
From: Mitchell, Tyrone E
To: Trapp, Paul W
CC:
BCC:
Sent Date: 2004-04-15 15:18:01:534
Received Date: 2004-04-15 15:18:01:893
Subject: FW: 2003 Feedback on PAS-RESENDING
Attachments: Feedback People Assurance Survey.doc

Here you go.

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-----Original Message-----

From: Martinez, Consuelo C
Sent: Thursday, April 15, 2004 8:34 AM
To: G TCC Aromatics Leadership Team
Subject: 2003 Feedback on PAS-RESENDING
Importance: High

Adding Joe Hockless as turning in his feedback.

Attached is the 2003 Feedback on PAS that I have received so far. I am still missing a few people -- received from:

Scott Njaa
Tyrone Mitchell
Ollie Niederhofer
Richard Peltier
Jack Berry
Lester Brown
Charles Dwyer
Jon Van Pelt
Raymond Hawkins
Joe Hockless

Thank you,

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Feedback People Assurance Survey

Name	Short Term Improvements	Long Term Improvements	Not Completed
("D" Shift) Lester Brown	<p>When the new organization was developed it would decide that we would only staff with the minimum amount of operators to operate the units. We now send operators to other units as short-term loans, TAR's put operators on special assignments. This puts more of a load on operators that are left to operate the units. It is difficult to explain to the operators that we need to limit the number operators that can be on vacation when we are sharing them across the plant, and using some of them to plan TAR's, develop procedures, and other projects that we do not have enough salary employees to follow.</p> <p>There are a couple of things that we could consider, if 80% of the operators at PX-1 and PX-2 were crossed trained and rotating through the different sections of the unit, we should consider allowing two operators from each unit to take vacation at the same time. This would give the operators more of an inactive to complete the cross training, and give us more qualified operators to cover the unit during high vacation times.</p> <p>We should consider training more board operators at PMX, we have some operators that are not comfortable operating both units, but it would be helpful if we had more operators that could at least operate one of the boards during upset conditions. Oscar is one MTAR that is comfortable working the MX-2 board, as is good at it, but does not want anything to do with the PX-3 board. David Mudge is interested in learning the PX-3 board but does not want anything to do with the MX-2 board.</p> <p>We can update the organizational chart, as well as provide some of the roles and responsibility.</p> <p>We need develop our white boards and use them to help improve communications. This was discussed at our supervisor meeting and examples were to be provided and assistance provided to help us get started, but has not happen.</p> <p>We can look for better tools, as for instance a laser alignment tool for the machinist to use.</p> <p>We could provide the electrician with a locker at each unit to</p>	<p>We need to get serious about replacing or correcting some of our issues with project future valves. Some of these valves have been problems since initialization. All we do is talk about repairs and give excuses as to why we have not something with them.</p> <p>If we are to continue using operators to fill salary positions (planning TAR, developing procedures, special projects) and I think we should, we need to look at staffing and adjust it accordingly. We should also identify the hourly employees that we are looking to move into a Salary position and move them into some of these slots so that they can gain some valuable experience. If we have some that would like to move into a Gary or Chuck position then we should give them that opportunity as relief coordinators, and then use them to back fill as needed. This would give some of the operators a means of advancement.</p> <p>We can develop a project organization chart and list who the job rep is and how to contact the correct person for information.</p> <p>At our Performance Reviews several PC's offered suggestions on what we needed and how we could improve our process, this would have increased salary staffing so I can only guess it went in File 13. If we all thought that this was a wonderful place to work we would not be looking for better positions. Until we turn something around no one is going to want to stay with Aromatics. We really need to look at our staffing levels.</p>	

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	<p>store unit specific tools.</p> <p>Might consider taking an operator from each unit to the 7:30 and 2:15 maintenance meeting for their involvement and feedback.</p> <p>Should consider having a quarterly lunch in the CCR with management to discuss issues and maybe provide some R&R to individuals at this meeting for going over beyond has been the norm. We need to make it easier to give out R&R, and not always money.</p>		
Jack Berry	Need more communication of items brought up as issues.	Wasting millions of dollars cause we don't stop and finish one job before moving onto the next.	Benefits package needs to be improved
	Need up-to-date organizational chart	BP Management could have a monthly department survey to get a better look at what is going on in each area in and out of PINTA. That way we could see and track the change. The concerns of the employees can be addressed and the results can be posted for everyone else.	Rotation of the board is problem – some of us don't want to work it up here. You would get a greater response if it was back down on the unit.
	Don't know who is in charge on projects and who the job reps are for a particular job	Supervision-Machinists continue to use a relief foreman when we have a capable LT. With all of this so called back log of work that is one less machinist not being utilized.	<p>Do you have any specific concerns regarding benefits?</p> <ul style="list-style-type: none"> Employee cost is getting too high. Social Security is attached to the retirement benefits and if a person has to take the annuity they will lose their SS by 80%. The needs to be changed. We have worked all our lives to get than and now if we do not take the lump you lose a big portion of your SS that are rolled into the annuity when you turn 62 or 65. The bottom line is let us keep our SS benefits even if you

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			<p>have to take the annuity.</p> <ul style="list-style-type: none"> • Yes, since the company changes our benefits outside of the contract and takes them away from our retirees, I feel betrayed and unappreciated. • Yes, we are significant player world wide, yet we seem to be going backwards in employee and retirement benefits. • Insurance is getting pretty high. • Health is outrageous. For such a large company and stocks aren't doing us any good right now. You give us a raise but it costs more to work here than the raise is worth. So I ask what benefits? • Cost, cutting retirement benefits, second-rate insurance changing. • Changing medical plans, cutting retiree benefits after many years of service with hazards associated with this job. • That's our lifeblood and our families. Take that and what do you have?
	Abide by the MOA. Keep our jobs that we always had in house	The tool room is understaffed and most of our	I am satisfied with my

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	and not contract all out using LT's instead of hop-ups.	tools are junk or loaned out to contractors. The trucks maintenance drives wouldn't pass a real safety inspection.	benefits package? <ul style="list-style-type: none"> I find it funny that this is even a question the survey would ask. I am more surprised that only 805 were unsatisfied. Our benefits started getting worse with something as simple as a turkey or a ham for the holidays and have gotten progressively worse. If a company this size can't afford a turkey or ham how in the world are they suppose to provide a high priced benefits package?
	Machinist's tools. PINTA needs their own laser alignment tools	I have learned that the only management I really trust is my supervisor. I feel that he is the only one who will level with me. All others only talk to you when they need something from you or are trying to get in for to get someone in trouble.	None! Where is the loyalty when retirees are being robbed of their retirement benefits?
	What timeframe are you talking about.	How would you rate BP as a company to work for compared to other companies you know about? I would rate them low! This company does nothing but focuses on the bottom line. "Money"! Do you see other companies attacking their employee's retirement to save money? Do you see other companies cutting back manpower so far that it effects their employee's vacations? Do you know of other companies that the employee's have to fight for every second of overtime they worked due to supervisor not wanting to pay them? Do you see other companies contracting their own employee's work out? If there is a problem with your pay, you cannot even get it straightened out here, you have to call a contractor (Exult) and have to deal with them on the issue. There is no loyalty from this company to employees at all! We	

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		are nothing but a number, and we are expendable. If this company would focus on their employees as much as they focus on saving a penny, I would not be spending my time replying to this right now!	
	Not proud at all. I don't believe this company really cares about the environment; they just do what they have to do to stay in compliance with the state and government.	How would you rate BP's concern for health and safety of employees? I do not rate it at all. (Rock bottom) This is a big issue here at this site since BP has taken over this site. It takes too long for a safety issue to get addressed at this site. You can bring up safety concerns, and look back 5 to 6 years back and see that the safety concern that has been brought up is still not addressed. These are not isolated issues either. We do a fire and safety check list every Sunday. You can go back 3 to 6 months and a lot of what is broke is still not fixed. This is on a safety checklist. These items used to get number 1 priority we were Amoco. Now, no one really cares. It either becomes a money issue or a manpower issue. Not having enough maintenance people to do the job. This company continues to bring in contractors. This might be fine with some of the work. But now they are bringing in contract safety and fire watch. This is unsafe to the whole site but no one here in management cares, they look at the money instead of safety, we have been very lucky so far with this. Do you really think a contractor cares about this site or this company? Here again this company does bare minimum for safety just to stay in compliance. You do site wide surveys out here at this site, and none of the safety issues get fixed after the survey. I could type two whole pages just on this question alone. Back when it was Amoco, safety issues never ever got ignored, they became a priority to be looked at and fixed!	
	When it was Amoco, and we did good, we all reaped benefits. BP don't even give you a pat on the back for a good job well done.		
	Don't have enough information on this to really answer it.		
Tyrone	Laser alignment tool	Should we consider having BP do the planning	Benefits and Social

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Mitchell		function instead of Fluor?	Security issues
	Communicate with hourly on a consistent basis. Provide timely feedback	Address the safety concerns around the board consolidation. (Don't know the concerns at this point)	Undo the board consolidation
	Issue policy on internet		
	Training (particularly on new equipment)		
	RnR program – develop a plan to administer on a consistent basis, i.e. “Just Because Program”		
	Communicate “1000 day” goals – the plan or a road map a to get there. Let them know the plan on letting the FLL be our voice.		
	Institute a “Safety Issue Board”. This would be a board on the unit that list safety concerns with would include a MO number and date found.		
	Make the safety walk through a priority and not just a exercise. They think it is a joke and I agree. More refinery people showed up last week than chemical people.		
Jon Van Pelt	Schedule VTA	Purchase pump laser alignment tool for PINTA machinist. Brad requested to RotoAlign. Training is offered through BPSHL&D.	Tool room issues
	Tools – confirm tools are on hand and in good working condition as detailed per craft specific tools. Upgrade list to match current technology.	Trucks – address compliance of current fleet with BP policy.	Craft staffing levels
	Reduce deviations that keep Maintenance from performing scheduled work. Needs Operations buy-in.	Relief LT for machinists	Address craft training based on skill assessment/performance.
Richard T. Peltier	More RnR, especially in maintenance area	Hands-on training for maintenance crafts (seal repair, lathe, I&E test equipment??) maybe an apprentice program for some crafts	Change in employee retiree medical benefits provided by BP Group. This is set by the Group be competitive with industry.
	Consider more/better maintenance tools (e.g. own laser for pump alignment, quality of maintenance trucks)	Follow the MOA (any gaps to close)	Moving the board operator post to the unit control room. Will stay with centralized control room.
	Determine what are the specific examples behind statements that we are putting production over safety so we can address them	Better clarity on who job reps are for our projects, and completion (provided that they are high priority & justified through the CVP stage gate process)	Property tax reduction by BP to a competitive rate.
	Provide feedback to hourly employees who posted for jobs (like	When will we transition our maintenance work	Will continue to evaluate

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	the LT post) and did not get it.	planning function back to BP from FGS?	which jobs to keep in sourced versus outsource for competitiveness.
	Feel like a relief Maintenance foreman is micro-managing them?	Build employee ownership	Still will need to contract out much of the TAR work, as we will not staff for infrequent TAR work periods and we need to adequate staff our operating units for daily maintenance.
	Make it a priority of completing safety work orders (weekly safety checklist issues) on time		Continue to minimize 7 th. Day work for safety concerns and productivity
	Track and manage work order overdue list to ensure that work is completed consistent with work order priority		PX-3/MX-2 board operator consolidation will remain consolidated.
Ray Hawkins	<p>Tension building up due to the up-coming contract negotiations.</p> <p>PAS results may not be effective in improving plant conditions due to current budget constraints</p> <p>BP does not take a genuine interest in the well being of its employees when asbestos exposure issues are not resolved.</p>	<p>They get lower payouts after TAR's than the east end of the plant.</p> <p>These surveys don't make a difference. The company won't change things anyway, especially if it costs the company money.</p>	<p>Dissatisfaction with current health care.</p> <p>The company doesn't care about real safety, due to low staffing levels. Not enough people to do the work, especially right now. I.e. 1 board operator for 3 units.</p>
Ollie Niederhofer	<p>More informal face-to-face discussions (not roll out of info since would be contrary to Strategy Team FLL push) of Supts/MDL with hourly.</p> <p>Review of Maintenance schedule by night shift PCPT with the crew to be prepared for the next day's Maintenance work.</p> <p>Communicate clear line of sight on abuse policies (i.e. internet usage, watching movies, government work, reading materials, completion of job duties, following safety regs, PRIDE/fire and safety checklist/car seal checklist completions...)</p> <p>Provide organizational chart link to folks to view with</p>	<p>Long term tracking of safety issues to resolution and communication of.</p> <p>Cross training program/schedule/alignment</p> <p>Communicate Strategy Work from FLL Team that FLL is communication path, not management above that.</p> <p>Communicate BP's benefit package compared to other companies.</p>	<p>Medical and Retirement benefits related items</p> <p>Tax issues with Texas City/Galveston County</p> <p>PX3/MX2 board consolidation reverting back to separate boards??</p>

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	<p>understanding that it is updated on a quarterly basis.</p> <p>Posting of safety walk through items in the walk through area.</p> <p>Complete implementation of Fire and Safety Checklists in PRIDE for compliance monitoring and clear tracking of issue generation.</p> <p>Communicate decision made in 2003 that when both new Operators are qualified/holding down a section on their own, we can increase the vacation selections from ODD/EVEN to 2 each.</p> <p>Electronically post Job Rep roles/assignments.</p> <p>Define what tools are specifically needed and acquire.</p>		
Scott Njaa	Improve use of RnR – both cash and public recognition	Create awareness/hold training sessions of other units/MATS in BPSH-creates better understanding	Health Benefits
	Pump laser alignment tool for reliability	Insufficient training-both developmental and new technology – either identify the gap, or resolve there are no deficiencies	Retirement benefits
	Clarify the role of FLL's to lead the communication with hourly.		Consolidation/fixed cost reduction
			Capital cost constraints driving decisions
Charles Dwyer	Finish the jobs we start prior to moving to another job	Define a process to eliminate monetary waste	Benefits package
	Provide a clear line of sight for advancement or other areas of opportunity	More supervision for Operations/Maintenance	PMX Board consolidation
	Cross training – make it voluntary	Define and make this a great place to work	Putting the boards down at the unit
	Vacation- give it back to them		
	Communication – let it <u>all</u> be communicated		
Joe Hockless	Maintenance issues on repairs	Things to do to earn respect and trust	Employee benefits
	Address the vacation issue to see if there is anything we can do about more vacation time	Selection on how we choose someone for Special Assignments	