

**From:** Lambright, Tommy M.

**Sent:** 1/13/2005 9:43 PM

**To:** Parus, Donald L

**Cc:** Lambright, Tommy M.; Sharp, Paula

**Bcc:**

**Attachments:** Jan 24 Bargaining Mtgs.msg;

**Subject:** RE: ACTION: Our January 26/27 Offsite Meeting

---

Don, as I'm sure you are aware, I will not be able to attend either day as I will be in Houston to attend the bargaining sessions with the PACE BP Council. I've attached Tom Niswander's note below detailing the schedule.

I will do the homework / pre work and will most definitely attend if we finish early.

Regards,

Tommy M. Lambright  
Labor Relations Specialist  
BP Texas City  
(Work) 409 942-4758  
(Cell) 409 771-5586

---

From: Parus, Donald L  
Sent: Thursday, January 13, 2005 5:21 PM  
To: G BPSH Mgr/Supv  
Subject: ACTION: Our January 26/27 Offsite Meeting

2004 was not a positive year for Texas City Safety. Yes, we did improve our OSHA Recordable Incident Rate, but three people were killed in avoidable accidents and the site suffered a major fire event. As I pointed out in our last off-site session together, these fatalities keep us on a linked chain of one death here every 16 months. Together we mustâ|we will break this chain.

You should have already received a notice concerning a special offsite leadership meeting on January 26 and 27. This meeting can, and must, be a turning point for the Safety Performance of this site. With two injuries for this year already classed as OSHA Recordables, 2005 has begun in a way that demonstrates we still have an environment where people are getting hurt.

As leaders of this site, it is up to us to examine these conditions, and change them. That is the intention of the upcoming two-day session:

- \* to find out what our people observe, and believe, about the safety and integrity management of BP Texas City,
- \* to hear what we ourselves observe and believe, and

\* to build the knowledge and the commitment necessary for the next stage of our safety journey

I want to let you know what you may expect from us during this two-day event and make clear what I will be expecting from you.

The process:

As you should be aware, last year the Telos Group personally interviewed a cross-section of over 100 people from TCS, and surveyed almost 1100 people, on a wide range of subjects concerning our safety performance. This assessment was much wider in scope than typical assessments of safety management systems or employee attitudes, although it included both.

The assessment was customized at my request to dig deep into the issues at all levels of our organization and to bring to light "the brutal facts," no matter how difficult or "politically incorrect" they might be. The interviews were confidential and, from what I have been told, those of you who were interviewed and filled out surveys were very honest and revealing.

During the first morning of the upcoming session, we will spend time "hearing" the voices of our people as they are captured in the report. During the afternoon, we will engage in the fundamental questions of our safety leadership commitment as individuals.

On the second day, we will begin a rigorous process of generating commitments within and between the various parts of the site to respond to what we have learned from the assessment. You will meet with the other people from your work area to clarify what the rest of the organization can expect from you. Your work group will make your expectations of other work groups clear, and will hear the expectations of other groups. We will also try to clarify our expectations of people to whom this site reports or who support this site from London or elsewhere.

What it will take to make a difference:

When they heard about the interviews and survey, some people said, "We don't need another assessment." They were right, in the sense that we do not need another assessment that does not make a difference to Texas City Safety Performance. I am committed, along with my leadership team, that this report of findings be a catalyst for the commitment and action to make us all safe today, and in the months and years to come.

This effort is a continuation of our work on our long-term strategy to fulfill the bold goals. I ask you to bring to this meeting your Ideas about what we have or have not yet implemented from that strategy work, as well as what else you think we need, given our experiences over this past year.

I ask that you complete the attached pre-read assignment from the Telos Group, so that we can all start fresh with the same base of knowledge.

I do understand that this two-day session is not convenient and that you must make adjustments in your work area in order to attend. If you have a personal, non-work related reason you cannot attend, just let me know. Otherwise, I will expect to see you there. I can only remind you that nothing we do is more important than the personal safety of everyone working at the Texas City Site.

Don

Pre-read:

Introductory Note:

<< File: Advance homework.doc >>

Excerpts from "Lessons from Longford"

<< File: Lessons.From.Longford.Excerpts.ZIP >>