



# Managing Safe Work

*to Achieve Zero Incidents*

**Clay Neff**  
**General Manager, Operations**

**December 9, 2008**



# Managing Safe Work

*What I'll cover today.....*

- 2009 Execution Focus
- Major Incident Study
- Operational Excellence Audit Results
- What is "Managing Safe Work"?
- Keys to Success

**Every Task...**  
**The Right Way...**  
**Every Time!**

# Zero Incidents Is Attainable

**First and foremost: We want NO ONE to get hurt!**



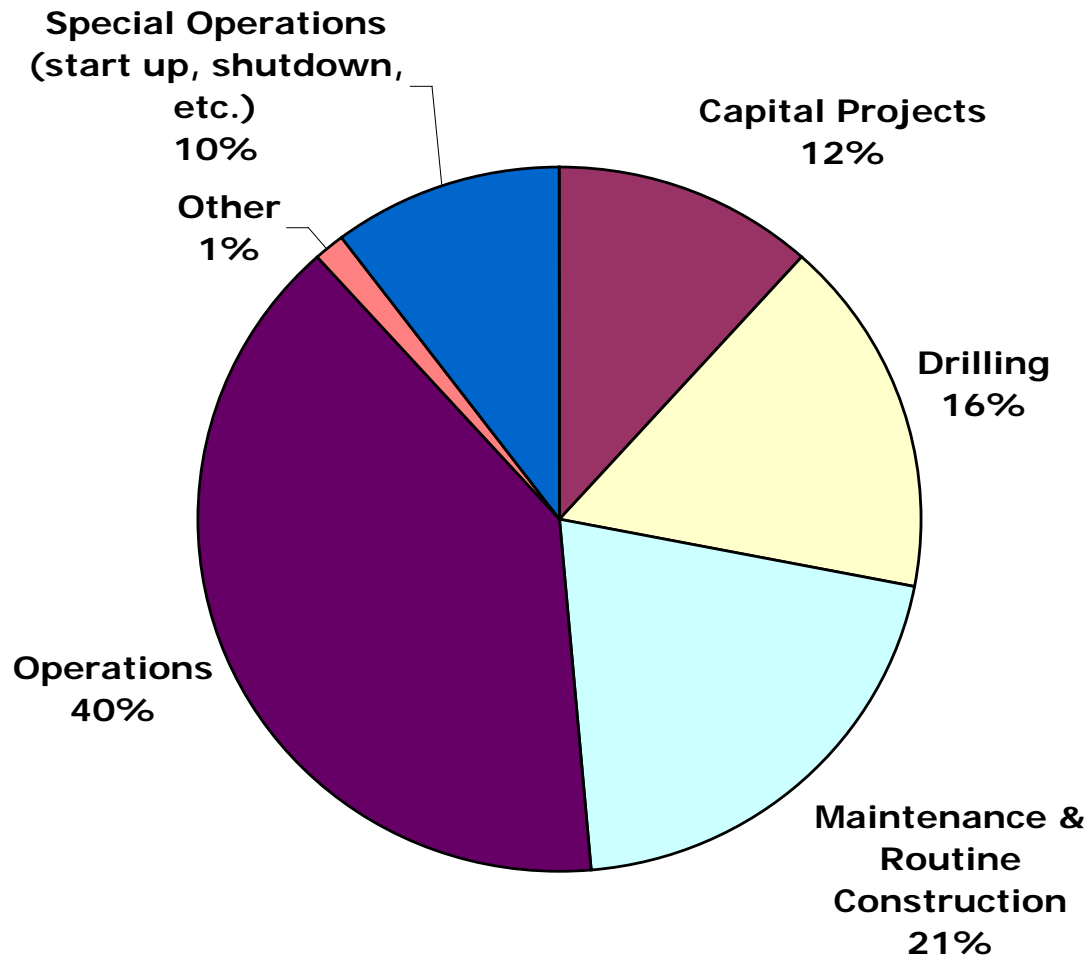
# 2009 Execution Focus



- **Achieve ZERO incidents**
- **Develop and sustain OC for the future**
  - Improve workforce safety performance. Focus on BBS quality and Managing Safe Work.
- **Deliver production and reserves objectives**
  - Enable workforce Health and Wellness Improvement
- **Deliver top quartile, predictable investment performance**
- **Improve base business performance and reduce opex**

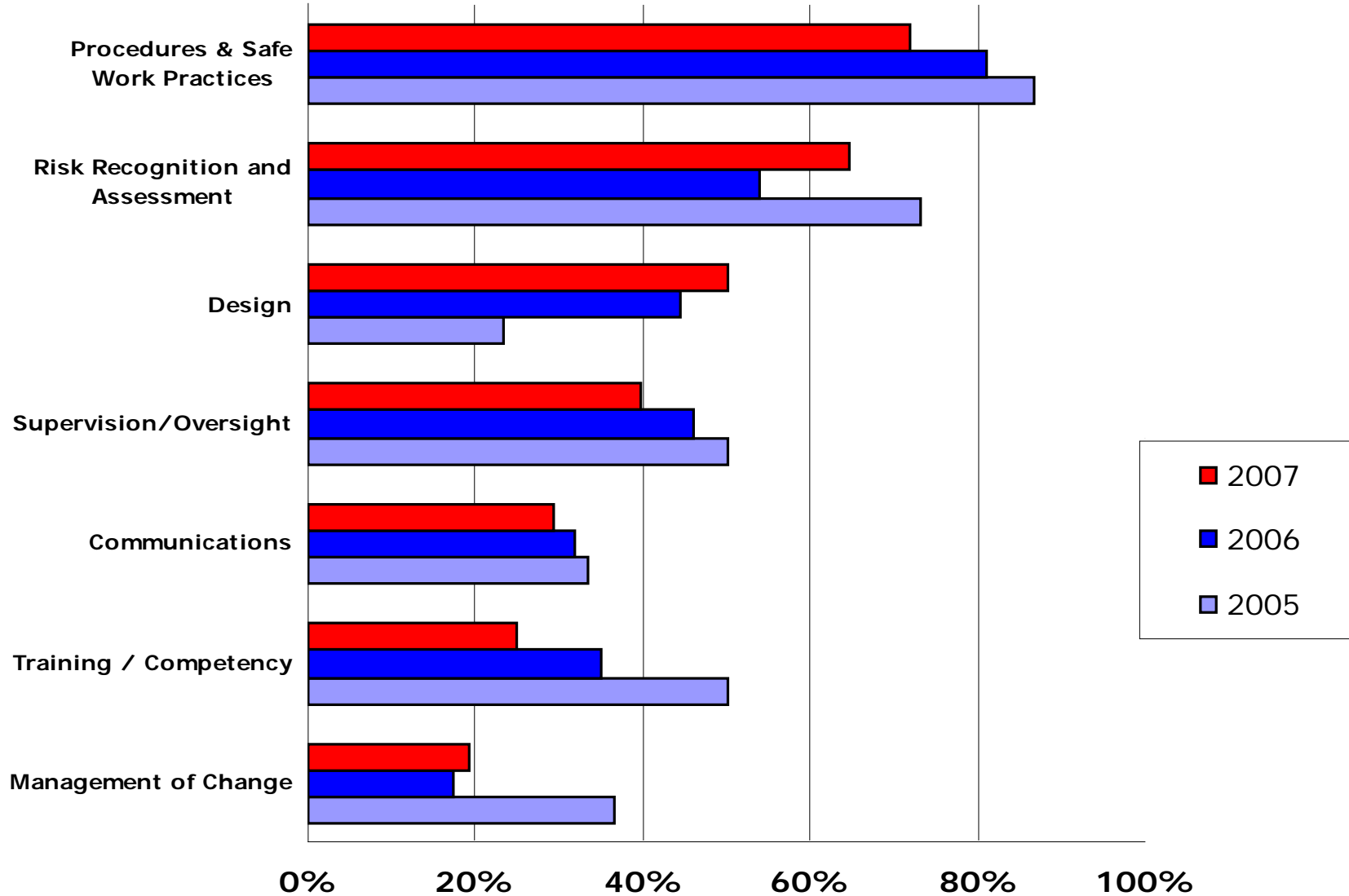
# Chevron Major Incident Study

## *Incident Breakdown by Work Activity*



# Chevron Major Incident Study

## Most Frequently Identified Root Cause Categories



# The Case for Managing Safe Work: Major Incident Study Key Findings



## ■ Operational Discipline

- Safe Work Practices/Procedures and risk recognition continue to be the most frequently cited root cause categories
- Reasons for SWP and procedures not being followed include:
  - ▶ Lack of knowledgeable oversight
  - ▶ Procedures not adequate or not followed
  - ▶ Risk of not following procedures not understood
  - ▶ Use of procedures not enforced

## ■ Leadership Accountability

- Supervision and management did not appear to be consistently dedicating enough time in the field

## ■ Risk Recognition

- 65% of the incidents reviewed were determined to be a result of less-than-adequate risk recognition

# Corporate OE Audit, Oct 13 - 24

## *Gaps Related to Safe Work Practices*



- Onsite supervision, in oversight and control of work related to the SWP processes, were inconsistently applied
- LO/TO procedures
- SIMOPS
- Lifting & Rigging

# MANAGING SAFE WORK

- Process defines system to manage safe work
- Includes MSW process flow

## PROCEDURE 1 BEHAVIORS TO SUPPORT MSW

## PROCEDURE 2 SAFE WORK PRACTICES

- Permit to Work
- Hot Work
- Isolation of Hazardous Energy
- Confined space
- Bypassing Critical Protections
- Lifting/Rigging
- Excavation
- Working at heights
- SIMOPS

## PROCEDURE 3 STANDARD OPERATING PROCEDURES

## PROCEDURE 4 HAZARD ANALYSIS

## PROCEDURE 5 HAZARD IDENTIFICATION

## PROCEDURE 6 STOP WORK AUTHORITY

## PROCEDURE 7 TRAINING / COMPETENCY

# Managing Safe Work

## *Keys to Success*

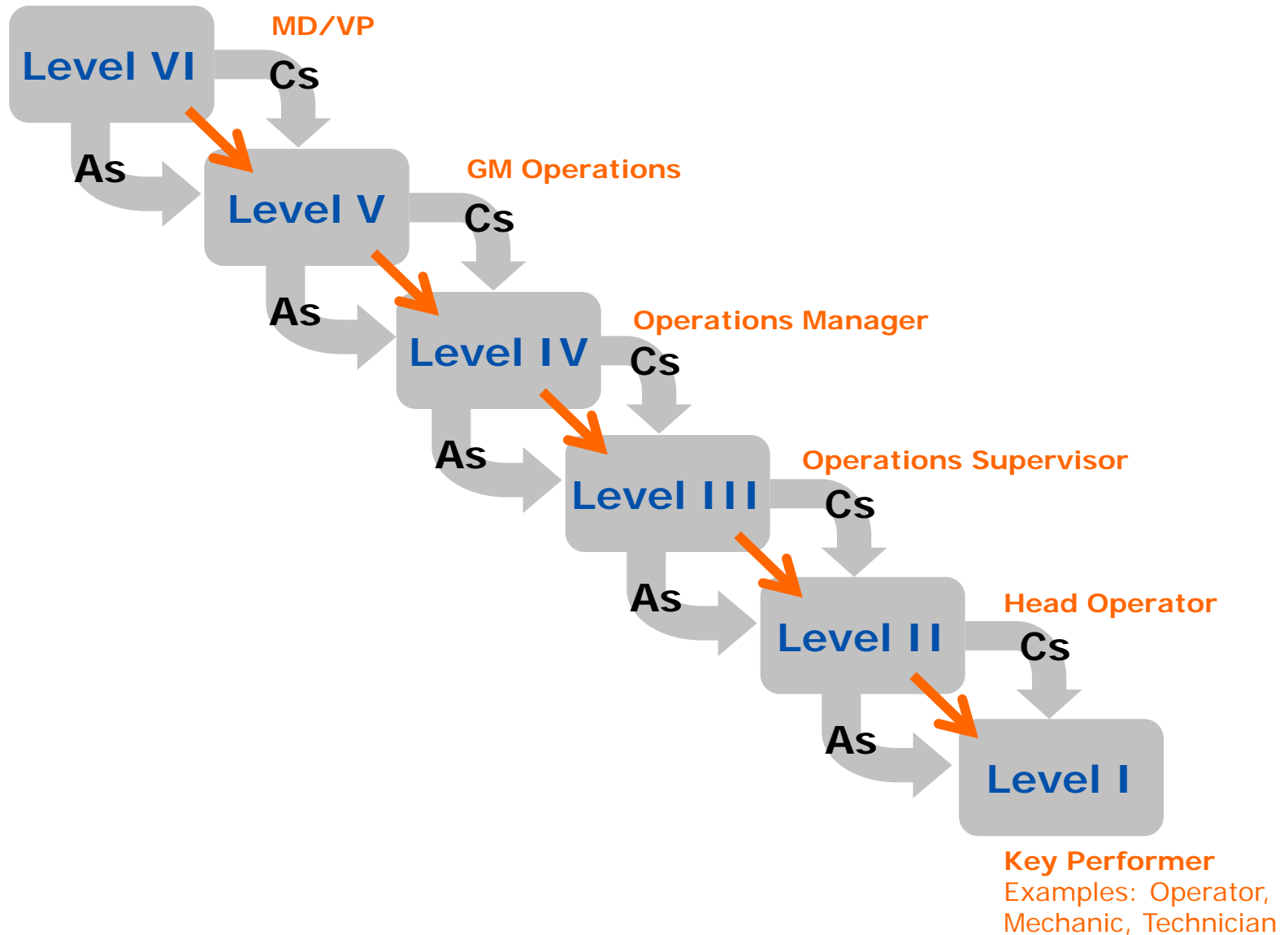
- Workers understand the workflow
- Workers are trained and competent to do the work they do
- Supervision at each level has a role in shaping behavior to always follow procedures and safe work practices

### **MSW Process requires us to:**

- *Identify behaviors for each level of supervision*
- *Establish measurement and track behaviors with appropriate accountability*

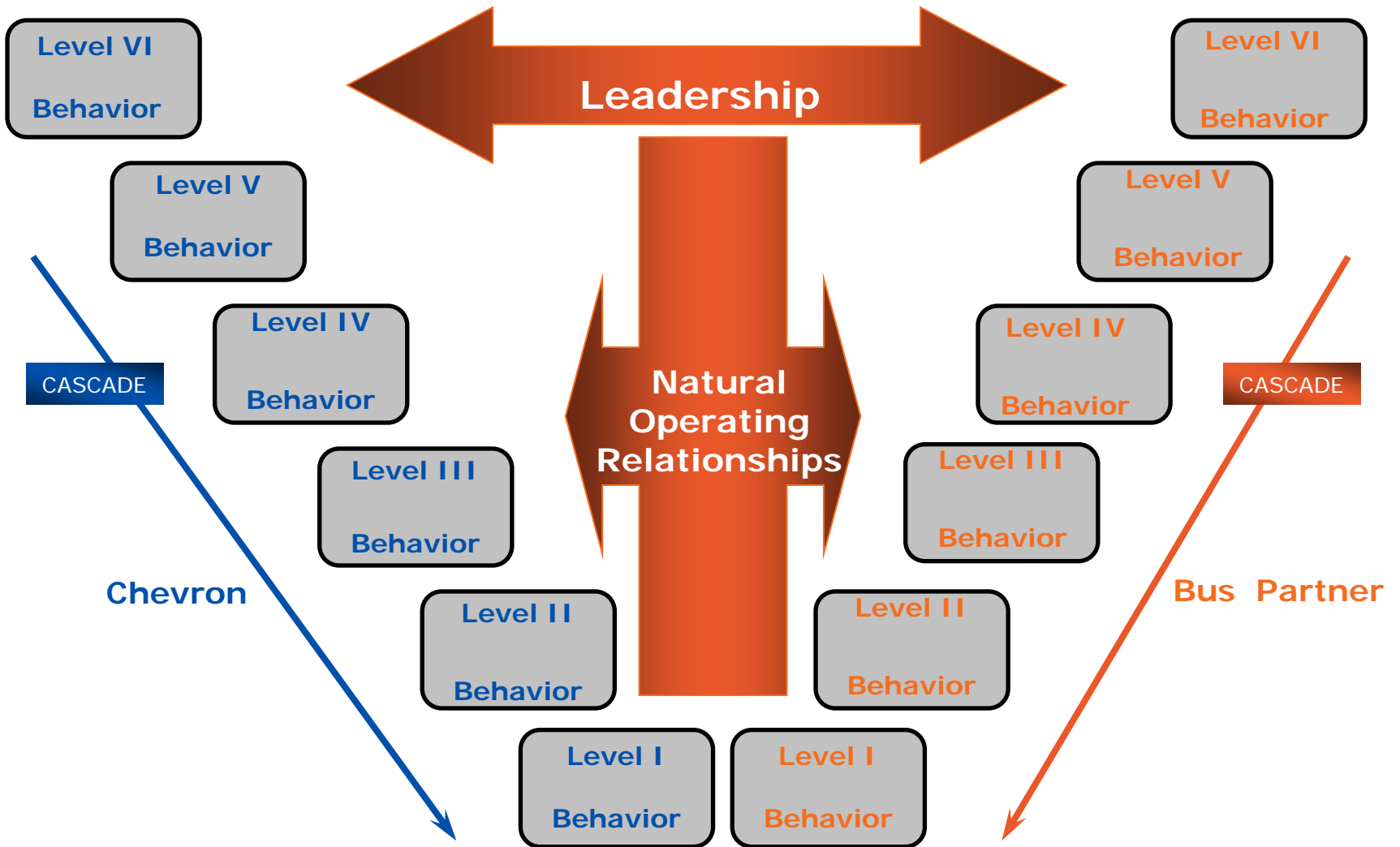
# Key to Success

*Behaviors at Every Level Support Managing Safe Work*



# Key to Success

## Business Partner Interaction to Shape Behaviors



**Every Task...The Right Way...Every Time!**

## Which consequence is the most powerful?

- A. Feedback
- B. Tangible items (money, awards, rewards)
- C. Organizational rewards like pay raises and promotions

***Feedback is the most powerful consequence you can deliver as a leader –much more powerful than money or any other tangible –and it leads to improved, measurable results of all types.***

**Leslie Wilk Braksick, Ph.D.  
Unlock Behavior Unleash Profits**



# Managing Safe Work

## *We need your support in 2009*

- ***Implement MSW system*** - provide oversight, ensure folks fully understand procedures and that they are followed
- ***Improve hazard identification***
- ***Behaviors to support MSW*** - provide consequences to drive safe behaviors and ensure operational discipline
  - Create "Want to" vs. "Have to" culture

**Every Task...**  
**The Right Way...**  
**Every Time!**

# Zero Incidents Is Attainable

**First and foremost: We want NO ONE to get hurt!**



**Achieve Zero Incidents. . .**

**Every Task...**

**The Right Way...**

**Every Time!**

**Thank you!**