

May 8, 2006  
Interview with Helmut Schuster

Stephanie Moore, Jeff Heller,  
Bill Bonse and Rudy Blyweert  
St. James Square  
Caspian Room 4-53

Introduction: Bill Bonse

Introduction: Jeff Heller

Helmut: I was 2 years working in PAS issues in Refining. This was a project created, consequences in Refining about PAS. Colin McLean--he was working out of Whiting, and I was working with Mike Hoffman. 2001-02 was the project. 2003-04 I worked for Hoffman. Left in beginning of 2004.

Bill: Q: To what extent had situation at TXC played a role at the segment level? Some thought TXC had worse record.

Helmut: There was a realization that some things needed to be sorted out at TXC. HiPro was being carried out. There was an influx of talent in TXC for this: Rick Hale, Bob Smith, things done after Mike H. took over. Willie Willis was moved by Mike H., strong operations guy.

Rudy: Q: Why did Hale leave?

Helmut: I was surprised. There was an indicator about leadership continuity. Mike H. wanted to move him. Rick was not replaced.

SCM: Q: Willis -- good reputation?

Helmut: Yes, spoke well, had a good reputation. When appointed, it was a Star Site so Not sure who had accountability.

Bill: Q: Remember the VEBA or Kearney audit? Insight?

Helmut: In 2002, I was still in Chicago. EA to Mike later.

Lots of discussion that Gower was to be more than a span breaker. That head of U.S. refining had to have a lot of accountabilities. The way it was set up at time.

These VPs would have their authority from the GVPs. So, GVP originates performance contract but other accountabilities go to the VP of Refining.

Bill: Q: Who did Parus report to?

Helmut: At one time as site director reported to Hoffman. Rick Hale reported only to Parus.

Rudy: Q: Parus complex director. Hale Refining PUL. Harlan reports to Parus and to a Chemical BUL.

Helmut: Rick Hale was accountable for financial performance to Pat Gower.

Bill: Q: How would you describe Parus' role?

Helmut: Operational integrity, optimization, whole complex. When we got rid of Star Site, Parus to Gower to Hoffman.

SCM: Q: When you were Mike's EA, other refinery managers report to Pat then to Mike?

Helmut: Yes.

SCM: Q: Who attended Mike's leadership meetings?

Helmut: There was a core team with Maslin etc. Others were involved by Gower in his own meetings.

SCM: Q: Could Gower order Parus to correct safety problem?

Helmut: Before with Star Site to Hoffman, after that to Parus to Hale. After Star Site, then he could give order.

Bill: Q: Never heard about complaints on TXC leadership: TXC was heart of BP refining.

Helmut: Wanted to make money at TXC. The site also had goals. There might be minutes of Mike's meetings.

Project – to attempt to increase PAS scores--we had a huge gap with unionized sites. So we had meetings with EES about

Some f.u. →Any project report from this? Helmut thinks there are documents. Some leadership programs came out of this.

