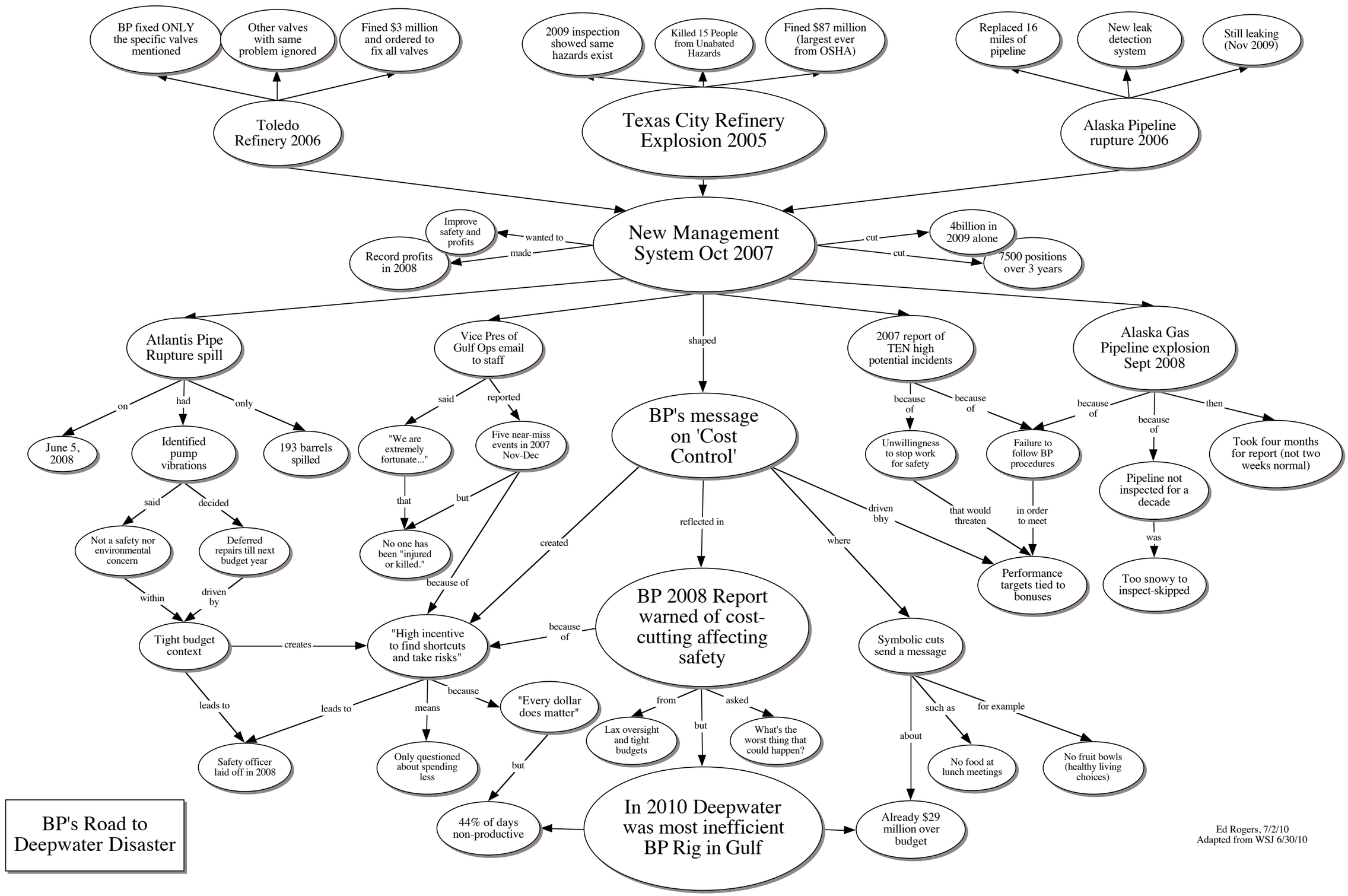
BP fixed ONLY the specific valves mentioned
Other valves with same problem ignored
Fined $3 million and ordered to fix all valves
Toledo Refinery 2006
2009 inspection showed same hazards exist
Killed 15 People from Unabated Hazards
Fined $87 million (largest ever from OSHA)
Texas City Refinery Explosion 2005
Replaced 16 miles of pipeline
New leak detection system
Still leaking (Nov 2009)
Alaska Pipeline rupture 2006
New Management System Oct 2007
wanted to
Improve safety and profits
made
Record profits in 2008
cut
4billion in 2009 alone
cut
7500 positions over 3 years
Atlantis Pipe Rupture spill
on
June 5, 2008
had
Identified pump vibrations
said
Not a safety nor environmental concern
within
decided
Deferred repairs till next budget year
driven by
only
193 barrels spilled
Tight budget context
creates
"High incentive to find shortcuts and take risks"
leads to
Safety officer laid off in 2008
means
Only questioned about spending less
because
"Every dollar does matter"
Vice Pres of Gulf Ops email to staff
said
"We are extremely fortunate..."
that
No one has been "injured or killed."
reported
Five near-miss events in 2007 Nov-Dec
but
because of
shaped
BP's message on 'Cost Control'
created
reflected in
BP 2008 Report warned of cost-cutting affecting safety
because of
from
Lax oversight and tight budgets
but
asked
What's the worst thing that could happen?
but
44% of days non-productive
In 2010 Deepwater was most inefficient BP Rig in Gulf
where
Symbolic cuts send a message
about
Already $29 million over budget
such as
No food at lunch meetings
for example
No fruit bowls (healthy living choices)
2007 report of TEN high potential incidents
because of
Unwillingness to stop work for safety
because of
Failure to follow BP procedures
driven bhy
that would threaten
in order to meet
Performance targets tied to bonuses
Alaska Gas Pipeline explosion Sept 2008
because of
Pipeline not inspected for a decade
was
Too snowy to inspect-skipped
because of
then
Took four months for report (not two weeks normal)
BP's Road to Deepwater Disaster
Ed Rogers, 7/2/10
Adapted from WSJ 6/30/10