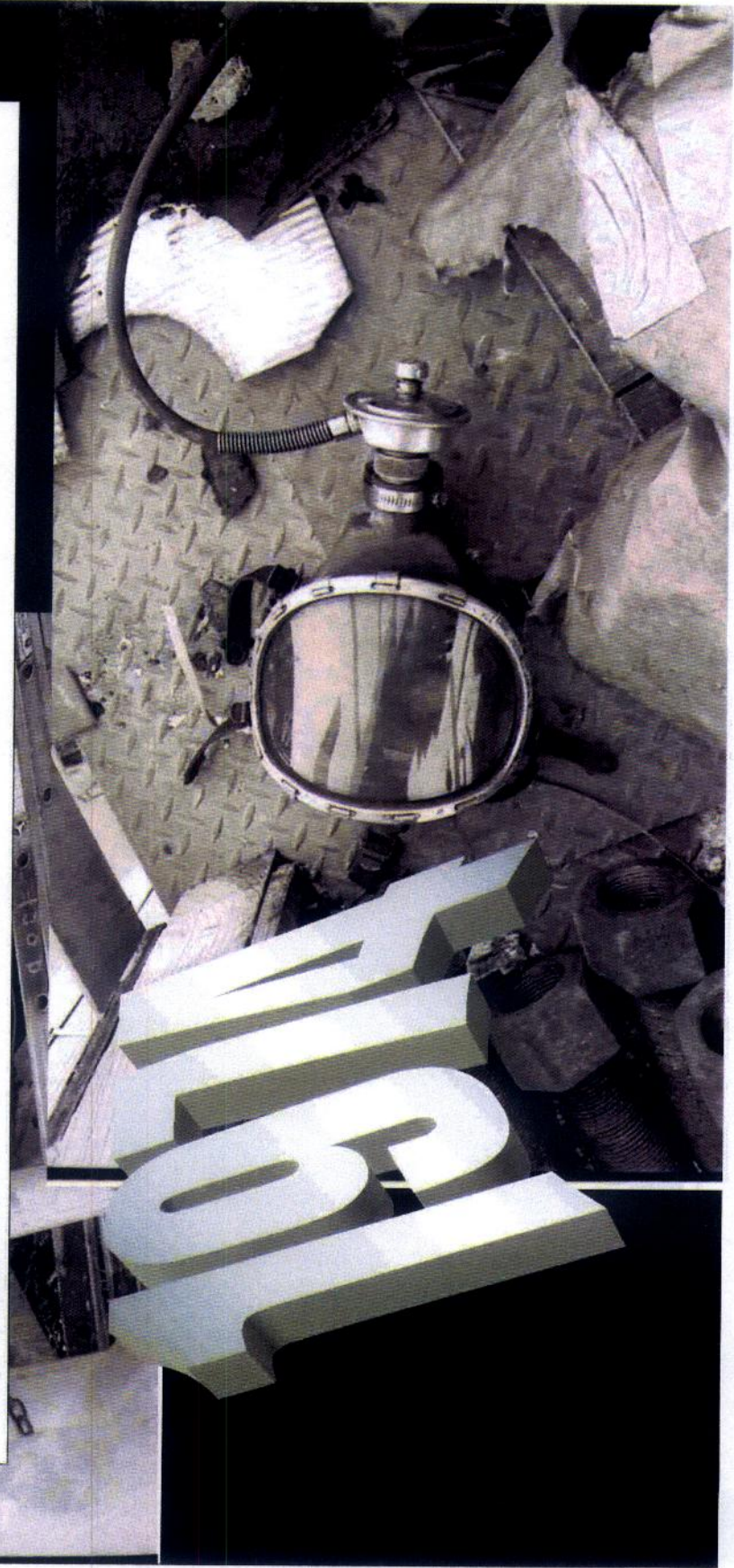
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- Avid horseman and rodeo cowboy, racing enthusiast who loved to rebuild cars.
- Survived by wife, two sons and one daughter.



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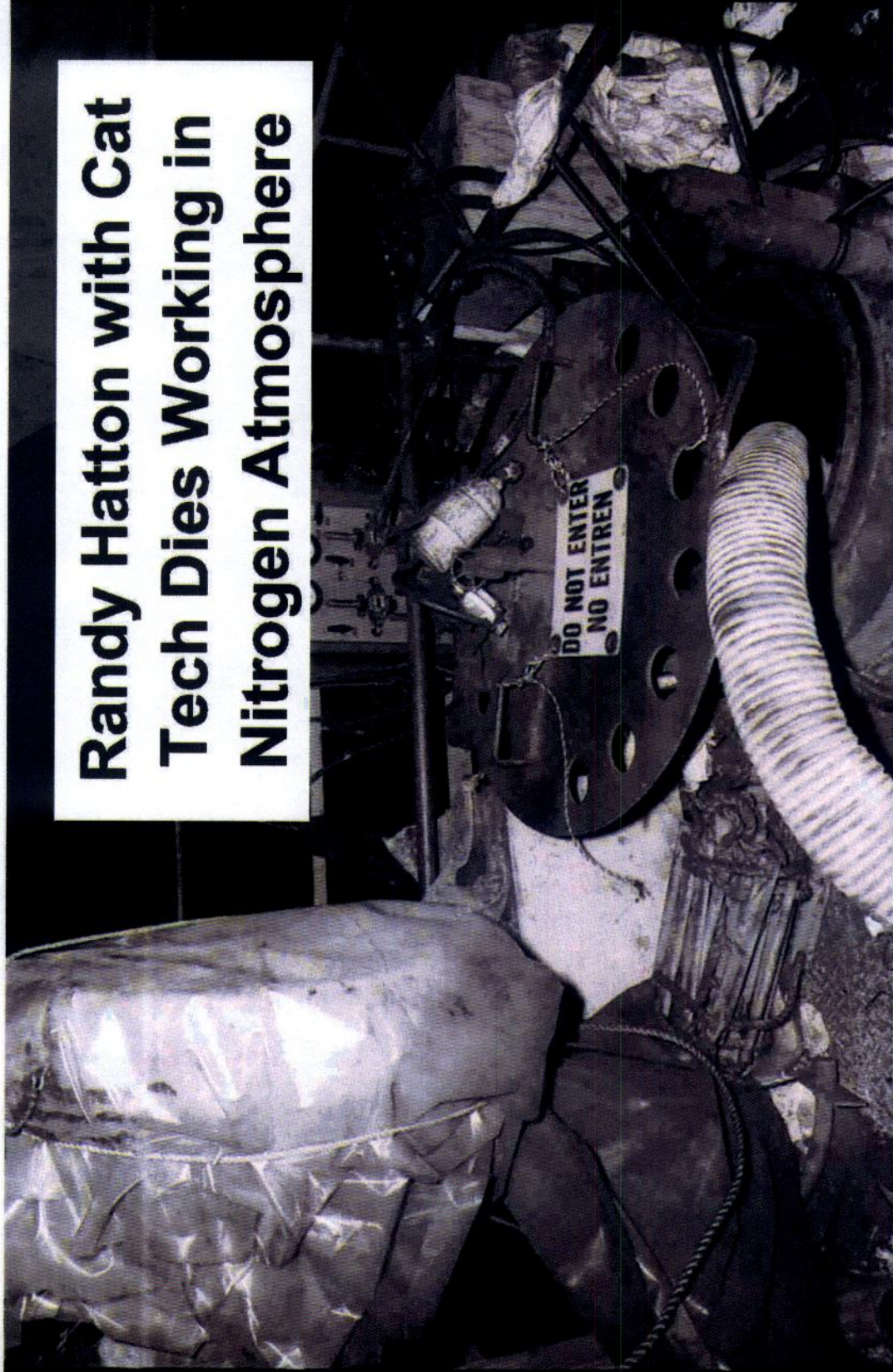
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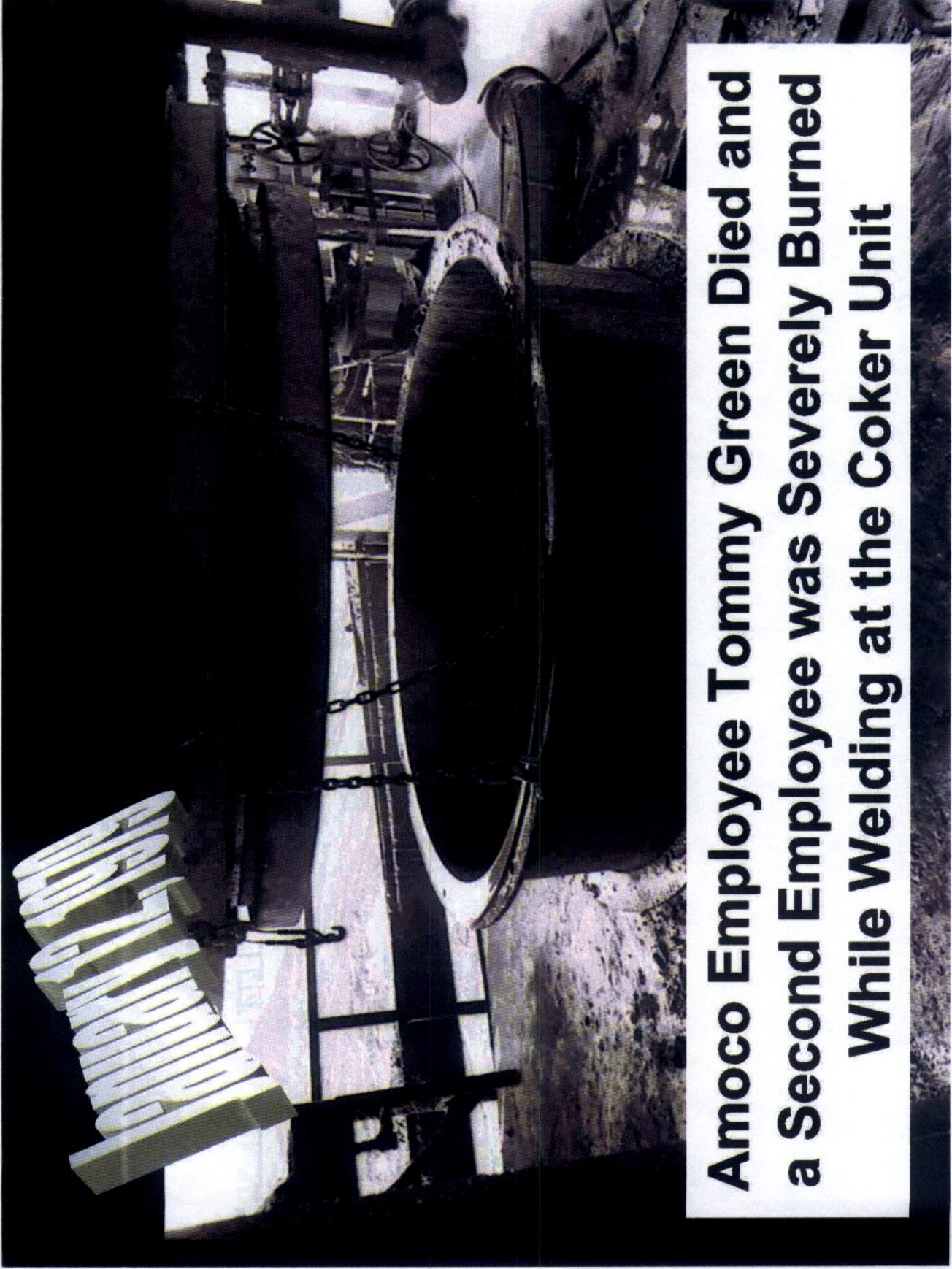
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October 31, 1978



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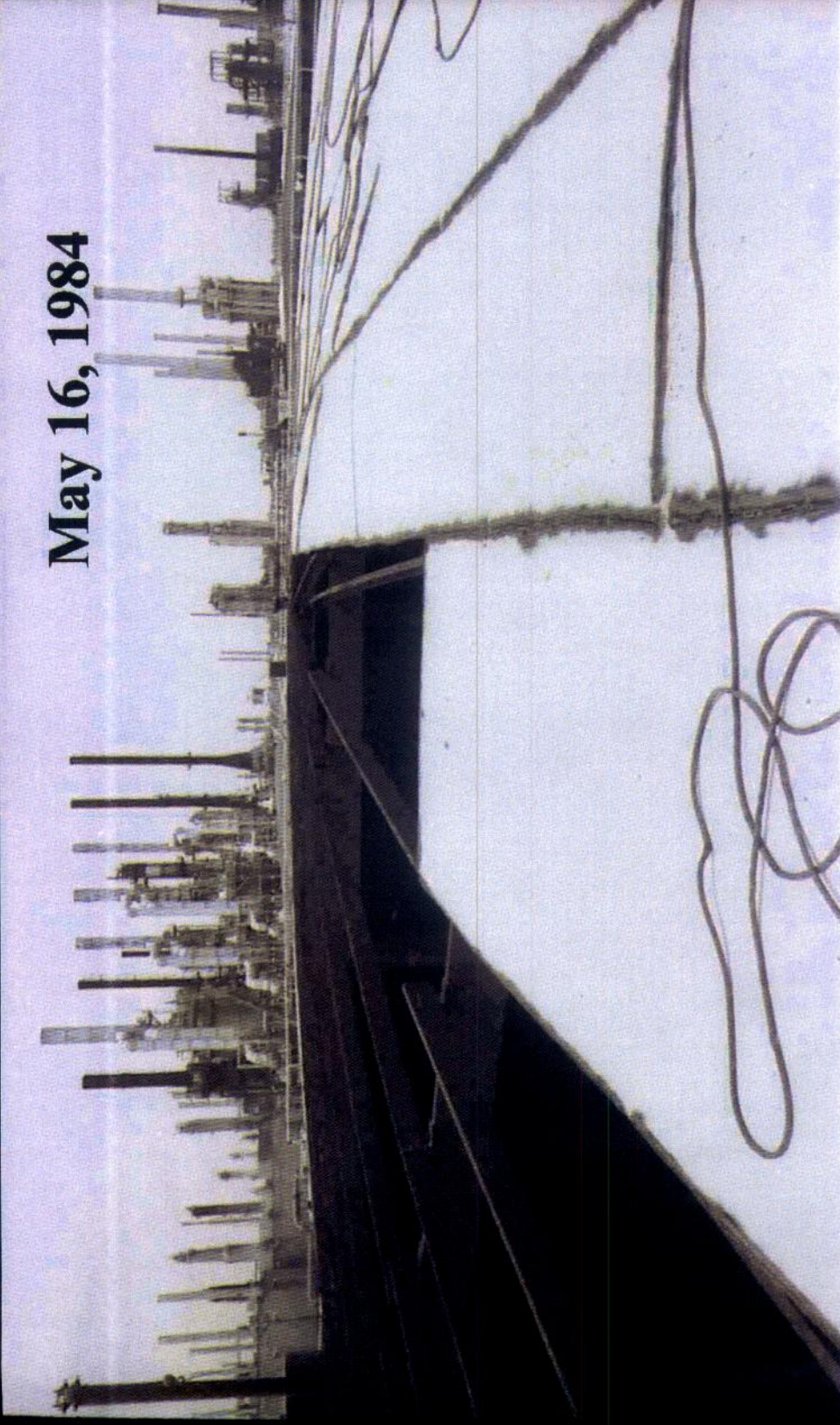
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Safety



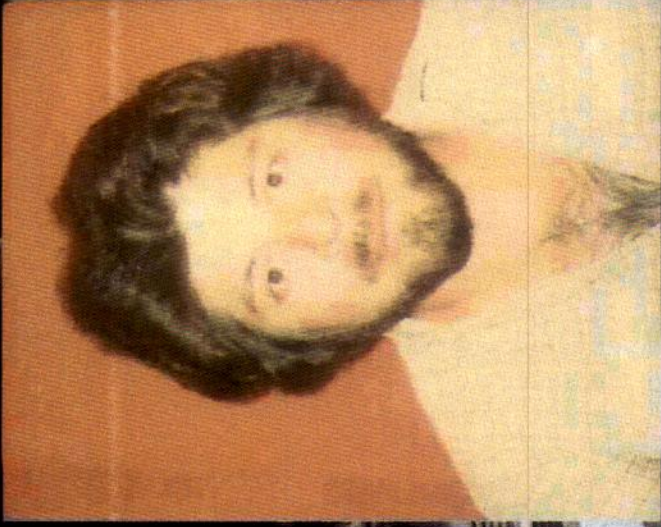
**Don Love, Inc.
Employee
Jack Sparks
Crushed
Between**

May 16, 1984



**Bobby Moody with Tex-Tank Died when
He Fell into a Tank He was Removing the
Roof From – No Fall Protection Used**

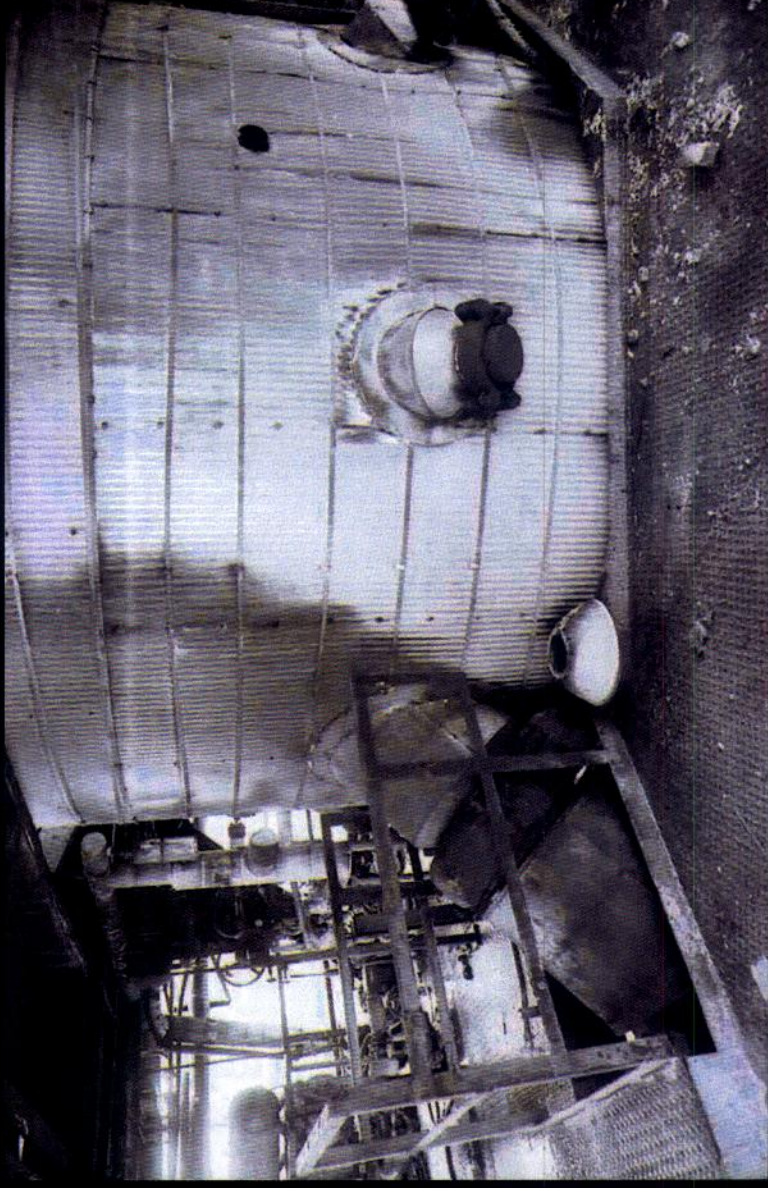
January 17, 1986



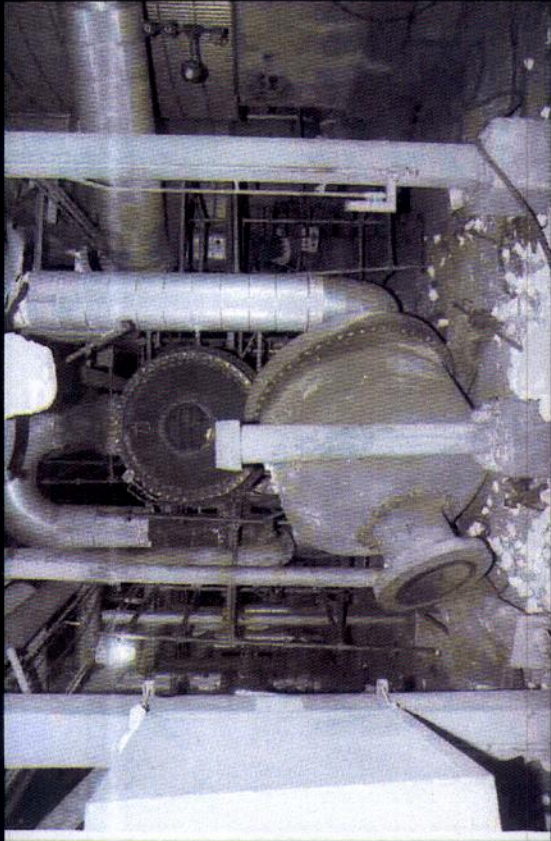
Amoco Employee David Ruiz Died from Burns He Received in an Explosion at the Knock Lab



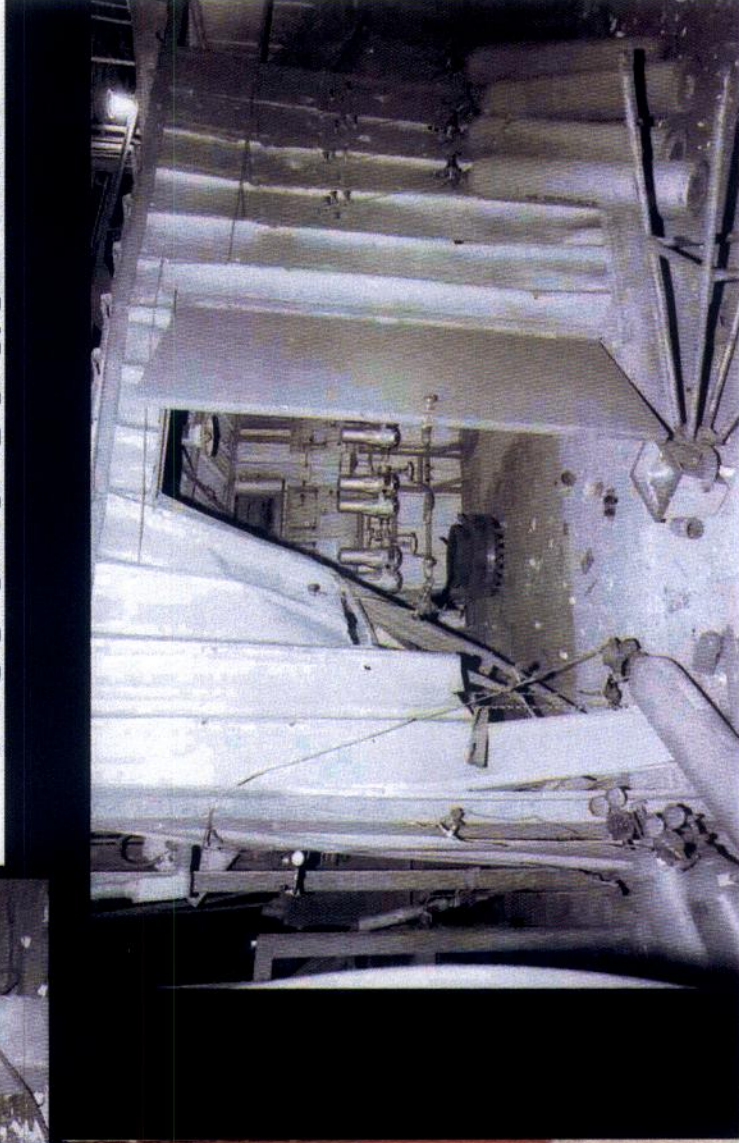
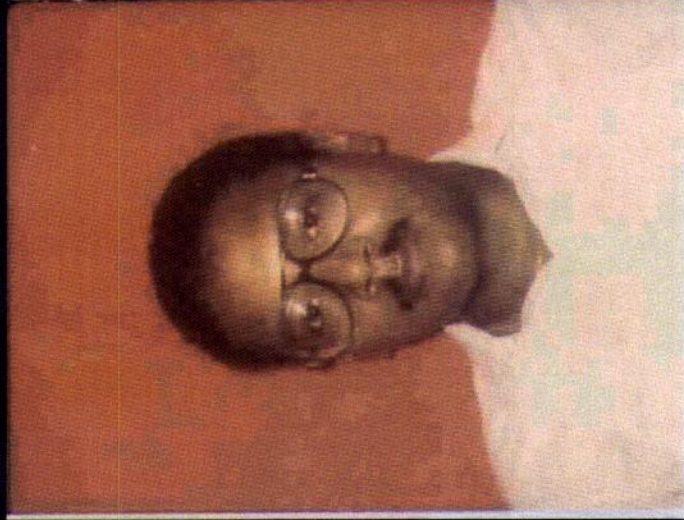
June 15, 1987



**Mega Insulator Employee Ruben Garza
was Killed in a Fire While Repairing
Damage from a Previous Fire at the Same**

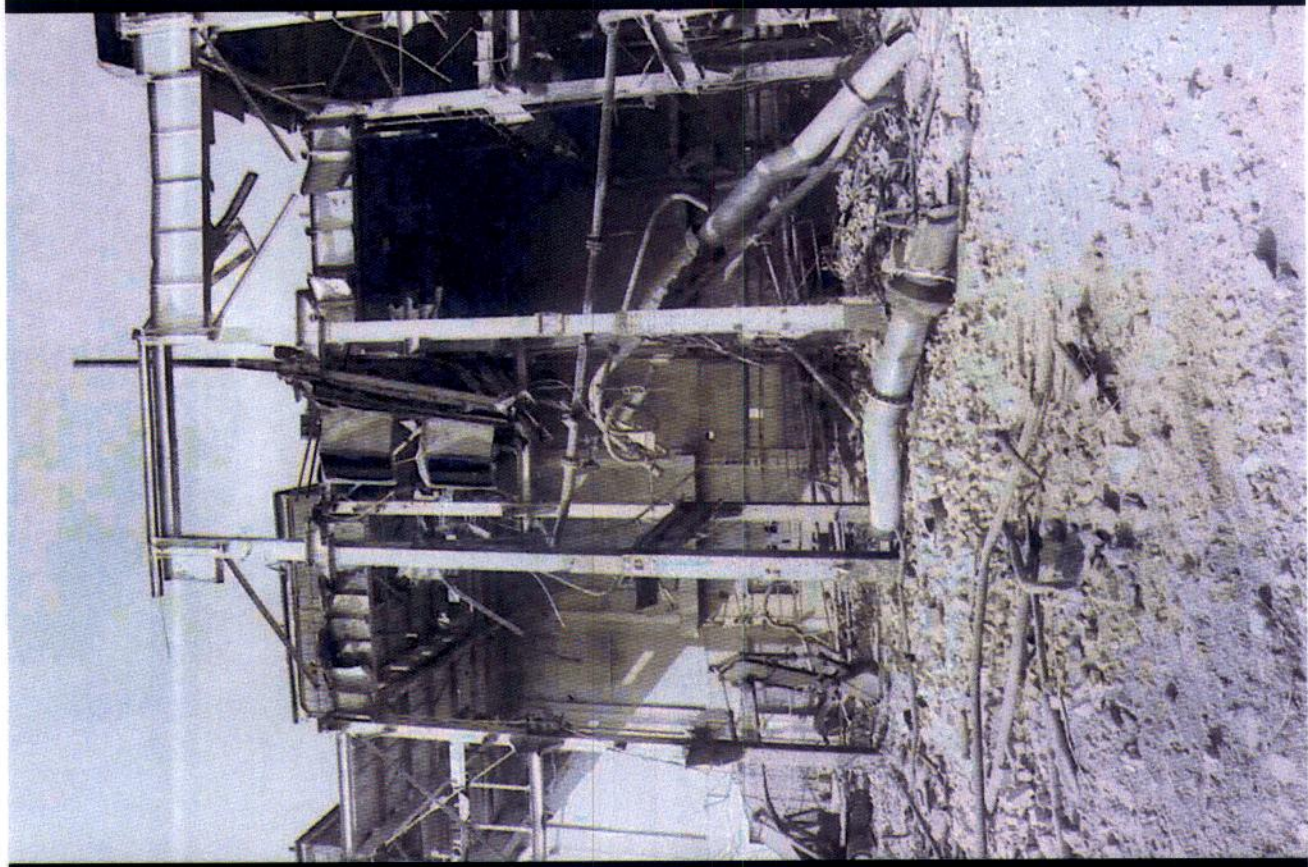


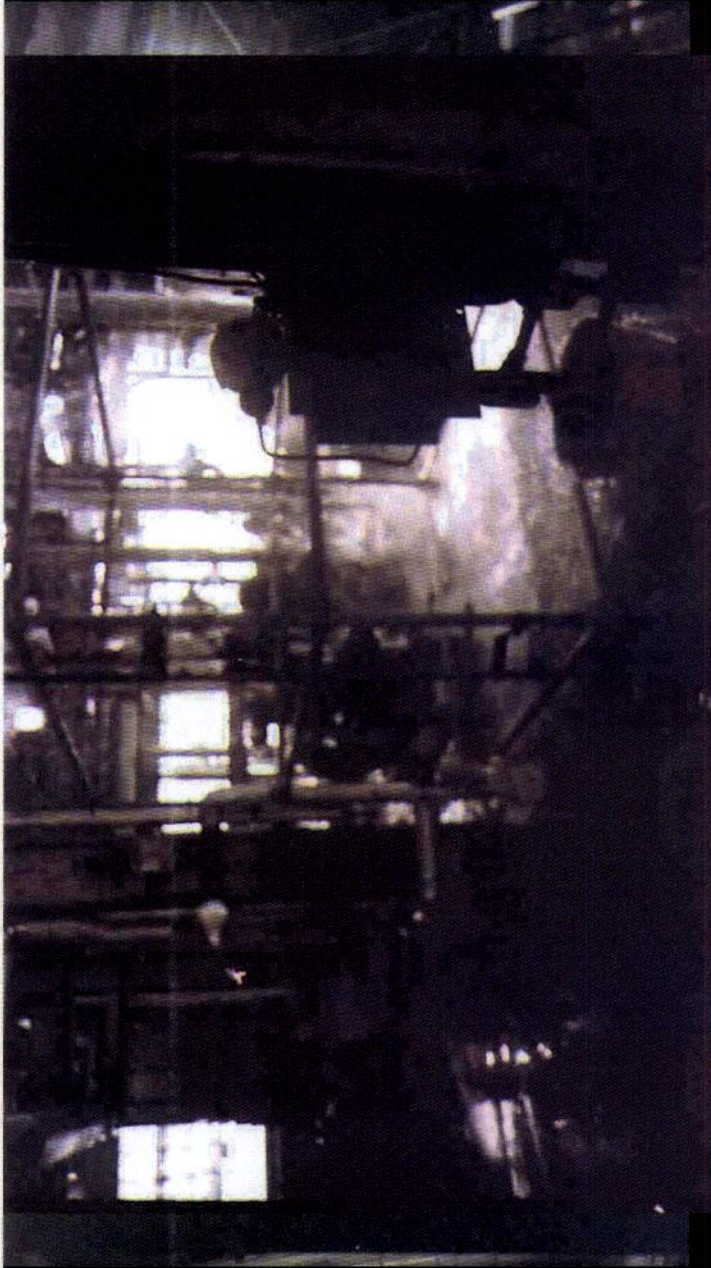
**Amoco Superintendent
John Logan Died of Head
Injuries After a Piece of
Equipment being
Pressure Tested Broke
Free and Struck Him**



February 19, 1988

**Ark Wrecking employee
Stanley Stauss died of
head injuries following
a fall during demolition
of a building at Power 1.**

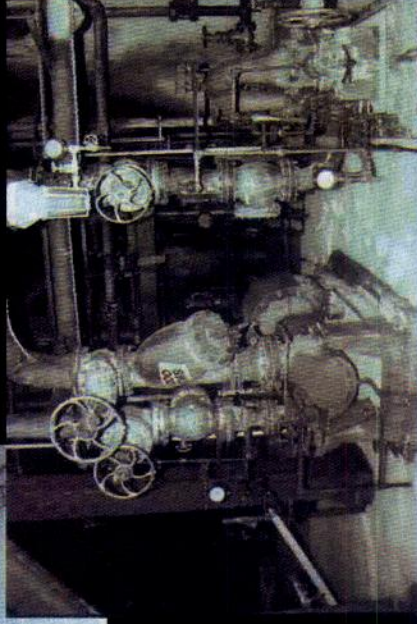
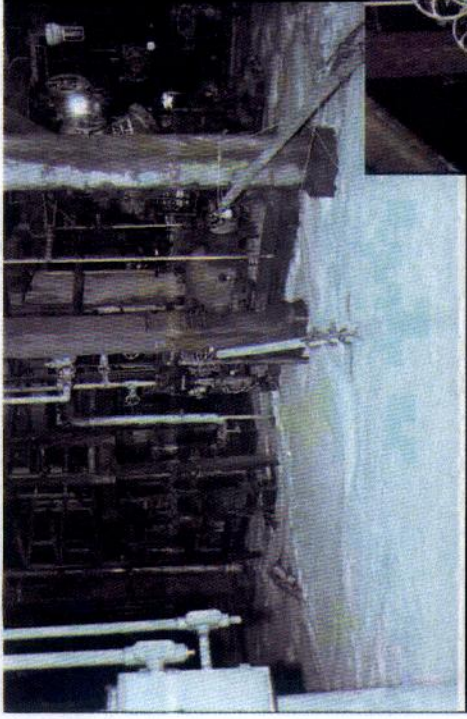




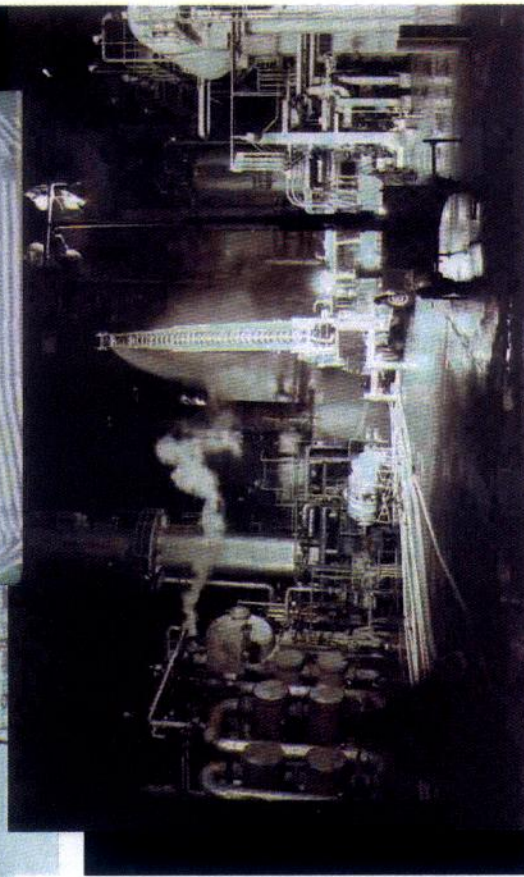
Amoco Employee Bob Fisk died and another employee was seriously burned after they were drenched in hot water while opening a line at Power 2.

April 26, 1989

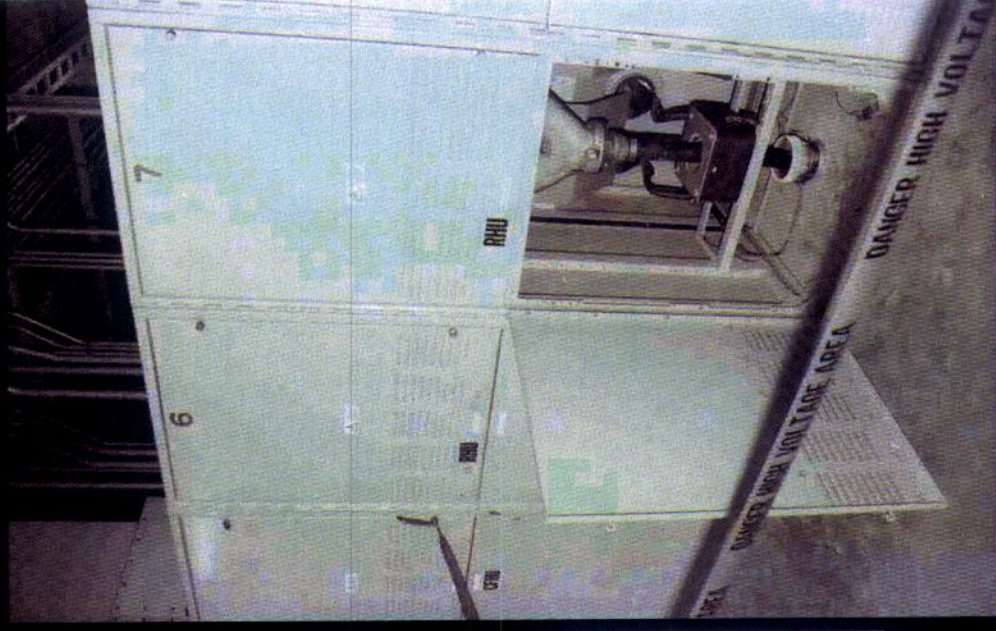
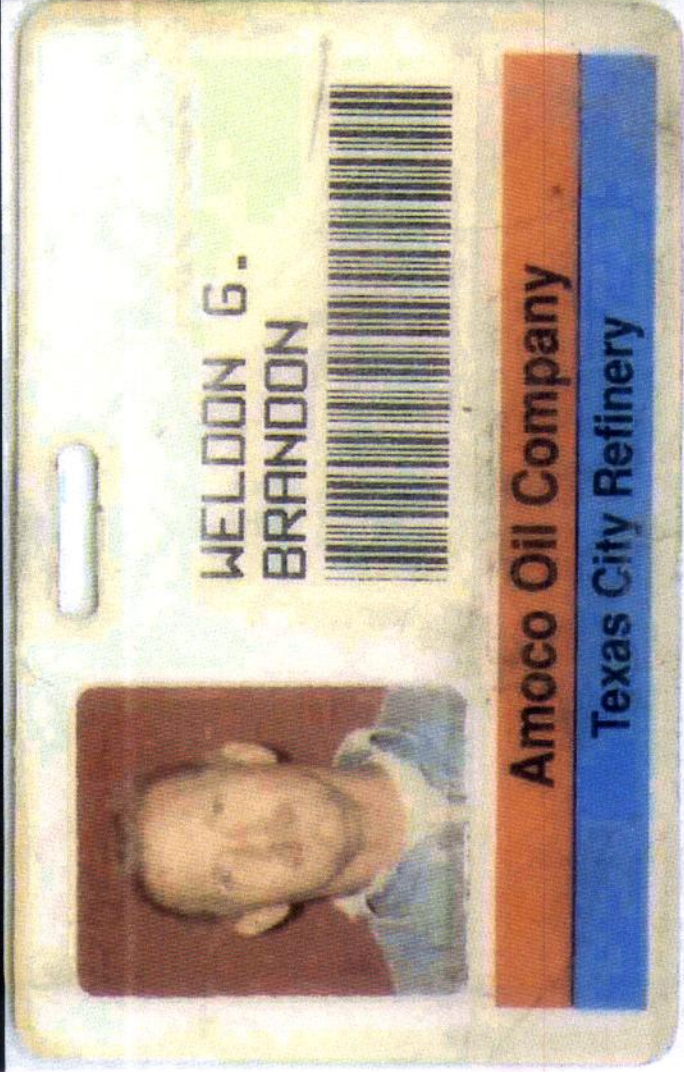
April 6, 1992



Operator Guy Holdren died from burns he received after re-entering a vapor cloud to isolate equipment and the vapors ignited.

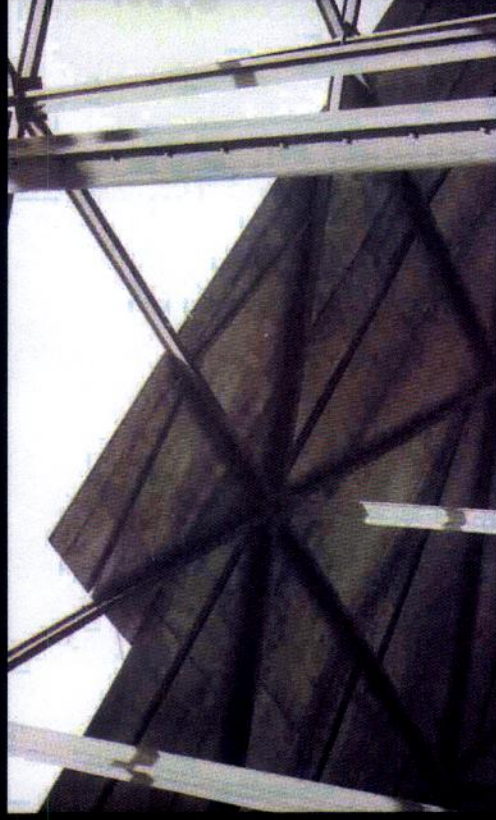
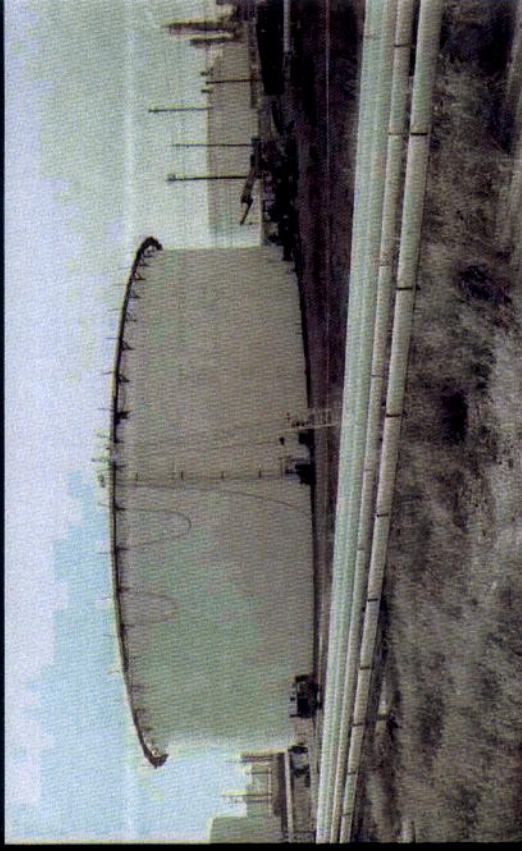


August 20, 1993



Amoco Electrician Butch Brandon was electrocuted while attempting to meg an energized circuit.

September 16, 1994



**Larry Miller with PAT
Tank, Inc. died after a
fall from the roof of a
tank where he was
working.**

August 8, 2001

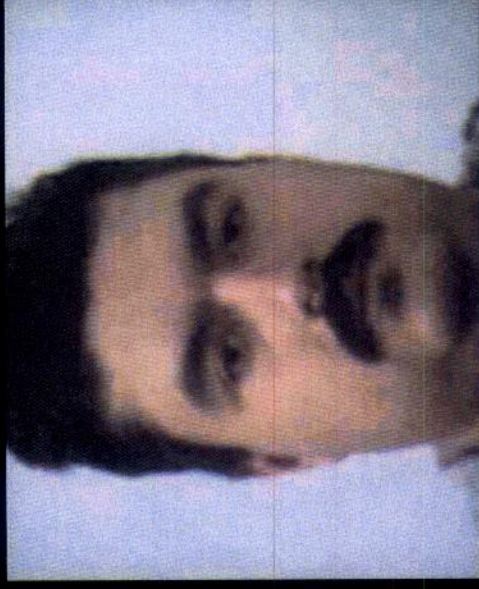
**Carl Williams with RSI
was changing catalyst
in a tower under a
nitrogen atmosphere.**

**Without his respirator,
Mr. Williams leaned**

**into a top manway to
reposition a**

**ladder...overcome by
the nitrogen he fell into
the vessel and died**

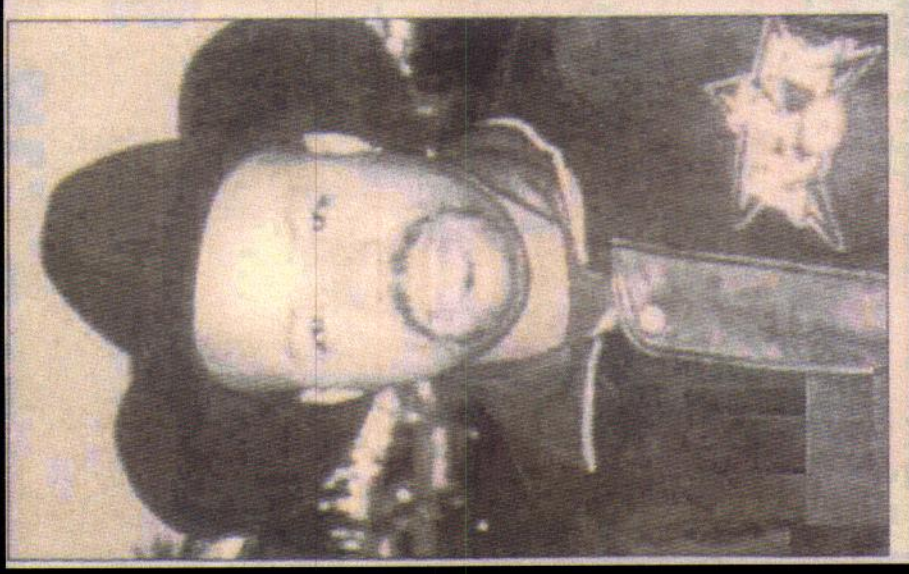
May 25, 2004



**Israel Trevino fell 30 feet inside a tower as he
was attempting to exit.**

September 2, 2004

Three BP Technicians were removing a check valve from a boiler feedwater line when the valve came free dousing all three with 500 degree water. The next day, Leonard Moore, Jr. died of his burns.



Amoco Superintendent John Logan Died of Head Injuries After a Piece of Equipment being Pressure Tested Broke Free and Struck Him

Israel Trevino Employee David Ruiz Dies

Amoco Electrician Butch Brandon was electrocuted while attempting to meg an energized circuit.

Amoco Employee Bob Fisk was seriously burned water which

Operator GUY Holden died from burns he received after re-entering a vapor cloud that ignited. Tommy Green Died

Leonard Moore, Jr died after he and two others were covered with 500 degree boiler feed water.

Amoco Superintendent **John Logan** Died of Head Injuries After a Piece of Equipment being Pressure Tested Broke Free and Struck Him

Israel Trevino Employee **David Ruiz** Died of Explosion

Amoco Electrician **Butch Brandon** was electrocuted while attempting to meg an energized circuit.

Amoco Employee **Bob Fisk** was seriously burned by water which Operator **Guy Holden** re-entered after re-ignited.

Tommy Green Died

Leonard Moore, Jr died after he and two others were covered with 500 degree boiler feed water.

The events of this past year tell us three things:

1. Any solid success at keeping people safe begins with compliance.
2. We need to get much better at assessing and controlling the risks associated with process safety management.
3. And we need to go after shifting the risk continuum: identification of risk, assessing it, and controlling it, which leads to risk intolerance.

Break time?????





Compliance Delivery Process (CDP)

November 1st -4th · 2004 FLL meeting

Why Compliance?

*"It should not be necessary for each generation to rediscover principles of process safety which the generation before discovered. **We must learn from the experience of others rather than learn the hard way. We must pass on to the next generation a record of what we have learned.**" Jesse C. Ducommun*

- The Process Safety Standards group prefaces their work with the command to "learn from experience".
- Many of our policies and standards have come about as the result of incident and injury.
- **We must improve our adherence to these learnings to prevent repeating these losses.**

Compliance Delivery Process (CDP)?

- **Control of Work Audit (May 2004) found**
 - **Casual approach to compliance and**
 - **Inconsistency applying standards**

Compliance Delivery Process (CDP)?



- **We must respond to findings of all reviews with appropriate follow up actions.**
- **Compliance Delivery Process is one of our responses.**

Compliance Delivery Process (CDP) has 3 Dimensions



Education

“Define Compliance”

“We must learn... and pass on...”

How we train and how we communicate with our employees, to ensure a full understanding of the requirements of their jobs.

Verification

“Confirm Compliance”

“It’s not what you expect, it’s what you inspect.”

Verification is about reviewing and auditing what we do, to confirm where we are meeting the requirements, and where we need to make corrections

Leadership

“Drive Compliance”

“Compassionate concern consistently applied.”

How we reinforce what we expect, based on what the reviews show, to ensure we are actually doing what we say we do.

Education - Principles

Education must be effective.

- Education must ensure knowledge and full understanding of requirements
- **Topic focused**
 - one issue at a time, landed with sufficient depth
- **Address the Audience**
 - Different groups have different needs
- **Multiple Communication Formats**
 - Not just VTA: Use written, spoken, video, hands on
 - From Supervisors, peers, and subject matter experts
 - Have repeated opportunities, allow “sink” time

Education – Supt/Supv/FLL Roles

FLL Empowerment: FLLs have primary responsibility for Work Team's

- training, knowledge, and skills
- safety performance
- compliance with site standards
- **FLLs will be targeted** for education, delivered through Toolbox Talks, Classroom, and hands on demonstration.
- **Safety Communications are not privileged.**
 - Safety education and info will be sent site wide, not necessarily cascaded through FLLs.
 - Messages will many times be drafted and reviewed by FLL in advance of the site wide communication.

Verification - Principles

Audits and reviews will be done by various teams to

- Validate Education process and tools
- Teach and coach employees
- Inform site leadership of status
- Hold the organization accountable
 - Individual employee accountability
 - FLL Score-carding of team's performance
 - Expectations follow organizational grade levels, increasing as influence increases

Verification – Supt/Supv/FLL Roles

- **Initiate/lead MAT/Unit compliance reviews**
- **Communicate and follow up**
 - Receive and respond to audit and review findings
 - Implement corrective actions
 - Enforce appropriate consequences
 - Share learnings for consistency
- **Build the performance of their Work Team**

Verification Examples (existing)

Verification is not all new,

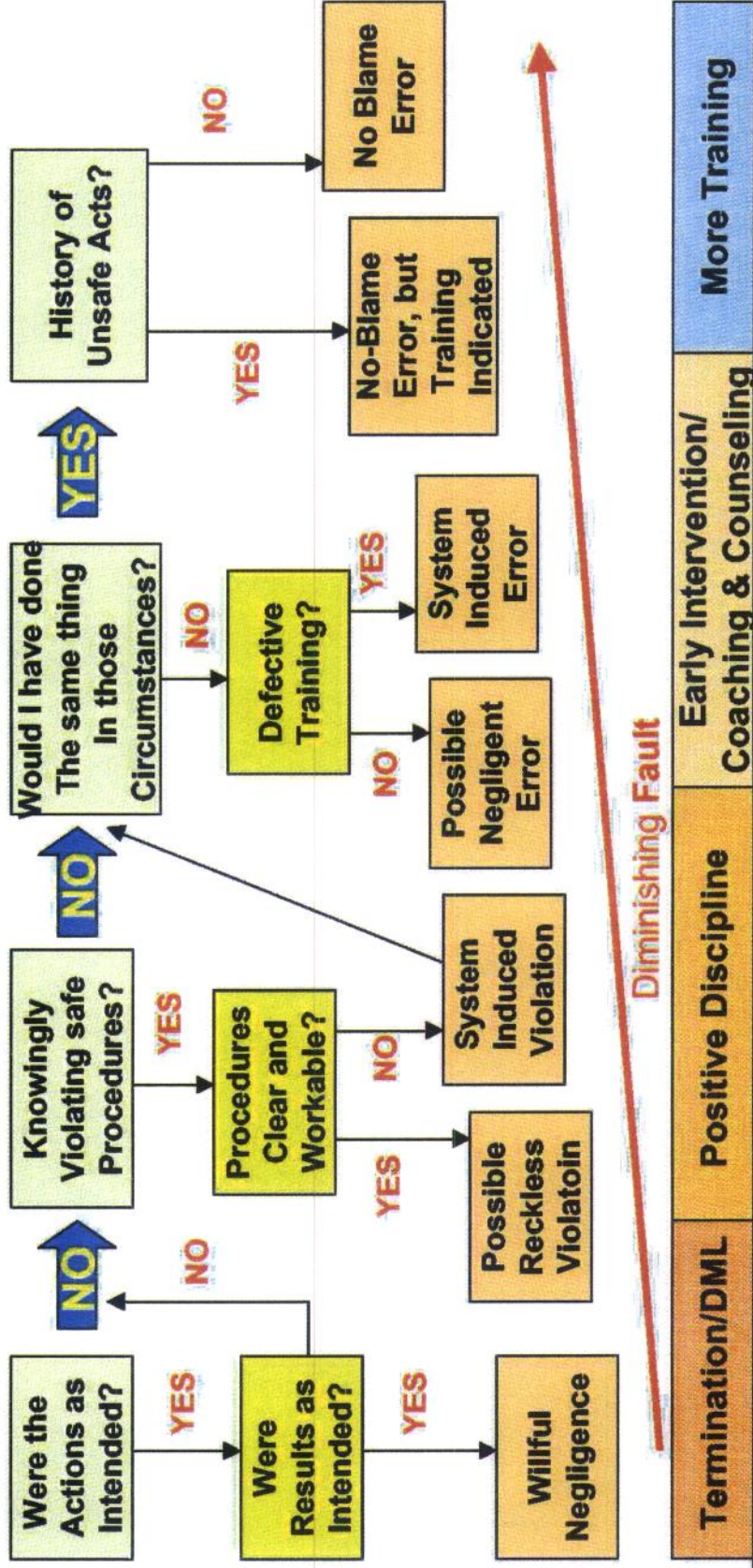
Some existing activities this references include

- Quarterly Title V Tasking Self verifications
- Monthly HSP inspections
- Monthly Topic specific policy checklists
- Unit/Area specific reviews such as
 - Past audit findings
 - Trends of behavioral safety observations or JSAs
 - Trends in Traction Deviations
- CDP frames these activities within a structure where they are acted on and positively reinforced.

Leadership Principles

- **Drive Site wide culture change** towards compliance and consistency.
- It will be reinforced with the **Just Culture** methods, which align actions and intentions with consequences.

Just Culture Process – a step wise review of actions and intentions



If an Incident Occurs:

- Define **Intention of Action**
- Determine whether **procedure** was clear and workable.
- Determine whether **training** was adequate.
- Determine if employee's **work habits** have been historically unsafe.

Termination/DML

Positive Discipline

Early Intervention/
Coaching & Counseling

More Training

Leadership – Supt/Supv/FLL Role



- **Implement Just Culture consistently by sharing actions and consequences within and across MATs.**
- **Engage HR in executing Positive Discipline using Just Culture.**

CDP Summary

Education Verification Leadership

**Driven by Compassionate Concern for Compliance Delivery
and Risk Awareness and Management**

- **CDP** is our site response to the Control of Work Audit findings of **casual compliance**.
- We must have **concern** for all the work going on around us.
- We must deliver on **compliance**,
- We must improve our **risk awareness**, and how we manage those risks.

Introduce CDP Table Top Exercise

Reality Breakout Session

What is the ONE thing about our site that you would change that could have the biggest impact on improving SAFETY?



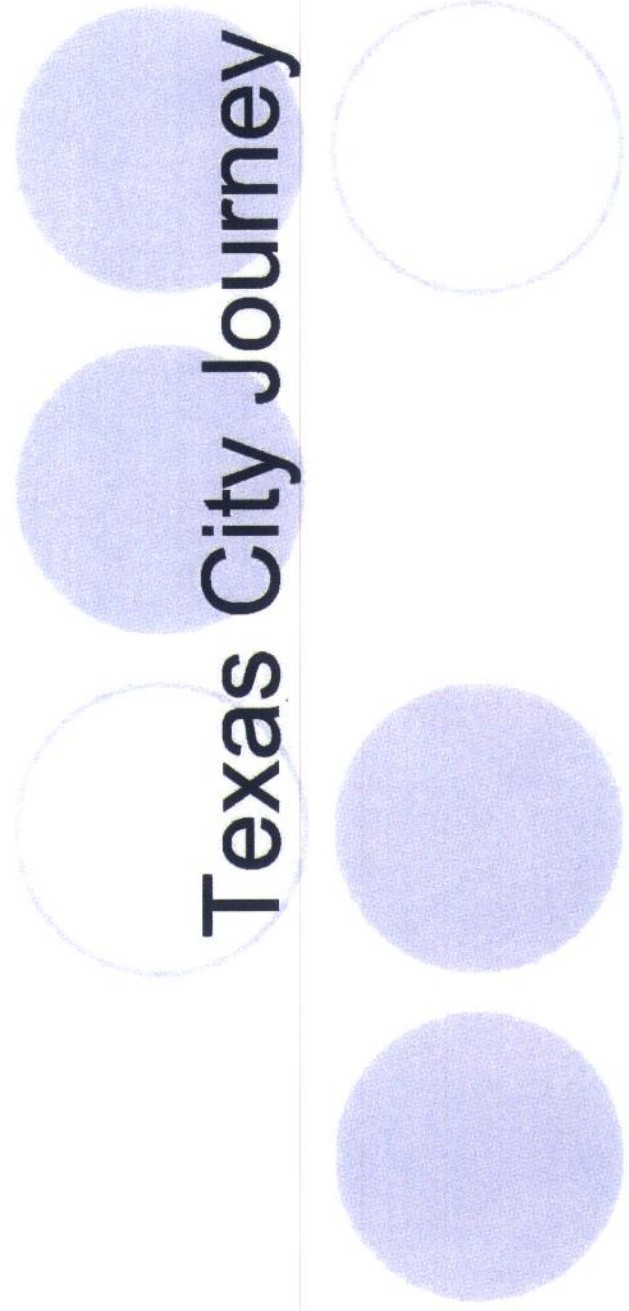
Reality Breakout Session

Report Outs



All Supervision
Away Day

November, 2004



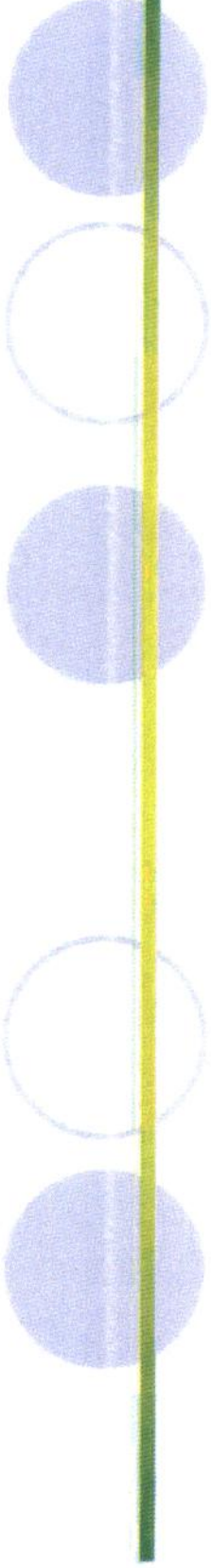
Texas City Journey

All-Supervision Meeting
November 2004



Some questions about our future

- What do we mean by rebuilding the flagship?
- What did we learn from our repositioning effort?
- How are we progressing?
- How do we invest for growth?
- What part do the 1000 day goals play?
- What is the impact of Newco?
- How does A&A fit in?
- What part does the Strategy Projects play in our journey?
- What does it mean to “Win in 2005 and Beyond”

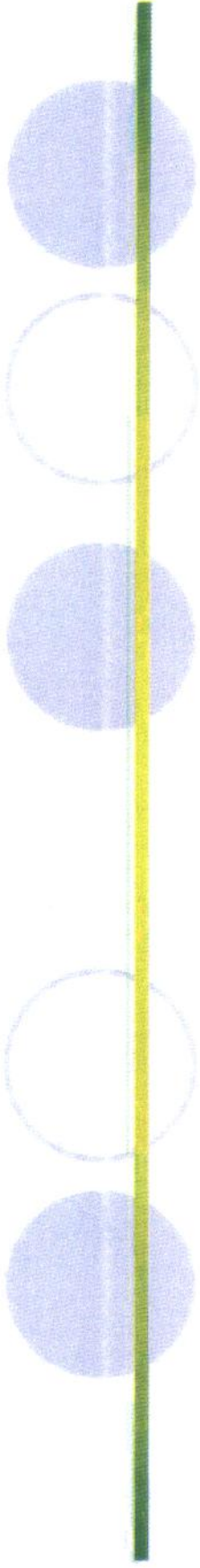


Stand and Deliver



Break time?????





Strategy Deliverables Report Out



HSE & Reliability Councils

- Original Intent: To involve both a broader set of employees in HSE and reliability processes and to enable involvement at a deeper level beyond that which occurs today
- What's Working
 - Shared learnings – East Plant steam turbine controls
 - Starting a network of councils – share best practices, common problems, obstacles
 - Problems solved

What's being worked on?

- Fall protection methods
- Rooftop access ladders
- Drum containment areas
- CUI inspections
- Reviewing safety policies
- Asbestos abatement plans
- AAR reviews

Opportunities

- Hourly participation
- Some slow to get started
- Time commitment
- Support / morale
- Contractors vs. hourly representation
- **Encourage, engage, ask questions, support and help them succeed!**
- **Don't feel obligated to change to a standard format if what you have is working**

After Action Reviews (AARs)

- Original Intent: A quick, simple process to review an event; a team learning opportunity; a process to build trust and confidence; and a learning tool for others
- Good
 - Lot of good analyses have been conducted
 - Over 200 are on the Shift Director's Web Page
- When you see an AAR, what do you do with it?
- Opportunities
 - Are the reviews as thorough as possible?
 - Not many have documented good practices
- Update of ADM-12 has been submitted



Creating Focus Through Manufacturing Area (CFMAT)

- FLL/Shift Director meeting is in place.
- Communication & awareness across the site improving.
 - More Conversations before & after the meeting.
 - Discussion of 'The Plan' not yet where it should be.
 - Plan vs Actual tool is improving
- Systems Supervisors continue to keep systems balanced and optimize the disposition of streams consistent with the plan.
- Sharing of incidents/best practices more effective.
- 'Integrity' of the meeting has been maintained.
- Sharing of resources has improved
- Lunch and Learns have been a success
- Monday meeting with E&S now includes OE's
- Shift Director Web Site, help us improve it.



Communication

- Greatly improved since our shift meetings started
- Looking at the site and local area of responsibility
- Troubleshooting problems as a group
- Sharing of best practices
- Better understanding of why we must be flexible
- Hearing same message
- Face to Face
- We know what direction we are headed, at the start of every shift



Site Knowledge

- Lunch and Learns
- I know what others are doing and why
- Frequent updates on safety, financial & environmental performance.
- Better understanding on how we affect upstream and downstream customers
- Now understand how we impact different site systems e.g. 3#, fuel gas, H2, slop, mea.
- Minimizes problem solving time e.g. know who to call when in need.

Site Slop Production

- Discuss it every shift
- Better knowledge of system by all
- More ownership at unit levels
- Meeting has minimized troubleshooting time and individuals are more willing to own up
- Less production

Infrastructure Operations

- Discussed at every meeting
- Better understanding of 3rd party systems
- Heightened awareness of all systems
- Work as a team to resolve deviations
- Less odor complaints
- Less environmental impacts
- We all feel the same urgency

We are One Site

- We are all equal
- If one fails we all fail
- Share the good and bad times
- Making this large and complex site, smaller and more manageable
- Creating focus and alignment

Opportunities

- Continue to streamline communications.
- Continue to increase our knowledge of the site.
- Increase HSE awareness
- Bring Maintenance into the mix.
 - Attending our daily meetings
 - Maintenance 24-7
- Hydrogen management has to improve.
 - Some areas are better, e.g. spill to fuel is a non-issue
 - Some buffer in the system due to extensive pipeline

Ownership & Alignment through Measurable Actions

The “Whiteboards”

November 2004 Update

UU4/DDU

Clear tie-ins to the goals, All shifts working together.

STRATEGIC GOALS		HIGH RELIABILITY ORGANIZATION		UU4 / DDU COMPLEX WHITE	
GOAL	MEASUREMENT	TARGET	ACTUAL	TARGET	ACTUAL
SAFETY PERFORMANCE	0 Lost Time Incidents	100% Compliance	100%	100% Compliance	100%
ENVIRONMENTAL PERFORMANCE	0 Spills	100% Compliance	100%	100% Compliance	100%
QUALITY PERFORMANCE	0 Defects	100% Compliance	100%	100% Compliance	100%
PRODUCTIVITY PERFORMANCE	0 Downtime	100% Compliance	100%	100% Compliance	100%
COMPLIANCE PERFORMANCE	0 Violations	100% Compliance	100%	100% Compliance	100%
OPERATIONAL PERFORMANCE	0 Incidents	100% Compliance	100%	100% Compliance	100%
SAFETY PERFORMANCE	0 Lost Time Incidents	100% Compliance	100%	100% Compliance	100%
ENVIRONMENTAL PERFORMANCE	0 Spills	100% Compliance	100%	100% Compliance	100%
QUALITY PERFORMANCE	0 Defects	100% Compliance	100%	100% Compliance	100%
PRODUCTIVITY PERFORMANCE	0 Downtime	100% Compliance	100%	100% Compliance	100%
COMPLIANCE PERFORMANCE	0 Violations	100% Compliance	100%	100% Compliance	100%
OPERATIONAL PERFORMANCE	0 Incidents	100% Compliance	100%	100% Compliance	100%



Business Support Group – NOB

Lots of creativity - Up to date

1000 DAY GOALS - BUSINESS SUPPORT GROUP

STAND	GOAL	ACTION	KPI		RESULTS	LAST UPDATE	COMMENTS
			TARGET	ACTUAL			
SAFETY	NO INJURIES	4TH FLOOR INSP	WEEKLY	100%	NO INJURIES	10/20	
	NO INJURIES	UPDATE CONT. DB.	WEEKLY	92%	SAFETY AWARENESS	10/13	
ENVIR.	IMPROVE BLDG. ENVIR.	IMPROVE BLDG ENVIR.	WEEKLY	100%	IMPROVED BLDG. ENVIRONMENT	10/20	
RELIABLE	95.5% AVAIL.	AVAILABILITY DB	WEEKLY	100%	AVAIL. ACCURACY	10/18	
	95.5% AVAIL.	SCH. COMPLIANCE	WEEKLY	100%	REDUCED BREAK-DOWNS	10/21	
	95.5% AVAIL.	DAILY SAP ERRORS	4 X / WEEK	100%	PROD. CONTROLS DATA	10/21	
VALUE	COST AWARENESS	RM FORECASTS	3 X / MONTH	100%	IMPROVE COST AWARENESS	10/22	
	CONT. AWARENESS	DAILY HEADCOUNT	4 X / WEEK	100%	IMPROVE CONT. AWARENESS	10/21	
	SOLUTION AWARENESS	UPDATE JACKSHEET	MONTHLY	100%	IMPROVE SOLUTION AWARENESS	10/13	
WORKPLACE	IMPROVE PAS	COOR. TRAINING	MONTHLY	89%	IMPROVED KNOWLEDGE	10/5	45 SEATRE RESERVE
	IMPROVE WORKPLACE	CLEAN 4TH FLOOR	WEEKLY	100%	IMPROVED WORKPLACE	10/20	



FCCU 3

Everybody participates - Up to date



5 Opportunities for Improvement

- Boards not updated
- Actions you were doing anyway.
- Processes that drive paperwork and documentation. (The perceived need for an audit trail.)
- Actions that have been dictated from above.
- No feedback or reinforcement from Leadership.



5 Best Practices

- Reinforcement from Unit and MAT Leadership.
- Lots of creativity.
- Tie-ins to informal rewards. (For example: Lunch for making an objective.)
- Combining Teams and Shifts works okay if everyone has input.
- Start with “Great Place to Work” and “Value” then move to the other Goals.



Front Line Leader (FLL)

What are we Currently Doing?

- We are having meetings
- Senior management is communicating directly to FLL on significant change issues and management updates.
- 360's are 25% completed.
- HR policy training has started
- Just Culture is starting to gain momentum
- Feedback forms will be used today

● Context and Connection Training is ongoing

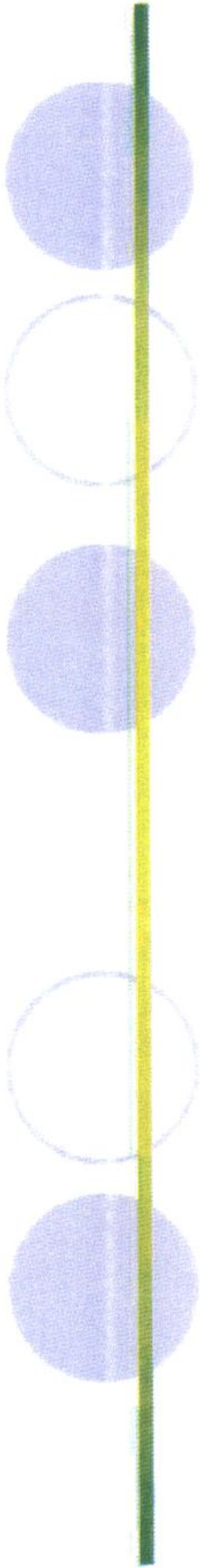


Front Line Leader (FLL)

What are we Not Doing?

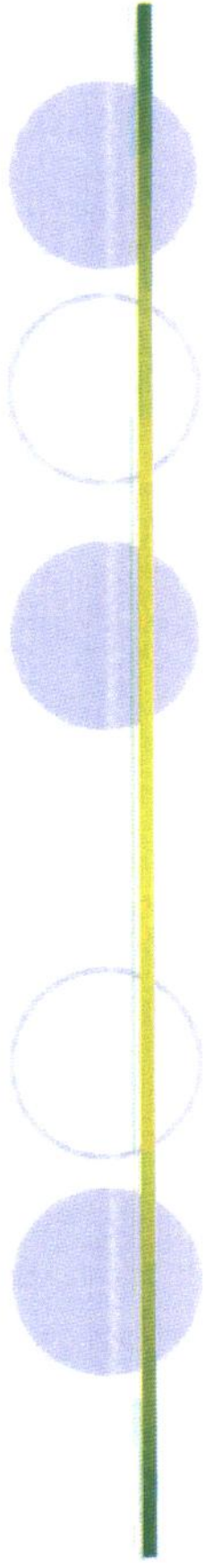
- Continuity Process: New Managers are in place – have they had discussions with FLL on their expectations to achieve the BOLD GOALS?
- Are we deferring to FLL and their expertise?
- Is it still the status quo? Have you changed since the HR policy reviews?
- With all the management changes has the “Accountability Matrix” been reviewed?
- Have you discussed boundary management with your boss since March?
- Has Mentoring of New FLL’s started in your area?
- NEW PARADIGM: WHAT ARE YOU DOING ABOUT CASUAL COMPLIANCE – “Personal Accountability” – “Standards of Conduct”
- What else???





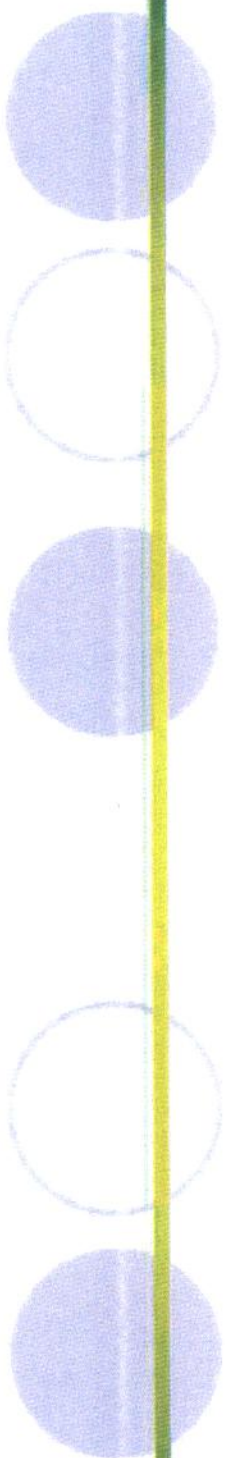
Q&A





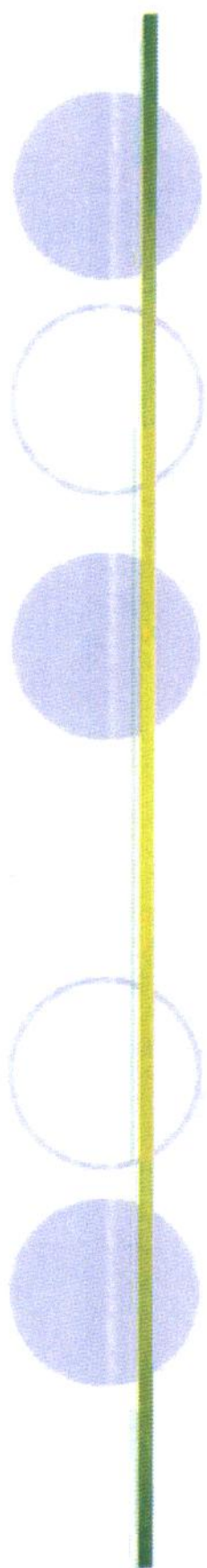
Motivational Send Off





Did you hear what they said?





**All Supervision
Away Day**

November, 2004

Thanks for your attention.

**Please pick up your packets at the registration
desk before leaving.**

