HSSE '05 business plan

HSSE Business Plan

HSSE Accountability for Protection
HSSE is accountable for supporting/assisting the MAT and Functional areas with improving their HSSE performance and conscious of the business through:

✓ Monitoring site performance and supporting development of strategies to prevent injury.

✓ Individual and Industrial Health monitoring and Wellness planning.

✓ Resources and Tools for securing the perimeter of the site.

✓ Support of Environmental performance.

✓ HSSE Training and Education Resources and Knowledge.

✓ Management of the HSSE Policies, Procedures and Guidelines.

✓ Verification of Compliance to HSSE Policies.

✓ Monitoring and Support of Process Safety Management.
Expectations for HSSE

Dr. Boswell (Health)
- Accurate fitness for duty determination
- Medical surveillance, substance abuse testing, and individual employee fitness assessment
- Detection of Occupational Limits
- Division of appropriate medical care
- Strict compliance
- Ethical Performance
- Medical Department employee Safety
- Support for Site Wellness

Les Ains (Security/ Emergency Services)
- Maintain processes for security and emergency response

Edwision Arnold (Safety)
- Provide Protection, education, planning, and processes
- Manage site performance monitoring

Watson DuPont (Environmental)
- Environmental expertise and information resources
- Data tracking of management information and assessment
- Training Resources
- Vocal Concerns
- Interface and Advocacy with agencies
- Protection for Direct & Indirect Reports

Debbie Periculis (Building Monitor)
- Asure total egress of teams from building in case of emergency
- Supporting Safety Observation System
- Monitor HSSE training database

GG Vasallo (IMT and HSSE Training Advisor)
- Enhancing training systems
- Bring reality to training
- Remain respect
- Training and support of IMT

Rusty Norman (Compliance)
- Verification process, auditing, factual feedback
- Report pertinent information
- Recommendations for change, push sharing for best practices
- Provide an ear to the site’s ideas, gripes, and concerns

Bill Ralph (PSM)
- Procedures and processes
- Technical resource
- Education
- Auditing and Performance Measures
- PSM Services (e.g... Hazop, MOC Leader Training, etc…)

Evan Jones (BWON SPA)
- Support HSSE through Challenge and Idea generation to improve protection systems.
- Fix BWON to protect employee environment.
HSSE 05’ business plan: health

2005 Gaps

- Annual physical plan.
- Work life balance.
- Wellness program not connected to our business objectives and medical cost.
- Not enough staffing to cover the TCS.

2005 Key Risks

- Employee Health
- Strike Planning
- Substance abuse
- Facilities & Staff
- EMT Staffing & Distribution

High impact improvements

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<tr>
<th>Now</th>
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<tbody>
<tr>
<td>Require that fitness is a condition of employment.</td>
<td>Develop job specific health parameters matrix to be used when evaluating individuals or certain job function.</td>
<td>Establish a voluntary incentivized wellness program.</td>
<td>Develop a plan to help reduce smoking at the site.</td>
<td>Upgrade the existing health facilities.</td>
</tr>
<tr>
<td>Immediate adoption of substance abuse success system technique for TCA (i.e., random hair sampling)</td>
<td>Create a wellness evaluation and customized health plan program.</td>
<td>Develop a work stoppage replacement evaluation plan</td>
<td>Engage health staff with issues other than routine “physicals”</td>
<td>Establish a series of health talks communicating what to do within the first (2) minutes of an identified trauma case.</td>
</tr>
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</table>
HSSE ‘05 business plan: safety

2004 Gaps
- Not captured – but ’05 risks mirror ’04 gaps

2005 Key Risks
- Safety not being viewed as the #1 priority at TCS.
- Individuals are still being hurt at TCS
- TCS kills someone in the next 12-18 month
- Lack of policy consolidation between TCC and TCR.
- Lack of participation/support from union leadership on CDP
- Site not reporting all incidents in fear of consequences.
- Different safety standards b/t BP and contract workers.
- HSSE not being respected due to relentless auditing and reporting.

High impact improvements

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<tr>
<td>HSSE LT shall to attend weekly safety meetings on Wednesday</td>
<td>Develop and implement HSSE Quarterly Safety Training (GGV)</td>
<td>Develop a way to properly analyze and increase the use of safety observations</td>
<td>Audit CDP to ensure goals have been met.</td>
<td>Improve JSA process.</td>
</tr>
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HSSE ’05 business plan: PSM

2004 Gaps

- Funding and compliance
- Lack of supported training for crafts
- Quality and inconsistency of action items

2005 Key Risks

- Mechanical integrity: Corrosion under insulation (CUI)
- Positive Material Identification (PMI)
- Structural Integrity, Inspection of RV’s, Safety Critical Instruments and Rotating Equipment, Inspection of fixed equipment
- Competency levels for Operators, Mechanics, supervisors, superintendents, managers and contractors

High impact improvements

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<td>Clarify the extent of the training issues and deliver a recommendation</td>
<td>Initiate a project to get funding for CUI, PMI, etc. continue with KPI’s for MI metrics</td>
<td>Develop a “register” of safety related devices</td>
<td>Redo Level A&amp;B, MOC and PHA leader, lists including retraining</td>
<td></td>
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HSSE’05 business plan: **people**

**2004 Gaps**
- People feeling unvalued
- HSSE career planning
- Work overload
- Impact of physical facilities

**2005 Key Risks**
- Inconsistencies amongst teams
- Disengagement of staff
- Lack of MBWA (Management by walking around)

### High impact improvements

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<td>Create space for quality assignments</td>
<td>Develop an improved process for M perforance to enhance confidence in the system</td>
<td>Develop an HSSE progression metrics</td>
<td>Improve SOC work areas/guard post, i.e., gate 26</td>
<td></td>
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<tr>
<td>Team induction to HSSE</td>
<td>Remove interdepartmental SILOS</td>
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HSSE ’05 business plan: environmental

2004 Gaps

- TCS does not have an active tracking system.

2005 Key Risks

- Benzene-compliance
- Project funding being timely and adequate
- Bureaucracy, who has the authority to do what?
- Enterprise? Small projects not proven successful
- People - 4 month after agreement
- Sensitive message from PUL and MDL’s

High impact improvements

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<td>Identify and monitor SPA communication</td>
<td>Consider external auditing to complement self auditing</td>
<td>Develop a system to tie all fines back to the superintendents, jackets and unit budgets. Consider avenues for recreating environmental committee</td>
<td></td>
<td></td>
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<tr>
<td>Communicate LDAR process to site to ensure consistency. Sitewide centralization of LDAR operations.</td>
<td></td>
<td></td>
<td>Develop an environmental shed plan</td>
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</table>
HSSE ’05 business plan: Security/Emergency Services

2004 Gaps

- Lack of staffing plan

2005 Key Risks

- Aging Security and Emergency Services Staff
- Ownership of Security Matters by All on Site
- Do not have an Adequate Security Envelope around TCS
- Lack of Strong Internal Controls
- Emergency Notification System Less Than Adequate
- Emergency Building Management Processes are not Completely Implemented Across the Site
- Work Stoppage Planning for ERT
- EMT staffing and distribution

High impact improvements

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<td>Facilitate the development of a work stoppage ERT Staffing Plan for the Site</td>
<td>Facilitate the completion of the plan to close the remaining items from the SVA. -Gate 26 -Fence Detection and Cameras System -Closing Gate 29 -Chemical Plant Gate</td>
<td>Facilitate the development of a staffing plan to manage the security and emergency services staff retirement process.</td>
<td>Facilitate the development and implement a structured communication process for security information</td>
<td>Facilitate the development of a preliminary operational staffing plan for enhance site security</td>
</tr>
<tr>
<td>Facilitate the improvement of the Security Signage at gates and fence line</td>
<td>Facilitate the implementation of a cost-effective capital project to address improving the ENS.</td>
<td>Facilitate the implementation of a security background check system</td>
<td>Facilitate the development of a long term EMT staffing and distribution plan.</td>
<td>Facilitate the implementation of a robust building emergency management process</td>
</tr>
</tbody>
</table>
HSSE ’05 business plan: compliance

2004 Gaps

- New buzzword at site, process needs time to soak.

2005 Key Risks

- Major injury-fatality: major incident both inside/outside the fence
- Timing of compliance initiatives, too much too fast vs. not keeping people engaged and moving forward
- Inconsistent education process
- Compliance is not a top priority within management or in the field
- Field not reporting or sharing learning's/experiences due to fear of consequences

High impact improvements

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<td>Publishe the compliance audit results.</td>
<td>Develop a process that would ensure that HSSE site assessment expectations around protection are being pushed to Don and Kathleen as a lead team replacement criteria.</td>
<td>Develop a process to engage professional educators.</td>
<td>Audit CDP to ensure design is being delivered.</td>
<td></td>
</tr>
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HSSE’05 business plan: core activities

The following have been identified as core activities with high impact on 2005 performance:

- Health
- Safety
- Security
- Environmental
- People
- Compliance