



## Esso Petroleum Company Ltd.



Case

Study

Tom Katinas, a refinery manager with extensive experience around the world at various Exxonmobil sites, was brought in to turn around Fawley refinery in March 2003. The site was not meeting targets and was underperforming compared to other Exxonmobil sites.

### DRIVERS FOR LEADERSHIP

Tom believes safety performance is the best gauge of workforce involvement in a business - focusing people on working safely also makes them think about doing their job well - leading to better business performance. He also believes that everyone has a responsibility for the safety of others. His fresh perspective on business management has acted as a catalyst for change, both within the Management Team and the site more generally.

	<b>No. of employees</b>	750 employees & approx. 450 contractors
	<b>Business Sector</b>	Petrochemicals
	<b>Business Activities</b>	Oil refining
	<b>Location</b>	Fawley, Southampton

**“We always cared about people working directly for us, but Tom has made us feel accountable for anyone on our watch at all times.”**

Chris Webb, Business Team Leader, Utilities, Esso Petroleum Company Ltd.



Tom Katinas

### VALUE OF LEADERSHIP

- Forcing recognition that personal site safety was not good enough
- Ensuring all siteworkers understand safe behaviour is a base expectation, and making everyone accountable for safety
- Getting managers interacting with the workforce and demonstrating their commitment to the new safety culture through their behaviours
- Reviewing and changing the organisational mindset so as to increase the emphasis on results / outcomes

**“The standard of site safety performance that is expected of us as a subcontractor was clearly stated by Tom at the outset. Since then he and his team have focused on supporting us and others in achieving them and encouraged us to do the same.”**

Jim Salkeld, Site Manager, Deborah Services Ltd.

### BENEFITS OF LEADERSHIP

- Universal understanding of safety expectations across all site workers - both employees and contractors
- Increasing site worker engagement through new culture of increased accountability and autonomy
- Strong immediate improvements on variety of measures of safety performance
- Improved management understanding of business needs
- Return to profitable operations, exceeding corporate return on capital employment target

**“Tom and the Management Team have changed the previous culture, which led to a straightjacket of petty, written procedures, to one of ‘think for yourself. If you’re doing the right thing we’ll back you up’. I and my team feel empowered and my job has become easier.”**

Simon Boddy, Process First Line Supervisor, C Shift, Lubes, Esso Petroleum Company Ltd.

HSE

Leadership in Health & Safety

HSE





**TOM'S MESSAGE TO OTHER DIRECTORS IS...**

**“If your workforce can't get safety right then ‘the little things’ that people do to make a business successful are probably not getting done as well.”**

**HOW WERE ARRANGEMENTS DEVELOPED?**

The structure of the Management Team was revised to include the SHE Manager and an additional post of Organisational Effectiveness Manager was created. Tom initiated a review process and then worked closely with the Management Team to identify opportunities for improvements, then encouraging them to develop and implement solutions to deliver what was needed.

**CURRENT BOARD ARRANGEMENTS**

All members of the Management Team are responsible for safety on the site. The SHE Manager is specifically responsible for devising, implementing and monitoring the safety strategy across the company. Safety performance is reported by each manager in the Team meetings.

**WHAT WAS DONE?**

A culture change process within the organisation was initiated in 2003. An important aspect of this programme has been bringing about a change in mindsets to focus on results and the simplest way of achieving them within organisational standards and constraints - from the Management Team down. The reporting of supervisors and line managers now include safety measures that feed into a balanced scorecard for the site, which is regularly reviewed by the Management Team.

**DIRECTOR'S ENGAGEMENT**

- Engages with the staff council, which includes safety representatives and managers
- Communicates his aims, beliefs and expectations by letter, presentations and informal visits to all levels in the organisation
- Ensures consistent and meaningful messages visibly reinforced by his actions and those of managers enabling employees to engage and work towards shared goals.



**WHAT DOES THE DIRECTOR DO?**

**“Tom makes things personal so that people can relate to them – ‘What would you expect if it was your brother or son working on the plant?’ – making people think about what they are doing and the potential implications of their actions on others.”**

David Allison, Process Safety Specialist, SHE Dept, Fawley, Esso Petroleum Company Ltd.

- ☑ Supports Management Team in adapting to and enacting the organisational and cultural changes he is demanding
- ☑ “Walks the walk” - sets a clear example through his own behaviour of what he expects from others
- ☑ Goes out and checks for himself how the safety programmes are working on the ground
- ☑ Has become visibly involved in safety and operational management through attending meetings and frequent informal site visits
- ☑ Regular presentations and discussions with staff as to current progress, concerns and restating of expectations “I do not want unsafe people in my backyard”
- ☑ Clear written statements to managers and site workers communicating his expectations for their behaviours and attitudes to work activities