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To: Azhdarinia, Diana P; Collier, Charlie W; Rodriguez, Jose A; Roddy, Treena N; Kern, Matt C; Price, Sean K; Hatcher, Russell M; Brandt, Thomas J.; Terpening, Kristie L; Baker, Misha; Coley, Lisa; Johnson, Kristie D; Leonard, Tammy C; Tanory, Todd
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BCC:
Sent Date: 2004-04-29 19:01:07:747
Received Date: 2004-04-29 19:01:07:747
Subject: FW: WP/Aromatics ESI Survey Results
Attachments: 3-16-04 Survey - Comments1.doc , WP ESI 3-04 Survey Data - Final.xls

I meant to send this to all of you early last week. I apologise. Please review. One of the challenges we face as we try to move the West Plant Strategy forward will be how to make changes to improve, ie. What are the Points of Leverage we can use. Your feedback and suggestions are welcome, especially anything to add to the PoL slide we discussed yesterday.

Mike

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> -----Original Message-----

> From: Willis, Willie L

> Sent: Monday, April 12, 2004 1:42 PM

> To: Logan, Charles V; Trapp, Paul W; Higgins, Anthony P; McCardia, Jessie L; Ravey, Kim A; Davidson, Larry W; Wild, Stephen V; Alexander, Phillip E; Ayres, Mark F; Barnes, Barry J; Beck, Betty A; Boyd, KBee T.; Brummond, Tim J.; Brunt, Ted F; Cady, Rick D (Tx-Cy); Carnes, Robert L; Clark, James L; Cooper, Hank G; Drucker, Jeffrey K; Gracia, William J; Holder, Richard D; Holzworth, John P; Lazenby, Ronald G; Martin, Pete W; Mccaskill, Charles B; Meche, Darrell K; Morgan, Jim O; Morrison, Leonard L; Murray, Randy; Palermo, Frank J; Pavalonis, Richard L; Pless, Kurt L; Skufca, Jack R; Strong, Robert W; Valencia Sr, Robert T; Washington, Johnny R

> Cc: G BPSH MALT West Plant; Hawkins, Raymond A; Peltier, Richard T; Kester, Robert H (Fluor)

> Subject: WP/Aromatics ESI Survey Results

> Importance: High

- >
- > West Plant And Aromatics First Level Leaders,
- >
- > Attached are the results of the Employee Satisfaction Index Survey conducted during the second half of March at both West Plant and Aromatics.
- >
- > I am providing this information to you with the expectation that over the next week or so you will:
 - > 1. Review this information yourself,
 - > 2. Analyze this information yourself and/or with your FLL Work Session Group
 - > 3. Pass on this information to your hourly employees
 - > 4. Discuss this information with your hourly employees
- >
- > The information, including the comments (of which there are over 200), is presented to you in its entirety except for the following minor changes: This information has been formatted/grouped for (hopefully) easier analysis. Names have been removed from specific comments and/or a few comments have been edited to avoid tying the comment to a particular person. Some typo's have been corrected. Our feeling is that we should communicate back to the organization what we heard, as we heard it, all of it, good and bad. Let us know your thoughts on this.
- >
- > The information has not been analyzed except in the most cursory manner at this point. Providing the MALT with the insights of analyses that you and/or your group perform is welcomed and encouraged.
- >
- > The feedback contained in these survey results will be one of the topics for discussion at the mid-April FLL Work Session.
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- >
- > Willie Willis
- > WP MDL, on behalf of the WP MALT/Aromatics
- >
- > Richard Peltier Mark Richards Mike Kenyon David Buttram
- > Aromatics MDL ULC TAR SPA Process Tech/Optim. Supt. Maintenance Supt.
- >
- > Rod Price Michelle Kleiss Joe Uppercue Kris Terpening
- > ULC/HU Operations Supt. UU4/DDU Operations Supt. UU3 Operations Supt. WP Sr. Optimization Engr.
- >
- > Ray Hawkins
- > Aromatics Operations Supt.

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WP/Aromatics March 2004 ESI Survey - Comments

Section I: "What One Thing Would Most Improve West Plant As A Place To Work?"

West Plant - Hourly

Get some people to run these units that worry more about the unit than saving a couple of cents on cost cutting.

Treat everyone equally!!

Managers that do not sidestep issues and address concerns.

Not being stabbed in the back by self serving people

Develop a better relationship between hourly and salary.

Quit waiting for a known possible unit disaster to happen before correcting the problem and jeopardizing operators lives because the manager and superintendents are safely away from the unit in making their stupid decisions.

Stop punishing maintenance. Stacking the maintenance budgets with operations products and then punishing maintenance for overage by micromanaging our work and overtime. It seems like management thinks more about operations than maintenance. I thought we all worked for the same company

Trust in the opinions of the hourly workforce when making decisions.

Get better line supervisors that have knowledge of the operations and are more concerned about people and not money. If you take care of the people they will be productive.

To actually see an honest attempt to change the culture within our area; meaning, make the necessary changes to become accountable for our actions or non-actions. Work ethics need to change. Mandate ownership of our jobs. Most of all, 'follow-up' and show us you mean what you say. From operators/maintenance to front line supervisors to superintendents need to change. Walk the Talk.

The problem is not in the West Plant the problems are greed and lack of experienced leadership. The problem is about a company that makes its profit on layoffs and cutting the benefits of the people who built this place. A company that shows only loyalty to the dollar. It makes a profit while the stock stays in the toilet. Makes a profit but does not want to help the retirees. Makes a profit and would rather pay three times as much for maintenance than it would cost to have its own maintenance (does not want the numbers under the union afraid they will not have control). A company that gives a payout and hourly gets the smallest percentage and as you go up the ladder the percentages get larger. The payout should have been the same for everyone, we all did equal parts.

I have worked for this company for over 25 years. It is time for my retirement soon. A retirement I have earned I might add, but since the British have taken over everyone has lost a lot of money. Someone needs to explain to me how we can make so much profit and the stock does not go up. I feel the British will milk this refinery and it's retirement fund till their death. I personally think this company was bought for it's retirement fund and they have spent a lot of it. They will cut benefits so they do not have to pay it back and the money they took now can be called a profit. In the end the only ones that will profit live in the motherland.

Do not get me wrong; Texas City refinery is a good place to work. You just don't have enough people in management or engineering that ever got their hands dirty or know anything except what they read in a book. How can you have a team if the managers of that team have never played in the game? Managers and engineers need to come from experienced players.

One other thing, diversity is a joke. How can you allow any group to have its own web site? That web site is not about everyone it is only about those that are racist. There is only one web site: BP's. You are so intent on filling the quotas you are not hiring the best person for the job. The engineers you are hiring we have no respect for. Quit looking at the color and sex, hire some experience. Stop the promotion of people based on their race/gender and base on ability/knowledge.

I have been witness to the fact that if you are a strong performer, you are expected to do more for the same amount of money without recognition or any form of appreciation. While there are those who don't even seem to understand their personal job, they get the SAME pay and or recognition.

We need more one on one meetings with the West Plant manager.

WP/Aromatics March 2004 ESI Survey - Comments

There seems to be a strong concentration on upper management. If you look at the survey results, Line leaders scored the highest. The front line leaders are not getting the respect they deserve. Instead we create new superintendent jobs, while we are supposed to be cutting cost. In the West Plant there seems to be a new type of management that manages through fear and intimidation. Granted some things need to be improved and addressed. In the case of one unit, maybe it is just hearsay, but it comes from a lot of different sources. It appears that the superintendent has a personal problem with hourly or non degreed personnel. Maybe even some anger management problems. True there are problems there, but is going out of the way to fire people that have put their time and lives out here the answer? The refinery is putting a lot of pressure to meet availability goals, but some seem to be putting more time on discipline. It is not complicated to solely concentrate on personnel if you really want the survey to improve. The problem does not seem to be at front line leadership (68%). I am very happy with my pay and benefits, but I would like the other addressed before we go back to running this refinery in a 1960's mentality.

Change in management, and get rid of the 'good ole boys'.

If management would make better decisions from the view of the field (refinery) instead of from behind a desk.

For management to start caring about the people that are really doing the work (Maintenance and Operations) and to stop creating and filling salary positions with people who don't know how to work with employees. Just because you have an engineering degree doesn't make you a good manager of people.

Some CPR training since we are getting older and the chance of having a heart attack is more likely, I personally, would like to have this type of training to help my fellow worker while waiting for the EMT - I would hope that I could help someone and not just be a spectator.

Get some real leaders in the West Plant. A leader is someone who gets out in the front and bears their load. I have to respect the position but I do not respect the person. When you get men/women who will be here in emergencies, at night, and will sweat with you if that is what it takes, there is a person that I respect. If a person has never been on the business end of shovel, hammer etc. week in and week out, I have a hard time with that. My best advice is to find some leaders that are respected by their peers, not just people whose favorite word is 'yes'.

Return to R&R or PIA awards. Stop wasting money at South Shore Harbor. You wine and dine there, then tell us to cut costs!!!!!!!!!!!!

MORE PEOPLE-ORIENTED MANAGERS

Change BP management policies about firing people over hearsay.

Quit trying to save money over getting the job done, and listen to the people who have the experience and knowledge. Limit the number of meetings that it takes to get anything done.

As long as the 'Good Ole Boy' system is still here or the 'Ole Amoco Way' of doing things, the Morale at BP will never change. BP has made a few Supervisors in 2004 that were selected through the 'Good Ole Boy' system that, when they worked on their tools, they didn't know how to do their jobs then. But they are supposed to be able to Supervise the Employees and be people oriented. Then upper Management expects the Employees to be happy. I don't think so! We as craftsmen try to give our knowledgeable opinion about the different tasks that we are faced with from day to day and Supervision still will not pay attention to the Expertise of the craftsman. So why even bother to ask. We're supposed to be in the survival mode, to cut back on expenses and overtime, but from poor planning there will always be overtime because of the 'Ole Amoco Way' of doing things.

Start listening to the people on issues

Move away from micromanagement practices

FIX THE POT HOLES IN THE PARKING LOT.

This may not apply to the West Plant, but it would be a change for the better if the company would abide by the contract that they signed with the union. Why sign a contract then just do what ever you want with it? That tells me that the company does not or will not keep its word on anything. It makes it hard to trust the leadership if they can't go by what they signed.

To start using the expertise of the maintenance groups assigned to the west end and stop trying to micro manage our jobs and let us do the work that we know how to do, and listen to us when we tell supervision about a need or problem that needs attention instead of worrying how much it cost to repair!!! Look at operations more, that is where the biggest waste of money occurs in this refinery.

WP/Aromatics March 2004 ESI Survey - Comments

People would like to be able to get promoted based on their unit knowledge, work ethic, and other accomplishments rather than be told they 'did not interview well'. I know a highly qualified candidate for supervisor that was overlooked for an operator from the east plant who was not even one the best operator's from his unit. The overlooked person was told by the superintendent that he did not interview well that he was more than qualified and that she would be more than happy to groom him for the 'interview process' to enable him to get a supervisor's job at another unit, something the person has no interest in doing. While I fully intend to continue to perform at the best of my ability and have done just that, I must admit that I find myself asking, WHY???????

Fair and equal application of BP policy and procedure. Focus on the issue at hand without being punitive.

Just to be treated fairly. This does not seem possible right now. It's absolutely dreadful to come to work now.

Problems need to be addressed at the Superintendent level. Ruling with an iron fist will no longer work.

The concept of championing the goals/opinions of subordinates only goes down to supervisor level. Front line supervisors are afraid to back up an hourly worker in any situation that goes against the desires of his superiors. Even if it is the right thing to do. Front line supervisors are cowards! Cowardly acts are encouraged by upper management. The statement, 'when someone makes supervisor, they have their backbone removed,' is true!

West Plant - Staff

Improve work processes and lines of communication to help people work more effectively in teams. That is: get the right people involved, draw clear lines of ownership and accountability, avoid duplication of effort, provide resources to get the job done, document and distribute the results.

Everyone's Attitude

West Plant needs to work closer with the Aromatics units in the West Plant. Too much of a division among personnel. Do not be afraid to join teams.

Let maintenance run maintenance not operations.

Superintendents with more people skills.

Take the plant back over. Maintenance continues to run it and work on our reliability problems on overtime or whenever it seems convenient to them. I am tired of fighting these units and keep trying to make this refinery money with old outdated equipment and a maintenance staff who acts as if they could care less if this place runs at night or on weekends.

More Defined job roles...especially among the staff. We don't really define exactly what superintendents should be involved with and what things should be the priorities and day-to-day concerns of our engineers.

Hold all personnel responsible and accountable for their areas of responsibility.

No comments at this time.

Improved accountability. Well-defined roles and responsibilities.

The need for more Operators, which is slowly being addressed.

More open communication.

Better transparent communication between management and ALL levels of employees.

Don't have operations trying to run maintenance, stop micro managing. If I'm going to be held accountable for a budget then I want control of the maintenance budget.

To be compensated as well as the hourly operators are in the VPP plan. Supervisors put in the same amount of hours as do the hourly operators and yet are only compensated for their base pay, and even with the individual bonus added hourly operators can and do make more. This does little to motivate me and makes me feel that the company does not really care about the front line supervisors and cares more for the operators that we supervise.

Upgrade the necessary equipment making the systems more reliable.

WP/Aromatics March 2004 ESI Survey - Comments

Put managers in place who have better communication skills and inter-personal skills. Also put managers in place who are able to make decisions based on limited histories and data.

Not sure

Management to allow/make possible for us to do what they say we're going to do. Currently, we need more people dedicated to all the 'projects/initiatives' to successfully accomplish them.

Extending the duration of management and superintendent position terms has the potential to regain the lost respect of West Plant employees. Inconsistent and changing management philosophies has instilled a confusing aura and eventual lack of interest in management's desired direction.

Aromatics - Hourly

Do what you say are going to do.

Actually communicating and answering employee questions and comments.

Social activity in the workplace, i.e. management vs. employee work ethics. If management is going to say or provoke candidness without compromise, then hourly need to be given the same opportunity and not have a double-standard of giving a reprimand of a DML or Oral reminder. In other words everyone in the workplace needs to grow up!!!

If Management would listen to ideas and suggestions of hourly employees instead of treating them all like idiots.

An improvement in communications between maintenance, operations, and the coordinator to ensure equipment is repaired/calibrated in a timely manner.

Fairly distributed opportunities instead of 'Good Ole Boy' advancement.

Not all PT's are qualified to hold their positions, they are only there because of the seniority

Let me plan my work. We have more supervisors than workers and jobs are never ready to start when assigned. The right hand never knows what the left is doing. I think I work in an organized state of Chaos. Doing a good job around here only gets you more work than the slugs.

Critical equipment outages take forever to get done. When work finally starts the job should be finished even if it requires overtime, so we can keep from getting so far behind. Having to order parts for equipment and waiting on parts instead of having parts in the warehouse is completely ridiculous to me. Guess I have been in refineries too long.

In my tenure with BP I think the one thing I have ran into is there seems to be cliques. Supervisors have their selected few who do a considerable amount of delegated work. Because of this, a remarkable relationship occurs to the point that only a few people have the supervisors ear. This is common and normally works out well except there are some individuals who utilize this relationship to manipulate the front line supervision to quite honestly abuse certain employees, either because the hourly employee has a personnel problem with that individual or they are threatened by that employee's ability. I have seen flat lies told to berate employees by these select few, and when it is proven that it is a lie nothing is done to the rumor-starter by Supervision. And why should there be? This individual is helping the front line supervisor with his duties; he is a good old boy. Until BP management really, truly does something about a few front line Supervisors and the few Selected hourly good old boys, this place cannot be more than a moderate facility in respect to a good place to work. In my humble opinion Management needs to hold some people accountable, then maybe it will stop the free hand to wreck someone's life

Increase unit staffing!!!

Making employees do the jobs they are expected and paid to do.

Have JOHN BROWN Quit and give us back our RETIREE MEDICAL BENEFITS.

Better communication between management and hourly ranks.

IF OWNERSHIP REVERTED BACK TO AN AMERICAN OWNED COMPANY THAT CARES ABOUT IT'S EMPLOYEES.

Begin to treat EVERYONE with dignity and respect, move the paradigm away from the hillbilly mafia. Without doing so is a slow suicide for our environment. This starts from the top down. Thank You.

WP/Aromatics March 2004 ESI Survey - Comments

CHANGE! If we can get rid of the tiresome 'good old boy' network of decision making and project a more diverse network of everyone's ideas on the team, you will find that there are some intelligent people in the hourly force (that are being ignored) who can make the West Plant very productive as well as a more positive place to work than the 'old ways' that we are still having to work under. Most first line leaders have not worked anywhere else but at the West Plant and some only at the same unit, for years. The same people with their same old ideas, lack of motivation and low morale are what is holding down some of the sharper and more progressive individuals that are willing to move forward faster and more efficiently in doing the work of troubleshooting and problem solving on these units. Thus creating a sense of frustration and lack of motivation to really make this end of the refinery top notch as it should and will be.

Aromatics - Staff

We need to improve communication and team building between West Plant leadership and Aromatics, Chemicals and the entire site.

Some people have a large workload. Need to hire more people to spread the load.

Increase asbestos abatement on the ARU.

Evidence that plans had been completely thought out before being implemented. Rather than making up details as we go along.

Creativity/innovation with regards to reliability/availability are not taken into consideration as far as compensation administration goes. Recognition of those efforts is minimal at best. This does nothing to foster the desired actions.

Unknown

A Supervisor that has time for his or her position. Include craftspersons along with operations in planning shutdowns or projects. Get sufficient help for crafts that are deprived of manpower. This help does not include step up supervisors or craftspersons that follow contractors.

If MALT members knew their assigned units well enough to make a decision without a committee meeting, and then taking 18 hours to come to that decision while the entire refinery must reduce rates waiting on this.

Section II: "What Else Would Make West Plant A Better Place To Work?" West Plant - Hourly

Repair equipment when necessary.

Having a superintendent that will work with us, not against us.

Quit thinking about the almighty dollar (pound) and think about their employees.

Recognition for a job well done. Right now there is too much scrutiny put in to determine if, in fact, an employee DID do a good job.

Employees being more involved with operations. Upper management not deciding what makes us happy or productive.

Provide an influx of fresh operators (new hires); suggest minimum staffing plus 2. This reduces the minimum of 20% increased OT already present. It will provide staffing once the 'Baby Boomers' leave within the next 5-8 years. Remove the 'Bad Apples' promote the ones that prove to possess the ability to improve the next generation of BP employees by setting higher standards in work ethics.

We have heard a lot about reliability in the past few months. However, it seems to me that the BUDGET keeps getting in the way of doing the things that would help us to be a more reliable and productive unit.

I would like to understand more about the future of the West Plant.

West Plant is a great area to work with a lot of potential to be 'World Class'. Keep involving and listening to people of all levels of employment.

If management would take care of its people (the people that make the money for the refinery) instead of trying to screw them for their personal benefits.

WP/Aromatics March 2004 ESI Survey - Comments

Hold people accountable for their job. This includes superintendents and engineers.

Put best-qualified people in management positions, instead of just filling spots. Sups. are put into positions at the West Plant that have NEVER even seen the West Plant!!!!

SPEND THE MONEY TO REPAIR OR REPLACE EQUIPMENT RIGHT THE FIRST TIME

Don't shutdown maintenance overtime when Operations [overtime] seems endless...Dichotomy

Have a little trust in us.

We are in need of more Maintenance Personnel so that we can take on more of the job tasks that we are faced with on a daily basis. If this company does not look into hiring some young Maintenance Personnel soon, this company will be in bad shape. The apprenticeship program would help this company in the near future. Because most of your Senior Maintenance Experience will be walking out the gate into RETIREMENT. The time is now to have the younger personnel working with the experienced craftsman before they RETIRE so that they will be taught the correct way of doing the daily tasks from day to day, so they can go home to their family as safely as they came to work at BP. The contractor will do the job once or twice, then the BP maintenance crew will have to re-do the work correctly the third time to make sure it is done correct. We are in the survival mode, so we need to do it 'RIGHT THE FIRST TIME'.

Stop penny pinching

COMMUNICATION FROM LEADERS ABOUT PROFITS, MARGINS AND COST, BY ACTUALLY VISITING THE UNITS, NOT SOME BULK E-MAIL. I DON'T KNOW WHAT MOST OF THE PEOPLE I GET E-MAILS FROM LOOK LIKE AND HAVE NEVER HEARD OF SOME!

Put people in charge of the units that at least have a clue about real work situations and not some wet behind the ears engineer that comes from bookkeeping or marketing or purchasing or oil buying that only want to spend less and just limp along until the next guy takes over and pass the problems on to them and blame maintenance for the failures in equipment and poor run times. Use the sense that god gave you and listen to the people doing the work. We make you the money for you not management.

Start promoting people based on knowledge and work ethic with a "can do" attitude and many of problems will miraculously correct themselves. The #1 skill out here for success is bullshitting. If you can bullshit with the big boys and if you are heavy into self-promotion the sky is the limit.

For my Superintendent and Manager to have a better idea of the skills required to perform my job.

I don't think it matters what I write, because until upper management corrects their problems, nothing will change and we will still have rogue Superintendents causing the majority of the problems!

Micro management by Superintendents ties the hands of front line supervisors. They have been deprived of the ability to make a decision. Also, cronyism is the standard set by BP. I have been told that loyalty is more important than ability.

West Plant - Staff

Stop the 2-year merry go round in key positions. No one is fully productive or makes a lasting impact in only 2 years. I'd suggest 4 or 5 years in key positions. By being around long enough to have to live with your decisions you make better choices.

Consistency from unit to unit

It's hard to concentrate when there are so many negative voices coming from upper management.

Get a real budget and stop beating up maintenance for everything.

Managers supporting front line supervisors and not just providing a lip service. If WE are going to make this 1000 day plan work we are going to have to change some nonchalant attitudes and aggressively address some of these reliability issues throughout the refinery. People are disgusted with having aggressive goals shoved down their throats and old antiquated equipment to try and accomplish it with. I do not mean to make it all negative. I do see some positive changes coming about. Upgrading of lines, some push back on some of this patchwork being done on some of our rotating equipment. I even see what I believe to hopefully be a renewed spirit in a few of our operational personnel that things are actually trying to change for the better. We just have a long climb ahead of us.

WP/Aromatics March 2004 ESI Survey - Comments

Some of our leaders aren't as involved as they should be ... whether it is with operations or engineers.

Promotions should be given on merit and not held back due to numbers!

Cleaner working conditions in the West Plant wing of NOB. Other divisions have nicer facilities for printing, copying, coffee/water breaks, etc.

Continued support of WP front-line supervisors.

Give us some perks. The atmosphere is so sterile ... there is no cafeteria, work-out facility ... no comforts or amenities that would make this a truly 'great' place to work.

How about a little trust. We didn't get here over night and it's going to take more than a survey to change things.

Create an atmosphere of trust, and show that you really do value supervisors; let them know when they have done their jobs well, and not just when they haven't.

To maintain accountability of personnel in job performance.

Right now the West Plant is a very uncomfortable place to work due to the lack of ability of managers to do their jobs properly and think more of the people that work for them than the bottom line. There is a point where, if they look more at what can be done to cut costs than on how their actions are affecting the people that work for them, the productivity of the people falls off dramatically.

Aromatics - Hourly

Fix things that are broken...not just patch them.

Allow the operators more say in how the money that we make on the units is spent.

A LARGE AND LONG WALL!

If upper management really cared about safety (i.e. asbestos)

Changes to the unit's budget that would untie the Superintendent's hands and give him better control of how the money is spent on the unit. Theoretically, by the Superintendent/designated responsible party, having more control of how the money was being spent, as opposed to simple 'open work orders', the money allocated to the unit would stretch farther and more items could be addressed. This would definitely have a positive effect on the morale of the West Plant employees that are affected by frustrating equipment issues.

Better communications from all areas.

Get rid of Fluor Global planning my work and let me get on with my business. I have spent 20 plus years out here doing what I do and BP still doesn't trust me to do my job. If had to prove my loyalty like this at home I would leave. Sooner or later someone here is going to figure out we are not stupid and can handle our work. Let supervisors work on the weak performers and leave me to do what they have trained me for 20 years to do. I do not need a babysitter. I just need support in my decisions and obviously need advice as to expenses we can handle. Outside of that I am competent in my field and would like to see that used instead of abused. I am not a disgruntled employee, as I enjoy what I do for a living and would think of doing nothing other than this as work. Just quit robbing our benefits and let us do our work.

With all of the planners involved in planning our work schedule it seems like someone would schedule all of the crafts required to do the job.

Get rid of a few bad apples in front line Supervision as well as a few hourly people who constantly stab people in the back to get ahead.

Adequate mechanical staffing, there is too much back log. Also, better Operator training.

PAY MORE TOWARDS OUR MEDICAL BENEFITS

Do not cut retirement benefits. After working 30 plus years, you look forward to your retirement and the benefits that go along with it. (80/20)

GIVE US BACK OUR RETIREE MEDICAL BENEFITS.

WP/Aromatics March 2004 ESI Survey - Comments

A REAL TRAINING PROGRAM, INSTEAD OF FEELING LIKE WE ARE TAKING A CORRESPONDENCE SCHOOL COARSE, BUT WE ARE EXPECTING EVERYONE TO BE EXEMPLARY. WE NEED QUALIFIED, TRAINED TRAINERS, WHO ARE WILLING TO TRAIN EVERY OPERATOR TO BECOME EXEMPLARY. (STOP TRAINING OPERATORS TO LEARN UNITS ON THE FLY; WORKING ONE UNIT LEARN ANOTHER UNIT IN YOUR 12 HOUR ON SHIFT SPARE TIME.) BUILD CONFIDENCE. CONVINCING US THAT 'DIVERSITY AND INCLUSION' IS WORKING THROUGH BEHAVIOR, NOT LIP SERVICE. THIS IS A COMPLETE BEHAVIOR CHANGE INSIDE AND OUTSIDE THE REFINERY. (IMAGE)

Curb the micro-management! More communication between hourly workers and engineers on units will speed up the process of getting results faster. There is way too much wasted time and energy on the middlemen just to see a simple change made.

Aromatics - Staff

Real Operator unit-specific training and team building processes.

Put more of a focus on maintaining equipment instead on the budget.

Improve unit lighting on the ARU.

Decisions concerning personnel and operations on the unit should go through the Shift Supervisors, rather than being made by Day Supervision that does not have to implement it with personnel. I don't know of any Day Supervisors that have personnel reporting directly to them.

Unknown

Use the Myperformance tool in accordance with its design. Personal development is not a very high priority.

Simplify the process of acquiring and purchasing parts and material. Eliminate the double middleman such as Flour Global. Give the responsibility back to the craftsperson. The craftsperson has the experience and skill to utilize engineering, operations, vending and supervision for the purchase of parts and material.

If it were truly an 'inclusive' place. Not belittling employees because of where they work, how they look (including short people or over weight), their sex, background, or family status, etc. (race has nothing to do with this one)

Section III: "What Recent Events Have Influenced Your Opinion, If Any?"

West Plant - Hourly

Three respondents answered "no".

Working on a unit that is falling apart before my very eyes.

Penny pinching on the overtime.

If I were to answer this question, this most likely would no longer be an anonymous survey!

UU3, UU4, ULC superintendents

Letting people that don't know anything about a unit manage them. It is hard to respect a manager when he or she makes more money than you but relies on you for all of their information and ability to run a unit.

Yes, this company deliberately put my life in danger to try and save a buck. This has happened more than once, but the company almost cost me my life this time.

Penny pinching the overtime

The awards that we received for 6 years with no OSHA's were extremely ridiculous. They couldn't have cost over \$3 a piece. Events like this, don't give the hourly employee much faith in the management's creed of 'Safety First'.

WP/Aromatics March 2004 ESI Survey - Comments

I'm tired of everything having to be worked around the 'almighty dollar!' I feel making money is the only thing this company cares about.

Talking about safety but not really concerned about it. If we come to work and leave, you feel that we are working safe.

I do see some improvements with the promise of more to come. Some actions have taken place that states that BP will not tolerate certain actions. I see this as a positive. No one wants to see anyone lose a job or be demoted, but a statement has to be made. I have also seen some promoting within the organization that does not seem to be connected with the 'Brother-in-law' syndrome. It is about time! Thanks. Culture changes usually take about 10 years to complete. Let's do it in less than 5.

Choices of Shift Director were obviously political.

Superintendent treats non-management like nonessential trash

Negative ... I can voice my opinion, and nobody hears it

The refinery is an ever-changing environment, with no continuity. I try not to let those changes effect my opinion.

What The Plant Manager and the West Plant MDL have said about the stand on Safety --- This has been more positive on what to do to help get Safety back on track.

Yes, Some of the people that are running these units. They make bad or no decisions and take credit for ideas people who work for them have.

Management not knowing their jobs! Dictatorship in management at one unit.

WE WORK TOGETHER AS MUCH AS WE SPEND TIME WITH OUR FAMILIES AND NOW AND THEN WE WILL DISAGREE WITH EACH OTHER EVEN TO THE POINT OF GETTING IN AN ARGUMENT, BLOWING OFF A LITTLE STEAM IS CONSIDERED TO BE HEALTHY AND I DON'T THINK PEOPLE SHOULD BE GIVEN A DML BECAUSE OF IT.

An hourly person was fired over hearsay.

Yes. Where is the leniency for mistakes that may have been made

We need our BP planners not Flour! We have lost a lot of time and MONEY with this contractor taking care of our business.

Equipment repairs have been put off and overtime has been cut

Yes. Head hunting at one unit.

YES. NEGATIVELY. APPOINTMENT OF SUPERINTENDENT AND SELECTION OF ASSET SUPERVISORS.

Yes, the assignment of the new Superintendents to west end management team ... they are clueless as to how a unit needs to operate and are not ready for this type of job in their careers with BP.

I already have. Every time I think things will get better, I get disappointed once again.

Yes.

A rogue Superintendent. I have never seen unit morale as low as it is now.

I was given discipline for following a direct order by a front line supervisor that he/she later denied giving in order for a subordinate to take the blame for HIS/HER mistake.

West Plant - Staff

Three respondents answered "no".

Yes, The West Plant team of MALT leaders meeting together to bring about change for the better.

Negatively ... How is it that some supervisors' raises are little to none? When you speak highly of supervisors and at the same time do the above. This discredits the West Plant supervisors in front of the hourly people. Stop the ranking!!

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More negative. We now micromanage maintenance. No trust.

The way supervisors are treated.

Some of our management changes I believe to be positive. I know these folks have a hell of a challenge themselves. Generating a good cash cow when you haven't the money to buy a high protein feed is what I'm talking about.

Raises are based on exposure - front-line supervisors who quietly manage their shifts and areas at a high degree of excellence are not considered a valuable asset to the system even though he/she has a more direct and sudden impact to the bottom line and reliability

The 'reorganization' and 'West Plant strategy' is always talked about, yet we still don't really know what is going on. I'm afraid that once we say here's the plan, it will just change again. Really the problem doesn't lie in West Plant, it's the whole refinery. The refinery needs to come up with a structure that works for everyone, instead of having all the divisions trying to figure it out for themselves.

Not yet, waiting to see if the 1000 day is for real.

There is a greater 'team' atmosphere among the hourly and salaried employees. The MALT appears to be more unified as well.

The willingness to not only fix something that is broke, but get to the root cause of why it is breaking frequently. Simply doing the right thing for the right reason even if it costs a little more.

Yes, my new supervisor has been very supportive of my new role.

Yes, negative

By hopefully moving a planner directly over to DDU/UU4 and by adding another supervisor to UU3 will give me more productive time.

A lot of change in superintendents all at once and not knowing what to expect, what was good yesterday is bad today. What our goals were yesterday are not the same today but we are not sure what they are.

A wholesale change in management personnel and management styles has caused a very negative impact on the work place. This has been a dramatic change with no transition. The new managers have poor people skills and cannot make decisive judgments. They tend to waver back and forth. This has caused undue stress on all employees working for them.

People are being disciplined severely and this is causing a stressed work place

Aromatics - Hourly

Four respondents answered "no".

Negatively! Management at one unit (just some of them) have run to tell their 'mommies' on others in the workplace, when they cannot handle it themselves! Positively: I've enjoyed working with two people in particular, these two are the greatest and have great social skills where they understand an employee and don't send out an order just because of their step up on the ladder. Great guys!

Yes, negatively, (safety, supervision)

Not exactly. I realize this is a very large corporation with all types of issues that have to be addressed. I should not need to list them. I am continuously impressed with how everything seems to get done in its due time. My opinion stays the same, positive.

The idea of having a 'Front Line' shift supervisors meeting at the beginning of each shift to clearly define the shift objectives should provide much needed direction.

Their disregard for our established benefits package is a major sore spot with the hourly ranks and supv, they just can't complain. Also some serious safety concerns we have that projects had been approved have been put off due to capital expenditure cut backs. So now we put a price on safety. What a statement to the hourly staff. Money before safety.

Yes, I have gone through exactly what I am talking about.

WP/Aromatics March 2004 ESI Survey - Comments

CUT IN BENEFITS. RETIREMENT AND MEDICAL

BP MAKES US PAY TOO MUCH TOWARDS OUR MEDICAL BENEFITS IF WE WANT GOOD COVERAGE

NOTHING SIGNIFICANT. WHICH IS FRUSTRATING.

Yes, the elimination of the optimization shift supervisor. It is a logical and a smart move.

Aromatics - Staff

One respondent answered "no".

I believe that the sunset of the unit optimization supervisor might not be the right move. We need a straight day person to deal with the daily operations of the unit and carrying out the E/S plan. Shift foremen cannot carry any consistency, maybe this is a role that unit OE's will have to take.

FLL is able to find out what is happening from our operators. The hourly personnel are better informed by their union leadership, than we are by our management. This makes you feel you are the least respected and important people in the plant. To reinforce this see that hourly personnel are paid their VPP on their gross yearly income, while FLL is paid on it's base pay. I guess we are just not as valuable or trustworthy to the company.

Unknown

Haven't yet had any final 2003 performance discussion or salary administration.

Many hourly employees show little to no interest in working to solve problems with staff. Repeated attempts to involve multiple individuals in unit issues have been unproductive and negatively effect the desire to correct these issues.

Our new superintendent was a good positive change.

He has great communication and people skills. If he can help a group or individual he will, pertaining to job performance.

MALT has more concern with pleasing upper management than true unit concerns, i.e. more concern with meeting \$\$\$\$ than looking at ways to make good repairs that will last.

Choices that were made last year that would impact the safety/ reliability of operations seemed to be ignored (if they were or not, the impression was there) then when the failure happened, it was treated like there was no warning costing much more money and putting operations in an unsafe position having to shutdown under emergency conditions.