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Subject: IMPORTANT: March 2005 WP ESI Survey - Base Data Set
Attachments: 3-23-05 WP ESI Survey - Comments - Final.xls , 3-23-05 WP ESI Survey - Data - Final - % Responses.xls

Folks,

Here is the detailed data set that underlies the People Involvement Team's analysis of the March 2005 West Plant ESI Survey.

The Team will want to distribute this base data set to the entire West Plant organization once the Steering Team has approved the analysis/recommendations.

Best regards
Bob

West Plant 3-23-05 ESI Survey Results - Comments

UNIT	ROLE	What things/trends do you see happening NOW in your West Plant work place that are HELPING it Be/Stay a Great Place To Work?	What things/trends do you see happening NOW in your West Plant work place that are PREVENTING it from Being/Staying a Great Place To Work?	What changes would most improve your personal opinion of the West Plant work place?
ARU	Staff	Upper management is concerned about the environment.	Not enough communication. Empires that do not let outside ideas in. No acknowledgement for special initiatives	Shake things up. Change how decisions are made
ARU	Staff	West Plant is focused on doing the right thing.	Staffing	Commitment from management
ARU	Staff	Safety - I think that BP walks the talk	Nothing! There are more sit down safety concerns, USA's, ESAC support, T@ction Support, employee involvement lunch hours, and morale is up!	Well, I think that we could have more combined unit luncheons; I mean it is nice for us to have separate unit luncheons with management and operations, but I thought we could have as a group AND...how about a West Plant Picnic...have to be twice a year to catch all 4 shifts, but it would be great.
ARU	Hourly	Awesome business and social relationship from Willie Willis & Don Parus. I mean it is nothing like it was several years ago. These people AND upper management under them have totally shown respect to operations and I have heard nothing but great communication from them to us and us to them!		
ARU	Hourly	No comment	No comment	No comment
ARU	Hourly	Asbestos removal. Upgrading outside equipment.	Computerize process control is outdated.	Superintendents must be consistent in rewarding and regarding employees equally around the complex. (Meals, recognition, etc.)
ARU	Hourly	Hourly personnel have more opportunities to express their concerns without fear of reprisal.	Too much of the 'Old School' mentality with management (mostly front-line). Work performance is still judged by the 'Good Ole' Boy' method. If you belong in the clique, people listen to your ideas. Otherwise, forget it.	Provide adequate and fair means in which to evaluate hourly workers' performance on an annual basis. Be sure the evaluation is intended to make them a better employee and not to just point out problems.
ARU	Hourly	More understanding during TAR of operations work scope and time frame.		More unit knowledge by front line supervision
ARU	Hourly	The company is finally spending money when it comes to safety items. i.e., asbestos and removing abandoned equipment.	Old work habits and mentality	More involvement from management
ARU	Hourly	The employees are committed to doing the job as safe as possible.	Supervision isn't knowledgeable enough about the unit to help with questions about the unit.	
ARU	Hourly	Being treated as a TEAM, with company personal	Some old time Supervisors	A good contract in 2006
ARU	Hourly	Nothing	Supervisors care nothing about keeping up with overtime and keeping it fair.	Make the supervisors follow the rules.
ARU	Hourly	Better increase of exposure by Willie Willis & John Padun. If they are concerned about my safety, they should get to know the workers better. And they appear to be doing that.	Front line supervisors and superintendents (both operations and mechanical), need to be on same page.	Don't have an answer for that.
ARU	Hourly		No incentives to go out and work.	More recognition from supervisors for work performed.
ARU/ISOM/INDU	Staff	More focus on consequences of non-compliance.	Inadequate staff to keep up with all the business requirements and governmental regulations.	Permit the people who know the work load to develop their own staffing plan rather than be dictated by MDL/Plant Manager in Tier IV. You want us to manage our business. Let us manage our business.
ARU/ISOM/INDU	Staff	I believe the West Plant Management team is sincere about making positive changes. I like the way we are utilizing our assets (people) to be involved with the decisions that affect us.	Unit Training is non-existent. Training materials need to be updated. There is no ongoing training plan. People must know how to do their jobs forwards and backwards to keep us safe and competitive. If this facility was an aircraft carrier we would be at the bottom of the ocean.	Allow the unit training coordinators to focus 100% of their time to updating training material, developing new training modules, updating SOI's, SOP's, and developing a training plan. And I believe this would have the most effect if all of West Plant was doing things the same way.
ARU/ISOM/INDU	Staff		I am tired of all the paper work. Everything has to be documented for some reason or the other. The paperwork takes up the majority of the time.	

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AU2/SOM /NDU	Staff	The formation of the West Plant Councils with management involvement was a good step forward.	The budgeting process is still not realistic. We are told to take money out of our budget and it will be covered under another budget and then we don't get the money to do the work, which causes us to over run our yearly budget.	Staffing is a problem. There are more and more rules and environmental regulations to keep up with and trying to get into the top quartile, but staffing has not changed to keep up with the road to get there.
AU2/SOM /NDU	Hourly	I am seeing more of Superintendent and Manager involvement and asking for true feed back.	Planning and the need for designated roles in line management and the roles clearly defined and followed.	Bring the Operation and Maintenance envelope together with a clear separation of job roles and allow people to empower people to develop leadership within the hourly workforce.
AU2/SOM /NDU	Hourly	Nothing	Still same old thing, you're either in the clique or not	Get rid of these good old boys and get some real management people with managing skills.
AU2/SOM /NDU	Hourly	It just seems to be that we want to be safe just as long as it doesn't cost too much.	Every time we have a TAR the way we do things as blinding, hot work changes from one TAR to the next. How are we going to be safe if we don't know what way we are going to do it this time?	We all need to get on the same page on how we do things. If you help on a different unit then you have to find out what policy they are going to use and what ones they are not. It shouldn't be that way from the East plant to the West. We need to work safe and share what works. But it doesn't work that way. Some one dies every 18 months, and if we can't change neither will that.
AU2/SOM /NDU	Hourly	There has been some improvement in some cases with front line leadership treating employees like assets	As I stated above, some improvements. There are still Front Line Leaders who conduct themselves in an aggressive way. "I'm a supervisor so you are just lowly trash since you aren't worthy of the title". They try to achieve goals by threats, lies and intimidation. All they accomplish is a job done by resentful or scared employees	Management to start really looking at the way its Front Line Leaders handle business. Track grievances and complaints. There is a reason why they are being filed. There may be a few Hourly that file a grievance if they are looked at the wrong way but far more have a reasonable cause. Whether the company likes it or not it has Front Line Leaders that play games with peoples lives. Unfair treatment, playing dumb to contract issues and laws. You can punish someone and break
				the rules then say "oh gee I didn't know" or "I am glad that we found that out" when there is a 99% likelihood that they did know or should have to be in the position they hold. But no discipline is handed out to them besides a light slap on the hand, if that. If you let your Front Line Leaders go unchecked you get a work force that is untrusting. You need to get rid of them and that dinosaur way of leadership. I think one of the reasons is that the company does not offer a salary for front line leadership that is competitive with the industry. Lets face it, you buy a horse for 300 bucks and a horse for 3,000 bucks chances
				are you're going to get what you pay for in the 300 dollar horse. Of the people that I know, respect and trust their knowledge not very many want to accept the job for the money. You get what you pay for. The only incentive to the job is "I AM THE BOSS". The other thing that I think would improve the quality of leadership is to STOP the practice of transferring Supervisors to units where they have no idea of the process. I have heard so many times "I don't have to know the unit my job is to supervise". That is Larne. A supervisor's job is to supervise, but you have to be at least as knowledgeable as the workers that you are leading. If you have to ask questions or can't answer questions how are you supposed to be respected? How do you expect to lead when your crew knows you don't have the knowledge. In a perfect world where the PT's did what they were supposed to it may work out, but wait a minute isn't a PT job based on seniority also, and a person can really transfer to a unit and get a PT job because of seniority HHHMMMMM! Plans don't always work out. In my Humble opinion this

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				board operators who could not or didn't want to work outside, then you had those who just got stuck because the position had to be filled. Having to work a job that you hate is not the best way to get the performance out of an individual. You get what you pay for. To optimize you need the best you have doing the best they can. Offer the money. Board Operator should be paid more. Make the position valuable. You just might get the best people. PT's should get more as they do, but if they ain't cutting it, BYE. Supervisors should be knowledgeable and at the same time compensated for that knowledge. If you have a Supervisor who is constantly leading by force CAN HIM, he is not getting the best out of his crew because they fear or displease him. Most
AU2/ISOM/INDU	Hourly		Line supervisor with unit knowledge.	people like being treated as Humans not second class citizens, you get more out of them with respect and a pat on the back every once in a while. Works on Dogs tool Rotate the Board job. How in the heck can you learn a job and operate if you do not know the in's and out's of the process. Last, these surveys are getting to the point of being a joke. Where are the results? Some have even said it is just to test the waters to see how much we veil when they take something away.
AU2/ISOM/INDU	Hourly	Not happening.	Hillbilly mafia culture still going strong.	Stop promoting from within, cross pollination would work wonders. Promote superintendents from outside the refinery for starters and supervisors outside of units. More structured training on the units.
AU2/ISOM/INDU	Hourly	I think upper management wanting to make a difference is the only thing that may improve our working relationship, but all the wheels ain't pulling the same way. Upper management is a bit more approachable than in the past and safety is ALMOST an important priority.	Lower levels of management aren't buying the plan from our upper guys. They seem to think some of the things that have been done for us are a joke and have made it clear they don't care for some of the things they have offered to us. A statement was even made to some of our guys to remember something they did for us when we fill out these surveys. What A BUNCH OF BALONEY.	Have supervision work with the under achievers and leave the rest of us alone. Get us some people with half a brain to plan or coordinate the work so we don't spend so much time trying to get work started. There is no reward for being a good or efficient worker other than you get to pick up slack for the others. Basically let me do my job unless I present a problem to you other than being a thorn in your side with a conscience.
AU2/ISOM/INDU	Hourly	Asbestos abatement	Asbestos	No more asbestos
AU2/ISOM/INDU	Hourly	Asbestos Abatement		
AU2/ISOM/INDU	Hourly	1. Fixing things that should have been repaired or replaced long ago. 2. Not giving away all of the craft work to contractors on turn arounds.	None	Planning scheduled work needs more attention. Some jobs the weather, temperature, wind direction affect what you can do. Takes too long for repairs to go through the planning process. From what I see it takes three to four weeks for some jobs, some never show up. I come here to work. When there is work to be done, take care of the work first, to keep from getting a backlog. PM's can be done when work is slack.
AU2/ISOM/INDU	Hourly	Nothing! BP's idea of risk management is, they manage and our risk	Too much outsourcing of inspections, repairs, and job representatives and not enough BP personnel.	The supervision has to get away from just taking care of the good ol' boys and being fair to all!
AU2/ISOM/INDU	UNK	Finally seeing priority and funding for resolution on major safety items. The principals were always there, but now we're seeing BP put their money where their mouth said we should be. The path we are on truly is starting to make people feel that West Plant will be a much safer place to work down the road.	We still continue to hover over the notion that we should spend capital on projects with a large return while we postpone legitimate safety and environmental work into future capital budgets. We should not be able to sleep at night knowing that we are planning to spend another cent on a return project if legitimate safety and environmental projects exist. People/Safety, Environmental, Reliability, and Value in that order.	Even out the distribution of the work load across the hourly and salary ranks and fair compensation and overtime across all of the salary ranks (be consistent from supervisors to inspectors to engineers to superintendents)
Other	Staff	Asbestos Abatement		Continue to empower the workers
Other	Staff	Learning new ways to maximize the work at a lower cost.		
Other	Staff	Better listening to the work force		

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Other	Staff	Great work by the teams and councils. MALT is handing over some real 'stuff' to the people to own and manage.	Still remnants of the Carter era, good 'ole boy system surviving. These seem to be being challenged though.	Need to really put our money where our mouth is, and promote the right people who are - little by little - doing the right things every day. We still reward the cowboys who save the day more visibly than the ones who have the discipline and focus to prevent the need for saving the day.
Other	Staff	Consciousness of the importance of people issues as relates to and permeates all activities of the work place from Duty of Care to Unit Performance metrics. Care and comments about and around the people issues - open conversation - (looking to see the actions and resulting follow-ups).	People don't all work and play well with others. I don't feel a sense of care and camaraderie that would be nice and would make one more inclined to exercise Duty of Care. It takes time and memories run deep.	Pay attention to what people are paying attention to. It's all important. Initiate actions to keep West Plant moving forward, particularly figure out how to help folks leave behind the excess baggage.
Other	Staff	More people involved in many aspects of West Plant business, helping bridge gap between hourly/salary and gain more ownership of workplace issues in hourly ranks.	Erosion of benefits continues to have influence on people's opinions, even though it is beyond West Plant/TXC control.	
Other	Staff	Bowls of fruit available in NOB 2nd Floor. Offsite meetings to discuss safety/performance	Poor work environment (deteriorating buildings, unit assets, roads, infrastructure). Poor attitudes/sarcasm toward safety, making positive change). Lack of supervisory and peer respect, recognition, encouragement, and care. Poor safety culture in most areas.	Update/replace control rooms, offices, and maintenance buildings. BP gas station near refinery (does not have to be employee gas station). Fitness center. Improve landscaping around refinery (professional landscape design). Employees need to embrace enthusiasm, respect, encouragement, recognition, and care. Show by example. Define and cleanup file (paper/electronic) storage systems for units and offices. Clearly define roles, responsibilities, accountabilities, and expectations. Engage teams to ask what they can do to make BP a better place to work (not by survey alone). Reduce the number of meetings and encourage work days. Encourage dedicated days to block out time to get caught up on items that we are behind on or to emphasize activities that have impact (safety walkthrus, action items, office cleanouts, MOC's, etc).
Other	Staff	More focused on safety and equipment reliability.	There is still lack of communication	
Other	Staff		None	
Other	Staff	Safety and people		Making decisions and sticking to them.
Other	Hourly	Better Team Work	Still a lot of the "just get it done" mentality.	
ULC/HU	Staff	More involvement by all, showing that you care and meaning it.	It looks like we're fixing to shake up the apple cart again. My understanding is that Fluor may or may not be replaced by Zackery. As far as the planning goes this would be a big change, since it has taken about 3 1/2 yrs. to get a good working relationship and we may have to start over again. "CAN" we hire our Fluor planners before we have to try to reinvent the wheel again! We would lose a lot of experience if not! I believe that the unit planners should be considered as part of BP's core group as they're needed and they now bring a lot to the table.	Make sure that Good Projects for our units are followed up with and done in a timely manner.
ULC/HU	Staff	Now have a good Superintendent	Keeping [MALT member] around.	Get rid of [MALT member].
ULC/HU	Staff		Accountability	Positive Attitude

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ULC/HU	Staff	General overall attitude has gotten better	Safety is extremely important and essential to our work, no doubt. But we have gone crazy - the Paruseses and Safetysees come to us after the fact and are stoning us for small infractions (i.e. N/R on an ATW instead of a written Not Required) while we have dozens of mechanical cutting out pipe right behind us. Yes we are changing the check valves, but we as management have not done the right actions that would have prevented the UU#3 tragedy.	
ULC/HU	Staff	People caring about each other	[MALT member]	Fire [MALT member]
ULC/HU	Staff	The improvements to the unit should make it more reliable.	Supervisors are treated very poorly and disrespectfully.	Relaying information on incidents is done poorly. If there is a serious incident, all FLLs and staff supervisors should pull their teams together to review the incident.
ULC/HU	Staff	We are spending dollars on some of the right things. We are involving more people to help make better decisions.	Too much "red tape" created by the system sometimes interferes with us doing the right thing. We are currently so focused on staying within "the policy", that we make things so much more complicated, but are not seeing the benefits.	Get some experienced superintendents that know how to treat their people and don't lie to them. People taking more personal pride in their jobs and work space. Simplify all of our policies/procedures so the layman can get his job done.
ULC/HU	Staff	More noticeable management visits.	Pay and recognition distributed fairly.	Not to have favorites.
ULC/HU	Hourly	Upper management seems to be truly effective and concerned with all of our performance.	Some of our FLL are doing things that may be construed as unethical in many people's eyes. These things are overlooked when viewed by their peers, and sometimes when the issues are brought up to upper management no feedback has ever been given about these situations. Being a bully is not a job requirement and should not be tolerated.	I would like to see some form of program that helps get the men with several years of experience to share with the younger generation. We will be losing tons of experience in the next few years and their knowledge will be severely missed if we are not able to find a way to help them help us.
ULC/HU	Hourly		Too much paperwork, everyone is confused and scared to do anything due to the fact we have dedicated people to walk around and look for mistakes to fire someone.	First, make sure all of management and safety is on the same page, e.i., every manager and safety person has his own interpretation of the rules and then we have operations going head to head because they received different information.
ULC/HU	Hourly			When it comes to our pay be more competitive with the ship channel so we can, in the future, get the highest quality employees. We are at least \$2 an hour under the major players. To me that sends a message to our workers here at the refinery.
ULC/HU	Hourly	I see the management getting involved with the people working in the field.	Managers/supervisors having a certain arrogance that they know what a person is going to say during a conversation and a predetermined idea that that person does not have anything valuable to say.	Listen to people's concerns and put yourself in their shoes for the moment and try to see things from another perspective. We all (management/employees) have very different job responsibilities and sometimes can't see things from the other's perspective, however, if we make an honest effort, we can achieve any goal we set for ourselves.
ULC/HU	Hourly		Far too many management people. We have about 40 on the ULC.	Have a full time trainer and NOT a part time trainer!!!!
ULC/HU	Hourly	Trying to do the right thing in fixing the units correctly	Supervisors competing against each other and not fully letting the other supervisors know the same things as he/she does. A lot of bickering/back biting of themselves (supervisors), it just gets old, this is not limited to the ^{frontline supervisors}	We need to get the morale up.
ULC/HU	Hourly	More involvement in TAR work, and safer work areas to do our day to day work.	Operations should get maintenance involved in decisions that could affect the equipment and piping.	Treating maintenance as well as operations.

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ULC/HU	Hourly	A good place to make a living if you can tolerate the politics. Too much faith and trust is given to one person who claims credit for all the good here and sheds the blame for the bad they have caused. "One candle appears brighter once you blow out all the others".	Lies have been generated by Operations TAR management and distrust of that individual is growing at an alarming rate.	A prerequisite to becoming a [MALT member] should be honesty, loyalty, TEAM Player, and exhibit people skills. We keep putting the wrong people in power who are easily influenced by "Cliques". There is a huge management "Clique" on the ULC that is in control. Too much blame for failure is pointed in the wrong directions. Too much credit is taken by the wrong people in power. Credit is not given to the right people who rightly deserve it, instead, blame for failure is given in its place. If I may suggest, have a dedicated observer (spy) monitor unit operation and management from a position or area that would not be suspected to find out where the cancer lies. We lose a lot of money by asking what the problems are and not responding vs diligently seeking out the problem and eradicating the source.
ULC/HU	Hourly	The pay.	Safety and safety practices are lacking.	Upper management listening to the problems of the actual workers in the field.
ULC/HU	Hourly	Take a little more time to review jobs.	We are the industry leaders we should pay our hourly employees to reflect that. We are \$2 an hour on average behind on pay.	Raise our pay.
ULC/HU	Hourly	None that I can see	The "[Names]" clique that does not leave room for anybody else to participate in ULC special projects!	More fairness
ULC/HU	Hourly	Safety is taken more seriously	Good old boys. Only certain people are "in the house".	Get operator input on unit changes before the changes, not after.
UU3	Staff	More emphasis on Safety. Doing work that makes sense. In other words fixing equipment by discovering why it broke to begin with and making improvements to extend reliability.	Being overloaded. It is hard to give 100% when you are stretched too thin.	More employees. Our work force is getting older, which concerns me. An operator takes 3-5 years to mature into the job and we should be hiring more people than we are right now.
UU3	Staff	Lots of inspection and pipe replacement is making unit safer		
UU3	Staff	?	Lack of people skills of unit personnel and leadership.	Training and coaching for unit supervision and for leadership on units.
UU3	Hourly	Upper management is starting to listen a little better	Still taking too many calculated risks	Get rid of calculated risks
UU3	Hourly	Superintendent staying at work place more to be more involved.		For everyone to be treated more alike.
UU3	Hourly	None	Having to constantly look over your shoulder. Doing your job has become more like protecting yourself from being second guessed	Not having to look over your shoulder. Have people who have worked for a living get back in control
UU3	Hourly	Replacing some thin piping.	Prolonging ... worrying about budgets over safety.	Working with the personnel on unit about improvements
UU3	Hourly	Yes	Yes, always promoting the safety	Not real sure, still new
UU4/DDU	Staff	My team leader is having more communication with us about how much time we are spending at work and trying to find fair ways to compensate all of us if we work lots of overtime, especially with TAR support.	Career Management - I feel like no matter how much we are told that our opinions matter, they don't. I have not had anyone ask me about what I want to do with my career, yet meetings occur regularly where OE/ARE positions and next moves are discussed and managed. Also, I feel like I am expected to do too much of everything for the unit, without help from the superintendent. This includes closing out the superintendent's overdue action items, and chasing down Title V deviations and operating envelope formatting problems.	Honestly, I think we have some people in management that don't belong there. I'm really tired of feeling like you are never listened to or when you ask for support you don't get it from your leader.
UU4/DDU	Staff	Consistently in today's environment I see the commitment of Upper Management to put and keep safety top priority. Even though we have miles to go before we are where we want to be, I believe we are finally headed in the right direction.	Our overtime guidelines are ridiculous. We must change our way of doing business in this regard to get the biggest bang for our buck.	Improvement has been noted, however we need to spend more money in areas that we agree would help our units. For example, the Chloride bed Guard for UU4, we are continually holing through pipe and chasing our tails. We all know from last year what can and will eventually happen. Let's react to this before another catastrophic event occurs. Next time we may not be so lucky!!!

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UU4/DDU	Staff	People committee	Every one treated fairly.
UU4/DDU	Staff	We (shift supervisors) are actually able to contribute to the success of our units now. I feel that I am allowed to make decisions without someone over my shoulder all the time telling me what to do.	Stay out of the way and let me run my units according to "The Plan" passed down from the Shift Director.
UU4/DDU	Hourly	No noticeable trends detectible as of yet	Treating people properly and respecting, rewarding accordingly
UU4/DDU	Hourly	Communication	
UU4/DDU	Hourly	As long as Willie does what he says he will do.	
UU4/DDU	Hourly	None	Remove front line supervisors. Replace with a working chief.
UU4/DDU	Hourly		List the performance expectations.
UU4/DDU	Hourly	Nothing	Making these repairs to fix the problems
UU4/DDU	Hourly	Inspection process needs to be improved and increased at UU4 for piping and equipment failures that have happened recently and still finding to date.	In the future it may be a good idea to recognize persons to be rewarded for the attendance at work, but not penalized or reprimanded for using their FMLA or sick leave.
UU4/DDU	Hourly	Safety is preached.	Practice what is preached in safety concerns.
UNK.	UNK.	Diverse Councils such as this one will bring to light a positive change because of the many different ideas from the teams instead of the same old guys that say "that's the way we've always done it".	More diversity in future promotions and special assignments may prevent the "good old Boy" mentality from continuing as it has for decades. Are there any African American supervisors in West Plant? How about women? This is an area that I feel would improve the morale and respectability in West Plant considerably.