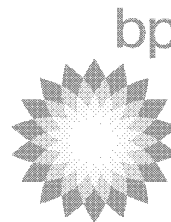


HSSE Business Plan

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

Lee Linn (Security/ Emergency Services)

Maintain processes for security and emergency response

Edison 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 Resource
Vocal Conscience
Interface and Advocacy with Agency
Protection for Direct & Indirect Reports

Debbie Perthuis (Building Monitor)

Assure total egress of team from building in case of emergency
Supporting Safety Observation system
Monitor HSSE training database

GG Vassallo (IMT and HSSE Training Advisor)

Enhancing training systems
Bring reality to training
Regain respect
Training and support of IMT

Rusty Norman (Compliance)

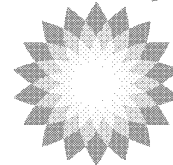
Verification process, auditing, factual feedback
Report pertinent information
Recommendations for change, push sharing for best practices
Provide an ear to the site's ideas, gripes, and concerns

Bill Ralph (PSM)

Procedures and processes
Technical resource
Education
Auditing and Performance Measures
PSM Services (ie... 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

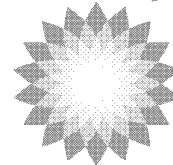
- Annual physical plan.
- Work life balance.
- Wellness program not connected to our business objectives and medical cost.
- Not enough staffing to cover the TCS.

2005 Key Risks

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

High impact improvements

Now	Q1	Q2	Q3	Q4
<p>Require that fitness is a condition of employment</p> <p>Immediate adoption of substance abuse success items technique for TCS (i.e, random hair sampling)</p>	<p>Develop job specific health parameters matrix to be used when evaluating individuals for certain job function</p> <p>Create a wellness evaluation and customized health plan program.</p>	<p>Establish a voluntary incentivized wellness program.</p> <p>Develop a work stoppage replacement evaluation plan</p>	<p>Develop a plan to help reduce smoking at the site.</p> <p>Engage health staff with issues other than routine "physicals"</p>	<p>Upgrade the existing health facilities</p> <p>Establish a series of health talks communicating what to do within the first (2) minutes of an identified trauma case.</p>



HSSE '05 business plan: **safety**

2004 Gaps

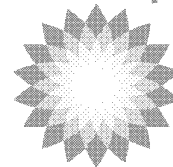
- Not captured – but '05 risks mirror '04 gaps

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

Now	Q1	Q2	Q3	Q4
HSSE LT shall to attend weekly safety meetings on Wednesday		Develop and implement HSSE Quarterly Safety Training (GGV) Improve JSA process.	Develop a way to properly analyze and increase the use of safety observations Update current HSSE policies.	Audit CDP to ensure goals have been met.



HSSE '05 business plan: PSM

2004 Gaps

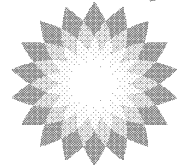
- Funding and compliance
- Lack of supported training for crafts
- Quality and inconsistency of action items

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

Now	Q1	Q2	Q3	Q4
<p>Clarify the extent of the training issues and deliver a recommendation</p> <p>Assign staffing to areas to track A/Is Place AI completion on performance contract and provide a visible report to MDL's</p>		<p>Initiate a project to get funding for CUI, PMI, etc. continue with KPI's for MI metrics</p>	<p>Develop a "register" of safety related devices</p>	<p>Redo Level A&B, MOC and PHA leader, lists including retraining</p>



HSSE'05 business plan: people

2004 Gaps

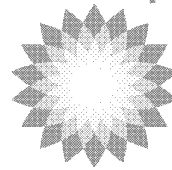
- People feeling unvalued
- HSSE career planning
- Work overload
- Impact of physical facilities

2005 Key Risks

- Inconsistencies amongst teams
- Disengagement of staff
- Lack of MBWA (Management by walking around)

High impact improvements

Now	Q1	Q2	Q3	Q4
<p>Creates space for quality assignments</p> <p>Team induction to HSSE</p> <p>Remove interdepartmental SLOS</p>		<p>Develop an improved process for Mx performance to enhance confidence in the system</p>	<p>Develop an HSSE progression metrics</p>	<p>Improve SOC work areas/guard post, i.e., gate 26</p>



HSSE '05 business plan: environmental

2004 Gaps

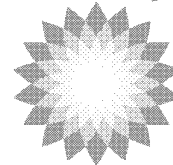
- TCS does not have an active tracking system.

2005 Key Risks

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

High impact improvements

Now	Q1	Q2	Q3	Q4
Identify a Benzene SPA Communicate LDAR process to the site to ensure consistency. Sitewide centralization of LDAR operations.	Consider external auditing to complement self auditing	Develop a system to tie all fines back to the superintendents jacket and unit budgets. Consider avenues for recreating environmental committee	Develop an environmental shed plan	



HSSE '05 business plan: **Security/** **Emergency Services** 2004 Gaps

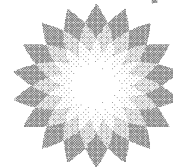
- Lack of staffing plan

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

Now	Q1	Q2	Q3	Q4
Facilitate the development of a work stoppage ERT Staffing Plan for the Site	Facilitate the completion of the plan to close the remaining items from the SVA.	Facilitate the development of a staffing plan to manage the security and emergency services staff retirement process.	Facilitate the development and implement a structured communication process for security information	Facilitate the development of a preliminary operational staffing plan for enhance site security
Facilitate the implementation of the Train Gate and Gate 42 Security Systems	-Gate 26 -Fence Detection and Cameras System -Closing Gate 29 -Chemical Plant Gate	Facilitate the implementation of a security background check system	Facilitate the development of a long term EMT staffing and distribution plan.	
Facilitate the improvement of the Security Signage at gates and fence line	Facilitate the development of a effective cost /capital project to address improving the ENS.		Facilitate the implementation of a robust building emergency management process	
Facilitate the implementation of improved internal controls as needed				



HSSE '05 business plan: compliance

2004 Gaps

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

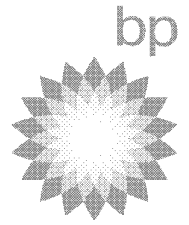
2005 Key Risks

- 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

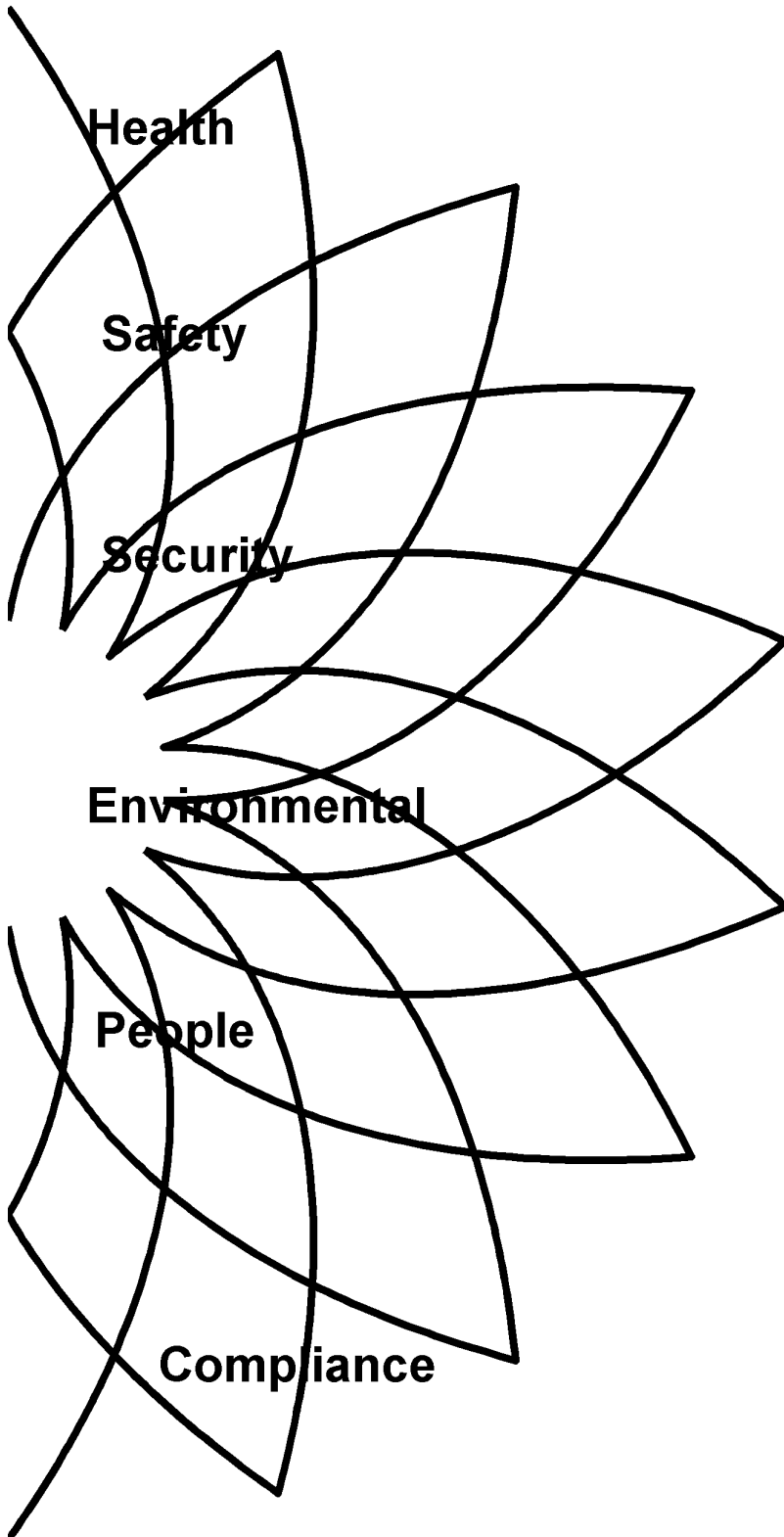
High impact improvements

Now	Q1	Q2	Q3	Q4
<p>Publicise the compliance audit results</p> <p>Audit fraction to ensure actions are being documented and resolved.</p> <p>Put a process in place to deliver CDP training quarterly.</p>	<p>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.</p>	<p>Develop a process to engage professional educators.</p>	<p>Audit CDP to ensure design is being delivered.</p>	

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