

Notes from the interview of Greg Coleman June 21, 2006

1. EJPB
Greg referred to his time as Executive Assistant to Browne when he stressed many times that John needed to be more involved in safety; "John showed little interest".
2. Joint action by Greg, ICC and others
In 2003 and 2004 several initiatives vis-à-vis John Browne to do more on safety; John showed "no passion, no curiosity, no interest".
3. E&P SET
In particular due to the gHSEr reports in 2003 and 2004 a lot of emphasis on safety. SET spent hours on safety issues, intensive interrogation of BULs sometimes leading to humiliation and tears wwhen there was a major incident. Safety was always first topic on *this* SET's agenda. Tony Hayward was "very diligent".
4. R&M SET
Much less emphasis on safety. Greg invited members of SET to E&P-SET meetings to see how they dealt with safety. "SET never accepted the importance of HSSE".

Doug Ford was very safety oriented but had no funds. Al Kosinsky was too weak to fight for funds.
5. Mike Hoffman
Never very interested, although he was a SET's tag for HSSE.
6. Compliance
Major issues between SET and C&E. Never clear who had SPA; project Emerald was a case in point. Mike Hoffman never showed a strong interest in clarifying where the interface was between C&E and Operations, as was Donna.
7. gHSEr Reports
John Browne always made clear that the line was responsible and the Function had to set standards. One standard was that each BU was required to make a gHSEr report every year.

E&P did so regularly.

R&M considered the annual gHSEr report as a guideline, thus less relevant and never assigned good people for the audits.

In 2005 it became apparent that there were more and more problems due to lack of compliance. Manzoni introduced spot audits focussing on permit to work. But this was just an action; "JAM and MH had a complacent attitude".
8. Pat King
When Pat King came he "flagrantly attacked the shortcomings", but John and Mike were not interested. Greg Coleman does not know whether Mike Hoffman ever fought to do the right things first.

9. Don Parus

Don showed little interest in operations.

10.PSM

PSM had little relevance in talks between Segments and the HSSE Function. There was quite a lot of confusion as the R&M felt that PSM was a matter of process engineering only, not of HSSE.