

From: Tanner, Keisha W
Sent: Wed Mar 21 22:13:35 2007
To: Gray, Thomas B; Jackson, Curtis W (HSSE)
Cc: Church, Timothy R
Subject: Baker Panel Feedback Presentation
Importance: Normal
Attachments: Baker Panel Feedback_EL.T.ppt

Gentlemen,

Attached is the latest draft of the Baker Panel Feedback Presentation. We incorporated your feedback and limited the comments on each slide to focus the conversation. Please advise any recommended changes and our role if any in the ELT next week.

Thanks!

Keisha W. Tanner

Production, Measurement and Allocation Manager
GoM Production - Operations
Tannerkw@bp.com
281-366-4474 (Office)
281-433-0918 (Cell)

From: christina.f.knips@accenture.com [mailto:christina.f.knips@accenture.com]
Sent: Wednesday, March 21, 2007 4:57 PM
To: Tanner, Keisha W; Church, Timothy R
Cc: Hammond, Scott P (Accenture)
Subject: Baker Panel Feedback Presentations (ELT and Final)

Please see attached presentations.

ELT: No back up slides
Final: Includes back up slides

Thanks,
Christina

Christina Knips
Accenture - Resources
(713) 837-0852
(713) 240-0060 cell

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Baker Panel Participant Feedback

San Antonio ELT – March 28 & 29

Agenda

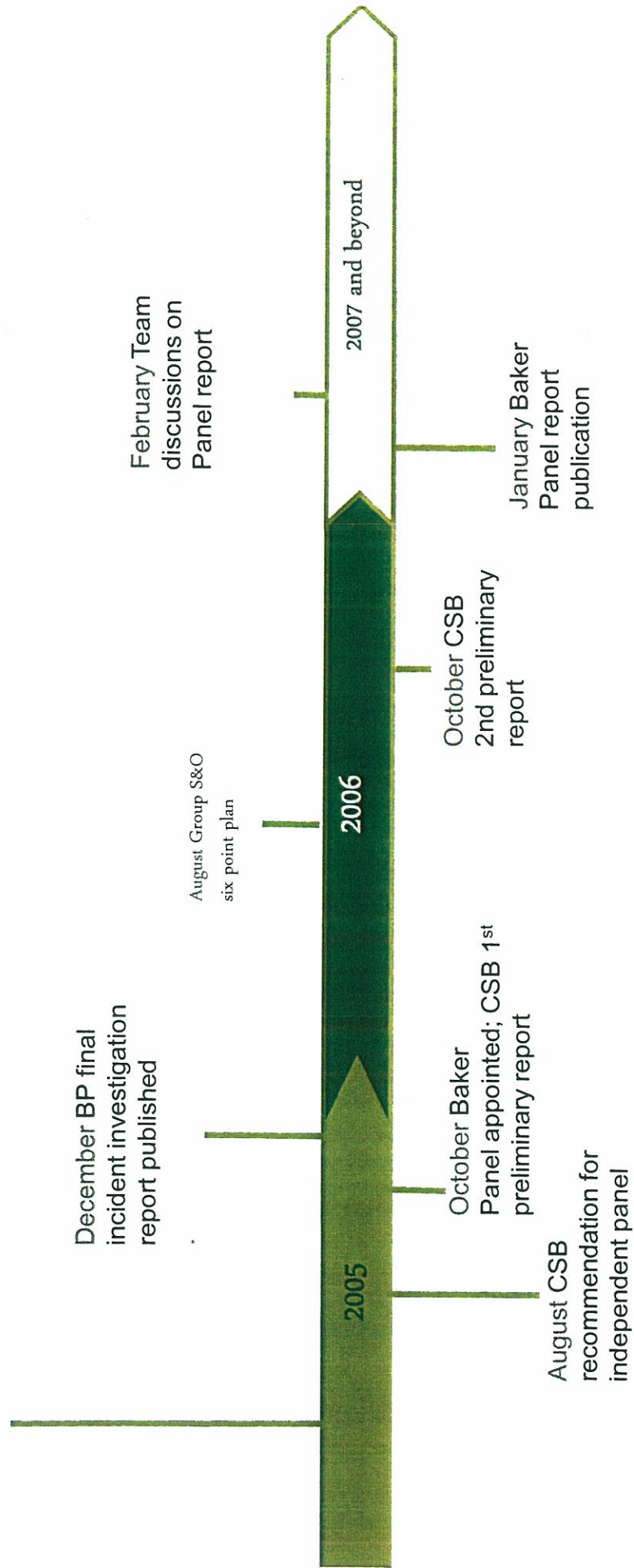


- Background
- Workforce Views and Perceptions
 - Statistics
 - Comments
- Discussion
 - What's Missing
 - Priorities



Timeline of Events

23 March Texas City
refinery incident



Overview of Report Recommendations (1)



1. Leadership - setting direction and visible commitment

- Leaders must set the process safety “tone at the top”; establish appropriate process safety goals matched by the actions they take (1)
 - e.g. clear messages, actions and resources
- Clearly define expectations & strengthen accountability for process safety performance at all levels in executive management and in the refining managerial and supervisory reporting line (5)
 - e.g. align performance contracts, pay and promotion practices with process safety outcomes
- Similar to our approach to climate change, transform the company into a recognised industry leader in process safety management (10)

Overview of Report Recommendations (2)



2. Manage process safety as an integrated and comprehensive system

- Establish a system that systematically and continuously identifies, reduces, and manages process safety risks at its U.S. refineries (2)
 - e.g. systems should include management of change process for organisation and people changes
- Develop and periodically update an integrated set of leading and lagging indicators for more effectively monitoring the process safety performance of the US refineries; work with key internal and external stakeholders to develop consensus indicators for refining and chemical processing industries (7)
- Establish and implement an effective system to audit process safety performance at its US refineries (8)
 - e.g. audits shall include a periodic view independent of BP
- Board should oversee implementation of recommendations and performance of US refining process safety; engage independent third party to report progress against recommendations annually to the Board. Board to report progress and performance publicly (9)

Overview of Report Recommendations (3)



3. People - process safety knowledge and expertise

- Develop and implement a system to ensure appropriate levels of process safety knowledge and expertise at all levels (3)
 - e.g. identify level of knowledge required and ensure capabilities as needed, with input from key stakeholders
- Provide more effective and better coordinated process safety support for US refining line organization (6)

4. People - process safety culture

- Involve the relevant stakeholders to develop positive, trusting, and open process safety culture at each refinery (4)
 - e.g. promote two-way communication; create climate where tough questions are welcomed

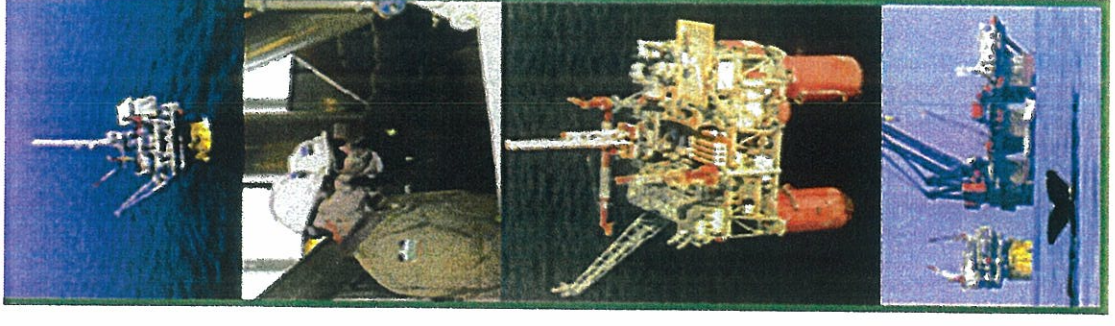
Feedback Participants

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OneSPU Confidential

- GoM Exploration
 - Megaregional
 - HSSE Team
 - Renewal LT
 - Central DW
 - Deep Gas
 - Drilling & Completions ELT
- GoM Production
 - JV Pompano PU
 - HSSE Function
 - Subsea Projects PU
 - GoM SPU Operations Function
 - Thunder Horse PU
 - Reservoir and Wells Function
 - Eastern Deepwater PU
 - Holstein Mad Dog PU
- GoM Developments
 - Atlantis
 - New Developments
 - PSCM
 - Engineering Authority
 - HSE
 - GoM SPU Commercial

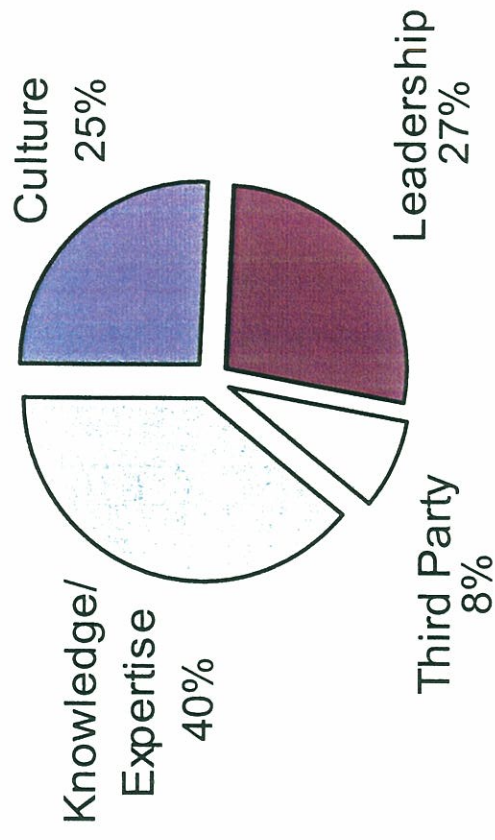


Feedback Theme Definitions



- Leadership
 - Setting Direction and Visible Commitment
- Third Parties
 - Inspectors/Vendors/Contractors
- Knowledge and Expertise
 - Relating to Process Safety
- Culture
 - Common values, principles and practices that shape organizational behaviors

Feedback Statistics



Total: 516 Comments

Feedback Statistics

bp



Total: 516 Comments

Knowledge and Expertise



- Process Safety Clarity
 - *"Need a general understanding of process safety and how it applies to the Integrity Management standard - The word "process" is confusing since we use it in a different sense in much of our business."*
- Learning Organization
 - *"We do not want to keep learning from mistakes, but take a proactive step."*
- Training
 - *"Training is an issue: with new staff it needs to be evergreen w/ dedicated programs."*

Leadership – Setting Direction



- Prioritize Initiatives
 - *“Initiative Overload is an issue – the number of initiatives are confusing and complicated - so many things plastered together”*
- Clear Accountabilities
 - *“How will accountability be structured within the organization? How will it filter down?”*
- Bandwidth
 - *“Managers are overloaded with paperwork & are too busy to give attention where needed.”*

Leadership – Visible Commitment



- Stay the Course
 - *“Is this just another initiative pushed down from leadership that we’ll focus on for a year or two and then move on to next initiative?”*
- Changes in Management
 - *“Will the change in senior management (John Browne to Tony Hayward) make any difference? (Feeling is likely not)”*
- Clear Linkage
 - *“If Safety were to be awarded equally as Performance is (incentive i.e. stock options)...”*

Culture



- Openness
 - *“Unfortunately peer pressure and management can stifle people to come forward. People need to be much bolder than they have in the past and have outlets.”*
- Front Line Awareness
 - *“People working day to day on rigs and production facilities become “numb” to risks.”*
- Incentives
 - *“Despite rhetoric, Process Safety needs... to be important to each of us individually. GoM SPU can put processes in place, but it has to be rewarded and expected that we make this work.”*

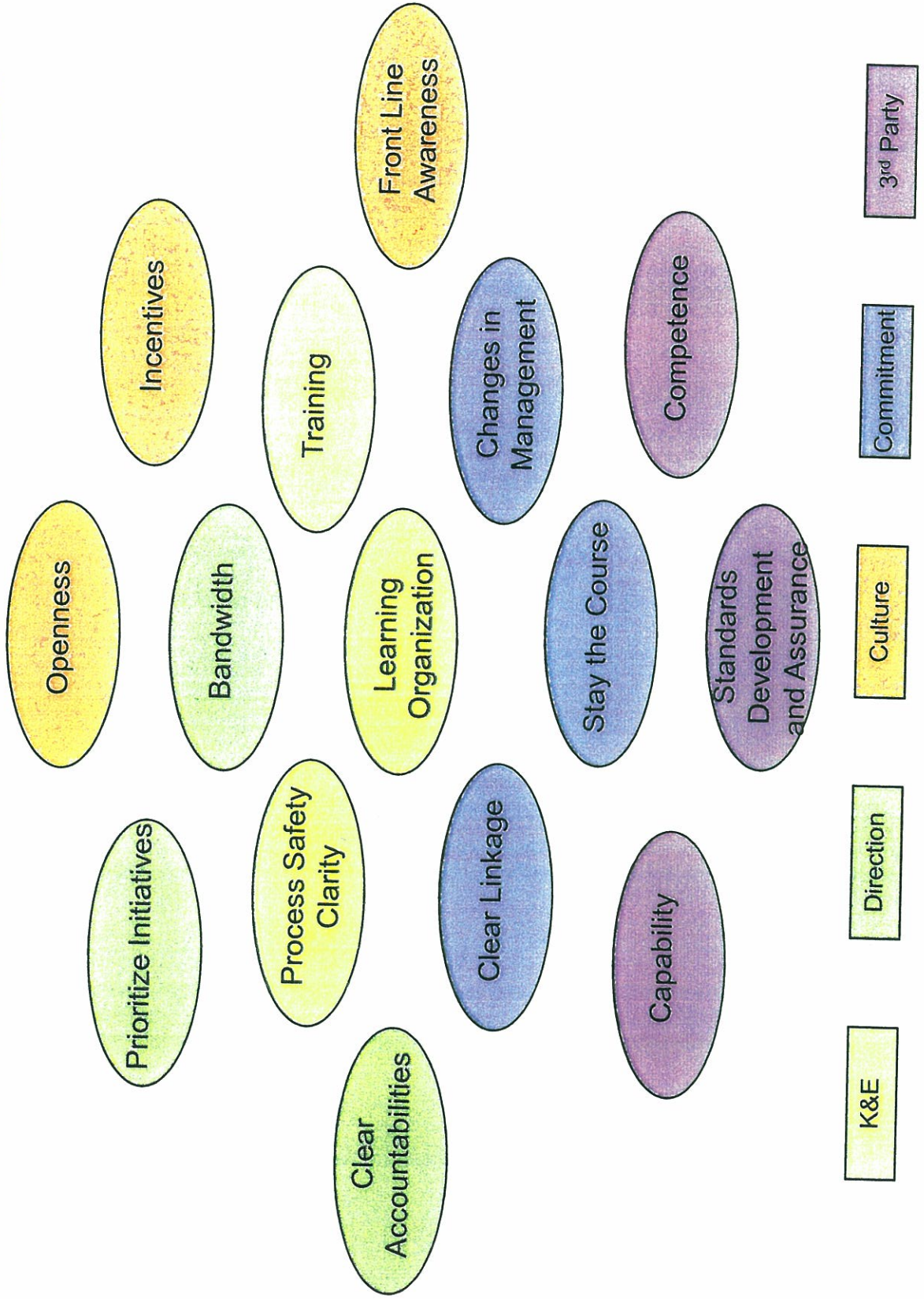
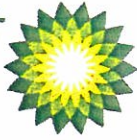
Third Parties



- Standards Development and Assurance
 - “How are we managing that we get safe equipment and supplies from Vendors?”
- Competence
 - “Need to define GoM SPU requirements for inspectors and inspection and then verify that they meet the requirements of the specification.”
- Capability
 - “We need to ensure we have the right levels of expertise in-house instead of being so reliant on our contractors/consultants.”

Focus Areas

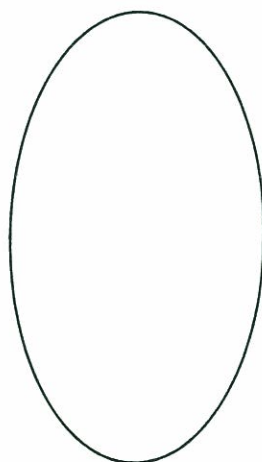
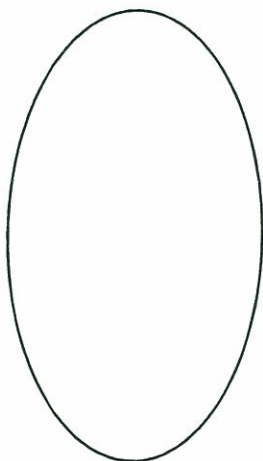
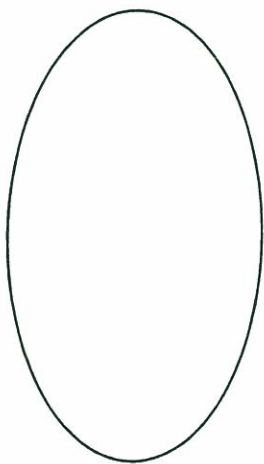
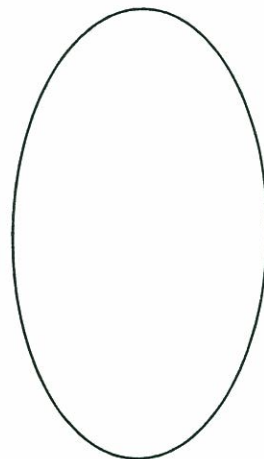
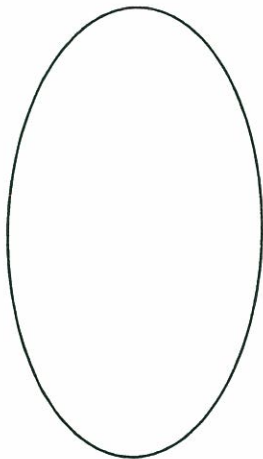
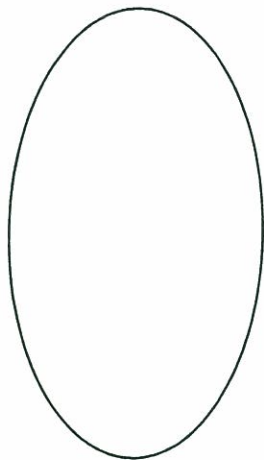
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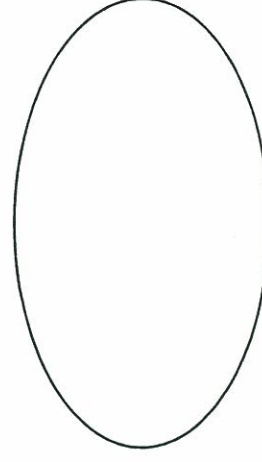
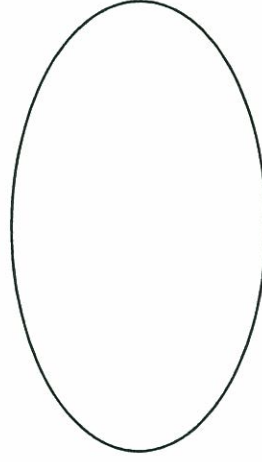
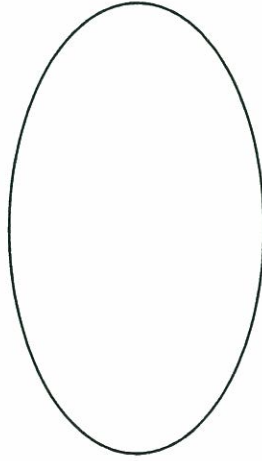


What's Missing



Prioritized Focus Areas

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