



# Leadership and Expectations

**GOM Contractor Safety Engagement  
December 2007**

*“If we expect World Class Performance, we need to be World Class Leaders”*



# What is World Class Performance?

## Leading

- Leadership Accountability
- Management System Process
- Operational Excellence Expectations

## Lagging

- Zero incidents is always the target... 0
- World Class Days Away from Work Rate <0.045
- World Class Total Recordable Incident Rate <0.50
- World Class Spill rate offshore <0.20 BBL/MMBBL
- World Class production INCs <0.03 INC/Component



# Chevron Operational Excellence

## OE Vision:

To be "*recognized and admired*" by industry and communities as world class in all areas of OE

## OE Objectives

- Achieve an **injury-free** workplace
- Promote a **healthy** workplace and mitigate significant health risks
- Eliminate **spills and environmental** incidents; identify and mitigate key environmental risks
- Operate incident-free with industry-leading asset **reliability**
- Maximize **efficient** utilization of resources and assets

**Safety, Health, Environment, Reliability, Efficiency**



# Management System Process

## A Leaders' Role



- **Set OE Vision and Objectives**, cascade through organization
- Cascade **Tenets** and ensure they are followed
- Be engaged in the regular gap analysis, ensure accurate assessment of risks/solutions
- **Prioritize** OE plans and actions
- Devote resources to implement
- Measure and **verify** that OE process are followed without fail
- Monitor progress towards world class performance
- Hold self and others **accountable** (PMP, scorecards,..)

# Leadership Accountability

## ✓ Align Around OE Vision

### ✓ Personal involvement

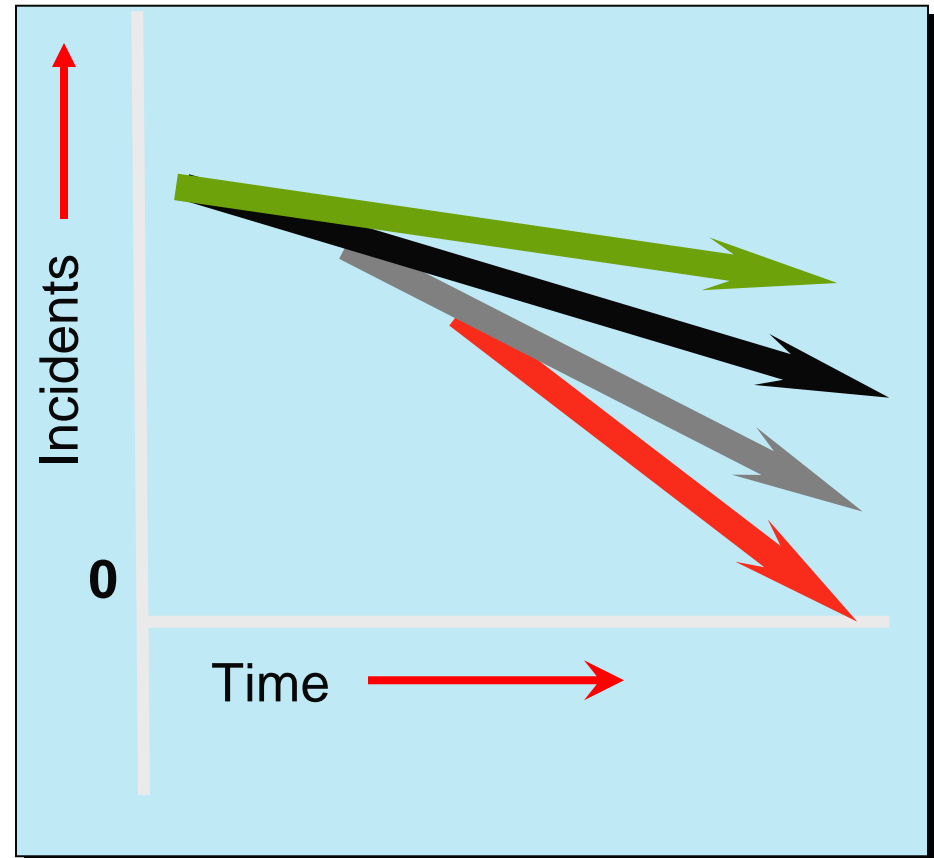
- Lead the MS process
- Assign resources / ownership
- Integrate into Plans
- Verify and Track Progress

### ✓ Visible Leadership

- Visible
- Caring
- Competent
- Accountable

### ✓ Create an OE Culture

- 100% Employee Engagement
- Zero is attainable
- Role model values

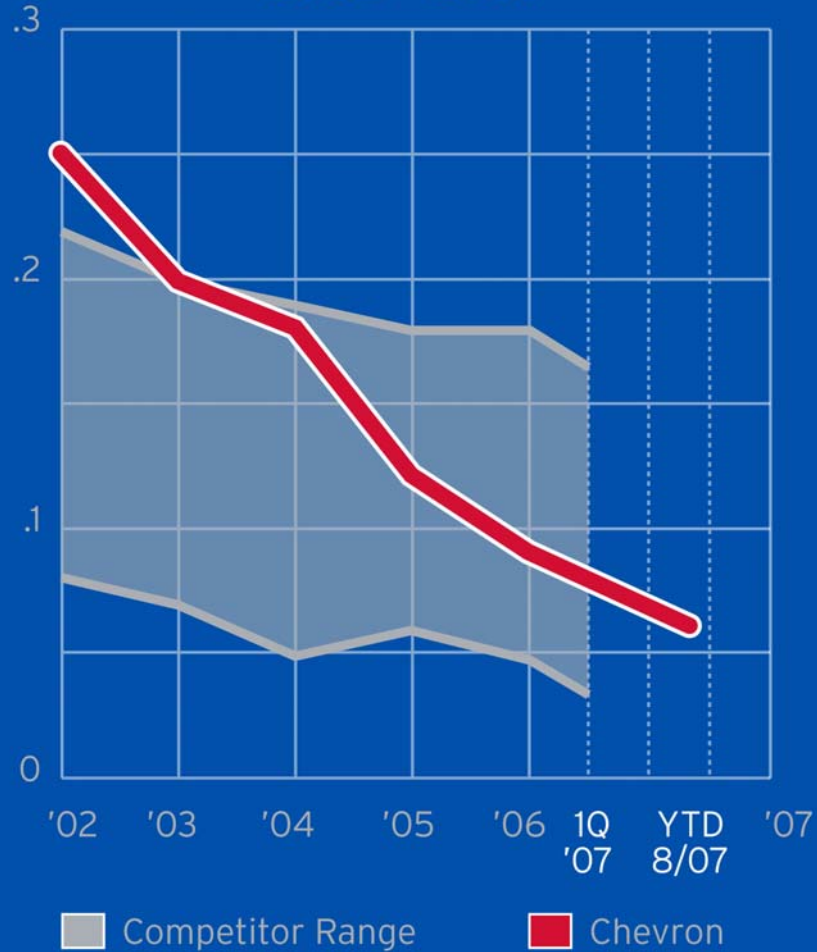


**Target = ZERO**

# Chevron Delivering Results

## Safety

Total Days Away From Work Rate  
2002 - 2007



# 2007 Actions to Achieve Zero Incidents

- ✓ January Re-enter Re-connect video
- ✓ SafeGulf mandatory
- ✓ Conducted GOM OE Self Assessment
- ✓ Two 5 Day Management offshore tours
- ✓ Hurricane Preparedness
- ✓ Health and Wellness program deployed
- ✓ Contractor Move the Bar Summit – top 5 2008 actions identified

## ■ Key Focus Areas:

- Visible Leadership engagement
- Data driven gap closure
- Continued emphasis on Safe Work Practices (the “basics”)
- Reinforcing compliance processes
- Staying the Course on OE processes

✓ **On Track to deliver HES business plan objectives**

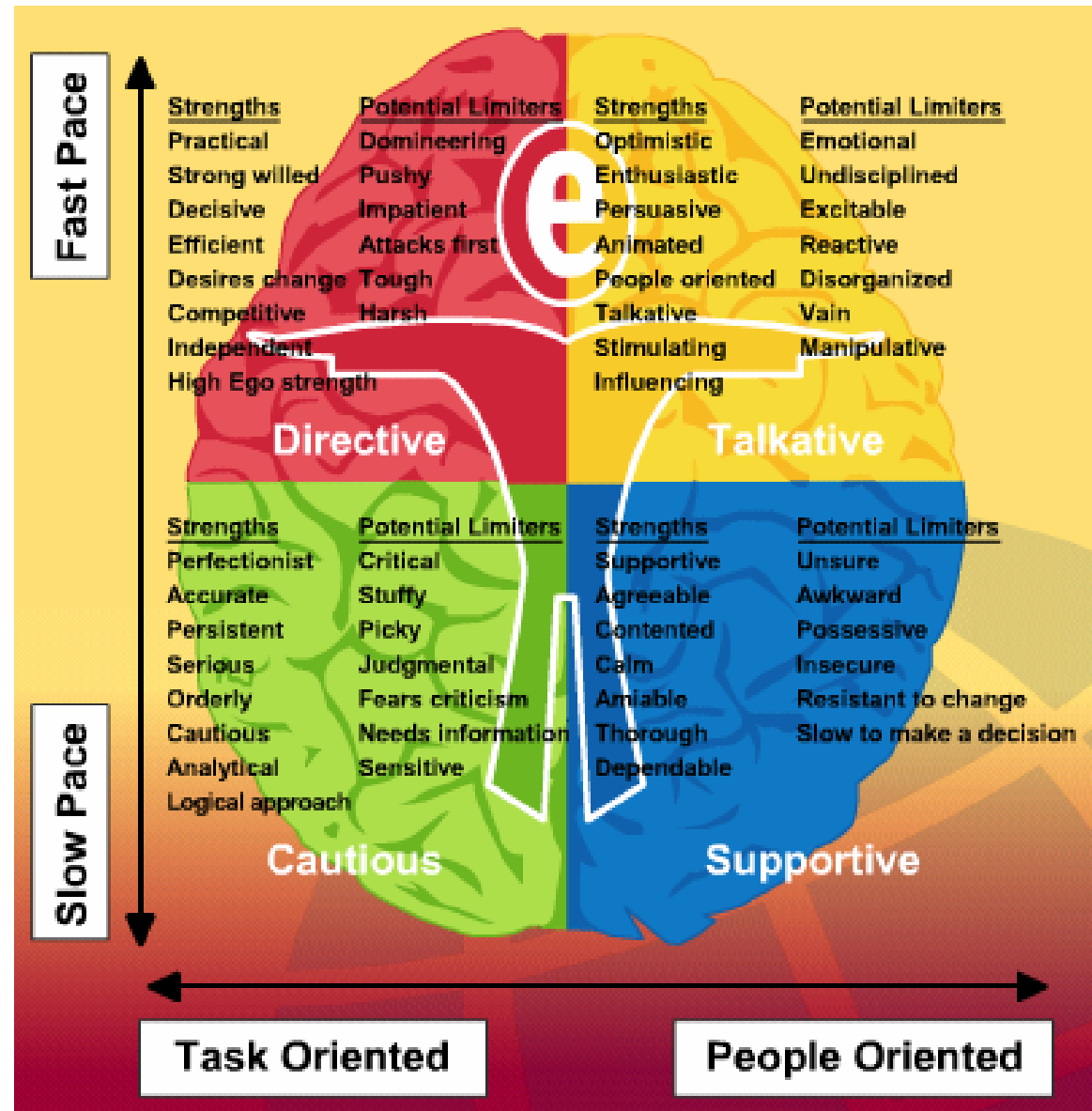
## Enhancing the “H” in HES

- Local health trends and offshore requirements drove GOM to focus on enhanced Health and Wellness
- Goal is to provide opportunities to enhance “life skills” in health and wellness

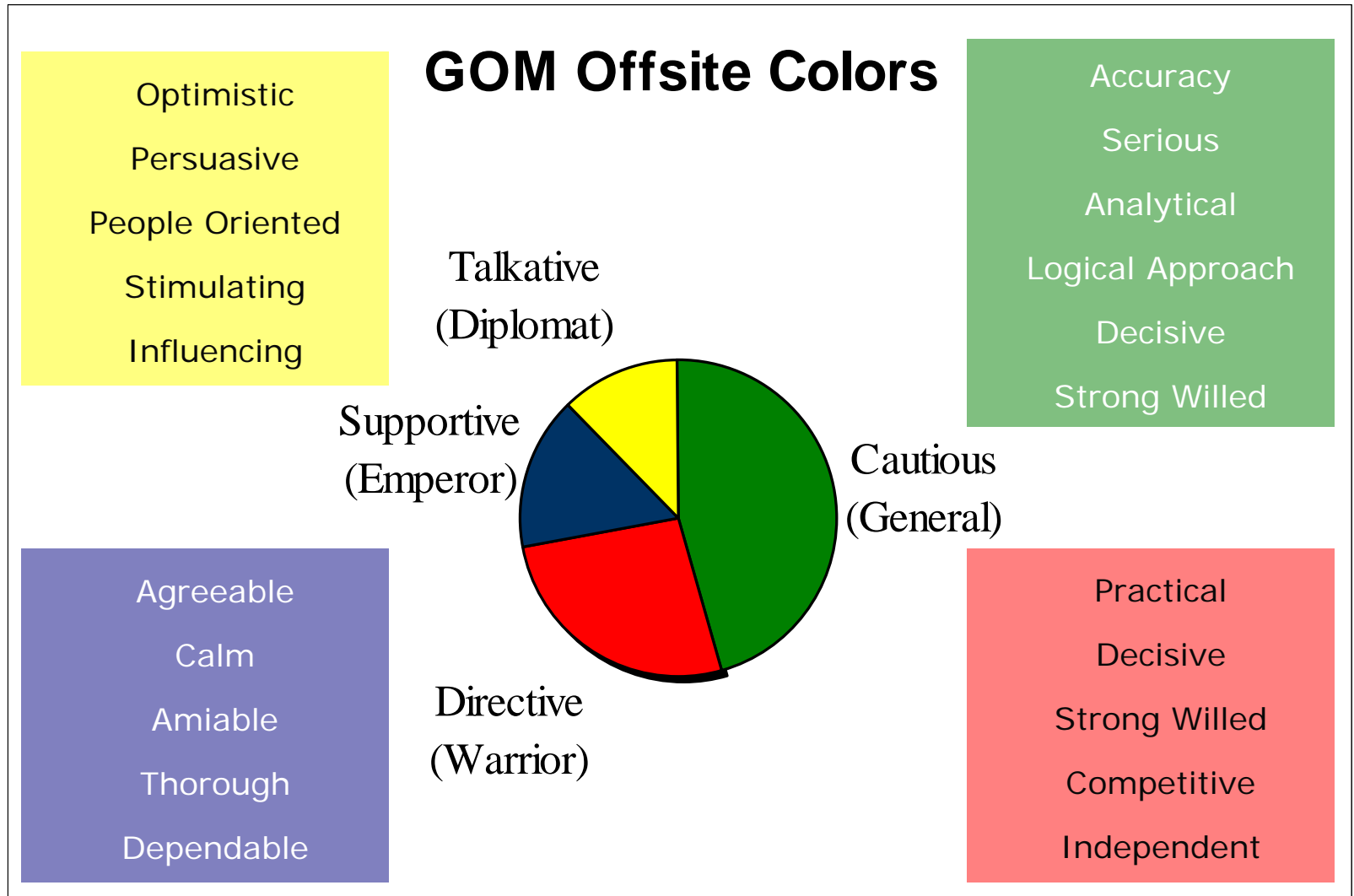
# Leadership Through Equilibria Colors

Deployed:

- Drilling & Completions
- Leadership Team



# GOM Leaders Strengths





# Top 10 Things You Can Do .. ... to Build an OE Culture

1. Engage in dialogue with the workforce.
2. Positively reinforce safe behaviors on the spot.
3. Never ignore a suggestion to improve operations.
4. Devote required resources, including your time, to OE.
5. Sponsor and participate in critical OE processes (e.g., safety observations, incident investigations, JSAs)
6. Set and communicate clear, specific, measurable objectives.
7. Role model **Tenets of Operations**.
8. Conduct field visits, ask questions and provide immediate feedback.
9. Hold yourself and others accountable for OE performance.
10. Set high, specific standards for continuous improvement of critical processes.

**Always Happy, Never Satisfied**

