

**Notes from the interview with Mike Broadribb June 12, 2006**

1. TCS Leadership

Emphasis was on occupational safety; they were "blindsided" on PSM. Actions and KPIs were just focussing on matters of occupational safety nature.

2. PSM

A number of PSM-actions had been taken by Amoco in 1995 due to OSHA '92 regulations. Amoco invited BP to follow.

Texas City created a PSM committee which "diluted later and ceased to exist in 2004/2005". The PSM commitment of leadership "faltered". Bill Ralph was "demoralized". Grangemouth lessons were not followed. "There were fires every week". Siting of trailers was not the only evidence that safety rules were not lived up to; welding and parking of cars happened always too close to hazardous areas.

Golden safety rules not known in TCS.

There was a collective blindness.

TCS was a "shitty place".

3. OSHA

The relationship with OSHA was "confrontational" since quite some time. Bill Ralph was not at all helpful.

4. Leadership Culture

Generally speaking – not limited to TCS – BP is rewarding excellence in commerce; operations are not seen important.

Amoco was different; there was a huge HSSE department in Chicago which included PSM. It had been dismantled by BP and there was no replacement. BP was not willing to listen as "we know better".

5. Don Parus

Operation Managers, MDLs and Superintendents had "little comprehension of the issues".

He inherited a "broken organization"; although he was well meaning he was "set to fail". He was never in a leadership role.

Procedures were not updated but signed every year.

6. Hawkins

Best staff was not assigned to ISOM. So Hawkins was no high calibre and had no comprehension.

Risk calculation for siting was done by a vacation student. There was no professional education for a good supervision.

7. Bill Ralph  
No HSSE-leader; obstructive to OSHA.
8. Joe Barnes  
He had no knowledge and hence was no support to Bill Ralph.
9. Willie Willis  
Had accountability for siting of the Merrit-trailer as it was on land between units of his remit. Was caught up in meetings always, almost never going to plants.  
  
Checks and balances missing to make sure that everything is right.
10. Pat Gower  
Not impressive. Only experience when he was acting "in a fairly junior manner" with OSHA.
11. Roots for the disaster  
Incompetence  
High tolerance of non-compliance  
Inadequate maintenance and investments
12. JAM  
Mike worked for him in Alaska and he is convinced that John has "no understanding of safety".