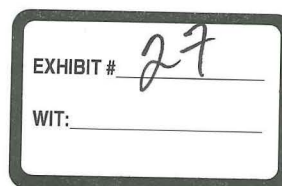


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Current: SAFETY AUDIT / LEADERSHIP AND ORGANIZATIONAL CULTURE
Former: AEROSPACE SAFETY / VICE PRESIDENT / OPERATIONAL DIRECTOR
ASTRONAUT (Mission Commander)
Captain, United States Navy, Retired

CORPORATE EXPERIENCE:

- Auditor, Safety and Operations Group, BP; Leadership and Culture Leader, BP America, Inc.
- Safety Consultant; President, Escape Trajectory LLC.
- Vice President, Safety, L-3 Communications, Titan Group.

NASA EXPERIENCE:

- Director, Flight Crew Operations Directorate.
- Deputy Director, Johnson Space Center.
- Technical Assistant to the Director, Safety and Mission Assurance Directorate.
- Astronaut; only American to command five space missions.
- Pilot on STS-32, Mission Commander on STS-52, STS-63, STS-86, STS-102, and STS-113.
- Inducted in the Astronaut Hall of Fame.

U. S. NAVY EXPERIENCE:

- Operational pilot in the A-7E, Attack Squadron 72 (VA-72) aboard the USS John F Kennedy, 345 carrier landings
- Test Pilot and Project Officer, Graduate of the U.S. Naval Test Pilot School, Patuxent River, Maryland.
- Operational pilot in the F/A-18, Strike Fighter Squadron 132 (VFA-132).
- 7,000 hours flying time, accident-free, in 20 different types of air and space vehicles.

SUMMARY OF QUALIFICATIONS

Leadership / Executing Operations
Organizational Development
Policy & Procedure Development
Creating Successful Plans

Team Building / Analysis of Team Interrelations
Productivity & Safety Improvements
Safety, Culture, Leadership Education
Safety & Leadership Auditing

• Leadership:

- Directed Flight Crew Operations (400 employees, 150 Astronauts, 12 successful space missions during the start of continuous human presence in Earth orbit, directed 3 years of air and space training and operations, accident-free).
- Selected to command five international space missions and crews.
- Human Space Flight Center representative to the Flight Readiness Review board for Space Shuttle missions.
- Directed the search and recovery of the STS-107 Columbia Crew Remains (with 45 agencies, 2,000 people).
- Regular lecturer at the BP leadership academies conducted at the Massachusetts Institute of Technology.

• Organizational Management Skills:

- As Deputy Director, established and mentored the first Safety Team administered by the employees for the benefit of the 16,000 civil servants and contractors.
- Established the Commander Upgrade Program to train and evaluate prospective space Commanders.
- Established the Instructor Astronaut Program to provide formalized training for space flight crews.
- Developed 14 Principles of Operational Management, which guide flight crews during space flight operations.
- Established the Astronaut Mentoring Program.
- Established a new Ground Training Program to Improve the Safety and Operations in the T-38 training airplane.

• Human Resource Management Skills – Three-time member of the Astronaut Selection Board.

- Communication Skills – Delivers cultural improvement speeches to numerous audiences (Corporations, Professional Organizations, National Television and News Media, Schools).

PROFESSIONAL EXPERIENCE

SAFETY AND OPERATIONS CULTURE LEADER, BP Exploration (Alaska), Inc., BP America, Inc. (October 2009 – Present)

Selected by the President, BP Exploration (Alaska), Inc., to lead the Leadership and Culture change efforts at the BP Alaska organization, including North Slope operations. Ensures the right behaviors and leadership processes are in place in the Exploration & Production organizational redesign efforts to achieve sector leadership in the industry.

- Strategic Plan. Developing a five-year Strategic Plan for continuous improvement of culture at BP Exploration (Alaska).
- Leadership Advice. Advises the President and his leadership team on matters relating to organizational culture and leadership.

LEADERSHIP AND CULTURE LEADER, Texas City Refinery, BP America, Inc. (September 2008 – October 2009)

Personally selected by the Chief Operating Officer, US Refining, to lead the Leadership and Culture change efforts at the Texas City Refinery. Ensures the right behaviors and leadership processes are in place to drive accelerated activities to improve the organizational culture.

- Strategic Plan. Developed a five-year Strategic Plan for continuous improvement of organizational culture, the first of its kind in the five U.S. refineries at BP. Currently leading the execution of the tactical elements of the plan.
- Leadership Advice. Advises the Strategic Performance Unit Leader and his leadership team on matters relating to organizational culture and leadership.

AUDITOR, Safety and Operations, BP America, Inc. (December 2006 – Present)

As a member of BP's independent Safety and Operations auditing team, performs operational safety audits at various BP facilities around the world by collecting objective evidence, identifying necessary corrective actions and recommending opportunities for improvement.

- Team Leader. Performed as Team Leader and led the planning efforts and for two of the Safety and Operations audits in 2008.
- Leadership Advice to Business Unit Leaders. On request, in addition to the normal objective auditing function, conducted subjective assessments of leadership, and made recommendations to Business Unit Leaders to help their organizations improve.
- Corporate Leadership Initiatives. Personally invited to participate in a series of leadership meetings as a member of a team of leadership experts, chartered by the Chief Executive Officer's Executive Team to develop the Leadership Framework for BP. Hand-picked to participate in a workshop to test the final version of the BP corporate values redefined in 2008.
- Leadership Coaching. Selected to provide individual coaching and guidance to three of the seven BP leaders who presented personal "vignettes" at the meeting of the Top 150 Executives in BP in March 2008, in support of the Forward Agenda commissioned by the Chief Executive Officer.
- Operational Review of Bond Helicopters (Exploration and Production, North Sea). As Deputy Team Leader, conducted an operational review of the contracting company that provides transportation for BP and contractors after a tragic accident in the North Sea. Developed operational improvements, intended to prevent accidents and save lives. Identified corrective actions that are expected to result in group-wide improvements in management of BP's aviation contracts around the world.
- Lecturer at BP's Leadership Academy. Deliver a regularly-scheduled lecture on leadership and managing risk at the BP Projects and Engineering Academy and the BP Operations Academy at the Massachusetts Institute of Technology (MIT), a joint leadership academy conducted by MIT professors and BP leaders.

PRESIDENT, Escape Trajectory LLC (April 2005 – December 2006)

Founded private enterprise to assist organizations in increasing their productivity through safety and cultural enhancements. Advises companies in aviation and petroleum industries on ways to improve safety while increasing productivity, efficiency, and team-building. Developed safety-related programs targeted to high reliability organizations. Included methods to make effective decisions, improve culture, enhance the long-term viability of the companies, and manage overall risk.

- Safety Culture Improvements. Deliver motivational speeches covering Safety Culture (High Reliability Organizations, Making Decisions, Managing Risk, Organizational Archetypes), Flight Operations (Space Flights Mission Overviews, Sensations in Space, General Safety, Aircraft Carrier Operations), and Leadership (Space Mission Command, Search for Columbia Crew, Flight Crew Operations Direction.)

VICE PRESIDENT, SAFETY, L-3 Communications, Titan Group (July 2005 – Jan 2006)

Served as L-3 Titan Technical Advisor for NASA programs and provided expertise in the areas of flight engineering and space program safety. Provided assistance and technical expertise with strategic planning, program support, and formulation of technical solutions for new program initiatives. Encouraged awareness of Safety and Health standards and provided oversight in the development of safety plans and procedures in response to program requirements.

SPACE SHUTTLE LEAD, Independent Technical Authority (June 2004 – January 2005)

- Assessment of Space Shuttle Program. Developed and presented independent assessments of the technical decisions made by the Program Manager, Space Shuttle, to the Chief Engineer, Johnson Space Center.

TECHNICAL ASSISTANT To The Director, Safety, Reliability, Quality Assurance (April 2003 – June 2004)

- Safety Culture. Developed program to improve the safety culture at the Johnson Space Center after the Columbia accident. Delivered speeches to over 3,000 Civil Servants and Contractor personnel at various organizations in NASA Centers and external Contractor organizations. Developed and conducted two-day workshop for Leadership and Safety Culture in cooperation with a Human Factors specialist, United Space Alliance, Kennedy Space Center.
- Return to Flight Planning Team. Assisted the Director in developing the Plan to Return to Flight after the Columbia accident.

DIRECTOR, Flight Crew Operations (September 1998 – September 2001)

Responsible for all aspects of operational and budgetary planning (\$45 million annual budget), flight execution, and management of space crew activities and aircraft maintenance. Operation included 160 astronauts, 400 civil servants and contractors, and 40 airplanes. Directed the selection and training of astronaut candidates, determined flight crew training and simulation requirements, recommended specific flight crew assignments, trained and certified payload specialists, conducted public relations activities in support of NASA programs, and helped develop timelines, procedures, and new programs. Contributed to the development, acquisition, maintenance and safe operation of the training, administrative, and research support aircraft and supporting equipment and facilities at the Center.

- Mission Accomplishment and Flight Safety. Directed 12 successful space missions, including the start of continuous human presence in Earth orbit. With over 12,000 flight hours annually, extended the time since a major aircraft accident in the Directorate to over 17 years.
- Initiated first time organizational changes to improve the readiness of the 200 aircrew and space crewmembers, including:
 - T-38 Crew Member Performance Course,
 - Crew Resource Management Program (T-38, Shuttle, Station),
 - Training and Evaluation Programs for Instructor Astronauts, Robotics, and Extra-Vehicular Activity,
 - Astronaut Evaluation Board,
 - Commander Leadership Training Program, and
 - Branch Chief Development Program.
- Member Astronaut Selection Board. Three-time member of board, which selected the group of astronaut candidates from the nation's applicants.

DEPUTY DIRECTOR, Johnson Space Center (August 1995 – December 1996, and October 1997 – March 2001)

Jointly responsible, with JSC Director, for administering engineering, scientific and technical functions of JSC programs, managing overall activities of 16,000 employees and contractors, and managing a \$3 billion/year budget.

- Member, Flight Readiness Review Board. Responsible for giving the Go/No-go assessment of the readiness of the Johnson Space Center to support Space Shuttle missions.
- Designated Safety and Health Official.
 - Drove the Johnson Space Center to the best safety record of the ten NASA centers, and one of the best of Government agencies.
 - Successful in achieving Star status for JSC in the Voluntary Protection Program of the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA).
- Co-chair Russian-American Crew Operations Panel. Oversaw all aspects of International space flight issues, including crew selection. With tact, diplomacy, and professionalism, conducted pre-flight coordination with the operational Flight Directors of the Russian Space Agency.

ASTRONAUT, Flight Crew Operations (July 1984 – March 2003)

- Space flight experience. Employed leadership abilities and positive attitude to enhance operational performance, provided help and inspiration to crewmembers and the Mission Control ground teams. (Flight details listed below.)
- Search Director, Human Remains Recovery, Lufkin Command Center. Directed search efforts of 2,000 people from 45 agencies, with initial search area of 10,000 square miles. Recovered the remains of all seven crewmembers of STS-107 with dignity, honor and reverence.
- Lead, Requirements Assessment Team. Developed and published the Design Requirements for the International Space Station Redesign requested by the President.
- Chief, Spacecraft Systems/Operations Branch. Managed the branch that provided input to the design and development of space vehicles and stations, operating techniques and procedures, and crew-related equipment. Resulted in increasing efficiency of operations.
- Chief, Flight Support Branch. Directed activities of 23 astronauts in direct support of Space Shuttle operations including mission control, training, launch support, software testing, and flight procedures documentation.
- Lead, Landing and Rollout Systems. Conducted analysis and performed handling qualities evaluation of the proposed Drag Parachute for the Space Shuttle; recommended changes and assisted in the final re-design, which resulted in the system currently used during landing.
- Lead, Simulator Readiness. Assured simulator readiness for the "Return to Flight" crew after the Challenger accident.

TEST PILOT, United States Navy (January 1981 – December 1983)

Conducted test and evaluation flights in the F/A-18 and A-7E aircraft. Responsible for avionics integration and evaluation of the weapons delivery systems.

- Weapons delivery system. Evaluated supersonic delivery of a variety of weapons. One of six pilots to evaluate the 5.6 hertz oscillation flight control problem in the F-18 airplane. This was a structural oscillation that was caused by aerodynamic forces coupling with inertial forces of a bomb carried on an outboard wing station, manifesting itself as an anti-symmetric oscillation due to the flexible composite wing structure. The result was a diverging flutter mode that had a potential for catastrophic structural failure. Participated as co-pilot in the first flight with the new flight control system with an attempted solution using active aileron suppression. This flight was terminated early, against the advice of the ground test conductors, as the oscillations increased. Programmers had inadvertently reversed the arithmetic sign of a flight control coefficient, which could have resulted in loss of the airplane and crew.
- Avionics integration. Led a one-month deployment at the Eglin Air Force Base electronic range, with six maintenance personnel and an A-7E airplane. Completed the successful evaluation of an Electronic Warfare system.
- Flying Qualities. Evaluated the Level III handling qualities (major deficiencies, requiring improvement) of the in-flight re-fueling system for the F-18 airplane. Designers greatly improved the flying qualities in subsequent versions of flight software.

NAVAL AVIATOR, United States Navy (December 1975 – June 1984)

- As an Ensign, earned one of the top ten carrier landing grades in the air wing (six squadrons) at the end of first shakedown deployment on the USS Eisenhower.
- Received award for most carrier landings in the U.S. Navy fleet, as a pilot with the rank of Lieutenant Junior Grade.
- Weapons Training Officer:
 - As a junior officer, was responsible for planning and briefing the Mining Exercise evaluation for all of the squadrons on the USS John F Kennedy, as part of the Atlantic Fleet evaluation of readiness of Air wing-One. Resulted in successful evaluation.
 - Administered the precise details and exacting requirements of the administrative records-keeping and operational procedures with on-board weapons systems. Successfully coordinated the squadron's qualification test, administered by the Atlantic Fleet evaluators, resulting in the certification of Attack Squadron 72.
 - After completing the prestigious Naval Weapons Training Program, used innovative techniques for educating and training the complicated weapons systems characteristics and operational tactics to the squadron pilots.
- Maintenance Line Officer: Led and mentored 25 enlisted sailors (many high school dropouts). Successful and accident-free operations during tenure.
- Squadron Legal Officer. Became retention officer and father figure to 10 per-cent of the 200 enlisted sailors with administrative and disciplinary problems.

SPACE FLIGHT EXPERIENCE:

STS-32 *Columbia* (January 9-20, 1990). Rendezvous and recovery of the 21,400-pound Long Duration Exposure Facility (LDEF) satellite. Intended for retrieval after one year, the LDEF satellite was stranded in orbit for six years after the Challenger accident. The crew recovered the LDEF from its decaying orbit two months before it would have re-entered the Earth's atmosphere and would have been destroyed. The crew deployed the Syncom IV-F5 satellite, operated a variety of mid-deck experiments, and conducted numerous medical test objectives, including in-flight aerobic exercise and muscle performance to evaluate human adaptation to extended duration missions. Mission duration was 261 hours in 173 orbits.

STS-52 *Columbia* (October 22 to November 1, 1992). Deployed the Laser Geodynamic Satellite (LAGEOS). Researchers on this joint Italian-American project have measured the speed of tectonic plate movement of the California shelf with an accuracy of 7 centimeters per year. Separately, after analyzing the motion of LAGEOS for 11 years, scientists confirmed the "Frame Dragging" effect, a key prediction of Einstein's general theory of relativity, which proves the mass of the earth drags spacetime with it as it rotates. The crew operated the first U.S. Microgravity Payload (USMP) with French and American experiments, and successfully completed the initial flight tests of the Canadian-built Space Vision System (SVS). Mission duration was 236 hours.

STS-63 *Discovery* (February 2-11, 1995). First American flight operations with the Russian Space Station. Mir: first flight with NASA woman pilot. This test flight was a checkout of the rendezvous and navigation procedures, and included a close approach of the 100-ton Space Shuttle to 10 meters from the docking port of Mir. The mission included operation of the *Spacehab* module and associated experiments, and the deployment and retrieval of the Spartan-204 satellite. The mission was accomplished in 198 hours in 129 orbits.

STS-86 *Atlantis* (September 25 to October 6, 1997). This was the seventh mission to rendezvous and dock with the Russian Space Station *Mir*. This was the first flight to dock with the damaged *Mir* after the collision with the Russian *Progress* vehicle, which impacted and depressurized the *Spectr* module of *Mir*. Highlights included the delivery of a *Mir* attitude control computer, which had failed on the three previous Sundays before the launch of *Atlantis*. The flight involved the exchange of U.S. crewmembers, the first space walk by a Russian Cosmonaut, Vladimir Titov, from an American vehicle, the transfer to *Mir* of 10,400 pounds of science and logistical equipment, and the return of experiment hardware and results to Earth. Mission duration was 259 hours in 169 orbits.

STS-102 *Discovery* (March 8-21, 2001). This was the first crew exchange mission to the permanently inhabited International Space Station. Alpha. Mission accomplishments included the delivery of the Expedition-2 crew and the contents of the *Leonardo* Multi-Purpose Logistics Module, the completion of two successful space walks, the return to earth of the Expedition-1 crew, as well as the return of *Leonardo*, the reusable cargo carrier built by the Italian Space Agency. Mission duration was 307 hours and included the longest docked time of any space mission.

STS-113 *Endeavour* (November 23 to December 7, 2002). This was the first combined crew exchange and major assembly mission to visit the International Space Station. Mission accomplishments included the delivery of the Expedition Six crew, the delivery, installation and activation of the P1 Truss, and the transfer of cargo from Shuttle to the Station. During the mission, the robot arm of the Space Shuttle *Endeavour* was used to hand the 28,000 pounds-mass truss to the Station for installation. STS-113 brought home the Expedition Five crew from their 6-month stay aboard the Station. Mission duration was 330 hours.

EDUCATION: Bachelor of Science Degree in Aerospace Engineering from the University of Notre Dame in 1974, with High Honors. Attended one year of graduate school at the University of Cincinnati (Aerospace Engineering, Dynamics and Control of Space Vehicles) before being accepted for flight training in the United States Navy.

ORGANIZATIONS: Lifetime Member of the Society of Experimental Test Pilots; Honorary Member, Musicians' Union, Local 47, American Federation of Musicians, Los Angeles, CA.

SPECIAL HONORS: Distinguished Flying Cross; Navy Achievement Medal; two Meritorious Unit Commendations; six Space Flight Medals; two Outstanding Leadership Medals; four Distinguished Service Medals.