

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change

Plan for the implementation of a change process
Word Count: 917

Implement a change plan
Word Count: 860

Assess the impact of a change process
Word Count: 973

Student Name: Melanie Gough
Student Number: 1910141
CIPD Membership Number: 54660544

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:

Date: 02/10/2021

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CIPD Candidate Evidence Matrix

Candidate name: Melanie Gough				CIPD Membership/registration No.: 54660544		
Qualification title: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1910141		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	1.1	Refinery Business Plan	EV 1		
5AMOC	Contributing to the Management of Change	1.2	Responding to Change Training	EV 2		
5AMOC	Contributing to the Management of Change	1.1, 1.2, 1.3	Meetings with the Refinery Leadership Team (RLT)	EV 3		
5AMOC	Contributing to the Management of Change	1.4	Change Plan	EV 4		
5AMOC	Contributing to the Management of Change	1.5	Communication Plan	EV 5		
5AMOC	Contributing to the Management of Change	2.1, 2.5	Project Tracker	EV 6		
5AMOC	Contributing to the Management of Change	2.1, 2.5	Change Impact Assessment	EV 6a		
5AMOC	Contributing to the Management of Change	2.1, 2.5	Stakeholder Map	EV 6b		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 3.1	Letter to Maintenance Department	EV 7		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Letter to Maintenance Department – for information only	EV 7a		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 3.1	Contractual change letter	EV 7b		
5AMOC	Contributing to the Management of Change	2.2, 2.3	ECF Meeting and follow up communications	EV 8		

5AMOC	Contributing to the Management of Change	2.2, 2.3	ECF Meeting and follow up communications	EV 8a		
5AMOC	Contributing to the Management of Change	2.4	Correspondence with US Compensation Team	EV 9		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Org Units	EV 10		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4	Job Codes	EV 11		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Lateral Transfer Template	EV 12		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Organisation Charts to accompany Lateral Transfer Spreadsheet	EV 13		
5AMOC	Contributing to the Management of Change	2.2, 2.5	New Supervisors	EV 14		
5AMOC	Contributing to the Management of Change	2.2, 2.5	Open Positions - reclassification	EV 15		
5AMOC	Contributing to the Management of Change	2.5	Org Units - delimit	EV 16		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.4, 2.5	Lateral Transfer e-PCR's	EV 17		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.4, 2.5	Promotion e-PCR's	EV 18		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Correspondence with HRAS Team	EV 19		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4, 2.5	Personnel announcements to RLT for final review	EV 20		
5AMOC	Contributing to the Management of Change	2.2	PDC Meeting to finalise personnel announcements	EV 20a		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3,	All staff email for General Manager	EV 21		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements posted on Pembroke News page	EV 21a		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcement – Technical Services	EV 21b		

5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements – Business Services	EV 21c		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements – Planning & Economics	EV 21d		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements – Operations	EV 21e		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements – HES	EV 21f		
5AMOC	Contributing to the Management of Change	2.1, 2.2	Personnel Announcements – Maintenance	EV 21g		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Correspondence with HRAS Team	EV 22		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Correspondence with HRAS Team	EV 23		
5AMOC	Contributing to the Management of Change	3.4	Email from Supervisor	EV 24		
5AMOC	Contributing to the Management of Change	3.1, 3.3	Email from Maintenance Director	EV 25		
5AMOC	Contributing to the Management of Change	3.1, 3.3	ECF Meeting and follow up communications	EV 26		
5AMOC	Contributing to the Management of Change	3.1	Ask the RLT	EV 27		
5AMOC	Contributing to the Management of Change	3.1, 3.3	Post TAR sickness	EV 28		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:	<i>M R Gough</i>	Date:	25/09/2021
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Plan for the implementation of change processes within Valero's Pembroke Refinery

During quarter one 2021, Valero's Pembroke Refinery executed the largest Turnaround (TAR) in history on its Cracking and Olefins (C&O) complex. The event had been three years in the planning stage and almost four months in the execution stage. The original project team was formed in 2017, and over the three years that followed, the team expanded as each stage of the project was reached. The event made history for Pembroke Refinery, and after one hundred days, over one million hours worked, amid gruelling conditions, facing technical challenges and in the middle of a global pandemic, the event finally came to a successful end. Like all other TAR events at the Refinery, the end signifies the start of a new organisational structure, and the focus soon shifted to the 'post TAR re-organisation'.

During the last twelve months of the planning and execution stage of the TAR, the Refinery Leadership Team (RLT) started discussions about absorbing the TAR team back into the business and forming a new TAR team in readiness for the next event. The new TAR team would include several employees who were involved in the C&O TAR, but in the main, the core team would change as the new team would require a different skillset, including engineers, planners, schedulers, and maintenance technicians who are subject matter experts (SME's) in the Refining complex. A key objective of the Refinery's 2021 Business Plan is to "Establish Refining 2023 TAR core team" and "support planning for 2022 HTU1&2 & ARU/SRU VBU & VDU outages" (Valero, (2021)) and so implementing the re-organisation successfully would have a direct impact on the Refinery achieving its 'TAR and Project' objectives. (LO1, AC1.1) (EV 1)

The Society for Human Resource Management (SHRM) stresses that "clearly defining the change is an essential part of the process". (Austin, (2015)) Understanding "what the barriers to change are, why they exist, and how to overcome them" is also critical. (Okeke, (2015)) Consideration was given to potential barriers that may be encountered, such as resistance to change. An important factor in overcoming resistance to change is "an organisational culture that is flexible and adaptable". (Okeke, (2015)) The culture at Pembroke Refinery supports organisational change and the RLT advocate it as an opportunity to develop employees and improve the longevity of the business.

Organisational re-design is a "fundamental, wide reaching, future-focused activity that often requires a review of the entire organisation". (Green, (2020)) The organisational structure is reviewed as part of an ongoing improvement cycle to optimise performance and meet strategic objectives, triggered by the need to ensure the ongoing success and financial viability of Pembroke Refinery. According to Prosci, "financial success depends on how thoroughly individuals in the organization embrace the change". ((2020))

Valero offer 'Responding to Change' training which aims to help employees to "support and respond to a changing environment by focusing on department goals and improving the business". (Valero, n.d.) (LO1, AC1.2) (EV 2)

It is crucial that the re-organisation is implemented, so that planning for the next TAR can begin. The main objectives of the re-organisation are to:

1. Absorb the existing TAR team back into the business
2. Create a new TAR team for the 2023 Refining TAR
3. Align Pembroke Refinery's current maintenance structure to the US refineries.

(LO1, AC1.1)

The RLT must collectively agree and support the proposed changes, for example an employee moving from the maintenance organisation to the operations organisation and vice versa, requires buy in from the Maintenance Director and the Operations Director. Final approval is required from the General Manager.

The business will benefit from the re-organisation as the employees being absorbed back into the business will have new and developed skills and the employees transitioning to the TAR team will be those that have been identified as adding most value, in terms of skills and knowledge, to the TAR. Employees will also benefit from the re-organisation by being given an opportunity to develop their skills and knowledge that will help further their career prospects and help the Refinery to achieve its objective to "develop organisational capability following C&O TAR". (Valero, (2021)) (LO1, AC1.1) (EV 1)

All employee groups are affected by the re-organisation; those directly affected in terms of moving into a new job; and those indirectly affected by losing or gaining colleagues, supervisors, or managers. (LO1, AC1.2)

The resources required to support the change are time and people. The re-organisation is a lengthy and time-consuming process, requiring me to attend several meetings with various stakeholders over a period of time, ensuring that all information was collated, and all changes were captured so that the information I was working off was current. (LO1, AC1.3) (EV 3)

After attending initial meetings with the RLT, the proposed structure progressed, and I devised a change plan, which fundamentally includes the factors that need to be considered when planning for changes, from the vision and objectives through to monitoring and measuring change. (LO1, AC1.4) (EV 4)

As part of the change plan, we agreed a communication plan to ensure that messages are as clear, relevant, and effective as possible, agreeing the preferred method of communication, how often communications will be made and who is responsible for each communication action was documented. The change plan and the communication plan was endorsed by the RLT at the end of January. (LO1, AC1.5) (EV 5)

A range of top-down and bottom-up channels of communication were considered, and where individual employees were affected, managers met one-to-one so that two-way discussions could take place, giving both parties an opportunity to raise questions or concerns. Prosci reports that although Face-to-face communication is time consuming, it is "the most effective form of communication". (Prosci, (2020))



Refinery Plan

C&O TAR 2021

- Zero Injuries
- Zero Environmental Incidents
- Complete the event on time
- Complete the event on budget
- First time, Leak free start up
- Achieve a safe, reliable and continuous run to the next major TAR

BASE BUSINESS

- Work Safe Home so nobody gets hurt and no Covid-19 transmissions
- No Process Safety, Environmental or Reliability events
- Maintain VPP star status
- Steward LPS with excellence
- Meet our budget and ensure accurate forecasting
- No overdue compliance actions (LPS, IANs, PMs, EMOC, EHSM, PHA, HSE, PRMS)
- Meet Refinery Operating Plan every shift

PEOPLE

- Maintain high levels of management and workforce collaboration
- ~~Integrate human factors analysis into base business~~
- Develop organisational capability following C&O TAR
- Volunteer & Support the Community
- Manage a culture of diversity & inclusion

SAFETY & COMPLIANCE

- Quality and timely Competent Authority interventions and response
- Fully deploy LOTO zero energy process across the Refinery
- Improve alarm management
- Improve the audit process & apply lessons learned
- Implement management actions from the Pembroke Hydrocarbon Measurement Audit

RELIABILITY

- Support CTMS ORA/CHEM & ROTO/MAIN Assessments
- Progress Top 7 Reliability Threats
 1. Improve Crude overhead reliability & capacity
 2. No leaks to the Haven
 3. Progress special emphasis inspection programmes
 4. Improve Sulphur Recovery Unit operation
 5. Upgrade RTW & Imported Butane plant equipment & procedures
 6. Complete plant air reliability improvements
 7. Increase pump MTBR to 90 months

TAR & PROJECTS

- Establish Refining 2023 TAR core team & meet VTEP milestones
- ~~Support planning for 2022 HTU1&2 & ARU/SRU, VBU & VDU outages~~
- Begin construction of new ROTO Workshop & Laboratory

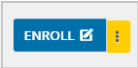
PROFITABILITY

- Complete & successfully commission COGEN
- Define our decarbonisation strategy
- Define project to deliver E10 gasoline to the UK market
- Implement strategic supply strategy for N2, O2, FCC Catalyst & PSV contracts



Responding to Change (Recorded Session)

SA-PLT-L-052-03B
ADDED: 18/01/2021



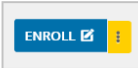
About this item

Understanding the organizations must change in order to remain competitive, in this one hour module employees will engaged on learning how to support and respond to a changing environment by focusing on department goals and improving the business



Responding to Change

SA-PLT-L-052-03I
ADDED: 30/04/2018



About this item

Organizations must change to remain competitive. Learn how to support and respond to a changing environment by focusing on department goals and improving the business.

Weekly meeting - post TAR re-organisation - Meeting Series

File Meeting Series Insert Format Text Review Help Tell me what you want to do

Attach Item Cancel Meeting Appointment Scheduling Assistant Tracking Show Skype Meeting Meeting Notes Contact Attendees Busy 15 minutes Recurrence Time Zones Categorize Office Add-ins

Attendee responses: 1 accepted, 0 tentatively accepted, 0 declined.

From: Melanie.Gough@valero.com

To: Levens, Tony

Subject: Weekly meeting - post TAR re-organisation

Location: Mel's office

Recurrence: Occurs every Tuesday effective 12/01/2021 until 06/07/2021 from 11:00 to 11:30

To review the organisation changes and capture any amendments

In Shared Folder Calendar - Melanie.Gough@valero.com

Weekly meeting - post TAR re-organisation - Meeting Series

File Meeting Series Insert Format Text Review Help Tell me what you want to do

Attach Item Cancel Meeting Appointment Scheduling Assistant Tracking Show Skype Meeting Meeting Notes Contact Attendees Busy 15 minutes Recurrence Time Zones Categorize Office Add-ins

Attendee responses: 1 accepted, 0 tentatively accepted, 0 declined.

From: Melanie.Gough@valero.com

To: Allen, Richard

Subject: Weekly meeting - post TAR re-organisation

Location: Mel's office

Recurrence: Occurs every Tuesday effective 12/01/2021 until 06/07/2021 from 11:00 to 11:30

To review the organisation changes and capture any amendments

In Shared Folder Calendar - Melanie.Gough@valero.com

Weekly meeting - post TAR re-organisation - Meeting Series

File Meeting Series Insert Format Text Review Help Tell me what you want to do

Attach Item Cancel Meeting Appointment Scheduling Assistant Tracking Show Skype Meeting Meeting Notes Contact Attendees Options Recurrence Time Zones Categorize Office Add-ins

Enterpris... Actions

No responses have been received for this meeting.

From: Melanie.Gough@valero.com

To: Muehlbauer, Karen

Subject: Weekly meeting - post TAR re-organisation

Location: Mel's office

Recurrence: Occurs every Tuesday effective 12/01/2021 until 06/07/2021 from 13:30 to 14:00

To review the organisation changes and capture any amendments

In Shared Folder Calendar - Melanie.Gough@valero.com

Weekly meeting - post TAR re-organisation - Meeting Series

File Meeting Series Insert Format Text Review Help Tell me what you want to do

Attach Item Cancel Meeting Appointment Scheduling Assistant Tracking Show Skype Meeting Meeting Notes Contact Attendees Options Recurrence Time Zones Categorize Office Add-ins

Enterpris... Actions

Attendee responses: 1 accepted, 0 tentatively accepted, 0 declined.

From: Melanie.Gough@valero.com

To: Muehlbauer, Joseph

Subject: Weekly meeting - post TAR re-organisation

Location: Mel's office

Recurrence: Occurs every Tuesday effective 12/01/2021 until 06/07/2021 from 14:30 to 15:00

To review the organisation changes and capture any amendments

In Shared Folder Calendar - Melanie.Gough@valero.com

From: Tomp, Ed
Sent: 31 May 2021 11:42
To: Gough, Melanie Melanie.Gough@valero.com
Cc: GMFG - PEM RLT <GR-PEMRefineryLeadershipTeam@valero.com>; James, Joanne <Joanne.James@valero.com>
Subject: RE: FW: Post TAR Re-org – Change Plan & Communication Plan
Sensitivity: Confidential

Approved

RLT, please speak with your Tier 2's as requested. Let Mel know when this is done.

Ed

From: Gough, Melanie
Sent: 29 May 2021 18:38
To: GMFG - PEM RLT <GR-PEMRefineryLeadershipTeam@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: FW: Post TAR Re-org – Change Plan & Communication Plan
Sensitivity: Confidential

RLT,

Further to the effective date change, I have updated the change plan and communication plan accordingly – not much change to note. The personnel announcements published last week purposely did not refer to an effective date due to the delays with the TAR, but as we suggested 1st June in consultations, we should cascade the effective date change through Tier 2's by the end of next week latest (added to comms plan).

Kind regards,

Mel



From: Jevons, Tony
Sent: 27 January 19:57
To: Gough, Melanie <Melanie.Gough@valero.com>
Subject: RE: Post TAR Re-org – Change Plan & Communication Plan
Sensitivity: Confidential

Mel – as discussed, the change plan and communication plan is endorsed – just one change as discussed at the meeting – push the deadline for 1:1 meetings back a fortnight as it's going to be really tough getting around everyone with the TAR just started, and half the workforce on nights and them being assigned to different areas.

We'll start with the Tier 2 Managers - could you liaise with Van to diarise 1:1 meeting's with Tier 2's starting around the second week of April – that should give us plenty of time.

From: Gough, Melanie

Sent: 26 January 2021 08:19

To: GMFG - PEM RLT <GR-PEMRefineryLeadershipTeam@valero.com>

Subject: Post TAR Re-org – Change Plan & Communication Plan

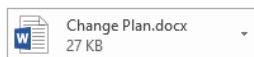
Sensitivity: Confidential

RLT,

Please find attached the change plan and communication plan for review at tomorrow's meeting. I will log in to present and make any necessary changes.

Kind regards,

Mel



Change Plan



Created by	Melanie Gough, Associate HR Business Partner	Date	20, January 2021	Version	1.0
Vision and Objectives					
To absorb the Cracking & Olefins (C&O) Turnaround (TA) team back into the business on completion of the event – currently scheduled to end 18th April 2021 To align the Pembroke Refinery maintenance organisation to the US refineries maintenance organisations To implement a re-organisation of the current structure To create the Refining TAR team in readiness for the Refining TAR –scheduled to take place Q3 2023					
Activities to achieve objectives					
Identify maintenance employees affected by the job title alignment project Identify all other maintenance employees not affected by the job title alignment project Identify new roles for the current C&O TAR team Identify the proposed Refining TAR team Identify new roles for all other non-TAR related job changes Consult with the Employee Consultation Forum (ECF) Consult with affected employees - maint only Consult with the Employee Consultation Forum (ECF) Consult with affected employees Create new org units Create new job codes Create lateral transfer / reclass spreadsheet for processing Create and submit electronic Personnel Change Requests (e-PCR's) Identify new supervisors for enrolment in the New Supervisor programme Identify open positions for reclassification Identify org units for delimiting Update the FirstCare absence reporting portal *See Project Tracker for further information*					
Business Case					
The C&O TAR team needs to be absorbed back into the business and the new Refining TAR team needs to be formed in readiness for the planning and execution of the Refining TAR – currently scheduled for Q3 2023 Each TAR team is formed on the basis of subject matter expertise Employees being absorbed back into the business will have new and developed skills Employees transitioning to the TAR team will be those that have been identified as adding most value, in terms of skills and knowledge Other employees moving to a new role will benefit from being given an opportunity to develop their skills and knowledge to further their career prospects *See impact assessment for further detail*					
People Affected					
Existing C&O TAR team Proposed Refining TAR team Current maintenance organisation employees, specifically - Asset Technicians/Planners/Schedulers - Supervisors (Various) - Coordinators (Various)					

- Staff Coordinators
- Superintendents (Various)

Employees affected by the re-organisation:

- Managers who will have new direct reports
- Supervisors who will report to a new manager
- Employees who will report to a new supervisor
- Employees who will be moved laterally to a role that has supervisory responsibility
- Employees who will be promoted to a role that has supervisory responsibility
- Learning and Development team
- HR team
- Business Services team
- Business Assistant team

See Stakeholder Mapping document for further detail

Scope of Change

The scope of change applies to all Valero employees located at Pembroke Refinery.

Roles

Director Maintenance (Project Manager) – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Confirming new job titles for maintenance organisation
- Liaising with affected employees

Associate HR Business Partner (Project Sponsor) - responsible for:

- Providing employee data to the Refinery Leadership Team (RLT) including skills, qualifications etc
- Drafting re-organisation announcements
- Submitting e-PCR's
- Creating lateral transfer spreadsheet
- Coordinating changes within SAP
- Verifying loaded data for accuracy
- Updating non-integrated systems to reflect the changes – e.g. FirstCare
- Updating the Development Model

Team members

Director Refinery Operations – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Director Technical Services – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Director Health, Safety & Environment – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Manager Human Resources – responsible for:

- Overseeing the change process
- Liaising with individual employees
- Liaising with the Employee Consultation Forum (ECF)
- Draft maintenance title re-alignment communications

Other Stakeholders

UK & US Compensation team – responsible for:

- Evaluating salary data for new job roles
- Verifying salary data for new job roles
- Creating new job codes

US HRAS team - responsible for:

- Validating the data
- Keying employee data changes in SAP

Director Planning & Economics - responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

VP & General Manager – responsible for:

- liaising with corporate headquarters to secure endorsement for the proposed changes
- approving the proposed changes
- approving the personnel announcement

Regional VP Refinery Operations - responsible for:

- Final approval of the re-organisational changes

Employee Consultation Forum (ECF)

Communication strategy

ECF - initial meeting to highlight the maintenance title alignment project

Maintenance employees who have a job title change only – Individual consultation, followed by a letter confirming the change

Maintenance employees with no change – letter for information purposes only

ECF – follow up meeting to highlight the new organisation structure

Employees who are changing role – one to one consultation meeting with existing Director, followed by a contractual change letter

Personnel announcements to be placed on Pembroke Intranet 'News' page and sent via email to 'PEM All Users' email group

Employee Consultation Forum – follow up meeting to get feedback on the change process

*See communication plan for further detail *

Support to be offered

Encourage employees to enroll in the 'Responding to Change' training session

Encourage employees to speak with their Line Manager, ECF representative or HR team member.

Remind employees about the Employee Assistance Programme (EAP) – Unum Lifeworks

Timings and milestones

1:1 consultations by ~~30/04/21~~ – **deadline updated to 14/05/21**

Draft, review and publish personnel announcements by 20/05/21

Request new org units and job codes 30/04/21

Submit e-PCR's and lateral transfer/reclass spreadsheet 25/05/21

Verify loaded data on 01/06/21

See Project Tracker for further detail

Resources

Time

People

Monitoring activities			
Monitor sickness absence – work related stress Monitor 'ASK the RLT' Open communication with the ECF			
Success Measures			
Data entered into SAP accurately Organisation chart updated accurately Sickness absence pre/post re-org 'Ask the RLT' submissions Request feedback from the ECF			
Endorsed	Refinery Leadership Team	Date	27, January 2021
Approved	Jo James Manager Human Resources	Date	28, January 2021



Change Plan

Created by	Melanie Gough, Associate HR Business Partner	Date	20, January 2021	Version	2.0
Vision and Objectives					
To absorb the Cracking & Olefins (C&O) Turnaround (TA) team back into the business on completion of the event – currently scheduled to end 18th April 2021 To align the Pembroke Refinery maintenance organisation to the US refineries maintenance organisations To implement a re-organisation of the current structure To create the Refining TAR team in readiness for the Refining TAR – currently scheduled to take place Q3 2023					
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- Learning and Development team
- HR team
- Business Services team
- Business Assistant team

See Stakeholder Mapping document for further detail

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- Drafting re-organisation announcements
- Submitting e-PCR's
- Creating lateral transfer spreadsheet
- Coordinating changes within SAP
- Verifying loaded data for accuracy
- Updating non-integrated systems to reflect the changes – e.g. FirstCare
- Updating the Development Model

Team members

Director Refinery Operations – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Director Technical Services – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Director Health, Safety & Environment – responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

Manager Human Resources – responsible for:

- Overseeing the change process
- Liaising with individual employees
- Liaising with the Employee Consultation Forum (ECF)
- Draft maintenance title re-alignment communications

Other Stakeholders

UK & US Compensation team – responsible for:

- Evaluating salary data for new job roles
- Verifying salary data for new job roles
- Creating new job codes

US HRAS team - responsible for:

- Validating the data
- Keying employee data changes in SAP

Director Planning & Economics - responsible for:

- Identifying roles for employees transitioning back to base business
- Identifying employees for the Refining TAR
- Liaising with affected employees

VP & General Manager – responsible for:

- liaising with corporate headquarters to secure endorsement for the proposed changes
- approving the proposed changes
- approving the personnel announcement

Regional VP Refinery Operations - responsible for:

- Final approval of the re-organisational changes

Employee Consultation Forum (ECF)

Communication strategy

ECF - initial meeting to highlight the maintenance title alignment project

Maintenance employees who have a job title change only – Individual consultation, followed by a letter confirming the change

Maintenance employees with no change – letter for information purposes only

ECF – follow up meeting to highlight the new organisation structure

Employees who are changing role – one to one consultation meeting with existing Director, followed by a contractual change letter

Personnel announcements to be placed on Pembroke Intranet 'News' page and sent via email to 'PEM All Users' email group

Employee Consultation Forum – follow up meeting to get feedback on the change process

See communication plan for further detail – ~~pending approval~~

Support to be offered

Encourage employees to enroll in the 'Responding to Change' training session

Encourage employees to speak with their Line Manager, ECF representative or HR team member.

Remind employees about the Employee Assistance Programme (EAP) – Unum Lifeworks

Timings and milestones

1:1 consultations by ~~30/04/21~~ – deadline updated to 14/05/21

Draft, review and publish personnel announcements by 20/05/21

Request new org units and job codes ~~30/04/21~~ – **deadline updated to 31/05/21**

Submit e-PCR's and lateral transfer/reclass spreadsheet ~~25/05/21~~ – **deadline updated to 23/06/21**

Verify loaded data on ~~01/06/21~~ – **deadline updated to 02/07/21**

See Project Tracker for further detail

Resources

Time

People

Monitoring activities			
Monitor sickness absence – work related stress Monitor 'ASK the RLT' Open communication with the ECF			
Success Measures			
Data entered into SAP accurately Organisation chart updated accurately Sickness absence pre/post re-org 'Ask the RLT' submissions Request feedback from the ECF			
Endorsed	Refinery Leadership Team	Date	27, January 2021
Approved	Jo James Manager Human Resources	Date	28, January 2021
		Updated to v2.0	27, May 2021

Communication Plan

Project Name	Post Turnaround (TAR) Re-organisation	Department	HR
Project Sponsor	Director Maintenance (TJ)	Start	11/01/2021
Owner	Associate HR Business Partner (MG)	End	01/07/2021

Action / Strategy	Deadline Date dd/mm/yy	Person Responsible	Targeted Stakeholders	Reason for Communication	Method of Communication
Employee Consultation Forum (ECF) - initial meeting re maintenance title changes	05/03/2021	Assoc. HRBP (MG)	ECF representatives	Consultation	Group meeting
ECF - follow-up meeting re post TAR re-org changes	19/03/2021	Assoc. HRBP (MG)	ECF representatives	Consultation	Group meeting
Maintenance Title Realignment - job title change only	~~30/04/2021~~ 14/05/2021	Director Maintenance (TJ)	Current Maintenance Organisation - job title change only	Consultation	1:1 meeting
Maintenance Title Realignment - job title change only	31/05/2021	Manager Human Resources (JJ)	Current Maintenance Organisation	Contractual Change	Letter
Maintenance Title Realignment - no change	31/05/2021	Manager Human Resources (JJ)	Current Maintenance Organisation	Information only	Letter
Job Role Change - current maintenance employees	~~30/04/2021~~ 14/05/2021	Director Maintenance (TJ)	Current Maintenance Organisation	Consultation	1:1 meeting
Job Role Change - current operations employees	~~30/04/2021~~ 14/05/2021	Director Operations (RA)	Current Operations Organisation	Consultation	1:1 meeting
Job Role Change - current TS employees	~~30/04/2021~~ 14/05/2021	Director Technical Services (JM)	Current TS Organisation	Consultation	1:1 meeting
Job Role Change - current P&E employees	~~30/04/2021~~ 14/05/2021	Director Planning & Economics (AP)	Current P&E Organisation	Consultation	1:1 meeting
Job Role Change - current HSE employees	~~30/04/2021~~ 14/05/2021	Director Health, Safety & Environment (KM)	Current HSE Organisation	Consultation	1:1 meeting
Personnel announcements	20/05/2021	General Manager (ET)	All employees	Information	Email

Maintenance announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Action / Strategy	Deadline Date dd/mm/yy	Person Responsible	Targeted Stakeholders	Reason for Communication	Method of Communication
Operations announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Technical Services announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Planning & Economics announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
HSE announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Post TAR Re-organisation contractual change letter	31/05/2021	Assoc. HRBP (MG) / Manager Human Resources (JJ)	Current Maintenance Organisation	Contractual Change	Letter
ECF - post TAR re-organisation feedback meeting	30/06/2021	Assoc. HRBP (MG)	ECF representatives	Feedback	Group meeting
Ask the RLT responses	As required	Relevant Director/ Manager	All employees	Answer concerns / queries raised anonymously via the portal	Online

Communication Plan V2

Project Name	Post Turnaround (TAR) Re-organisation	Department	HR
Project Sponsor	Director Maintenance (TJ)	Start	11/01/2021
Owner	Associate HR Business Partner (MG)	End	01/07/2021

Action / Strategy	Deadline Date dd/mm/yy	Person Responsible	Targeted Stakeholders	Reason for Communication	Method of Communication
Employee Consultation Forum (ECF) - initial meeting re maintenance title changes	05/03/2021	Assoc. HRBP (MG)	ECF representatives	Consultation	Group meeting
ECF - follow-up meeting re post TAR re-org changes	19/03/2021	Assoc. HRBP (MG)	ECF representatives	Consultation	Group meeting
Maintenance Title Realignment - job title change only	14/05/2021	Director Maintenance (TJ)	Current Maintenance Organisation - job title change only	Consultation	1:1 meeting
Maintenance Title Realignment - job title change only	31/05/2021	Manager Human Resources (JJ)	Current Maintenance Organisation	Contractual Change	Letter
Maintenance Title Realignment - no change	31/05/2021	Manager Human Resources (JJ)	Current Maintenance Organisation	Information only	Letter
Job Role Change - current maintenance employees	14/05/2021	Director Maintenance (TJ)	Current Maintenance Organisation	Consultation	1:1 meeting
Job Role Change - current operations employees	14/05/2021	Director Operations (RA)	Current Operations Organisation	Consultation	1:1 meeting
Job Role Change - current TS employees	14/05/2021	Director Technical Services (JM)	Current TS Organisation	Consultation	1:1 meeting
Job Role Change - current P&E employees	14/05/2021	Director Planning & Economics (AP)	Current P&E Organisation	Consultation	1:1 meeting
Job Role Change - current HSE employees	14/05/2021	Director Health, Safety & Environment (KM)	Current HSE Organisation	Consultation	1:1 meeting
Personnel announcements	20/05/2021	General Manager (ET)	All employees	Information	Email
Maintenance announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet

Action / Strategy	Deadline Date dd/mm/yy	Person Responsible	Targeted Stakeholders	Reason for Communication	Method of Communication
Operations announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Technical Services announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Planning & Economics announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
HSE announcement	20/05/2021	Assoc. HRBP (MG)	All employees	Information	Pembroke Intranet
Effective date change (v2 updated)	04/06/2021	RLT	All employees	Information	Team meetings
Post TAR Re-organisation contractual change letter (v2 updated)	~~31/05/2021~~ 30/06/2021	Assoc. HRBP (MG) / Manager Human Resources (JJ)	Current Maintenance Organisation	Contractual Change	Letter
ECF - post TAR re-organisation feedback meeting (v2 updated)	~~30/06/2021~~ 31/07/2021	Assoc. HRBP (MG)	ECF representatives	Feedback	Group meeting
Ask the RLT responses	As required	Relevant Director/ Manager	All employees	Answer concerns / queries raised anonymously via the portal	Online

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Implement a change plan

As part of the re-organisation, I worked with the Refinery Leadership Team (RLT), the Compensation team and the Human Resources Administration Services (HRAS) team in the US corporate office. I have implemented many re-organisations over the years, but one of this scale is particularly challenging and I will need to draw on the expertise of the Compensation team and Human Resources Administration Services (HRAS) for support. My current role requires me to work with these groups on a regular basis, so I already have a positive working relationship with these groups. It is also important to build trust with employees to enable acceptance of change. Maintaining positive working relationships throughout the change process was crucial for the success of the re-organisation. (LO2, AC2.3)

Throughout the change process, I am on hand to offer advice and support. Implementing a re-organisation is particularly technical, with many limitations and constraints to consider, such as the process, systems (e-PCR's and SAP), the Development Model and the complexities of aligning to structures within the global Valero organisation. (LO2, AC2.2)

I undertook a stakeholder mapping exercise and a change impact assessment and created a project tracker that incorporated a Gantt chart. A Gantt chart is a project management tool that is used to "outline all of the tasks involved in a project, and their order, shown against a timescale". (Mindtools, (2016)) The project tracker helped me to plan the stages of the re-organisation, identify short term tasks and key milestones, while highlighting concerns and planning next steps. (LO2, AC2.1; AC2.5) (EV 6) (EV 6a) (EV 6b)

As part of implementing change, I worked with the Directors to schedule one-to-one meetings with employees who were directly affected by the re-organisation. It was important that the Directors were aligned in their message, as the Society for Human Resource Management (SHRM) stress the importance of rolling out "a clear, universal, consistent message". ((2021)) Employees were also informed at the meeting to maintain confidentiality until the changes were announced formally. All employees affected were sent a follow up letter confirming the changes. (LO2, AC2.1; AC2.2) (EV 7) (EV7a) (EV 7b)

In line with the communication plan, I met with the Employee Consultation Forum (ECF). The ECF is "a formal consultation structure in addition to existing management communication processes". (Valero, n.d.) I met with the ECF on two separate occasions, firstly outline the proposed maintenance job title alignment changes; and secondly to outline the proposed post TAR organisation structure. On each occasion, I highlighted the number of employees affected and the proposed timeline. (LO2, AC2.2; AC2.3) (EV 8) (EV8a)

The re-organisation was originally scheduled to be effective 1st June 2021. However, a number of external factors impacted our ability to achieve this date:

1. The TAR was behind schedule. The event was scheduled to end 18th April 2021, but unforeseen delays were encountered along the way, including the weather, the coronavirus pandemic (COVID-19) and labour shortages. (LO2, AC2.4)

2. The US merit process managed by corporate headquarters prevented us from using a 1st June 2021 effective date as the re-organisation data would impact the merit process. Employee data for all Valero Energy Ltd is extracted from SAP effective 1st May and so would include invalid data for Pembroke Refinery, meaning the merit process would have to be completed manually, causing a huge amount of work for them. (LO2, AC2.4) (EV 9)

We reviewed the effective date, and after much discussion with the US, we agreed on a revised date of Friday 2nd July 2021.

In readiness for the new structure, I worked with HRAS to create the new org units and with compensation to build new job codes. I then created a 'Lateral Transfer' spreadsheet and accompanying organisation charts. The HRAS team were responsible for keying all of the changes into SAP, so it was vital that the information that I provided them was accurate. (LO2, AC2.1; AC2.3; AC2.4, AC2.5) (EV 10) (EV 11) (EV 12) (EV 13)

For completeness, as part of the spreadsheet, I captured:

1. New supervisors – to ensure access to manager centre is granted, and employee is enrolled in the New Supervisor programme. (LO2, AC2.2; AC2.5) (EV 14) (EV14a)
2. Open positions – to ensure they were reclassified and moved to the new structure along with the filled positions. (LO2, AC2.2; AC2.5) (EV 15)
3. Org units that required delimiting – to ensure the updated organisation chart only included active org units. (LO2, AC2.5) (EV 16)

The re-organisation included some complicated moves and some promotions. The HRAS team requested 'electronic Personnel Change Requests' (e-PCR's) for these changes to ensure they are processed correctly, and then I submitted the first draft lateral transfer spreadsheet and accompanying organisation charts for review. (LO2, AC2.1; AC2.2, AC2.3; AC2.4; AC2.5) (EV 17); (EV 18); (EV 19)

I then drafted personnel announcements and submitted them to the RLT for review. The deadline for the personnel announcements to be published was Thursday 20th May 2021. Employees became increasingly distracted as the announcement date approached. A final meeting was held on Thursday 20th May, to finalise last minute changes and approve the personnel announcements for publishing. (LO2, AC2.4) (LO2, AC2.5) (EV 21); (EV 21a); (EV 21b); (EV 21c); (EV 21d); (EV 21e); (EV 21f); (EV 21g)

Following the PDC meeting I made the changes and submitted an updated spreadsheet to HRAS team. The spreadsheet was finalised and signed off by the General Manager on Monday 24th June 2021 and sent to the HRAS team for verification. I worked with the HRAS team to resolve some queries they raised following verification. (LO2, AC2.1; AC2.2; AC2.3; AC2.4; AC2.5) (EV 22)

Upon completion of the re-organisation, I received recognition from my manager, recognising the work that I had put in to getting the re-organisation implemented successfully and on time. (EV 24)

Project Name:		Sponsor:		Owner:		Project Status:		EV 6																								
Post Turnaround Re-organisation		Director Maintenance (TJ)		Associate HR Business Partner (MG)		Green																										
Objectives				Team Members				Other Stakeholders				Achievements																				
Absorb the existing TAR team back into the business; Create a new TAR team for the 2023 Refining TAR; Align Pembroke Refinery's current maintenance structure to the US refineries.				Director Maintenance		TJ	Director P & E		AP																							
Benefits				Director Operations		RA	VP & General Manager		ET	Change plan endorsed																						
More effective Refining TAR team and improved skills and knowledge returning to base business				Director Health, Safety & Env't		KM	Regional VP Refinery Operations		GG	Comms plan endorsed																						
				Director Technical Services		JM	Manager Compensation		DM	Consultation has taken place																						
Current State				Manager Human Resources		JJ	Manager HRAS		AL	PCR's submitted / Lateral transfer s/s submitted																						
The current state is favoured towards a TAR on the Cracking and Olefins complex area.				Associate HR Business Partner		MG	Employee Consultation Forum		ECF	Announcements published																						
Timeline Planning			Start:		Jan-21		End:		Jun-21		Jul-21		Overall Status:		Green		Concerns (ambers and reds)															
What	W/C	Who	25/01	01/02	08/02	15/02	22/02	01/03	08/03	15/03	22/03	29/03	05/04	12/04	19/04	26/04	03/05	10/05	17/05	24/05	31/05	07/06	14/06	21/06	28/06	05/07	Comments	Status	The TAR is experiencing significant delays that will inevitably impact the effective date of the re-organisation Corporate HQ are concerned with a 1st June date due to merit – discussions ongoing to review the effective date The deadline for 1:1 consultation meetings pushed back 2 weeks due to TAR issues – all employees must be consulted with by mid-April latest.			
Short Term Tasks - Weeks																																
Attend ongoing PDC meetings	PDC / MG																											Ongoing meeting to review progress	Green			
Communication plan - review with RLT and secure approval	RLT / MG																											Submit Comms plan to RLT for approval	Green			
Initial meeting with Directors	RLT / MG																											Identify the scope of the changes	Green			
Initial meeting with UK Compensation Specialist	DM / MG																											Identify the scope of the changes	Green			
Follow up meetings with Directors	PDC / MG																											Ensure changes are captured	Green			
Draft letters to maintenance group re job title re-alignment	JJ																											Export current address report from SAP	Green			
Draft post TAR re-organisation announcements	MG																											Follow up with AL	Green			
Review post TAR re-organisation announcements	MG / RLT																											Follow up with DM	Green			
Finalise post TAR re-organisation announcements	MG																											Issue drafts to RLT	Green			
Create org units	MG / AL																											Ensure vacant orgs are delimited	Green			
Create job codes	MG / DM																											Follow up with DM re o/s job codes	Green			
Final meeting with UK Compensation Specialist	DM / MG																											Review at PDC Meeting	Green			
Final meeting with RLT	RLT / MG																											Sign off from ET	Green			
Key Milestones			Feb		Mar		Apr		May		Jun		Jul		Next Steps		Who	When														
Consult with the Employee Consultation Forum (ECF) re maintenance job title re-alignment	MG															Discuss maintenance title alignments only	Green	MG	w/c 25/01/21													
1:1 meetings with employees (maint. Job title only)	RLT															Liaise with Van to set up meetings, start with Tier 2's	Green	MG	w/c 01/02/21													
Consult with the Employee Consultation Forum (ECF) re post TAR re-organisation	MG																Attend follow up meetings with Directors to capture any changes to the proposed re-organisation	MG	ongoing monthly													
1:1 meetings with employees	RLT																Attend ECF meeting - consult re maintenance job title re-alignment	MG / JJ	end March													
Publish re-organisation announcements	MG																All staff email, followed by Pembroke Intranet	MG / JJ	end May													
Submit e-PCR's	MG																Check with AL which moves to submit e-PCR's for	Green	RLT	w/e 30/04/21 w/e 14/05/21												

[illegible]

Change Impact Assessment

EV 6a



Program or Project Name	Post TA Re-organisation
Date of 1st Assessment	11/01/2021
Date Updated	26/05/2021

Current State	Future State	Gap	Scale of Change	Type of Impact	Timing of Impact	Level of Impact	Summary of Impact	Key Risks	Roles Affected	Number Affected	Communication Requirements	Leadership Requirements	Alignment / Collaboration
The current maintenance structure has eight departments reporting into the Maintenance Director: Fixed Equipment; Refinery Services; Turnaround Planning; Instrument & Electrical; Rotating Equipment; Project Execution.	The proposed maintenance structure will be consolidated to have four departments reporting into the Maintenance Director: Fixed Equipment; Turnaround Planning; Central Shops; Field Execution.	The gap will be addressed through implementation of PP-PEM-JLA-2000267 Job Loss Analysis (JLA) for Handover Job Role	Maintenance organisation	Organisation - organisation structure, reporting relationships, workload, responsibilities, Key Performance Indicators (KPI's).	Q2-2021 Q3 2021	High	The change will impact the groups that are consolidating with another maintenance organisation e.g. Rotating Equipment and Instrument & Electrical will consolidate to become a larger organisation called 'Central Shops'.	Greater responsibility for the new manager level introduced	Primarily Managers and Superintendents within the maintenance structure, as well as the remaining maintenance employees who may have a change to their reporting line.	Directly: 86	The impact can be mitigated by carrying out 1:1 consultation with affected employees and maintaining open communication channels throughout the change process.	Refinery Leadership team to meet 1:1 with employees affected; RLT to make themselves available for queries from employees. Avoid speculation.	Compensation team; HRAS team; Refinery Leadership Team (RLT); Employee Consultation Forum (ECF).
The current maintenance structure has several titles that are not aligned to the US refineries.	The proposed structure will align supervisor and superintendent titles to the US, creating uniformity and transparency between roles.	N/A	Maintenance organisation	Organisation - organisation structure, reporting relationships, workload, responsibilities, Key performance Indicators (KPI's).	Q2-2021 Q3 2021	Medium	The change will impact those with job titles that require aligning to the US refineries. There is no change to job role.	Loss of identification of maintenance trade, e.g. Supervisor Instrument will become Supervisor Maintenance.	Superintendents. Supervisors, Coordinators, Asset Technicians and Planners within the maintenance structure.	Directly: 51 Indirectly: 35	The impact can be mitigated by carrying out 1:1 consultation, with affected employees, followed up with a letter.	Refinery Leadership team to meet 1:1 with employees affected; RLT to make themselves available for queries from employees. Avoid speculation.	Compensation team; HRAS team; Refinery Leadership Team (RLT); Employee Consultation Forum (ECF).

The current organisation structure is favoured towards a TAR on the Cracking and Olefins complex area.	The proposed organisation structure will be favoured towards a TAR on the Refining complex area.	The gap will be addressed through implementation of PP-PEM-JLA-2000267 Job Loss Analysis (JLA) for Handover Job Role	Pembroke Refinery	Organisation - organisation structure, reporting relationships, workload, responsibilities, Key performance Indicators (KPI's).	Q2-2021 Q3 2021	High	The change will impact the whole refinery structure. Transition to new roles will be over an agreed period of time to ensure continuity of business.	Unsuccessful or untimely implementation of PP-PEM-JLA-2000267 Job Loss Analysis (JLA) for Handover Job Role	Current TAR team, proposed TAR team, Maintenance, Operations, Technical Services, Health Safety & Environment and Planning & Economics employees.	Directly: 94 Indirectly: 363	The impact can be mitigated by carrying out 1:1 consultation with affected employees and maintaining open communication channels throughout the change process.	Refinery Leadership team to meet 1:1 with employees affected; RLT to make themselves available for queries from employees. Avoid speculation.	Compensation team; HRAS team; Refinery Leadership Team (RLT); Employee Consultation Forum (ECF).
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Stakeholder Mapping

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Maintenance Organisation - job title re-alignment only	High	High	Key Players
Maintenance Organisation - (indirectly affected only)	Low	High	Keep Informed
Operations Organisation	High	High	Key Players
Technical Services Organisation	High	High	Key Players
Health, Safety and Environment Organisation	High	High	Key Players
Planning & Economics Organisation	High	High	Key Players
Employee Consultation Forum (ECF)	High	High	Key Players
All other employees - (indirectly affected only)	Low	Low	Minimal Effort
All other employees - (not affected)	Low	Low	Minimal Effort
Compensation Team	Low	High	Keep Informed
HRAS Team	Low	High	Keep Informed



Valero Energy Ltd
Pembroke Refinery
Pembroke
Pembrokeshire
SA71 5SJ
Tel +44 (0)1646 641331

12th May 2021



Dear [REDACTED],

We have recently been working with the corporate office in San Antonio to re-align our Maintenance Job Titles to those in the US. The aim of the Valero Corporation is to have all of its maintenance teams following the same structure and job title system. In order for us to follow the structure in the US, there are a couple of job titles that will need to be amended.

For information, the job titles that will need to change are as follows:

- Asset Technician/Planner/Scheduler to become relevant area Technician (or equivalent Associate or Senior Technician);
- Supervisor (Various) to become Supervisor Maintenance;
- Coordinator (Various) to become Supervisor Maintenance;
- Staff Coordinator to become Superintendent Maintenance; and
- Superintendent (Various) to become Superintendent Maintenance.

This will mean that there will be a job title change for some employees within the maintenance department. We are proposing that this change takes effect from 1st June, so it aligns with the date of the other changes that will be made following the end of the Turnaround.

We do not consider this to be a substantial change to your contract of employment (as all of your other terms and conditions of employment will remain the same) and the above change is in line with our right to make reasonable changes to your terms and conditions of employment. You will continue to do the same role, it is just that the title given to that role in the US is different to that in the UK and we need to update our system accordingly.

If you have any queries or concerns in relation to this, please do not hesitate to contact your ECF representative or the HR department to discuss within 10 days.

In order for us to maintain appropriate records, please can you confirm your acceptance of this change by returning a signed copy to the Human Resources Department by 22nd May 2021.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'J. James', with a stylized flourish at the end.

Jo James
Manager Human Resources
For and on behalf of Valero Operations Support Limited

I confirm my agreement to the terms set out in this letter.

Signature:

Print Name:

Date:



Valero Energy Ltd
Pembroke Refinery
Pembroke
Pembrokeshire
SA71 5SJ
Tel +44 (0)1646 641331

12th May 2021



Dear [REDACTED],

We have recently been working with the corporate office in San Antonio to re-align our Maintenance Job Titles to those in the US. The aim of the Valero Corporation is to have all of its maintenance teams following the same structure and job title system. In order for us to follow the structure in the US, there are a couple of job titles that will need to be amended.

For information, the job titles that will need to change are as follows:

- Asset Technician/Planner/Scheduler to become relevant area Technician (or equivalent Associate or Senior Technician);
- Supervisor (Various) to become Supervisor Maintenance;
- Coordinator (Various) to become Supervisor Maintenance;
- Staff Coordinator to become Superintendent Maintenance; and
- Superintendent (Various) to become Superintendent Maintenance.

You will be aware of some people within the maintenance organisation whose titles will change, but we can confirm that there will be no change to your job title, as your title already aligns to the US structure. This letter is purely for your information as to the changes that are being made within the maintenance job families.

Please let us know if you have any queries.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'J. James'.

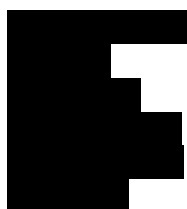
Jo James
Manager Human Resources
For and on behalf of Valero Operations Support Limited



Valero Energy Ltd
Pembroke Refinery
Pembroke
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16th June 2021

STRICTLY PRIVATE AND CONFIDENTIAL



Dear [REDACTED]

This is to confirm your transfer from TAR Olefin Planning to Reliability and as a result your job responsibilities and job title have changed from Superintendent Turnaround to Staff Reliability Engineer. Your transfer will take effect from 2nd July 2021. Your annual salary and benefit band remains unchanged.

Please sign below and return to HR Service Centre Europe, Valero Operations Support, Ltd, 1 Canada Square, Canary Wharf, London, E14 5AA. Please retain the other copy for your own records.

Please note that should you wish to accept this change that this letter will act as an update to your terms and conditions of employment and should be kept for future reference.

Yours sincerely,
For and on behalf of
Valero Operations Support, Ltd

A handwritten signature in blue ink, appearing to read 'J. James'.

Authorised Signer

I confirm my agreement to the terms set out in this letter.

Signed:

Print Name:

Date:

Registered Office:
27th Floor, 1 Canada Square
Canary Wharf, London E14 5AA
Place of Registration: England and Wales
Company No. 8566216

From: James, Fran
Sent: 2 March 2021 17:53
To: <Melanie.Gough@Valero.com>
Subject: RE: ECF - Proposed Maintenance Title Changes.pptx
Sensitivity: Confidential

Thanks Mel!

We will be in touch if we have any queries.

Regards,

Fran

Sent on behalf of the ECF

Fran James
Sr HES Engineer
Process Safety Dept.
Valero Energy Ltd
Pembroke Plant
Pembrokeshire, UK. SA71 5SJ
Tel +44 (0)1646 649 988
frances.james@valero.com

Registered office: Fifth Floor, 100 Wood Street, London EC2V 7EX, England. Place of Registration: England and Wales. Company No. 8566216

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From: Gough, Melanie
Sent: 2 March 2021 13:34
To: GMFG - PEM ECF <GR-PEMEmployeeConsulationForum@valero.com>
Subject: ECF - Proposed Maintenance Title Changes.pptx
Sensitivity: Confidential

ECF,

As discussed, the proposed changes – per the attached presentation, will be effective 1st June 2021.
If you have any queries or concerns following today's meeting, please don't hesitate to get in touch.

Thank you for your time today.

Many thanks,
Mel



From: Gough, Melanie
Sent: 27 May 2021 11:09
To: GMFG - PEM ECF <GR-PEMEmployeeConsulationForum@valero.com>
Subject: RE: ECF - Post TAR Re-org.pptx
Sensitivity: Confidential

Hi Fran,

Further to my previous email, I just wanted to keep you in the loop - the effective date for the changes have been pushed back to 02/07/2021. Please let me know if you have any queries.

Many thanks,

Mel

From: James, Fran
Sent: 17 March 2021 12:59
To: <Melanie.Gough@Valero.com>
Subject: RE: ECF - Post TAR Re-org.pptx
Sensitivity: Confidential

Hi Mel

Thank you for sharing the proposed re-organisation with us today, it was very comprehensive. As we explained, there has been a lot of speculation about the changes out in the field, so it will be good to be able to address some of the rumours!

We will be in touch if we have any queries for you.

Regards,

Fran

Sent on behalf of the ECF

Fran James
Sr HES Engineer
Process Safety Dept.
Valero Energy Ltd
Pembroke Plant
Pembrokeshire, UK. SA71 5SJ
Tel +44 (0)1646 649 988
frances.james@valero.com

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From: Gough, Melanie

Sent: 16 March 2021 14:07

To: GMFG - PEM ECF <GR-PEMEmployeeConsulationForum@valero.com>

Subject: ECF - Post TAR Re-org.pptx

Sensitivity: Confidential

ECF,

Please find attached the proposed post TAR re-org, effective 1st June 2021. Please raise any queries or concerns by 28/05 as agreed.

Thank you for your time again today.

Many thanks,
Mel



RE: Pembroke Reorg Changes - Message (HTML)

File Message Help Tell me what you want to do

Delete Archive Reply Reply All Forward 2021 Emails Rec... To Manager Move Categorize Follow Up Translate Read Aloud Zoom Copy Message Copy Attachments Quick Steps Suggested Enterprise Connect

Wed 26/05/2021 14:42

 Gough, Melanie

RE: Pembroke Reorg Changes

To:  Titus, Liz;  Muehlbauer, Karen

Cc:  Puga, Carol;  Gilliam, Ryan

Hi Liz

Thank you for your time yesterday, it was really helpful. RLT have discussed the effective date for the changes and there is no objection to it being 2nd July.

I understand we are just waiting for Ed's endorsement – he's on vacation, but he's checking his emails.

As soon as we hear back from Ed we will confirm.

Hope that's okay.

Many thanks,

Mel

From: Titus, Liz
Sent: 26 May 2021 14:39
To: Muehlbauer, Karen <Karen.Muehlbauer@valero.com>; Gough, Melanie <Melanie.Gough@valero.com>
Cc: Puga, Carol <Carol.Puga@valero.com>; Gilliam, Ryan <Ryan.Gilliam@valero.com>
Subject: Pembroke Reorg Changes

Hello – Just wanted to follow up to see if y'all were able to get a resolution on the effective date of the reorg that has been in process.

Thank you,

Liz Titus, PHR, SHRM-CP
Compensation Specialist
Valero Energy Corporation
1 Valero Way | San Antonio, TX 78249
Office: (210) 345-5031 | Cell: (254) 624-7522

From: Gough, Melanie
Sent: 25 May 2021 15:04
To: Lee, Ashia <Ashia.Lee@valero.com>
Subject: RE: New Org Units and Template

Amazing... thanks for these Ashia!

From: Lee, Ashia
Sent: 19 May 2021 17:43
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: Lopez, Joyce <Joyce.Lopez@valero.com>
Subject: RE: New Org Units and Template

Hi Mel,

Here are the org units you requested today –

10520593 – COGEN Field Execution
10520594 – Maintenance Field Execution

Let me know if you need anything else.

Thanks,
Ashia

From: Lee, Ashia
Sent: Tuesday, May 18, 2021 13:12
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: Lopez, Joyce <Joyce.Lopez@valero.com>
Subject: RE: New Org Units and Template

Hi Mel,

Here is the org unit you requested today –

10520592 – Mechanical Bolting

Thanks,
Ashia

From: Gough, Melanie
Sent: 17 May 2021 15:04
To: Lee, Ashia <Ashia.Lee@valero.com>
Subject: RE: New Org Units and Template

Thanks Ashia! I will start to transfer the data to the template and I'll give you a shout if I need your help.

Many thanks,

Mel

From: Lee, Ashia
Sent: Monday, May 17, 2021 14:48
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: Lopez, Joyce <Joyce.Lopez@valero.com>
Subject: New Org Units and Template

Hi Mel,

The following org units were created in SAP HR for you as requested –

10520587 – Central Shops
10520588 – Field Execution
10520589 – Refining Process Engineering Support
10520590 – C&O Process Engineering Support
10520591 – B&S & Energy Process Engineering Support

You can now create the PCR's to assign the chiefs of the org units and transfer any employees necessary. I am also attaching the job change template, if you need me to send additional templates let me know. I am always here to walk you through these changes.

Let me know if you have any questions.

Thanks,

Ashia Lee
Human Resources
Valero Services, Inc
210.345.2761 Phone
210.370.6334 Rightfax
email: ashia.lee@valero.com

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Ve-PCR If you have a question about this form, please contact: Melanie Gough, [Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie** Effective Date **07 May 2021**

Org Unit Name **Central Shops**

Default Cost Center **PM337117**

Reports To [REDACTED] Position No: 20038152 Org Unit: 10003254

Org Unit Chief [REDACTED] Position No 20520958

The maintenance structure is being consolidated as part of the post TA re-organisation. Please create a new org unit called 'Central Shops' reporting to [REDACTED] Director Central Maintenance.

Submit

Ve-PCR If you have a question about this form, please contact: Melanie Gough, [Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie** Effective Date **07 May 2021**

Org Unit Name **Field Execution**

Default Cost Center **PM337117**

Reports To [REDACTED] Position No: 20038152 Org Unit: 10003254

Org Unit Chief [REDACTED] Position No 20038132

The maintenance structure is being consolidated as part of the post TA re-organisation. Please create a new org unit called 'Field Execution' reporting to [REDACTED] Director Central Maintenance.

Submit

Ve-PCR If you have a question about this form, please contact: Melanie Gough, [Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie** Effective Date **18 May 2021**

Org Unit Name **Mechanical Bolting**

Default Cost Center **PM337117**

Reports To [REDACTED] Position No: 20520958 Org Unit: 10517650

Org Unit Chief [REDACTED] Position No 20038493

Please create a new org unit called Mechanical Bolting. This org unit will report into the new Central Shops org unit 10520587.

Submit

Ve-PCR If you have a question about this form, please contact: Melanie Gough, [Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie** Effective Date **07 May 2021**

Org Unit Name **Refining Process Engineering Support**

Default Cost Center **PM337280**

Reports To [REDACTED] Position No: 20038127 Org Unit: 10003277

Org Unit Chief [REDACTED] Position No 20038824

The Process Engineering Org Unit is being re-structured as part of the post TA re-organisation. Please create a new org unit called 'Refining Process Engineering Support' reporting to [REDACTED] Manager Process Engineering.

Submit



If you have a question about this form, please contact: Melanie Gough,

[Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie**

Effective Date
07 May 2021

Org Unit Name **C&O Process Engineering Support**

Default Cost Center **PM337280**

Reports To [REDACTED] **Position No:** 20038127 **Org Unit:** 10003277

Org Unit Chief [REDACTED] **Position No** 20038825

The Process Engineering Org Unit is being re-structured as part of the post TA re-organisation. Please create a new org unit called 'Refining Process Engineering Support' reporting to [REDACTED] Manager Process Engineering.

Submit



If you have a question about this form, please contact: Melanie Gough,

[Print](#) [Home](#)

Org Unit Data **Review and Submit**

Requested By: **Gough, Melanie**

Effective Date
07 May 2021

Org Unit Name **B&S & Energy Process Engineering Support**

Default Cost Center **PM337280**

Reports To [REDACTED] **Position No:** 20038127 **Org Unit:** 10003277

Org Unit Chief [REDACTED] **Position No** 20038107

The Process Engineering Org Unit is being re-structured as part of the post TA re-organisation. Please create a new org unit called 'B&S & Energy Process Engineering Support' reporting to [REDACTED] Manager Process Engineering.

Submit

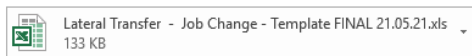
From: Gough, Melanie
Sent: 25 May 2021 17:17
To: Lee, Ashia <Ashia.Lee@valero.com>
Subject: RE: FW: New Job Codes

Hi Ashia,

Please find attached the updated spreadsheet including the new job codes. I have set up a call with Liz tomorrow evening to discuss the effective date – I will let you know how I get on! Please let me know if you need anything else from me in the meantime and thank you for all your help as always



Many thanks,
Mel



From: Lee, Ashia
Sent: 25 May 2021 17:19
To: Gough, Melanie <Melanie.Gough@valero.com>
Subject: RE: FW: New Job Codes

Thank you 😊 did you find out if June 1 was a good date?

From: Gough, Melanie
Sent: 25 May 2021 15:04
To: Lee, Ashia <Ashia.Lee@valero.com>
Subject: FW: New Job Codes

Hi Ashia

I will get these job codes added to the file and resend it over to you ASAP.

Many thanks,

Mel

From: Titus, Liz
Sent: 25 May 2021 15:03
To: Gough, Melanie <Melanie.Gough@valero.com>; Medler, Dave <Dave.Medler@valero.com>; Puga, Carol <Carol.Puga@valero.com>
Subject: RE: New Job Codes

Below are the job codes for the new jobs requested. Please let me know if you have any questions.

- HES Engineer – 30536417
- Process Specialist – 30536418
- Reliability Specialist – 30536419

- Staff Reliability Engineer – 30536420
- Sr Staff Reliability Engineer – 30536421
- Staff HES Engineer – 30536422
- Staff Ref Optimization Planning Engineer – 30536423
- Manager Laboratory – 30536424
- Sr Control Systems Engineer – 30536425
- Associate Corrosion Engineer – 30536426
- Sr Project Quality Specialist – 30536427
- Sr Staff Design Specialist – 30536428
- Staff Inspection Specialist – 30536429

Thank you,

Liz Titus, PHR, SHRM-CP

Compensation Specialist

Valero Energy Corporation

1 Valero Way | San Antonio, TX 78249

Office: (210) 345-5031 | Cell: (254) 624-7522

From: Medler, Dave

Sent: 24 May 2021 16:05

To: Titus, Liz <Liz.Titus@valero.com>; Puga, Carol <Carol.Puga@valero.com>

Cc: Gough, Melanie <Melanie.Gough@valero.com>

Subject: New Job Codes

Ladies,

As part of the post TAR restructuring exercise, Pembroke are making a number of changes effective 1st June (with Sr Management approval already procured). I have created the following list of jobs in PayFactors, and I would be most grateful if you would cut these live and let Mel and I have the Job Codes.

Job Name: HES Engineer

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: E

Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Process Specialist

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: E

Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Reliability Specialist

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N
Grade: E
Employee Subgroup: Salary Non-Exempt

Job Name: Staff Reliability Engineer
Manager Level: Supervisor
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Subgroup: Salary Exempt

Job Name: Sr Staff Reliability Engineer
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: H
Employee Subgroup: Salary Exempt

Job Name: Staff HES Engineer
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Group: Regular Part Time
Employee Subgroup: Salary Exempt
This role already exists as a full time position (30531522), but this job code is specifically for 25.5 hours per week part time out of 37.5 fte(This will represent 0.68 of fte)

Job Name: Staff Ref Optimization Planning Engineer
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Subgroup: Salary Exempt

Job Name: Manager Laboratory
Manager Level: Manager
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: H
Employee Subgroup: Salary Exempt

Job Name: Sr Control Systems Engineer
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N

Shift Differential Eligible: N
Grade: F
Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Associate Corrosion Engineer  
Manager Level: Non-Management (Non-Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: D  
Employee Group: Regular Part Time  
Employee Subgroup: Salary Non-Exempt  
*This job code is specifically for 19 hours per week (0.506 fte)*

~~~~~

Job Name: Sr Project Quality Specialist
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: F
Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Sr Staff Design Specialist  
Manager Level: Non-Management (Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: H  
Employee Subgroup: Salary Exempt

~~~~~

Job Name: Staff Inspection Specialist
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Subgroup: Salary Exempt

~~~~~

Many thanks for your continued support,

Regards

David Medler  
Manager Compensation & Benefits

Human Resources Department  
Valero Energy Ltd  
27<sup>th</sup> Floor, 1 Canada Square  
Canary Wharf  
London. E14 5AA  
Tel +44 20 7513 3410  
[David.Medler@Valero.com](mailto:David.Medler@Valero.com)

Registered office 5<sup>th</sup> Floor, 100 Wood Street, London EC2V 7EX. Place of Registration: England and Wales. Company No. 8566216

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---

**From:** Medler, Dave  
**Sent:** 24 May 2021 08:43  
**To:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>  
**Subject:** RE: Job Codes

Mel,

Will get them to you this week.

Sorry for the delay, I am juggling a bunch of different stuff and I am dealing with them as required.

Regards

David Medler  
Manager Compensation & Benefits

Human Resources Department  
Valero Energy Ltd  
27<sup>th</sup> Floor, 1 Canada Square  
Canary Wharf  
London. E14 5AA  
Tel +44 20 7513 3410  
[David.Medler@Valero.com](mailto:David.Medler@Valero.com)

Registered office 5<sup>th</sup> Floor, 100 Wood Street, London EC2V 7EX. Place of Registration: England and Wales. Company No. 8566216

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---

**From:** Gough, Melanie  
**Sent:** 24 May 2021 08:41  
**To:** Medler, Dave <[Dave.Medler@valero.com](mailto:Dave.Medler@valero.com)>  
**Subject:** Job Codes

Hi Dave,

Hope you had a nice weekend 😊

I have pulled all the job codes I need into one email, so you can easily see which ones are outstanding, no pressure 😊 and sorry there's so many 😞:

Job Name: HES Engineer  
Manager Level: Non-Management (Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: E  
Employee Subgroup: Salary Non-Exempt  
~~~~~

Job Name: Process Specialist
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: E
Employee Subgroup: Salary Non-Exempt
~~~~~

Job Name: Reliability Specialist  
Manager Level: Non-Management (Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: E  
Employee Subgroup: Salary Non-Exempt  
~~~~~

Job Name: Staff Reliability Engineer
Manager Level: Supervisor
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Subgroup: Salary Exempt
~~~~~

Job Name: Sr Staff Reliability Engineer  
Manager Level: Non-Management (Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: H  
Employee Subgroup: Salary Exempt  
~~~~~

Job Name: Staff HES Engineer
Manager Level: Non-Management (Exempt)
Upgrade Eligible: N
Shift Differential Eligible: N
Grade: G
Employee Group: Regular Part Time
Employee Subgroup: Salary Exempt
This job code is specifically for 25.5 hours per week (0.68 fte)
~~~~~

Job Name: Staff Ref Optimization Planning Engineer

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: G

Employee Subgroup: Salary Exempt

~~~~~

Job Name: Manager Laboratory

Manager Level: Manager

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: H

Employee Subgroup: Salary Exempt

~~~~~

Job Name: Sr Control Systems Engineer

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: F

Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Associate Corrosion Engineer

Manager Level: Non-Management (Non-Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: D

Employee Group: Regular Part Time

Employee Subgroup: Salary Non-Exempt

This job code is specifically for 19 hours per week (0.506 fte)

~~~~~

Job Name: Sr Project Quality Specialist

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: F

Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Sr Rotating Equipment Engineer

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N

Shift Differential Eligible: N

Grade: F

Employee Subgroup: Salary Non-Exempt

~~~~~

Job Name: Sr Staff Design Specialist

Manager Level: Non-Management (Exempt)

Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: H  
Employee Subgroup: Salary Exempt

---

Job Name: Staff Inspection Specialist  
Manager Level: Non-Management (Exempt)  
Upgrade Eligible: N  
Shift Differential Eligible: N  
Grade: G  
Employee Subgroup: Salary Exempt

---

Many thanks,

Mel

myValero

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US Renewables

Canada Refineries

Canada Commercial & P&E

Canada Pipelines & Terminals

Canada Support Services

UK Refineries

UK Commercial & P&E

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UK Support Services

Ireland Commercial

Ireland Pipelines & Terminals

Ireland Support Services

Mexico Commercial

Peru Commercial

Peru Pipelines & Terminals

Peru Support Services

Division & Department Heads with Approval Authority

PCR GUIDELINES

LTD

Military Leave

ERT Premium

Org to Org Change

Overlap Position

Employee Work Location Changes

Approval to Restaff / Post PCR

Position Management

Position Management - CA

Position Change Flow Chart

PCR PROCEDURES

ERT Premium

Military Leave

LTD

Org to Org Change

Overlap Position

Intern Conversion

ADDITIONAL RESOURCES

Transfer Checklist

To fill out the transfer checklist, either save a copy to your desktop or print to fill out.

Hard Copy PCR

U.S. Actions and Reasons

NEED HELP?

HRAS Directory

RE-ORGANIZATIONS

Re-organizations & Mass Change Templates

We value your feedback. Please submit questions or comments about this page to Sarah Paddie.

## LATERAL TRANSFER

## Action – Reason

Pay Change Reason:

Effective:

## Payroll Area:

## Position Change – Lateral Transfer / Job Change

## Adjustment

2<sup>nd</sup> July 2021

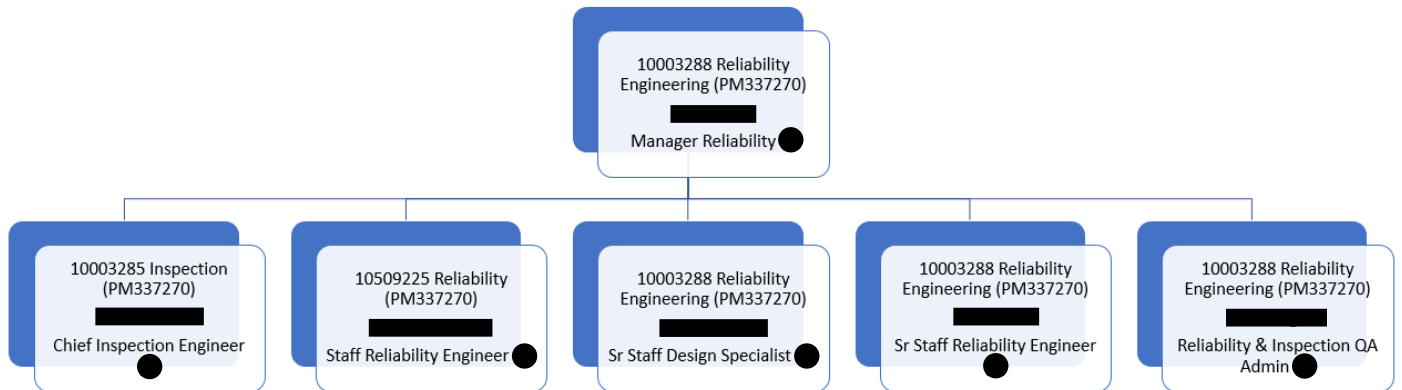
U1

[illegible]

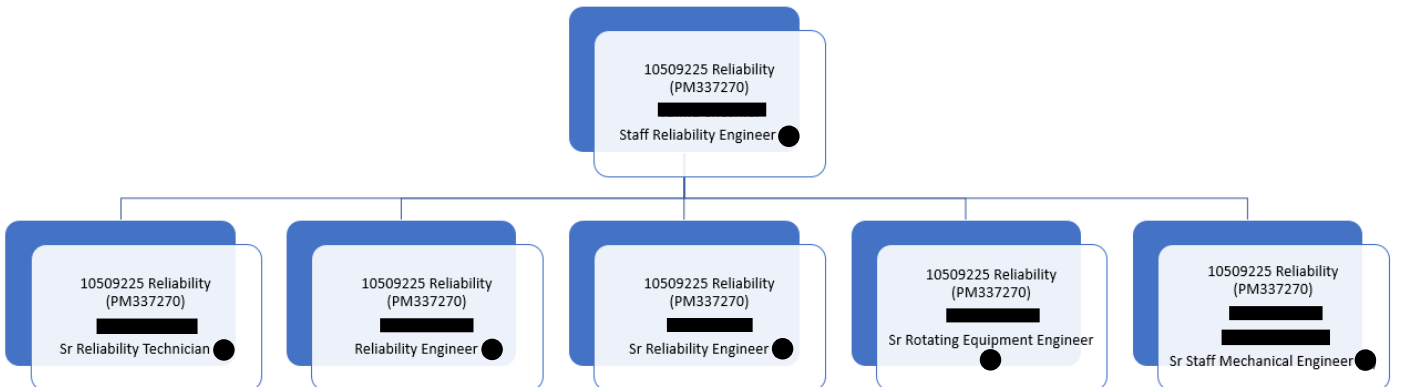
Org Unit 10003287 Capital Project Engineering PM337270  
Org Unit 10003278 Energy & Capital Development PM337280



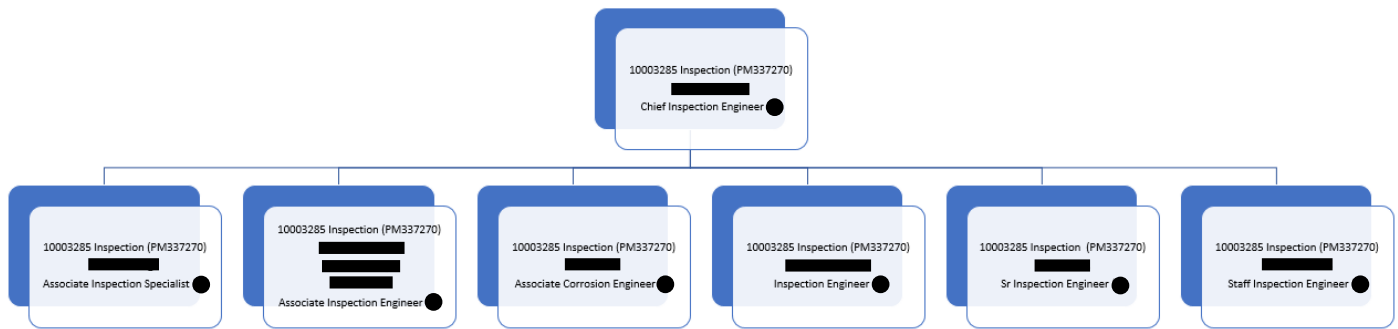
10003288 Reliability Engineering PM337270



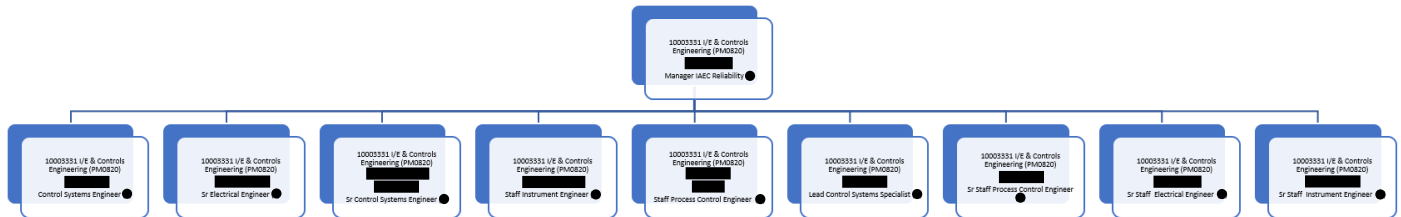
10509225 Reliability PM337270



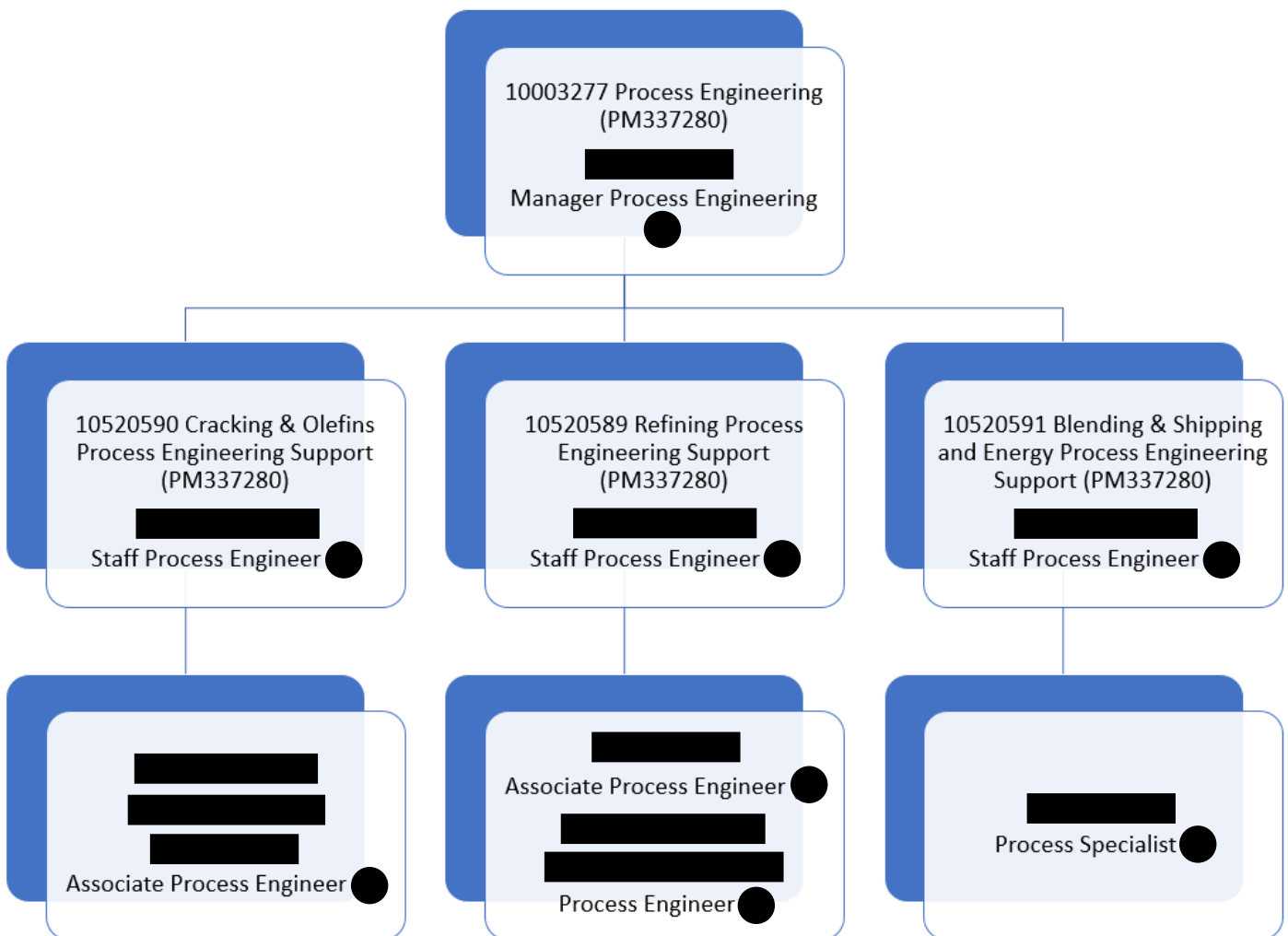
Org unit 10003285 Inspection PM337270



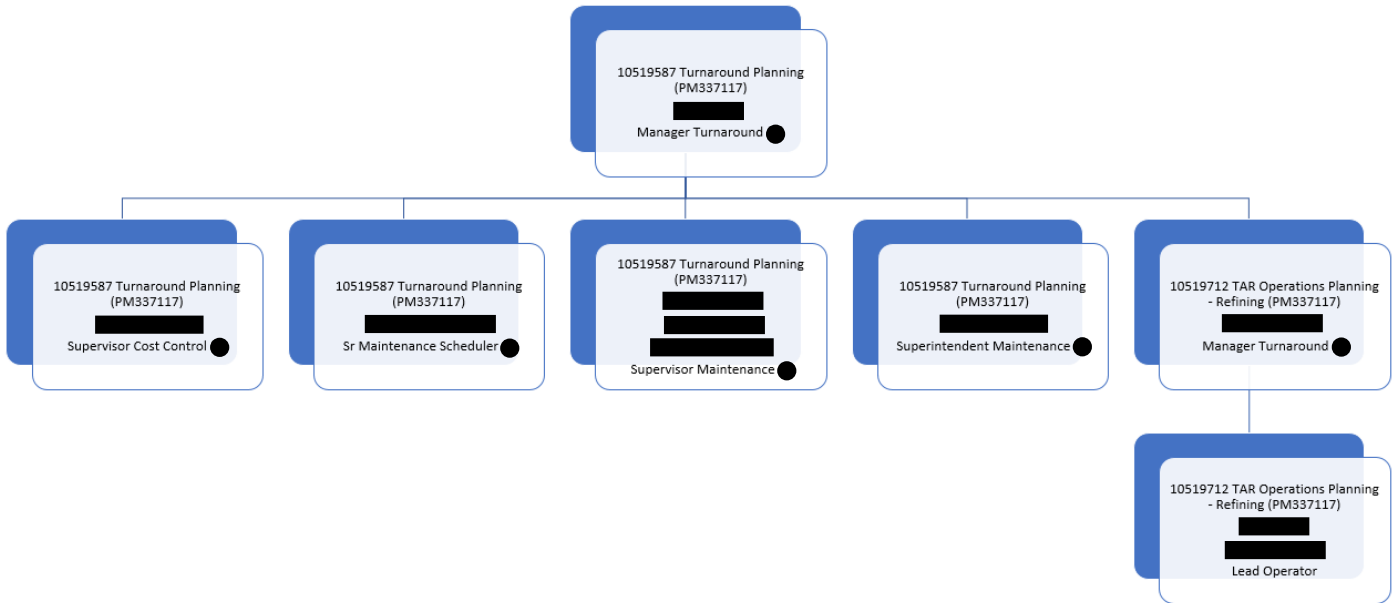
Org Unit 10003331 I/E & Controls Engineering



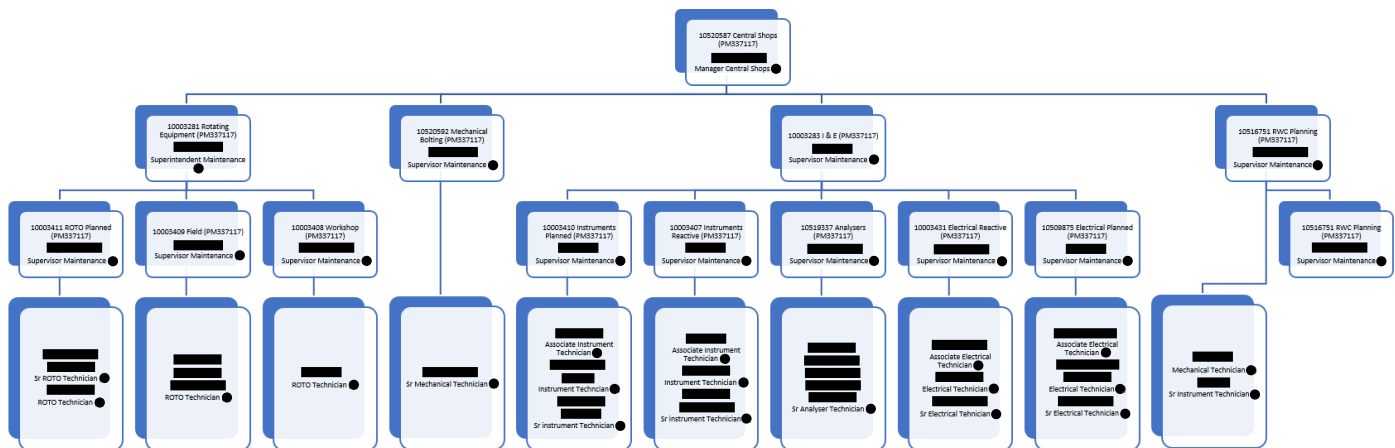
10003277 Process Engineering PM337280



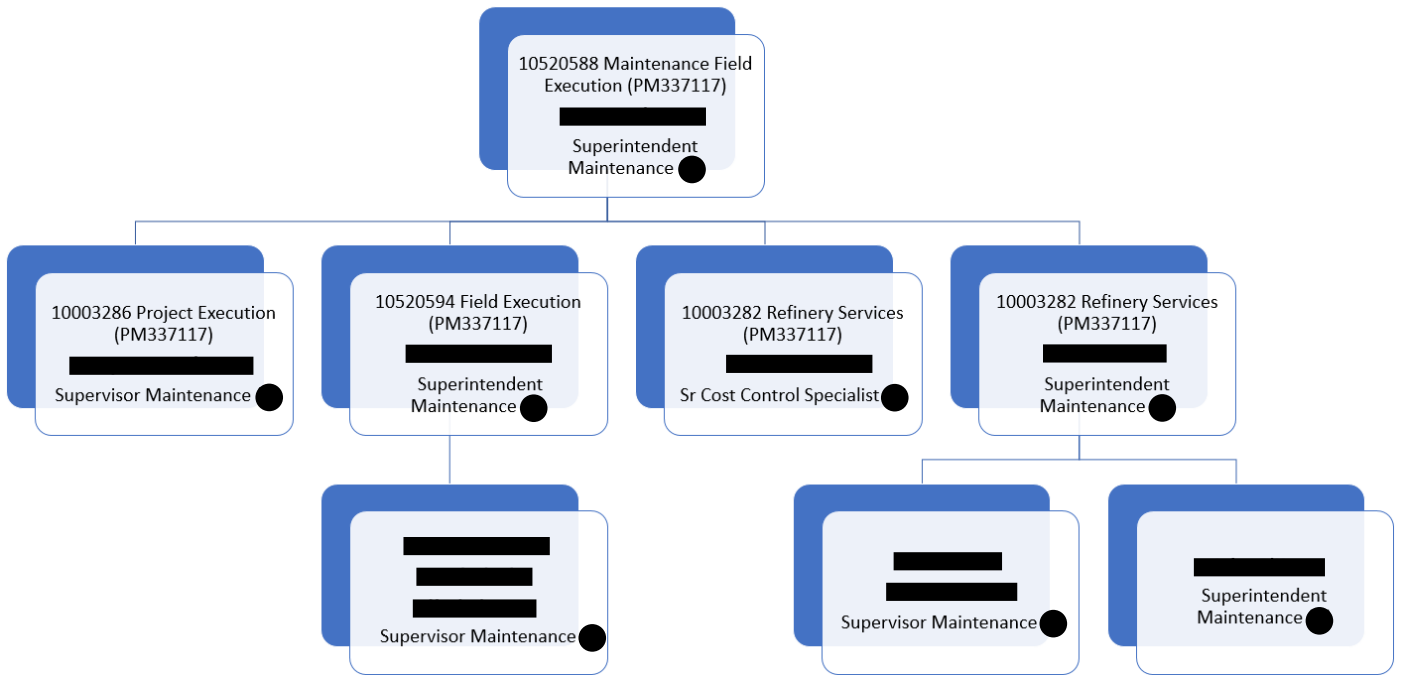
## Org Unit 10519587 Turnaround Planning PM337117



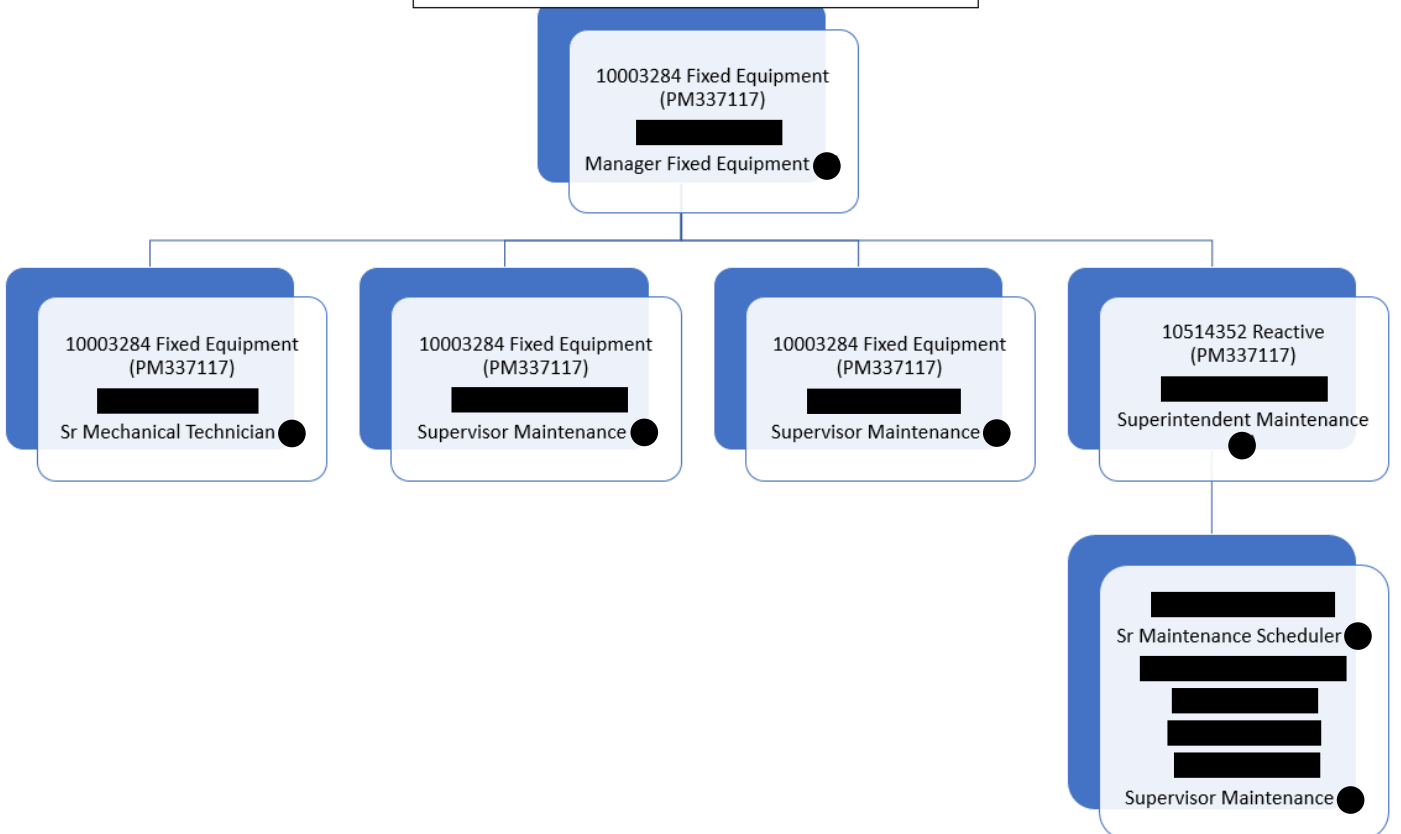
## Org unit 10520587 Central Shops PM337117



Org Unit 10520588 Field Execution PM337117



Org Unit 10003284 Fixed Equipment PM337117



**From:** Gough, Melanie  
**Sent:** 07 July 2021 10:00  
**To:** Reyes, Grace <[Grace.Reyes@valero.com](mailto:Grace.Reyes@valero.com)>  
**Subject:** RE: Pembroke Reorg

Thank you Grace 😊

---

**From:** Reyes, Grace  
**Sent:** 02 July 2021 19:14  
**To:** Lee, Ashia <[Ashia.Lee@valero.com](mailto:Ashia.Lee@valero.com)>; Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>  
**Cc:** Lopez, Joyce <[Joyce.Lopez@valero.com](mailto:Joyce.Lopez@valero.com)>  
**Subject:** RE: Pembroke Reorg

These are all done. They should be good to go. 😊

---

**From:** Lee, Ashia  
**Sent:** Friday, July 02, 2021 10:32 AM  
**To:** Reyes, Grace <[Grace.Reyes@valero.com](mailto:Grace.Reyes@valero.com)>  
**Cc:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>; Lopez, Joyce <[Joyce.Lopez@valero.com](mailto:Joyce.Lopez@valero.com)>  
**Subject:** Pembroke Reorg

Hi Grace,

I just completed the Pembroke reorg effective 7/2 and Mel has asked that you receive the following information –

Please ask Grace to allow access to Manager Centre for exception time approvals:

| Employee ID | Employee Name |
|-------------|---------------|
| 154577      | [REDACTED]    |
| 70026149    | [REDACTED]    |
| 70014888    | [REDACTED]    |
| 8002478     | [REDACTED]    |
| 8001858     | [REDACTED]    |
| 8000794     | [REDACTED]    |
| 70010151    | [REDACTED]    |
| 8001466     | [REDACTED]    |
| 8002560     | [REDACTED]    |

Thanks,

Ashia Lee  
Human Resources  
Valero Services, Inc  
210.345.2761 Phone  
210.370.6334 Rightfax  
email: [ashia.lee@valero.com](mailto:ashia.lee@valero.com)

CONFIDENTIALITY NOTICE: Valero's Human Resources Department is committed to maintaining the highest standards of confidentiality. This e-mail, and any attachments, may contain information that is confidential, privileged and exempt from disclosure under applicable law. If you are not the intended recipient or authorized to receive this message, you must not use, forward, copy, disclose or take any action based on any information herein. If you have received this message in error, please advise the sender immediately by reply e-mail and delete this message.

Unless expressly stated in this e-mail, nothing in this message should be construed as a digital or electronic signature. Thank you.

LATERAL TRANSFER

Action – Reason  
Pay Change Reason:  
Effective:  
Payroll Area:

Position Change – Lateral Transfer / Job Change  
Adjustment  
2<sup>nd</sup> July 2021  
U1

| Employee ID   | Employee Name | Position ID | Job ID   | Job Name                         | Org Unit ID | Org Unit Name           | CC       | Rpts To Pernr | Rpts To Name    | Work Schedule | Is Chief | NEW Position ID | NEW Job ID | NEW Job Name               | Org Unit ID | Org Unit Name               | CC       | Rpts To Pernr | Rpts To Name      | NEW Work Schedule | Is Chief |
|---------------|---------------|-------------|----------|----------------------------------|-------------|-------------------------|----------|---------------|-----------------|---------------|----------|-----------------|------------|----------------------------|-------------|-----------------------------|----------|---------------|-------------------|-------------------|----------|
| Open Position | Open Position | 20038021    | 30532354 | Manager Field Execution          | 10518455    | COGEN Project Execution | PM337117 | 8002645       | Levons, Anthony | PE00          | Y        | 20038021        | 30536392   | Superintendent Maintenance | 10519587    | Turnaround Planning         | PM337117 | 152079        | Allan, William    | PE00              | N        |
| Open Position | Open Position | 20532011    | 30005635 | Superintendent Operations        | 10517778    | TAR Operations Planning | PM337117 | 8002310       | Bulega, Darren  | PE00          | Y        | 20532011        | 30536392   | Superintendent Maintenance | 10519587    | Turnaround Planning         | PM337117 | 152079        | Allan, William    | PE00              | N        |
| Open Position | Open Position | 20038721    | 30005623 | Staff Coordinator                | 10517650    | Turnaround Planning     | PM337117 | 8002310       | Bulega, Darren  | PE00          | Y        | 20038721        | 30536392   | Superintendent Maintenance | 10520588    | Maintenance Field Execution | PM337117 | 8002545       | Rochester, Daniel | PE00              | N        |
| Open Position | Open Position | 20038418    | 30533067 | Turnaround Logistics Coordinator | 10517650    | Turnaround Planning     | PM337117 | 8002310       | Bulega, Darren  | PE00          | N        | 20038418        | 30536318   | Supervisor Maintenance     | 10519587    | Turnaround Planning         | PM337117 | 152079        | Allan, William    | PE00              | N        |

|                                                                  |                                    |
|------------------------------------------------------------------|------------------------------------|
| Please delimit the following Org units, effective 2nd July 2021: |                                    |
| 10003404                                                         | Fixed Resources/Jetty              |
| 10515254                                                         | Day Support                        |
| 10518183                                                         | Project Coordination - Instruments |
| 10518987                                                         | TAR Instruments Planning           |
| 10518331                                                         | TAR Olefin Planning                |
| 10518184                                                         | Project Coordination - Electrical  |
| 10514353                                                         | Logistics                          |
| 10517725                                                         | TAR Scheduling                     |
| 10003388                                                         | Long Term Optimisation             |
| 10003404                                                         | Fixed Resources/Jetty              |
| 10515254                                                         | Day Support                        |
| 10517650                                                         | Turnaround Planning                |
| 10517725                                                         | TAR Scheduling                     |
| 10517726                                                         | TAR FCCU Planning                  |
| 10517778                                                         | TAR Operations Planning            |
| 10518184                                                         | Project Coordination - Electrical  |
| 10518331                                                         | TAR Olefin Planning                |
| 10518455                                                         | COGEN Project Execution            |
| 10518987                                                         | TAR Instruments Planning           |

| PCRID  | Employee Pernr | Employee Name | Effective Date | Date Created | Date Completed | Position Nbr | Payroll Area | Job Name                         | Org Name                    | Action          | Reason                        | Status    | Initiator     | Manager Group   |
|--------|----------------|---------------|----------------|--------------|----------------|--------------|--------------|----------------------------------|-----------------------------|-----------------|-------------------------------|-----------|---------------|-----------------|
| 124990 | 08002310       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20520958     | U1           | Manager Turnaround               | Turnaround Planning         | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 124993 | 08000903       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038145     | U1           | Superintendent I & E             | I & E                       | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125000 | 08002643       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038048     | U1           | Staff Process Engineer           | Long Term Optimisation      | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125004 | 70010151       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038107     | U1           | Superintendent Operations        | Cracking & Olefins          | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125007 | 08000364       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038818     | U1           | Manager Reliability              | Reliability Engineering     | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125008 | 08000852       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038129     | U1           | Manager Project Engineering      | Capital Project Engineering | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125012 | 08001466       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038418     | U1           | Turnaround Logistics Coordinator | Turnaround Planning         | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125014 | 08002560       |               | 02/07/2021     | 21/05/2021   | 07/06/2021     | 20038544     | U1           | Superintendent Turnaround        | TAR Olefin Planning         | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125017 | 08001058       |               | 02/07/2021     | 21/05/2021   | 07/06/2021     | 20038138     | U1           | Team Leader Reliability Engineer | Reliability                 | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125021 | 00152079       |               | 02/07/2021     | 21/05/2021   | 27/05/2021     | 20038021     | U1           | Manager Field Execution          | COGEN Project Execution     | Position Change | Lateral Transfer / Job Change | Complete  | Gough,Melanie | RVX9 Generalist |
| 125583 | 08000793       |               | 02/07/2021     | 14/06/2021   | 17/06/2021     | 20038023     | U1           | Supervisor Planning              | RWC Planning                | Position Change | Lateral Transfer / Job Change | Completed | Gough,Melanie | RVX9 Generalist |

| PCRID  | Employee Pernr | Employee Name | Effective Date | Date Created | Date Completed | Position Nbr | Payroll Area | Job Name                         | Org Name                       | Action          | Reason    | Status   | Initiator     | Initiator Group |
|--------|----------------|---------------|----------------|--------------|----------------|--------------|--------------|----------------------------------|--------------------------------|-----------------|-----------|----------|---------------|-----------------|
| 124989 | 08002545       |               | 02/07/2021     | 21/05/2021   | 07/06/2021     | 20038132     | U1           | Superintendent Refinery Services | Refinery Services              | Position Change | Promotion | Complete | Gough,Melanie | RVX9 Generalist |
| 124996 | 08000794       |               | 02/07/2021     | 21/05/2021   | 07/06/2021     | 20038022     | U1           | Supervisor Planning              | Turnaround Planning - Refining | Position Change | Promotion | Complete | Gough,Melanie | RVX9 Generalist |
| 125152 | 00052941       |               | 02/07/2021     | 27/05/2021   | 07/06/2021     | 20038565     | U1           | Manager Laboratory               | Laboratory                     | Position Change | Promotion | Complete | Gough,Melanie | RVX9 Generalist |

Lateral Transfer - Job Change - Template.xls - Message (HTML)

File Message Help Tell me what you want to do

Delete Archive Reply Reply All Forward Quick Steps Move Tags Follow Up Editing Speech Zoom Copy Message Copy Attachments Quick Steps Suggested Enterprise Connect

Wed 19/05/2021 18:23

Gough, Melanie

Lateral Transfer - Job Change - Template.xls

To Lee, Ashia

Retention Policy Zone2 Entire Mailbox (3 years) Expires 18/05/2024

Please treat this as Confidential.

Lateral Transfer - Job Change - Template.xls  
79 KB

Hi Ashia

Please find attached the re-org spreadsheet – are you OK if I add in a 'Reports to' column please?

I will also forward you the org chart that I've created to accompany the spreadsheet to help visualise the changes.

Will you be free tomorrow to discuss?

Many thanks

Mel

Org Chart - Message (HTML)

File Message Help Tell me what you want to do

Delete Archive Reply Reply All Forward Quick Steps Move Tags Follow Up Editing Speech Zoom Copy Message Copy Attachments Quick Steps Suggested Enterprise Connect

Wed 19/05/2021 18:25

Gough, Melanie

Org Chart

To Lee, Ashia

Retention Policy Zone1 Sent Items (6 months) Expires 15/11/2021

Org Chart for TAR.docx  
203 KB

Hi Ashia

Please find attached the org chart to accompany the spreadsheet.

Many thanks,

Mel

**From:** Gough, Melanie

**Sent:** 20 May 2021 11:10

**To:** Tomp, Ed <[Ed.Tomp@valero.com](mailto:Ed.Tomp@valero.com)>; Allen, Richard <[Richard.Allen@valero.com](mailto:Richard.Allen@valero.com)>; Jevons, Tony <[Tony.Jevons@valero.com](mailto:Tony.Jevons@valero.com)>; Muehlbauer, Karen <[Karen.Muehlbauer@valero.com](mailto:Karen.Muehlbauer@valero.com)>; Muehlbauer, Joseph <[Joe.Muehlbauer@valero.com](mailto:Joe.Muehlbauer@valero.com)>; Pouton, Andrew <[Andrew.Pouton@valero.com](mailto:Andrew.Pouton@valero.com)>; Bellmaine, Jason <[Jason.Bellmaine@valero.com](mailto:Jason.Bellmaine@valero.com)>

**Cc:** James, Joanne <[Joanne.James@valero.com](mailto:Joanne.James@valero.com)>

**Subject:** Organisational Changes Post TAR: Announcements - CONFIDENTIAL

**Importance:** High

**Sensitivity:** Confidential

RLT,

Please find attached the personnel announcements for the Post TAR organisational changes for final review at PDC 12 noon today in the MLT. I will log in to present and make changes.

Many thanks,

Mel

|                                                                                                                                      |                                                                                                                                         |                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
|  Organisation Announcement Operations.docx<br>72 KB |  Organisation Announcement P&E.docx<br>72 KB           |  Organisation Announcement Technical.docx<br>75 KB |
|  Organisation Announcement HES.docx<br>74 KB       |  Organisation Announcement Maintenance.docx<br>121 KB |                                                                                                                                      |

PDC Meeting to Finalise Post- TAR org moves - Meeting

File Meeting Insert Format Text Review Help Tell me what you want to do

Attach Item Save & Close Delete Actions Appointment Scheduling Assistant Meeting Notes Meeting... Accept Tentative Decline Propose New Time Respond Busy None Recurrence Time Zones Categorize Tags

Accepted on 19/05/2021 09:15.

Organizer Muehlbauer, Karen Sent Tue 18/05/2021 13:32

Subject PDC Meeting to Finalise Post- TAR org moves

Location MLT

Start time Thu 20/05/2021 12:00 All day event

End time Thu 20/05/2021 12:30

In Shared Folder Calendar - Melanie.Gough@valero.com

Organisational Changes Post TAR - Message (HTML)

File Message Help Tell me what you want to do

Delete Archive Reply Reply All Forward Reply to Email R... 2021 Emails Rec... To Manager Move Move Categorize Follow Up Translate Read Aloud Zoom Copy Message Copy Attachments Quick Steps Suggested Enterprise Connect

Thu 20/05/2021 16:52

 James, Joanne on behalf of Tomp, Ed

Organisational Changes Post TAR

To All Users Pembroke Refinery

Retention Policy Zone2 Entire Mailbox (3 years) Expires 19/05/2024

|                                                                                                                                          |                                                                                                                                     |                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
|  Organisation Announcement Technical.docx 75 KB         |  Organisation Announcement Maintenance.docx 121 KB |  Organisation Announcement HES.docx 74 KB        |
|  Organisation Announcement Business Services.docx 72 KB |  Organisation Announcement P&E.docx 71 KB          |  Organisation Announcement Operations.docx 72 KB |

Action Items + Get more add-ins

Dear All

As we near the end of what has been an extremely challenging time for the refinery, first with the COVID global pandemic and then with the highly complex turnaround covering all of the Refinery, I would like to thank you for your effort and personal commitment to the success of the Refinery. I know it's been tough for all of us and our families working extended hours for many months now to complete the Turnaround.

Post Turnaround it's important we focus on the future and the elements necessary for us to return the refinery to safe, reliable, environmental compliant, and profitable operation. The corporation has allocated enormous resources to improve our operation including the turnaround, Alky projects, and the soon to be commissioned Cogen plant and now it is time for us to do our part to contribute to Valero's overall success.

Fundamental to the success of the Pembroke Refinery is our people and with the completion of the turnaround and several recent retirements, the RLT has reviewed the organisation and wants to announce a number of personnel role changes. Attached are those changes arranged by department. The specific transition timing for these changes will be role dependent so please consult with your RLT member regarding each specific situation-

Ed Tomp

https://refining.valero.com/en-us/pembroke/Lists/News/AllItems.aspx

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Web Slice Gallery

myValero

BROWSE ITEMS LIST

Refinery Operations - Corporate

# News

Site contents

+ new announcement or edit this list

All items ... Find an item

| ✓ Title                                                | Submitted       |
|--------------------------------------------------------|-----------------|
| Job Posting - Instrument Technician                    | ... July 8      |
| Job Posting - Electrical Technician                    | ... July 8      |
| Job Posting - Lab Technician                           | ... June 16     |
| 2021 Engineering Bursary Scheme                        | ... June 17     |
| Organisational Changes Post TAR - Technical            | ... May 20      |
| Organisational Changes Post TAR - Business Services    | ... May 20      |
| Organisational Changes Post TAR - Planning & Economics | ... May 20      |
| Organisational Changes Post TAR - Operations           | ... May 20      |
| Organisational Changes Post TAR - HES                  | ... May 20      |
| Organisational Changes Post TAR - Maintenance          | ... May 20      |
| Job Posting - Security Officers                        | ... May 16      |
| Job Posting - Trading Analyst (London)                 | ... April 6     |
| 2021 Apprenticeship Opportunities                      | ... February 18 |
| Win 550 - Order your feed online for a chance to win   | February 8      |



Dear Colleagues,

In support of the attached email, I am pleased to announce the following moves within the Technical organisation:

██████████, currently Manager Project Engineering has been selected for the role of Manager Reliability, replacing ██████████.

██████████, currently Manager Reliability has been selected for the role of Manager Project Engineering replacing ██████████.

Both ██████████ and ██████████ will continue to report to me.

██████████, currently Superintendent Turnaround has been selected for the role of Staff Reliability Engineer replacing ██████████. ██████████ will report to ██████████.

██████████, currently Team Leader Reliability Engineer has been selected for the role of Manager Laboratory, replacing ██████████. ██████████ will report ██████████.

██████████, currently Senior Reliability Engineer is returning to the Reliability team in the role of Senior Rotating Equipment Engineer, replacing ██████████. ██████████ will report to ██████████.

██████████, currently Integrity coordinator in the Project Execution team is transferring to the Reliability team in the role of Senior Reliability Engineer, reporting ██████████.

██████████, currently Sr Staff Rotating Equipment Engineer is transferring to the role of Sr Staff Reliability Engineer, reporting to ██████████.

██████████, currently Staff Design Engineer is transferring to the Project Engineering team in the role of Staff Project Engineer, replacing ██████████. ██████████ will report to ██████████.

██████████, currently Sr Staff Project Engineer is transferring to the Reliability Engineering team in the role of Sr Staff Design Specialist replacing ██████████. ██████████ will report to ██████████.

██████████, currently Senior Technical Trainer, is transferring to the Project Engineering team in the role of Sr Project Quality Specialist, reporting to ██████████.

██████████, currently Associate Reliability Engineer is transferring to the Inspection team in the role of Associate Inspection Engineer, reporting to ██████████, Chief Inspection Engineer.

██████████, currently Senior Laboratory Technician is transferring to the Inspection team in the role of Associate Corrosion Engineer replacing ██████████. ██████████ will report to ██████████.

██████████, currently Supervisor Instrument within the Turnaround Team is transferring to the I/E & Controls Engineering group in the role of Sr Control Systems Engineer, reporting to ██████████, Manager IAEC Reliability.

██████████, currently Superintendent Operations within the Turnaround team has been selected for the role of Staff Process Engineer for the Refining area. ██████████ will report to ██████████, Manager Process Engineering.

██████████, currently Superintendent Operations within Cracking and Olefins has been selected for the role of Staff Process Engineer for the Blending & Shipping and Energy areas. ██████████ will report to ██████████.

██████████, currently Lead Lab Technician, is transferring to the Process Engineering Team as a Process Specialist, reporting to ██████████.

██████████, currently Sr Staff Project Engineer in the Capital project Engineering group and will continue to lead the COGEN Field Execution team, reporting to ██████████ ██████████.

██████████, currently Projects Coordinator with the Project Execution team is transferring to the COGEN Field Execution team in the role of Supervisor Maintenance, reporting to ██████████ ██████████.

██████████, currently Staff Coordinator will remain in the COGEN Field Execution team in the role of Superintendent Maintenance, reporting to ██████████.

██████████, currently Sr ROTO Technician will remain in the COGEN Field Execution team, reporting to ██████████.

██████████, currently Sr Electrical Technician within the Electrical team is transferring to the COGEN Field Execution team, reporting to ██████████.

██████████, currently Instrument Technician within the Instrument Team is transferring to the COGEN Field Execution team, reporting to ██████████.

These moves have been based on the overall combination of skills, knowledge and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity and diversity

These moves have been endorsed by the Pembroke PDC.

Please join me in wishing the above personnel every success in their new roles.

Joe Muehlbauer  
Director Technical Services



Dear Colleagues,

In support of the attached email, I am pleased to announce the following move within the Business Services organisation:

██████████, currently Project Quality Coordinator in the Capital Project Engineering team is transferring to the Warehouse team, reporting to ██████████, Superintendent Warehouse.

This move is based on the overall combination of skills, knowledge and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity and diversity

This move has been endorsed by the Pembroke PDC.

Please join me in wishing ██████████ every success in his new role.

Jason Bellmaine  
Refinery Controller



Dear Colleagues,

In support of the attached email, we are pleased to announce the following move within the Planning and Economics Organisation:

██████████, currently Superintendent Operations within the Refining area is transferring to the P&E group in the role of Staff Refinery Optimization Planning Engineer, replacing ██████████. ██████████ will report to me.

This move is based on the overall combination of skills, knowledge, and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity, and diversity

This move has been endorsed by the Pembroke PDC.

Please join me in wishing ██████████ every success in his new role.

Andrew Pouton  
Director Refinery Planning and Economics



Dear Colleagues,

In support of the attached email, I am pleased to announce the following moves within the Operations organisation:

██████████, currently Sr Refinery Optimization Planning Engineer has been selected for the role of Superintendent Operations Associate for the Crude Unit, Merox, Vacuum Unit and Visbreaker, replacing ██████████. ██████████ will report to Andy Smith, Manager Complex - Refining.

██████████, currently C&O Shift Team Leader has been selected for the role of C&O OMG replacing ██████████ who has recently retired. ██████████ will report to ██████████, Manager Complex - C&O.

██████████, currently Olefins Lead Operator has been selected as C&O Shift Team Leader replacing Simon Noble. ██████████ will report to ██████████.

██████████, currently Superintendent Operations within the Turnaround team is returning to Cracking and Olefins in the role of Superintendent Operations for the FCCU, replacing Laura Edwards. ██████████ will report to ██████████.

██████████, currently Staff Process Engineer has been selected for the role of Superintendent Operations for the ULSG, Merox, Butamer and ARU/SRU. ██████████ will report to ██████████.

These moves have been based on the overall combination of skills, knowledge and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity and diversity

These moves have been endorsed by the Pembroke PDC.

Please join me in wishing the above personnel every success in their new roles.

Richard Allen  
Director Refinery Operations



Dear Colleagues,

In support of the attached email, I am pleased to announce the following moves within the HES organisation:

██████████, currently Manager Refinery Process Safety is transferring to the Health & Environment team in the role of Sr Staff HES Engineer, replacing ██████████. Andrew will report to ██████████, Manager Environmental Engineering.

██████████, currently Manager Laboratory has been selected to fill the role of Manager Refinery Process Safety, replacing ██████████. ██████████ will report to me.

██████████, currently Staff HES Engineer has elected to retire 31st May 2021. ██████████ has been a long-standing and valued member of the team and we wish her well in her retirement.

██████████, currently Process Engineer is transferring to the Process Safety Management team in the role of HES Engineer. ██████████ will report to ██████████.

These moves have been based on the overall combination of skills, knowledge and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity and diversity

These moves have been endorsed by the Pembroke PDC.

Please join me in wishing the above personnel every success in their new roles.

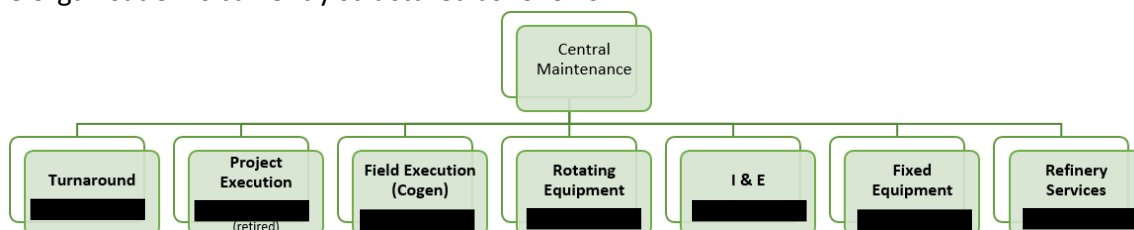
Karen Muehlbauer  
Director Safety, Environmental and Human Resources



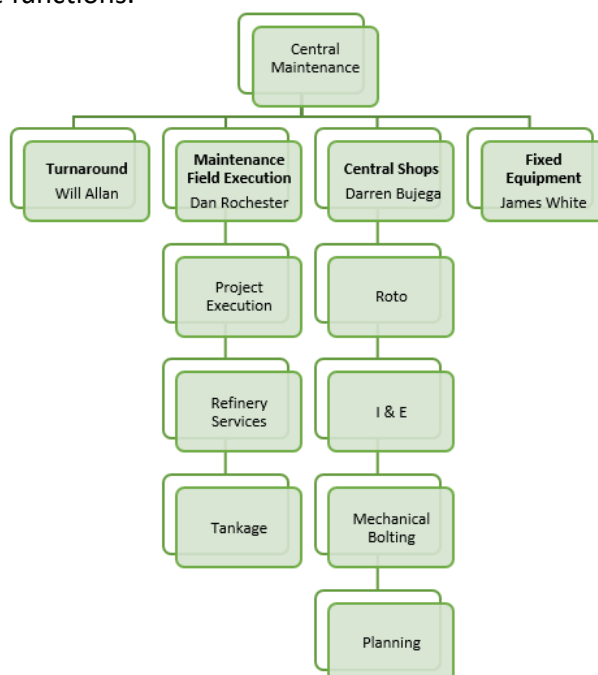
Dear Colleagues,

In support of the attached email, I am pleased to announce the following changes within the Maintenance department. The changes include a restructure of the maintenance organisation.

The organisation is currently structured as follows:



The new structure will consolidate existing organisations. These changes are being made to align the reporting structure and align titles with other refineries within Valero, and create synergies within the maintenance functions.



██████████, currently Manager Turnaround is transferring to the new Central Shops organisation in the role of Manager Central Shops. The new **Central Shops** organisation is a consolidation of the existing Rotating Equipment, Instrument and Electrical organisations and the Mechanical Bolting and RWC Planning teams.

██████████, currently Manager Field Execution has been selected for the role of Manager Turnaround, replacing ██████████.

██████████, currently Superintendent Refinery Services is transferring to the new Maintenance Field Execution organisation in the role of Manager Field Execution. The new **Maintenance Field Execution** organisation is a consolidation of the existing Project Execution and Refinery Services organisations and the Tankage program.

██████████, ██████████ and ██████████ will continue to report to me.

██████████, currently Superintendent Turnaround is transferring to the Maintenance Field Execution team in the role of Superintendent Maintenance to lead Refinery Services. ██████████ will report to ██████████.

██████████, currently Staff Corrosion Engineer is transferring to the Maintenance Field Execution team in the role of Superintendent Maintenance, reporting to ██████████.

██████████, currently Staff Coordinator within the Project Execution team is transferring to the Maintenance Field Execution team in the role of Superintendent Maintenance to lead Field Execution. ██████████ will report to ██████████.

██████████, currently Supervisor Instrument within the Turnaround team is transferring to the Field Execution team in the role of Supervisor Maintenance.

██████████, currently Supervisor Planning within the Turnaround team is transferring to the Field Execution team in the role of Supervisor Maintenance.

██████████, currently Integrity Coordinator within the Project Execution team is transferring to the Field Execution team in the role of Supervisor Maintenance.

██████████, ██████████ and ██████████ will report to ██████████.

██████████, currently Integrity Coordinator within the Project Execution team is transferring to the Maintenance Field Execution team in the role of Supervisor Maintenance to lead the Tankage program. ██████████ will report to ██████████.

██████████, currently Superintendent I&E is transferring to the Turnaround team in the role of Superintendent Maintenance as I&E Lead. ██████████ will report to ██████████.

██████████, currently Supervisor Planning within the Turnaround team is transferring to the Central Shops team in the role of Superintendent Maintenance for the I&E group, replacing ██████████. ██████████ will report to ██████████.

██████████, currently Integrity Coordinator will be taking up the role of Supervisor Maintenance to lead the TAR logistics, replacing ██████████. ██████████ will report to ██████████.

██████████, currently Turnaround Logistics Coordinator is transferring to the Central Shops team in the role of Supervisor Maintenance for the RWC Planning group, replacing ██████████. ██████████ will report to ██████████.

██████████, currently Supervisor Planning is transferring to the Turnaround team in the role of Supervisor Maintenance to lead the HTU1/HTU2 Turnaround. ██████████ will report to ██████████.

██████████, currently Asset Technician in the RWC Planning group is returning to the Instrument team in the role of Instrument Technician, reporting to ██████████, Supervisor Maintenance.

██████████, currently Supervisor Instrument is transferring to the Turnaround team in the role of Supervisor Maintenance to lead the ARU/SRU Turnaround. ██████ will report to ██████.

██████████, currently Projects coordinator within the Project Execution team is transferring to the role of Supervisor Maintenance within the Instrument team, replacing ██████████. ██████ will report to ██████.

██████████, currently Sr Instrument Technician within the Project Execution team is returning to the Instrument team, reporting to ██████████.

██████████, currently Sr Maintenance Scheduler within the Turnaround team is returning to the Instrument team in the role of Sr Instrument Technician, reporting to ██████████, Supervisor Maintenance.

██████████, currently Associate Electrical Technician within the Turnaround team is returning to the Electrical team, reporting to ██████████, Supervisor Maintenance.

██████████, currently Integrity Coordinator within the Turnaround team is transferring to the Central Shops team in the role of Supervisor Maintenance within the Mechanical Bolting team, replacing ██████████. ██████ will report to ██████████.

██████████, currently Integrity Coordinator within the Mechanical Bolting team will remain in the Fixed Equipment team in the role of Supervisor Maintenance, reporting to ██████████.

██████████, currently Sr Maintenance Scheduler will remain in the Turnaround team to take up the role of Scheduling Lead, replacing ██████████. ██████ will report to ██████.

These moves have been based on the overall combination of skills, knowledge and attributes relative to the following criteria:

- Technical Competency within the areas of safety and reliability
- Demonstrated experience within an operational environment
- Knowledge of applicable practices, processes and procedures
- Valero behaviors; especially leadership, partnership, ingenuity and diversity

These moves have been endorsed by the Pembroke PDC.

Please join me in wishing the above personnel every success in their new roles.

Tony Jevons  
Director Central Maintenance

**From:** Gough, Melanie  
**Sent:** 24 May 2021 17:21  
**To:** Lee, Ashia <[Ashia.Lee@valero.com](mailto:Ashia.Lee@valero.com)>  
**Subject:** Post TAR Re-organisation.  
**Sensitivity:** Confidential

Hi Ashia

Please find attached the current re-organisation spreadsheet.

I have drafted some PCR's and am about to submit them – I have left these moves at the bottom of the spreadsheet so everything is captured in one place for ease of reference (please see rows 107 – 119)

The moves will leave us with some open positions that will need to be reclassified and moved, as they currently belong to org units that will be delimited (please see rows 89-92)

Once all of the moves have taken place there will be a number of org units that need to be delimited (please see rows 123 – 141)

The following org units will be without a Chief temporarily as I am awaiting a decision on who will be filling the roles:

Org Unit 10003379 Process Safety Mgmt & Opernl Excellence

Org Unit 10003407 Instruments Reactive - TBC

Org Unit 10003374 Laboratory Testing – TBC

I have added in comments to accompany each move – please see column AB

I have attached the org charts that accompany the changes.

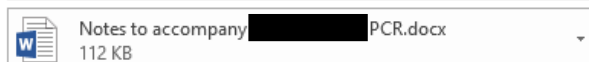
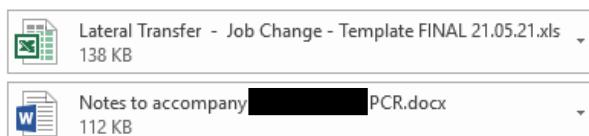
I have also attached a document to accompany the PCR for [REDACTED] as it is particularly complicated (sorry)

I will add in the new job codes when I get them from Liz.

I hope I have captured everything, but if there's anything I have missed, I am here to help as much as I can and THANK YOU for your patience 😊

Many thanks,

Mel



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Mon 14/06/2021 14:46

**Gough, Melanie**  
Lateral Transfer - Job Change - Template FINAL 21.05.21

To Lee, Ashia  
Retention Policy Zone1 Sent Items (6 months) Expires 11/12/2021

Lateral Transfer - Job Change - Template FINAL 21.05.21.xls  
149 KB

Hi Ashia

I have 2 changes to the original spreadsheet – please find attached an updated version (sorry).

I had originally submitted a PCR to place [REDACTED] in position #20038418. This move is no longer happening. I have submitted a new PCR to place [REDACTED] into position #20038567 and reclassify as Supervisor Maintenance - Chief of Org Unit 10003407 Instruments Reactive – reporting to [REDACTED] Superintendent Maintenance. (is it possible to delete the original PCR to avoid confusion?)

The position [REDACTED] was going to go into will now be an open position, so I have added that position to the other 'open positions' (see row 93) so it can be reclassified and moved because the org unit it currently reports into will no longer exist.

I have also updated the record for [REDACTED] as he is now going to report into [REDACTED] Superintendent Maintenance in Org Unit 10520594 Field Execution.

All changes are in Red font so you can easily follow them.

Please let me know if you have any questions.

Many thanks,

Mel

**From:** James, Joanne  
**Sent:** 02 July 2021 14: 14:44  
**To:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>  
**Subject:** RE: How's it going

Wow! That's amazing – you know I never doubted you for a second. This is exactly why you deserve your promotion. You have driven this from the start, kept us all on track and implemented it all so seamlessly, taking all the bumps along the way in your stride (like you always do). The RLT have been very impressed with you throughout this process. Once you've drawn a line under this, you can start to look forward to your new role HR Business Partner!

WELL DONE! Enjoy the weekend and get a good night's sleep (and you deserve a glass of wine or two too 😊)

Jo

Sent from my Galaxy

---

**From:** Gough, Melanie  
**Sent:** 02 July 2021 14:38  
**To:** James, Joanne <[Joanne.James@valero.com](mailto:Joanne.James@valero.com)>  
**Subject:** RE: How's it going

Hi Jo

All good.

All data verified and the org chart has updated beautifully (I did a little happy dance). Ashia and her team worked super hard keying the data yesterday and they did a fine job. I am so glad it's all gone to plan (bit of a sleepless night last night I won't lie 😊)

I have let the Directors know that their new structure is in place – all are happy!!

I still have to:

- Update FirstCare to make sure the absence notifications go to the correct supervisors
- Update EPR's to make sure they are reporting to the new supervisor
- Provide the BA's a list of the changes so they can update PEM email groups
- Provide L&D a list of the changes so they can update TopClass training groups
- Provide Finance a list of the changes so they can update the Solomon data

Fair play, this is exhausting... so much to remember to do - even though the data is loaded, we're not done quite yet!! So glad I have the project tracker etc. to follow for the next re-org, it should make it much easier going forward.

... and of course the US are super quick off the mark as usual – already sent the Supervisor Toolkit emails to our new Supervisors, so will contact them all on Monday to arrange the kick-off meetings!

Hope you're having a nice day off?

Mel

---

**From:** James, Joanne  
**Sent:** 02 July 2021 14:34  
**To:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>  
**Subject:** How's it going

Well... the suspense is killing me... ???

Sent from my Galaxy

## References

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Available at: [www.shrm.org/resourcesandtools/tools-and-](http://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx)

[samples/toolkits/pages/managingorganizationalchange.aspx](http://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx)

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[us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx](http://www.valero.com/en-us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx)

[Accessed 06 August 2021].

## Assess the impact of change processes within Valero's Pembroke Refinery

The data was keyed into SAP by the HRAS team on 1<sup>st</sup> July 2021. On 2<sup>nd</sup> July I downloaded a report to verify the loaded data. All actions had been entered correctly, and the organisation chart updated successfully when the system refreshed at 14:00 hours. I informed the Directors that their new structure was in place. (LO3, AC3.1) (LO3, AC3.3) (EV 26)

The impact of the change process was assessed through several methods. Firstly, employees affected by the maintenance title realignment project were issued with a letter informing them that the proposed changes are in line with the right to make reasonable changes to their terms and conditions of employment, as they will continue to do the same role. Employees directly affected by the re-organisation were issued with a contractual change letter, which asked them to accept or reject the proposed change. All letters were returned, and all indicated acceptance of the change. (LO3, AC3.1) (EV 7) (EV 7b)

Throughout the change process, employees were encouraged to raise any queries or concerns with their line manager or a member of Human Resources. Where employees felt that this was not an option, they could raise concerns with an ECF representative or anonymously via the 'Ask the RLT' portal. (LO3, AC3.1)

The ECF is "a formal consultation structure in addition to existing management communication processes". (Valero, n.d.) Employee representatives are elected to ensure all employee groups and refinery departments are represented in all aspects of the employment relationship. The group meet regularly to discuss issues of a common interest with a view to making Valero "a better place to work - better for its employees and better in its business." (Valero, n.d.) The ECF is a form of employee voice, which is "the means by which people communicate their views to their employer and influence matters that affect them at work". (Peters, (2020)) The ECF were advised to raise any matters requiring attention by 28<sup>th</sup> May 2021. To assess the impact of the re-organisation, I also met with the ECF post re-organisation to communicate the outcomes and the impact of the changes. The ECF were satisfied with the impact of the changes and how the process was managed and there were no outstanding matters to be addressed. (LO3, AC3.1) (LO3, AC3.3) (EV 27)

The 'Ask the RLT' portal is an online forum on the Pembroke intranet where the workforce can submit business related questions and suggestions anonymously. The RLT discuss the submissions and respond through the portal. Post re-organisation, one question was submitted, which asked whether a revised Development Model would be issued following the changes. The response confirmed that the Development Model would be updated, and I am currently working on this to reflect the changes. (LO3, AC3.1) (EV 28)

Finally, I reviewed sickness absence for the period leading up to, and post re-organisation for all employees affected by the changes. Employees report sickness absence through a third-party absence management provider – FirstCare. The review specifically looked for absences reported as 'work-related' and categorised as 'stress' or 'circumstantial'. The review identified zero absences of this nature. One of Valero's guiding principles is 'Employees', and fostering

a culture that provides "a safe, healthy and rewarding work environment" (Valero, (2021)) is a key priority. Valero recognise that stress can have a detrimental impact on a person's mental and physical health, and while "stress-related absence continues to increase among UK employees", (Suff, (2020)) we were mindful throughout the change process to consider each of our employees and whether we envisaged the proposed change would affect their mental health. (LO3, AC3.1) (LO3, AC3.3) (EV 29)

No concerns were raised through the ECF, one submission was received through the 'Ask the RLT' portal, and there were no 'work-related' sickness absences. This is indicative of the positive response to the re-organisation. (LO3, AC3.1)

Further work required to embed the changes, include:

1. Extended handover period to ensure successful transition to new role
  2. Enrolment in Supervisor Toolkit process to equip new supervisors with the tools they need to succeed as a supervisor
  3. External hire into open positions to restore headcount to pre-TAR levels
  4. Update Valero's Development Model to reflect the new organisational structure
- (LO3, AC3.2)

For future change processes, consideration will be given to using technology, such as Pulse surveys, to monitor and assess change. However, on this occasion it was felt that it would not be suitable, for several reasons. Although pulse surveys are quick and easy to complete, the focus needed to remain on the TAR. Introducing a new system at that time would have fueled speculation and potentially become a distraction, which could be a risk to the health and safety of the workforce at a safety critical time. Additionally, the majority of the workforce were assigned to TAR roles and were working extended hours and would likely not have had the time to take part in a survey in a meaningful way. (LO3, AC3.2)

Organisational design is a professional area of the CIPD Profession map that focuses on ensuring that "the organisation is appropriately designed to deliver maximum impact in the short and long term". (CIPD, (2015)) My role in the change process was critical to the success of the re-organisation.

My greatest strength is my in-depth knowledge of the organisations current structure, along with a thorough understanding of Valero's development model, compensation resources and the limitations of the e-PCR and SAP systems, which allowed me pull together relevant information accurately, and respond to suggestions and queries promptly. (LO3, AC3.4)

My main weakness throughout the change process was setting deadlines for others. The RLT's main priority was the TAR event, and the compensation and HRAS team were focusing on bonus administration December through February and annual merit and promotions March through June. It was a particularly busy period for everyone involved in the change process which put pressure on me to meet my deadlines and keep the project on track. I am aware of this weakness, and I overcompensate by apologising for requesting information, and giving people as much notice as possible. (LO3, AC3.4)

RE: Org Structure - Message (HTML)

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Mon 05/07/2021 08:22

Jevons, Tony

RE: Org Structure

To: Gough, Melanie

Retention Policy Zone1 Inbox (6 months) Expires 04/07/2024

Great work thanks Mel

**From:** Gough, Melanie  
**Sent:** 02 July 2021 14:31  
**To:** Jevons, Tony <Tony.Jevons@valero.com>  
**Subject:** Org Structure

Hi Tony

Your new organisation structure is now in place:

**Central Maintenance**

```
graph TD; CM[Central Maintenance  
Director Central Maintenance  
Anthony Jevons] --> FE[Fixed Equipment  
Manager Fixed Equipment  
James R White]; CM --> TP[Turnaround Planning  
Manager Turnaround  
William Allan]; CM --> MFE[Maintenance Field Execution  
Manager Field Execution  
Daniel Rochester]; CM --> CS[Central Shops  
Manager Central Shops  
Darren Bulega];
```

**Central Shops**

```
graph TD; CS[Central Shops];
```

**From:** James, Fran  
**Sent:** 14 July 2021 16:41  
**To:** <[Melanie.Gough@Valero.com](mailto:Melanie.Gough@Valero.com)>  
**Subject:** RE: Post Re-organisation changes – Feedback from ECF  
**Sensitivity:** Confidential

Thanks Mel!

Just to confirm following today's meeting that there are no issues from the ECF following the re-organisation.

Thank you for your continued support throughout the process, I can only imagine how much work it has been for you, and through the TAR – well done!!

Regards,

Fran

*Sent on behalf of the ECF*

**Fran James**  
Staff HES Engineer  
Process Safety Dept.  
Valero Energy Ltd  
Pembroke Plant  
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Tel +44 (0)1646 649 988  
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**From:** Gough, Melanie  
**Sent:** 14 July 2021 13:27  
**To:** GMFG - PEM ECF <[GR-PEMEmployeeConsulationForum@valero.com](mailto:GR-PEMEmployeeConsulationForum@valero.com)>  
**Subject:** Post Re-organisation changes – Feedback from ECF  
**Sensitivity:** Confidential

ECF,

Further to our meeting earlier today, I would be grateful if you would confirm that there are no issues/concerns following the re-org changes.

Thank you for your time today, it's been a pleasure working with you all.

Many thanks,  
Mel

---

**From:** James, Fran  
**Sent:** 05 July 2021 15:53  
**To:** <[Melanie.Gough@Valero.com](mailto:Melanie.Gough@Valero.com)>  
**Subject:** RE: Post Re-organisation changes – Feedback from ECF  
**Sensitivity:** Confidential

Hi Mel,

That's great Mel – we look forward to it. I think everyone is just so glad that the TAR is finally over... it was a long one for sure!

I'll ask Brian to book a room for us.

Regards,

Fran

*Sent on behalf of the ECF*

**Fran James**  
Staff HES Engineer  
Process Safety Dept.  
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**From:** Gough, Melanie  
**Sent:** 05 July 2021 10:06  
**To:** GMFG - PEM ECF <[GR-PEMEmployeeConsulationForum@valero.com](mailto:GR-PEMEmployeeConsulationForum@valero.com)>  
**Subject:** Post Re-organisation changes – Feedback from ECF  
**Sensitivity:** Confidential

Hi Fran

I would like to share the outcomes and impact of the re-organisation with the ECF, which have all been positive so far (unless you've received anything that says different?).

Are you all available mid-July please? If so, please could you set up a meeting?

Many thanks,  
Mel

| ← PEM - New Admin Conference Room × |                                  |                                                                                             |                                                               |                                              |                                                |
|-------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------|------------------------------------------------|
| MONDAY                              |                                  | TUESDAY                                                                                     |                                                               | WEDNESDAY                                    |                                                |
| 12                                  |                                  | 13                                                                                          |                                                               | 14                                           |                                                |
| THURSDAY                            |                                  | FRIDAY                                                                                      |                                                               |                                              |                                                |
| 15                                  |                                  | 16                                                                                          |                                                               |                                              |                                                |
| 08                                  |                                  |                                                                                             | CDM G                                                         |                                              |                                                |
| 09                                  |                                  |                                                                                             |                                                               |                                              |                                                |
| 10                                  | I&E Reliability CI<br>New Admin  | PEM - New Admin<br>Confer Room                                                              | Fran James<br>New Admin<br>PEM - New Admin<br>Conference Room | New Admin Cont<br>PEM - New Admi             | Roto Improve<br>New Admin Cont<br>PEM - New Ad |
| 11                                  |                                  | New Ac<br>PEM                                                                               | Week<br>Skype                                                 | New Admin<br>Conference Room<br>PEM - New Ad |                                                |
| 12                                  |                                  |                                                                                             | Natural gas pipe                                              |                                              |                                                |
| 13                                  | Meeting Embargo                  | Meeting Embargo                                                                             | Meeting Embargo                                               | Meeting Embargo                              | Meeting Embargo                                |
| 14                                  |                                  |                                                                                             |                                                               |                                              |                                                |
| 15                                  | New Admin Cont<br>PEM - New Admi | Safety Rep VPP<br>Rotating Teams<br>New Admin<br>Conf Room<br>PEM - New Admin<br>Conference |                                                               | PEM - New Admi<br>PEM - New Ad               |                                                |
| 16                                  | New Admin<br>PEM - New Admi      |                                                                                             |                                                               | New Admin                                    |                                                |

Close Window **Post TAR Organisation Changes****Question**

Following the recent staff changes, will a revised development model be issued with the associated grades for the new positions? Thanks

**Response**

Thank you for your question. The HR team are working on revising the development model to take on board the new maintenance titles, as well as other recent changes.  
Karen Muehlbauer, on behalf of the Refinery Leadership Team .

**From:** James, Joanne  
**Sent:** 23 August 17:49  
**To:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>; Clarke, Elaine <[Elaine.Clarke@valero.com](mailto:Elaine.Clarke@valero.com)>  
**Subject:** RE: Sickness Absence

great news - thanks both..I will report back to RLT at tomorrows meetng.

Sent from my Galaxy

---

**From:** Clarke, Elaine  
**Sent:** 23 August 2021 11:50  
**To:** Gough, Melanie <[Melanie.Gough@valero.com](mailto:Melanie.Gough@valero.com)>  
**Cc:** James, Joanne <[Joanne.James@valero.com](mailto:Joanne.James@valero.com)>  
**Subject:** RE: Sickness Absence

HI Mel no-one has mentioned the organisational changes in their medical update with me.

Kind Regards

Elaine  
**Elaine K Clarke**, Nursing Advisor  
Valero Energy Ltd  
Pembroke Refinery  
Pembroke  
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[Elaine.Clarke@valero.com](mailto:Elaine.Clarke@valero.com)

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**From:** Gough, Melanie  
**Sent:** 13 July 2021 11:24  
**To:** James, Joanne <[Joanne.James@valero.com](mailto:Joanne.James@valero.com)>  
**Cc:** Clarke, Elaine <[Elaine.Clarke@valero.com](mailto:Elaine.Clarke@valero.com)>  
**Subject:** Sickness Absence

Hi Jo

I have been monitoring sickness absence in the lead up to and post re-org. I haven't identified any employees who have reported that their absence is due to the org changes i.e., stress/circumstantial or work-related etc.

Elaine, could you confirm from your interactions with those who are absent due to sickness if any have mentioned the changes as a contributing factor to their absence.

Thanks,

Mel

## References

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[us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx](http://www.valero.com/en-us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx)

[Accessed 06 August 2021].