

## Attachment A - Glossary

**Accident** – An undesired event that results in harm to people, environment, damage to property or loss to process.

**Chevron Site/Property/Premises** – includes locations, equipment, activities or projects that are supervised, owned, operated, leased, controlled or accessed through rights secured by Chevron, or its joint ventures or consolidated subsidiaries.

**Contractor** – Any company or individual that is under contract, sub-contract or purchase order that performs work, or provides services or equipment on Chevron sites.

**Contractor Safety Database** – online database that tracks HES related information on approved contractors and assesses the HES Rating.

**Contractor Safety Specialist** – CVX GOMBU representative(s) whose primary role is to manage the Contractor Safety Management Program.

**Core Contractors** – contractors that make up at least 60% of spend and may include additional contractors that are considered to be high risk.

**Crew** – Those contractor employees working at a single location and are employed by the same contractor.

**CSLT** – Contractor Safety Leadership Team

**CSMP** – Contractor Safety Management Plan

**CVX** – Chevron

**DAFWR** – Days Away from Work Rate – formerly known as Lost Time Incident Rate, this rate considers the more severe days away from work cases per 200,000 manhours.

**Functional Groups** – break down of personnel or efforts based on general job task such as Facilities, Production Operations, Well Engineering and Operations and Processes and Services

**GOM** – Gulf of Mexico

**GOMBU** – Gulf of Mexico Business Units, including Shelf and Deepwater

**HES Management System** – Quality management system for managing risks within a company, to assure the protection of the company's people, assets, reputation and for protection of the environment the company operates within. This includes the means to meet

the requirements of the HES Policy, including those continuous improvement and sustainable development.

**In Place** – Something that is described on paper, the major risks are managed, there are plans to improve each portion and the feedback loop is active for most of the portions.

**Incident** – An undesired event that results or could result in a loss.

**Management Sponsor** – Chevron Gulf of Mexico (GOM) manager or supervisor that represents the functional group for which that contractor performs work and acts as a liaison with one or more designated core contractors or a Contractor Improvement Team.

**Mentor** – An experienced employee assigned to transfer skills and knowledge to a Short Service Employee (SSE) and help the SSE understand the safety culture of the Contractor's Safety Program during his/her "SSE" period. It is the mentor's responsibility to closely supervise the assigned SSE and prevent him/her from performing tasks for which they are not properly trained.

**Mitigation Plan** – A collection of actions that are required to close gap(s) that have been identified between what is required for an effective HES management system and current practices. The plan should include statement of a) what the gap is (present state versus requirements), b) corrective action intended, c) individual accountable for completion, and d) target date for completion.

**Near-Miss** – Any incident that could have negatively impacted personnel or business, but does not result in personal, environmental or property damage. A near miss is anything that almost results in a loss.

**OELT** – Operational Excellence Leadership Team

**OSHA Incident Rate** – A method of reporting and recording "recordable" injuries and illnesses as requested by the Occupational Safety and Health Act of 1970, Sec. 8.(c), and 29 CFR 1904. All companies with 10 or more employees are required to maintain OSHA 300 forms from which the OSHA incident rate is provided. These data can serve as a tool for determining accident experience, provided the forms have been filled out in a similar and accurate manner. Small firms may not generate enough data to make this a good tool, but it should still be required and studied.

**Person in Charge (PIC)** – the CVX employee or representative that oversees the work on location

**PMP** – Performance Management Process

**Project / Job (Large)** – any job or project that requires more than \$500,000 in spend.

**Recordable Injury** – Those injuries and illnesses classified by OSHA as a lost time injury, restricted duty injury, or medical treatment injury.

**Root Cause** – The most basic cause of an incident that can be reasonably identified and controlled. Root causes are also referred to as primary causes. Root causes are normally divided into categories such as procedures, training, quality control, communications, management system, human engineering, and immediate supervision.

**Shall** – Mandatory, must be done.

**Short Service Employee** - Any contractor personnel with less than 6 months experience in the same job type or with his/her present employer.

**Should** – Advisory, desirable.

**SiteSafe** – online database for inputting incident data and related root cause analysis information for trending and tracking purposes

**SMO** – Supplier Management Organization

**Sub-Contractor** – An independent businessperson or organization hired by the prime contractor to perform a portion of the work specified in the overall contract awarded by the company to the prime contractor.

**SCQ-V** – Standardized Contractor Questionnaire, Verified - provides HES information for the contractor selection process and is provided by a third party service.

**TRIR** – Total Recordable Incident Rate per 200,000 manhours.

**Work Owner** – CVX employee or representative that schedules, pays for and ultimately, oversees the job or project

# Attachment B – Scorecard Example

## Management/Supervisor Scorecard for Contractor Safety

	Q1	Q2	Q3	Q4	Total Yr
<b>Commitment &amp; Leadership</b>					
Number of safety meetings attended					
Number of field trips made (4 required annually)					
% of direct reports who attended RCA Quality Training					
Number of audit teams participated on					
Number of meetings held with contractor management to discuss safety outside of management sponsor process					
% of direct reports who attended OE Leadership Training					
% employees with contractor safety metrics on PMP					
Performance Assessment*					

<b>Contractor &amp; Supplier Management</b>					
Average HES rating for contractors used					
Number of management sponsor meetings, if applicable					
% of contractors who attended OE Leadership Training					
Number of contractors with active mitigation plans					
Performance Assessment*					

<b>Organization and resources</b>					
% of active contractors with current audits					
% of active contractors with BBS program					
% of active contractors with JSA program					
% of active contractors with SSE program					
% of employees who have attended a contractor's safety meeting this quarter					
% RCA findings closed out					
Performance Assessment*					

<b>Results</b>					
Number of Contractor Incidents					
Performance Assessment*					

Overall Performance Assessment**	0	0	0	0	0
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\*Performance Assessment:  
 Assessment determined through PMP  
 1=Did not meet minimum standards, minimal effort seen  
 3=Met minimum requirements  
 5=Exceeded expectations

\*\* Overall Assessment:

Sum of Performance Assessments for each section

<10 - Unacceptable

10-15 - Met expectations

>15 - Exceeded expectations

## **Attachment C – Core Contractors**

***See Contractor Safety Coordinator (Tim Elsen) for 2005 core contractor/management sponsor list.***

# Attachment D – Management Sponsor Guidance

## Purpose

To improve communication between Chevron Exploration and Production Company and high risk/spend contractors to increase awareness and performance in order to achieve Operational Excellence. The focus of the meetings, as well as the agenda, should revolve around three primary topics: 1) HES Issues, 2) Operational Issues, 3) Cost Savings/Initiatives and 4) instill in contractors the concept that they are primarily responsible for developing and implementing comprehensive safety programs to ensure that all operations will be performed incident free.

## Roles and Responsibilities

1. **Management Sponsor** – Chevron Gulf of Mexico (GOM) manager or supervisor that represents the functional group for which that contractor performs work.

Responsibilities include:

- Serve as a liaison between the contractor's management and Chevron management
  - Keep abreast of positive and negative issues, as they arise, associated with the contractor
  - Address any issues that arise that are not resolved between Chevron personnel and contractor
  - Document meeting minutes, action items and agreements
  - Create folder for assigned company in folder linked below and maintain records for meetings on the O Drive (may be restricted):  
<file://\\NOR935NTDFS1.NOR935.CHEVRONTEXACO.NET\SHARE\CPDN\HES\Contractor Safety\Management Sponsors>
  - Report out to respective management team (Functional PDC and/or CSLT) following each meeting or when issues arise
  - Keep track of contractor related issues and any impact to the 10% working relationship portion of the HES rating as they arise and get involved in addressing, if appropriate
  - Monitor HES rating of assigned contractor and understand where the contractor performs in relation to its competitors
  - Notify contractor of current HES rating and steps resulting from rating
  - If necessary, assist in the development of any required mitigation plan
  - Communicate HES lessons learned
  - Ensure assigned contractor is audited as needed
  - Participate in Level 3 audits and/or contractor safety audit
  - Follow up on closure of audit and RCA findings or action items
  - Participate in post-incident reviews as needed
  - Engage appropriate SMO representative in preparation for meetings
2. **Contractor** – top 60% spend or high risk/work service provider currently performing work on Chevron GOM property and is listed as an approved vendor by Supplier Management Organization (SMO). Responsibilities include:

- As issues arise, specific to a job or other effort, contact the Chevron person associated with that job or effort first. If uncomfortable or no action results, the management sponsor may then be contacted to resolve.
  - Appropriate contractor management shall attend twice annual meetings for full duration.
  - Share data on HES performance, BBS trends, RCA's, incident trends, lessons learned, new programs in place or under development, concerns or recognition during work with Chevron
3. **Other Chevron Personnel** – personnel associated with the contractor and the contractor's work. Responsibilities include:
- Share any Chevron concerns directly with the contractor first, but always copy the management sponsor
  - If concerns are not addressed at all or in a timely manner, the management sponsor shall be notified
  - Attend management sponsor meetings, if interested

### **Accountability**

The Management Sponsor will be held accountable for HES performance of his/her contractor as agreed to with his/her supervisor in their PMP. The PMP should consider demonstration of leadership responsibilities.

### **Frequency**

1. **Meetings** - Management Sponsor meetings will be held, at a minimum, twice a year. These meetings generally take 2 to 4 hours each.
2. **Additional Involvement** - any issues that arise that are not resolved between Chevron personnel and contractor. These can occur at any time.

### **Meeting Location**

The management sponsor should consider hosting the first meeting at a Chevron location. Future meetings could rotate between the contractor's location and Chevron. This indicates an effort to make this meeting a joint effort with the contractor and to make the contractor more comfortable in this process.

### **Meeting Content**

The Management Sponsor should use the below list to generate the agenda for the twice annual meetings.

#### **1. HES Issues**

##### **a. Contractor to share:**

- The contractor's Health, Environment and Safety (HES) statistics and performance for review. This should include performance data on Chevron locations as well as total company performance.
- The contractor's HES Plan with required components including spill prevention and NPDES (if applicable)

- Incident Reports and RCA's to ensure corrective actions have been implemented contract company wide
- Mitigation Plan, if applicable
- Post Job and other Audit results
- Contractor feedback on how Chevron processes may hinder their safety efforts
- Audit findings and status of corrective actions associated
- Progress toward IFO culture

**b. Chevron Management Sponsor will discuss with the contractor:**

- Chevron's goals & expectations for HES
- Chevron's commitment to HES
- Contractor Handbook expectations
- Any other expectations of the contractor
- Required components of contractor's safety plan
- Chevron's Behavioral Based Safety (BBS)
- Chevron's Job Safety Analysis (JSA)
- Chevron's Root Cause Analysis (RCA)/Accident Investigation Process
- Chevron's Short Service Employee (SSE) policy
- Contractor's commitment to HES and IFO
- Review Contractor HES Rating
- Review any mitigation in place
- Contractor HES results
- HES Audit process
- Contractor Issues/Concerns
- Review as needed specific Chevron processes that impact contractor (Permit to Work, SIMOPS, D&A, SSE, etc.)
- Establish agreed HES targets for contractor with Chevron

**2. Operational Issues**

- Review ISR forms
- Procurement Superintendent/Coordinator issues
- Transportation
- Planning
- Equipment
- Crews: Availability and capability
- Understand the scope of work for the contractor

**3. Cost Savings / Initiatives**

- Benchmarking Data
- Cost saving opportunities/suggestions
- Know the amount spent with the contractor

# Attachment E – Annual Contractor Award Process

## Purpose

The Chevron Gulf of Mexico Business Unit will be recognizing their contractors for outstanding HES performance. By rewarding contractors for their efforts to achieve Incident Free Operations, Chevron anticipates improved contractor morale, a focus on safe work, and stop work authority.

## Audience

All HES non-exempt contractors approved for use in the Gulf of Mexico Business Unit will be invited to attend the award ceremony.

## Selection Process

Contractors will be selected who meet or exceed the criteria established in the criteria matrix. All HES non-exempt contractors approved for use in the Gulf of Mexico Business Units by the Supplier Management Organization, through April of 2005, will be eligible to be recognized. Upon passing the criteria, the contractor will be reviewed based on the guidance provided in the Award Descriptions by the contractor safety leadership team.

## Criteria Matrix

The matrix lists each of the awards that can be issued and the basic criteria as indicated by the shaded boxes to the right.

Each functional PDC can nominate an Outstanding Crew, or Outstanding Stop Work Responsibility / Authority Commitment, one award each will be awarded to Drilling/WEO, and one each to Production contractors, for a total of two stop work and two outstanding crew awards.

An outstanding Contractor award will be given to each of the contractor companies that met or exceeded the criteria set forth in the Criteria Matrix and award description.

### Criteria Matrix

Award Title	Zero fatalities in previous 3 Years	2004 Chevron GOM TRIR < 0.5	2004 US TRIR < 1.27	Active MSA	> 15000 work-hours for Chevron in the GOM	Zero Incident Rate	Zero spills or discharge	HES rating of B or higher
Stop Work Authority*								
Outstanding Crew*								
Outstanding Contractor								

\* One will be selected for WEO/Drilling and one for non-WEO/Drilling contractors.

## Award Descriptions

- **Stop Work Responsibility / Authority Commitment (One WEO, One Operations)**
  - This contractor company has demonstrated its commitment to HES by supporting stop work authority, through single or multiple events, where SWA was used. The company culture is in place to reinforce safe behaviors and responded to stop work issues. Their communications and actions regarding this stop work helps Chevron promote the importance of this effort.
  - Must have a safety rating of “B” or higher.
  - Exemplary example of stop work authority used by contractors.
  - Must have had contractor’s management support for Stop Work.
  
- **Outstanding Crew (One WEO, One Operations)**
  - This contractor crew has consistently demonstrated their commitment to HES while working on Chevron jobs. All appropriate HES policies and programs were followed and HES processes utilized. This crew participated in meetings with other contractors and/or Chevron if applicable. They communicated well with the Chevron representative and the quality and efficiency of the work completed only reinforces that safety, quality, and efficiency can be accomplished together.
  - Must have a safety rating of “B” or higher.
  - Good working relationship
  - Crew has worked IFO
  - Strong BBS process in place
  - Strong JSA process
  - Great SWA usage
  - Attendance at Chevron safety meetings (if applicable)
  - Great housekeeping
  
- **Outstanding Contractor**
  - Contractors were screened based on the criteria matrix, specifically they must have an active MSA, “0” fatalities in the last three years, GOM Chevron TRIR < 0.5, US TRIR < 1.27, > 15000 man hours and “0” spills in the last 5 qtrs., with an HES rating of =/> “B” (qualifying contractors are listed below).
  - Moderate to high risk, and low risk contractors (subjective criteria based on PDC and CSLT guidance) will be awarded with a trophy or certificate of recognition respectively.
  - Must have a good working relationship.

## **Attachment F – Contractor Improvement Team Charter**

Contractor Safety is at the forefront of Chevron Exploration and Production Company's core values. Although each Contractor remains primarily responsible for developing and implementing its own safety program, by working together to address common HES issues and to improve communication, Chevron believes it can achieve its goal of Incident Free Operations.

### **Mission**

Our mission is to develop win-win relationships between Chevron and its contractors that creates an atmosphere of trust, increases communication and ultimately aids us in improving safety and work performance (Operational Excellence) to achieve Incident Free Operations.

### **Shared Vision of Improvement Teams**

1. Achieve Incident Free Operations (no recordables, spills, INCs, NPDES, fires, motor vehicle crashes and civil penalties).
2. Continuous improvement in HES, communication and work procedures through Operational Excellence (i.e., personnel, efficiency, reliability, etc. – not tools or techniques that are competitive advantages).
3. Trust developed among team members that allows for open and honest communication.
4. Increased awareness of Chevron's expectations.
5. Facilitated sharing of information and resources between contractors and Chevron (i.e., programs, processes, best practices, training, accidents, near misses).
6. Issues and concerns identified and resolved as a team.

### **Improvement Teams Role**

1. Focus on core values: Safety, Environment, Personnel, Communication, Efficiency, and Reliability.
2. Serve as a resource for field operations and management by addressing task-specific concerns.
3. Share issues and concerns and resolve as a team or consult with subject matter experts.
4. Develop tools or guidance documents that promote sharing and dissemination of knowledge. This may include recommendations for reference documents, guidelines or best practices for contractors and/or Chevron personnel to use.
5. Give feedback regarding Chevron processes and procedures.
6. Snake, give feedback or communicate with constituents of represented organizations.

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## RULES OF ENGAGEMENT

- **MEMBERSHIP**

1. Current approved contractors being utilized by Chevron GOM E&P for specific operations. Contract representatives should be personnel holding jobs in an HES or Operational capacity who are empowered to make changes to, or have an impact on, their respective organizations.
2. Functional Chevron members should be designated from each Shelf Profit Center and Deepwater BU. Volunteers and additions are welcome.
3. CVX Personnel Development Committee's (PDCs) will determine the management sponsor assigned to each team.
4. Minimum commitment of each Chevron Member is recommended to be for 12 months of service.
5. Chevron Members shall be on a staggered rotation, if practical.
6. Members must either attend each meeting or send a designee who is familiar with the team's efforts.

- **MEETINGS**

Procedures

1. At a minimum, meetings shall be held quarterly. More frequent meetings shall be at the discretion of the Team. The meetings should be no longer than half a day.
2. Agenda
  - Determined by the team
  - Circulated 1week in advance of each meeting
  - Include Plus & Delta

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## Position Functions

1. Team Leader – Chevron employee who ensures meetings are held consistently, foster the Team’s vision and mission and that each of the roles listed below are filled with qualified and committed individuals. PDCs shall select the person to fill this position. Consideration should be given to appointing a co-leader who can potentially fulfill some of the responsibilities listed below and who will eventually rotate into the team leader position. This will ensure that the team leader has some history with the team.
2. Facilitator - Chevron or Contractor team member:
  - rotates alphabetically by last name/company name or remains same person depending on team preference
  - reserves meeting room and lunch (this can be handled by the host, if preferred),
  - makes up agenda that is circulated 1 week in advance of next meeting.
  - maintains team roster, agendas and minutes of each meeting on Contractor Safety file on O:\ drive and distributes them to members no later than 1 week before upcoming meeting.
3. Scribe – keep meeting minutes. Prepares minutes and shares with team members in a timely fashion.
4. Timekeeper – keeps track of time and alignment with agenda.
5. Management Sponsor – Chevron Manager determined by PDC; responsibilities include:
  - To help set expectations
  - Help identify strategic issues
  - Work with Team Leader to ensure attendance at meetings by all parties
  - Remove roadblocks
  - Assist in identifying proper resources within Chevron
  - Mentor / support the team's efforts
  - Assist with best practice sharing between all Contractor Improvement Teams

## SUBCOMMITTEES

Teams may elect to develop subcommittees to address specific issues outside the forum of the improvement team. These teams will report back and seek approval from the Improvement Team for decisions made, as appropriate, and choose a course of action with ultimate approval following the Governance Model described below.

## GOVERNANCE MODEL

1. Any tools or guidance material developed by teams will be, if appropriate, shared with other improvement teams for feedback. Please note that other teams meet at least quarterly and must be given adequate time for review.
2. Tools or material, as appropriate, will then be presented to the Contractor Safety Leadership Team for approval.

## Attachment G – Contractor Improvement Team Contacts

Team Name	Key Contact	Phone	Management Sponsor	Safety Specialist	Meeting Frequency
Diving	Chris Gros	337-989-3066	James Malley	Keith Triche	Monthly – 2 <sup>nd</sup> Thursday
Welding	Steve Ulm	504-592-6516	Andrea Recasner	Terry Autin	Monthly – 4 <sup>th</sup> Tuesday
Painting	Steve Hourcade	504-592-6788	Jay Guenard	Gerald Collins	Every two months
I&E	Wayne Hawkins	504-592-6298	Kerry Mire	Duane Rands	Every other month – 3 <sup>rd</sup> Wednesday
Marine Transportation	Vic Victoriano	504-592-6907	Max Ragan	Vic Victoriano	Quarterly
Crane	Robert Guidry	337-989-3209	Jeff Schmoll	Vic Victoriano	Every two months

Revised on 6/14/2005



## Attachment I – Risk Assessment Matrix

Consequences to CVX					Hours Worked/Year & Likelihood				
					A	B	C	D	E
					Extremely Improbable <250 hours	Remote 250-499 hours	Occasional 500-999 hours	Reasonably Probable 1000-1999 hours	Frequent >2000 hours
	People	Assets	Environment	Reputation	Never Heard of in Industry	Heard of in Industry	Incident has occurred in CVX	Happens several times a year in CVX	Happens several times a year at this location
1	No health effect or injury	No damage	No effect	No Impact					
2	Potential to cause slight harm	Slight damage	Slight effect	Slight impact					
3	Potential to cause minor harm	Minor damage	Minor effect	Limited impact					
4	Potential to cause major harm	Localized damage	Localized effect	Consider-able impact					
5	Potential to cause fatalities	Major damage	Major effect	National impact					
6	Potential to cause many fatalities	Extensive damage	Massive effect	International impact					

**HES**      **Rating**      **Required**

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### Risk Matrix Instructions:

- 1.) Look at Consequences and go through each group, People, Assets, Environment and Reputation. Continue to move down from Row 1 to 6 depending on the severity of the consequence to Chevron. It only takes one box to cause you to move down to that row.
- 2.) Look across the right Columns A through E, and determine the amount of time that contractor's personnel will spend on Chevron property per year and the likelihood of the incident occurring. Whichever criteria, hours or likelihood, that moves you more the right, is the box you will select.
- 3.) Identify the contractor by number and letter to determine if they fall into the shaded portion of the matrix.
- 4.) Any contractor that falls into the shaded portion of the matrix is required to have an HES Rating assigned and follow the Contractor Handbook.
- 5.) Any contractor that does not fall into the shaded portion of the matrix is not required to have an HES Rating, and does not have to follow all the expectations of the Contractor Handbook. These contractors must follow applicable regulations.

## Attachment J – Contractor Audit Process

### PRE-AUDIT

1. Chevron will request in writing or provide a list of contractors for auditing to Auditor to conduct audits on the specified contractor(s).
2. CVX will provide to Auditor a copy of CVX's contractor questionnaire (SCQ-V) or authorize Auditor access to the contractor's questionnaire maintained by CVX's selected third party as well as any information submitted by the contractor, such as OSHA Logs, etc. In addition, CVX will provide to Auditor contractor specific incident data as related to their performance on CVX projects.
3. Contractor Safety Specialist will solicit CVX volunteers to participate on audits as CVX representative and provide those names and numbers of volunteers to Auditor.
4. Auditor will contact the Contractor to schedule the audit and identify field locations available for review. Auditor will schedule the audit as appropriate for auditor and CVX representative assigned to audit team.
5. CVX representative shall read and be familiar with the CVX Audit Team Member Guidelines section below before attending the audit.
6. Auditor will send a written confirmation to the Contractor, the CVX Contractor Safety Specialist, and/or CVX audit team member. Auditor will include with confirmation letter a copy of the Contractor Audit Protocols that will be used to conduct the audit. The Contractor Representative shall be advised at this time that the auditor will require access to the company's safety manual, written safety programs, training records, NCCI EMR Notifications, Insurance Loss Reports and OSHA Logs during the office visit. The contractor shall be instructed to remove all personally identifying information from the copies of the OSHA Logs and Loss Reports made available to the auditor for review. The Contractor Representative will also be advised that, if necessary, contract personnel may be required to go through competency validation for T2 and Subpart O. These employees may need to be available to step away from their work to be tested.
7. Auditor management shall assign one of its auditors that have been pre-approved by CVX to conduct the audit.

### AUDIT

1. The Auditor will conduct the audit as follows:
  - Opening interview with a representative of the contractor's management.
  - Conduct the audit.
  - The Auditor will conduct a closing interview apprising the Contractor Representative of any findings that will be noted in the audit report. Positive issues as well as areas for improvement will be shared.
  - Lunch to be paid by the Auditor.
2. The Auditor shall provide a copy of the audit protocol to the accompanying CVX Representative.

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3. The CVX Representative will lead the CVX Specific section of the Audit Protocol (See Attachment K – Contractor Audit Protocol) and take necessary notes.
4. Upon completion of the audit process, Auditor shall provide to the Contractor Representative and CVX audit team members an Auditor Evaluation Form with instructions to complete the form and forward one copy to Auditor Management and forward one copy to CVX Contractor Safety Specialist.

### **POST-AUDIT**

1. Auditor shall prepare and quality-check the audit and summary report within 6 working days after the completion of the audit and submit via email the report to CVX Contractor Safety Specialist for a review.
2. CVX Contractor Safety Specialist will give feedback or approval to Auditor within 3 working days.
3. Auditor will revise the report, if necessary, and submit these reports electronically and mail two (2) hard copies to CVX Contractor Safety Specialist within 3 working days.

The audit reports shall consist of:

- a. A completed copy of the Contractor Audit Protocols used.
- b. A completed Contractor Audit Summary Report identifying any findings.
- c. Copies of any contractor information deemed necessary.

Neither Auditor nor any of their representatives shall include any personal conclusions in any of the reports as to whether they think that the contractor is safe to employ. Neither Auditor nor any of their representatives shall solicit or perform any services for contractors in the audit process.

4. CVX Contractor Safety Specialist will prepare a cover letter and mail the letter along with the Summary Report to the contractor within 3 working days.
5. Contractor Representative will be expected to respond to CVX within 10 working days with their corrective actions, timeline and assignments for the actions. Contractor will be notified of this expectation in the cover letter.
6. CVX Contractor Safety Specialist will notify Contractor Representative if corrective action plan is acceptable. If not acceptable, discussion will be had regarding improvement needs.
7. CVX Contractor Safety Specialist will load open corrective action items identified in audits into the Contractor Safety Database. The Management Sponsor will monitor the closure of any findings. If there is no Management Sponsor, the Contractor Safety Specialist will monitor the findings.
8. Contractor will be responsible for notifying CVX of success with closing out audit findings. At a minimum, an update should be provided once every three months. Contractor will be notified of this expectation in the audit finding cover letter sent from CVX.

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9. CVX shall maintain an active contractor file for each contractor where a copy of the audit shall be maintained.
10. Auditor shall maintain an active audit file on each contractor audited for CVX for a period of 3 years and then maintain an inactive file for a period of 2 additional years. At the end of the 5-year record retention period all documents shall be destroyed.

### **Chevron Audit Team Member Guidelines**

Below are guidelines to be followed if attending a contractor audit as a CVX representative. You should be familiar with these and follow them while on the audit representing CVX.

1. Make yourself available for time to spend performing the audit. If the Auditor makes three efforts to schedule the audit, and your schedule does permit you to attend, then another CVX representative will be assigned in your place.
2. Upon receiving the confirmation letter and the Contractor Audit Protocols, read through the protocols to get familiar with the questions.
3. Arrive 5-10 minutes early to contractor office for the office portion of the audit.
4. Bring business cards and make them available to the contractor representatives at the audit.
5. You and the Auditor will conduct the audit. You will lead the CVX Specific Audit Protocol and the Auditor will lead the rest of the audit.
6. The Auditor has been give guidance on the proper way to handle the audit. If you disagree, you may share your thoughts in the Auditor Evaluation Form provided at the end of the audit or contact the Contractor Safety Specialist. Do not disagree with the way the audit is being handled during the audit in front of the contractor representatives.
7. Be an active participant. Fill our your checklist as the Auditor fills out their checklist.
8. Feel free to ask the Auditor questions about the checklist or HES requirements. Do not ask so many questions, however, that the audit is slowed down significantly.
9. Do not argue with the Auditor about HES requirements in front of the contractor representatives. If you disagree with the Auditor's perspective, you may ask to have a one on one discussion with him to talk through the different perspectives. If the difference is not resolved, notify the Contractor Safety Specialist about the differences.
10. Feel free to ask the Contractor representatives questions about their HES programs. Your thoughts and ideas will add to the audit process.
11. Small talk is good to have during audits, but choose your times wisely. When stepping through the questions on the checklist, keep the small talk to a minimum. More appropriate times are during breaks and lunch. The Auditor will notify the Contractor Safety Specialist if socializing interferes with the audit process.

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12. Keep pages and mobile calls to a minimum. This is a serious situation for the Contractor – it is serious to Chevron, too.
13. The mood of the audit is not to tell them what they are doing wrong. It is to identify areas of success and areas that need improvement. Chevron wants to help the contractors we work with to be aware of their gaps and address them in a timely manner. Help the Auditor find areas of success and recognize the contractors for those areas.
14. Stay the whole time of the audit. Chevron must be present to emphasize our commitment to HES.
15. Try to jot down a few good things you noticed they are doing well. Make sure you share this at the end of the day just before going back through the findings.
16. Thank everyone for their time.
17. When on the site visit portion of the audit, stay with the auditor during the interviews and observations. Make sure you see and understand what he sees.
18. You will be provided an Auditor Evaluation Form to fill out on the audit and the auditor. One copy will go to the auditor and one will go to the Contractor Safety Specialist for review. Improvement needs will be determined from these evaluations.

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## **Attachment K – Contractor Audit Protocol**

To be added at later date.

## Attachment L – Working Relationship Guidance

The Contractor Safety Leadership Team has determined a process for emphasizing disappointment with a contractor that does not demonstrate commitment to HES. Currently there are several components of the HES Rating calculation - TRIR, safety questionnaire, audit, field feedback and working relationship. All contractors start off with their 10% working relationship value. The purpose of this 10% is to have the capability to impact a contractor's HES Rating from recent events. For example, an 'A' contractor comes in and shares a poorly completed RCA. The functional management can elect to remove that contractor's 10% and drop them to a B to emphasize our disappointment.

Below is guidance from the CSLT to the functional management for this process.

### **Basic Criteria:**

- All of 10% is removed, not a portion.
- It is removed for at least 6-12 months.
- Must designate the period of time the removal is in place
- Management Sponsor and SMO must be involved
- There must be communication to the contractor and appropriate CVX personnel
- If the contractor is cross-functional, the other functional PDC needs to agree

### **Specific Criteria that can lead to losing 10%:**

- Lack of contractor management support
- Stop Work Authority non-support
- Poor RCA
- Poor incident management
- Serious event
- Trend of events
- Lack of BBS use or effectiveness
- Lack of improvement team attendance
- SSE Policy non-compliance
- Lack of engagement meeting attendance
- OE Tenet or Contractor Handbook non-compliance
- Lack of JSA use or quality
- Incident non-reporting
- Lack of PPE use
- Poor safety meeting quality
- Poor cycle time to respond to requests from CVX

### **What can not be considered criteria:**

- Financial issues
- Personal retribution
- Job Performance (non-HES)

## Attachment M – Mitigation Plan Guidance

This template is intended to be a starting point for Work Owners to establish a Mitigation Plan where required or appropriate. All C and D contractors are required to have a Mitigation Plan completed and approved by either an assigned Management Sponsor or the Work Owner’s direct supervisor.

### **PREPARATION**

The Work Owner can review specific data to establish the Mitigation Plan. The below list can be reviewed for learnings:

- Incident Reports or Root Cause Analysis Action Items
- CVX Audit Reports gaps
- CVX Field Feedback Forms gaps
- CVX other HES Rating gaps
- OSHA Statistics

### **SCOPE**

The scope of the Mitigation Plan shall include job specific issues and high-level HES issues needing to be addressed.

### **MITIGATION**

The contractor should be compliant with all applicable regulations and the GOM Contractor Handbook. Below are ideas for challenging the contractor to improve. This Mitigation Plan may be more or less comprehensive, depending on the contractor’s HES Rating and identified gaps that led to the HES Rating assignment.

Title	Mitigation Ideas
Management Commitment	<ul style="list-style-type: none"> <li>• Management visits to CVX sites or during specific jobs</li> <li>• Management leads a Safety Meeting while offshore</li> <li>• Management brings items for recognition</li> <li>• Management is educated on gaps identified offshore</li> <li>• Hold personnel accountable for actions</li> </ul>
HES Staffing	<ul style="list-style-type: none"> <li>• Executive level HES in organization</li> <li>• Appropriate number of HES personnel to support all functions of the organization</li> </ul>
HES Oversight	<ul style="list-style-type: none"> <li>• HES Steering Team made up of executive management and operations management to monitor and make decisions around HES for contractor organization</li> </ul>
HES Communication	<ul style="list-style-type: none"> <li>• Newsletters sent to personnel</li> <li>• How to ensure that personnel are aware of new expectations or policy changes</li> <li>• How to ensure that personnel are aware of CVX expectations – send to Contractor HES Orientation done by ERTC</li> </ul>

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HES Documents	<ul style="list-style-type: none"> <li>• HES documents are accessible to all personnel</li> <li>• Reviewed with personnel to refresh memory at safety meetings, etc. where appropriate</li> <li>• Reviewed at least annually to ensure they are correct and are being followed</li> <li>• Contractor has own HES processes and does not rely on operator's process only</li> </ul>
Operations Documents	<ul style="list-style-type: none"> <li>• Operations manuals accessible to all personnel</li> <li>• Reviewed at least annually to ensure they are correct and are being followed</li> </ul>
Supervisor Training	<ul style="list-style-type: none"> <li>• What types of training do they get</li> <li>• Additional supervisory skills training</li> <li>• Communication skills training</li> <li>• Leadership skills training</li> </ul>
Employee Training	<ul style="list-style-type: none"> <li>• 100% of employees have completed training</li> <li>• Training led by trainer and not just computer based training (CBT) and videos.</li> <li>• Testing should occur for each topic</li> </ul>
Internal Auditing	<ul style="list-style-type: none"> <li>• Internal audit process in place for office (paperwork) and field (performance)</li> <li>• Increase frequency of field audits</li> <li>• Link audit results to accountability model</li> </ul>
Employee Buy-In	<ul style="list-style-type: none"> <li>• Employees provided anonymous feedback within organization</li> <li>• Employee HES Committee that can work HES issues or give feedback on new policies</li> <li>• Employee HES Committee has annual overlapping rotating membership to allow more involvement</li> <li>• Evaluation of employee participation of HES processes</li> </ul>
HES Performance	<ul style="list-style-type: none"> <li>• OSHA stats for overall contractor</li> <li>• OSHA stats for working on CVX property</li> <li>• Trends established from incidents</li> <li>• Realistic goals established</li> <li>• BBS results used to create action plans</li> </ul>
Safety Meetings	<ul style="list-style-type: none"> <li>• Quarterly/Monthly for all personnel</li> <li>• Daily Offshore</li> <li>• Employee participation increased by leading topics, facilitating</li> <li>• How to cover employees not present for quarterly/monthly meetings</li> </ul>
Personal Protective Equipment	<ul style="list-style-type: none"> <li>• Organization provides correct new and replacement PPE to personnel</li> <li>• PPE is provided in a timely manner</li> <li>• Employees are trained in proper use of PPE</li> </ul>
Drug and Alcohol Program	<ul style="list-style-type: none"> <li>• Program is in place and functioning properly</li> <li>• Pre-employment screening – require prior to job</li> <li>• Post incident screening</li> <li>• Random (50%) testing – increase if appropriate for job</li> <li>• For Cause testing</li> <li>• Management training</li> <li>• Internal audit of D&amp;A program completed annually</li> </ul>
Accident/Incident Procedures	<ul style="list-style-type: none"> <li>• Near Miss Reporting and Trending Process</li> <li>• Management visible support for reporting incidents</li> </ul>

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Subcontractors	<ul style="list-style-type: none"> <li>• Management Plan in place with contractor</li> <li>• Auditing prior to work</li> <li>• Field Reviews and Feedback</li> <li>• Subcontractors having CVX HES Rating assigned before considered for use</li> </ul>
Industrial Hygiene	<ul style="list-style-type: none"> <li>• Evaluation for appropriate monitoring has been completed by a trained Industrial Hygienist (Benzene, Lead, Asbestos, etc.)</li> <li>• Hearing Conservation program is in place and functioning</li> <li>• Noise surveys completed to establish Hearing Conservation Program</li> </ul>
Occupational Health	<ul style="list-style-type: none"> <li>• Pre-Employment Physicals are completed on all personnel</li> <li>• Swing Rope testing is required</li> <li>• A Fit for Duty Process is used</li> </ul>
Environmental Issues	<ul style="list-style-type: none"> <li>• Environmental considerations included in JSA</li> <li>• Personnel are trained on CVX environmental policy and incident avoidance</li> <li>• High accountability to keep the work area clean and free of hydrocarbons.</li> </ul>
Quality Assurance	<ul style="list-style-type: none"> <li>• Equipment is tested and monitored for operability prior to being sent to CVX</li> <li>• Life span of equipment is determined to take it out of commission prior to being sent to CVX</li> <li>• Back-ups or multiple back-ups are provided</li> </ul>
Short Service Employee Policy	<ul style="list-style-type: none"> <li>• Mentor roles and responsibilities shared with CVX on-site supervisor to monitor mentor and SSE</li> <li>• SSE's evaluation includes the mentor's feedback</li> <li>• Mentor gives the SSE formal feedback at the end of each shift</li> <li>• Include other personnel not performing well in the SSE program and assign a mentor</li> <li>• Have all visitors including management wear the hi-vis orange hard hats to show support</li> </ul>
Behavior Based Safety	<ul style="list-style-type: none"> <li>• Management reviews every card submitted or percentage of cards for quality</li> <li>• Management provide written feedback on quality observation card to individual</li> <li>• All submitted cards on location are reviewed at daily safety meetings</li> <li>• Re-train personnel on observation and feedback to get improved participation</li> <li>• Data is used to create action plans</li> </ul>
Job Safety Analysis	<ul style="list-style-type: none"> <li>• Incorporate JSA audit process that requires a completed JSA to be submitted within 10 minutes and is audited against checklist for quality. Feedback is provided.</li> <li>• Ensure that JSA includes environmental considerations</li> <li>• Written JSA's required before every job.</li> <li>• Completed JSA included with work ticket to CVX.</li> <li>• On-Site supervisor must sign off on the JSA prior to commencement of work</li> </ul>
Fatigue & Journey Mngmt.	<ul style="list-style-type: none"> <li>• Limit personnel to 16 hours of work per day</li> <li>• Verify that personnel are not coming off of another job</li> </ul>

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	<p>prior to coming to CVX job</p> <ul style="list-style-type: none"> <li>• Ensure that personnel are sleeping when appropriate</li> <li>• Verify that personnel are not driving long distances to shorebases and then going straight to work – put in hotel and require them to sleep prior to work starting</li> </ul>
Recognition & Incentives	<ul style="list-style-type: none"> <li>• Incentives are not linked to incident reporting or zero incident goal</li> <li>• Incentives are not linked to amount of time needed to complete work</li> <li>• Recognition is only linked to leading indicators/exhibiting proper HES behaviors, such as reporting incidents</li> <li>• Management does not have incentives linked to zero incidents</li> </ul>
Root Cause Analysis	<ul style="list-style-type: none"> <li>• Train personnel as needed in RCA methodologies to ensure quality reports</li> <li>• Have internal or external consultant with RCA expertise assist in the process, to ensure quality</li> <li>• Change methodology used in previous RCA</li> </ul>
Stop Work Authority	<ul style="list-style-type: none"> <li>• Discuss at every safety meeting</li> <li>• Reinforce accountability for not using it</li> <li>• Develop and implement Stop Work Authority Training that includes scenarios with discussion and role playing.</li> </ul>
CVX Field Feedback Results	<ul style="list-style-type: none"> <li>• Review all gaps in Field Feedback forms to establish improvement areas and add to this list.</li> </ul>
CVX HES Rating Gaps	<ul style="list-style-type: none"> <li>• Review HES Rating gaps to identify improvement areas and add to this list</li> </ul>
CVX Audit Results	<ul style="list-style-type: none"> <li>• Review audit findings to add to this list.</li> </ul>
HES Monitoring	<ul style="list-style-type: none"> <li>• Placement of one or more trained, third party HES Representation on site during work</li> <li>• Contractor management to monitor HES Rep involvement in field operations monitoring. Request daily reports of activities and confirm with field supervision.</li> </ul>

## LAYOUT

Mitigation Plan should be laid out in the following format to track what the contractor has agreed to do, who will ensure it will occur and when that action will be completed.

Title	Expectation	Action to be Taken	Owner	Due Date

## APPROVALS

The Work Owner is responsible for getting the assigned Management Sponsor or the Work Owner's direct supervisor to sign off on the Mitigation Plan prior to work commencing.

## FOLLOW-UP

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The Work Owner is responsible for ensuring that all agreed actions are completed in the agreed upon time frame.

## Attachment N – Contract HES Addendum

### INDEPENDENT CONTRACTOR HEALTH, ENVIRONMENTAL AND SAFETY GUIDELINES

COMPANY is committed to providing a safe, healthy workplace for its employees and those of its contractors and subcontractors. The safety and well-being of those with whom this Company works is of paramount importance to COMPANY. Job safety is considered a critical driver in our aim to achieve operational excellence and incident-free operations through safe, reliable, efficient and environmentally sound operations.

CONTRACTOR shall comply with the following Independent Contractor Health, Environmental and Safety Guidelines when performing work for COMPANY. These guidelines are to be considered as minimum standards. These guidelines are intended to supplement, not replace, CONTRACTOR's safety program. It is CONTRACTOR's responsibility to develop and implement a program to assure exemplary workplace health, environmental and safety protection. CONTRACTOR's compliance with these guidelines in no way alters CONTRACTOR's status as an independent contractor or CONTRACTOR's liability and indemnity under this Contract.

#### **1.00 Responsibility for Compliance**

- 1.01 CONTRACTOR shall communicate these guidelines, as well as any other health, environmental and safety requirements provided by COMPANY, to all of its employees, subcontractors, and the employees of its subcontractors. CONTRACTOR shall specifically review COMPANY's Contractor Handbook which shall be available electronically. CONTRACTOR shall ensure that its employees understand and implement the procedures, rules, regulations and policies set forth therein. Additionally, CONTRACTOR shall ensure that all such employees and subcontractors are made aware of the content of the guidelines and any other requirements prior to beginning work. CONTRACTOR shall maintain written documentation of its fulfillment of this responsibility.
- 1.02 CONTRACTOR shall also require its subcontractors to comply with such health, environmental and safety laws, rules, regulations and standards and any other requirements specified by COMPANY in connection with the performance of work for COMPANY and shall be responsible for ensuring such compliance by its subcontractors. This shall include a requirement that all subcontractors review and implement the policies, procedures, rules and regulations set forth in COMPANY's Contractor Handbook which is available on-line on COMPANY's web site at <http://upstream.chevrontexaco.com/contractorgom/>.
- 1.04 Prior to the commencement of any work activity, CONTRACTOR shall provide COMPANY with the name of its qualified representative(s) and those of its subcontractors who will be responsible for health, environmental and safety protection at the job site(s).
- 1.05 CONTRACTOR shall have in place a comprehensive Health, Environmental and Safety (HES) program with a strong focus on continuous performance improvement. At any time and from time to time, COMPANY may require CONTRACTOR to furnish COMPANY with a copy of CONTRACTOR's HES program together with complete details concerning the implementation of such program. COMPANY shall have the right to audit CONTRACTOR's HES program. These guidelines are intended to supplement, not replace, CONTRACTOR's HES program, for which CONTRACTOR remains responsible.

#### **2.00 Health, Environmental and Safety Protection**

- 2.01 Prior to the performance of work, COMPANY will tell CONTRACTOR if a HES Protection Work Plan is required, the scope of the Plan, and the required submission date to COMPANY.
- 2.02 If required by COMPANY, CONTRACTOR shall submit a HES Protection Work Plan to COMPANY for review. The Plan shall describe the health, environmental and safety issues and risks associated with the work, and CONTRACTOR's and its subcontractors' safety and environmental programs in place to address these issues.
- 2.03 CONTRACTOR's HES Protection Work Plan shall be based on, and comply with, applicable laws, decrees, administrative rules and regulations, relevant COMPANY policy and operating procedures, including those set forth in the Contractor Handbook, and oil field best practices.
- 2.04 Prior to starting work, CONTRACTOR's on-site manager shall participate in a safety and environmental protection orientation with the designated COMPANY representative.
- 2.05 Prior to starting work, the COMPANY representative may review CONTRACTOR's HES Protection Work Plan and either accept it, or return it to CONTRACTOR with notice of deficiencies.
- 2.06 CONTRACTOR shall not start work without a HES Protection Work Plan, if required, that has been accepted by COMPANY.

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- 2.07 Prior to starting any non-routine or safety critical work, CONTRACTOR shall perform a Job Safety Analysis ("JSA") as directed by the COMPANY. The JSA shall (i) carefully study and record each step of a job, (ii) identify existing and/or potential equipment, environmental, or action-generated job hazards, and (iii) determine the best way to perform the job to reduce or eliminate hazards. The JSA shall be developed by and fully understood by all persons who will participate in the performance of the work. CONTRACTOR shall, upon COMPANY's request, furnish COMPANY with a copy of each JSA and documentation showing that the JSA has been communicated to and fully understood by all workers.
- 2.08 CONTRACTOR shall participate in a Behavioral Based Safety Process which shall include training personnel to observe co-workers for safe (and at-risk) performance and provide feedback after the completion of the observation.
- 3.00 Entrance To Property**
- 3.01 COMPANY will advise CONTRACTOR of security requirements imposed during travel to COMPANY facilities and while performing work on COMPANY premises. CONTRACTOR and its subcontractors shall comply with all security requirements.
- 3.02 CONTRACTOR and its subcontractors shall ensure that only those persons having authorized business in connection with the Contract are allowed on the work site.
- 4.00 Traffic and Vehicles**
- 4.01 All CONTRACTOR and subcontractor traffic on COMPANY property shall observe the posted speed limit, or if not posted, a safe speed in light of existing conditions and shall follow any other safe driving practices as may be established by COMPANY.
- 4.02 CONTRACTOR and its subcontractors shall ensure that all vehicles, cranes and rigging, vessels, and equipment they provide are maintained in safe operating condition and that operators are properly qualified, licensed and/or certified.
- 4.03 CONTRACTOR and subcontractor-provided vehicles shall be equipped with appropriate seat belts for driver and passengers. CONTRACTOR and its subcontractors shall ensure that vehicle seat belts are always used.
- 4.04 COMPANY prohibits CONTRACTOR and subcontractors from using a cell phone, whether hand-held or hands-free, while driving or operating heavy equipment. In addition, CONTRACTORS and subcontractors are discouraged from and to the maximum extent possible shall avoid, engaging in other forms of "multi-tasking" such as the use of two-way radios and pagers, eating, or taking notes while operating a motor vehicle. This policy applies when on COMPANY property or when using a COMPANY-owned or leased vehicle, rental vehicle, or personal vehicle for COMPANY business or while engaged in the operation of heavy equipment on COMPANY's premises.
- 5.00 Smoking**
- 5.01 Smoking is permissible only in designated areas. Smoking is prohibited in all areas containing crude oil or fuel storage, gas processing and compression equipment, and separation or treating equipment.
- 5.02 COMPANY shall have the right to order persons observed smoking in unauthorized areas to cease smoking, or to leave such area.
- 5.03 Smoking is prohibited in COMPANY-provided aircraft.
- 6.00 Matches and Lighters**
- "Strike anywhere" matches and plastic disposable lighters shall not be carried or used in hazardous areas. Safety matches are preferred, but facility or work site rules shall apply and control in case of conflict.
- 7.00 Work Permits**
- 7.01 If CONTRACTOR or its subcontractors perform any hot work operations, CONTRACTOR and its subcontractors shall have a written hot work program. Before any hot work operations are conducted, CONTRACTOR and its subcontractors shall determine whether a hot work permit is required in compliance with either CONTRACTOR's, its subcontractors' or COMPANY's hot work program. If such permit is required, CONTRACTOR and its subcontractors shall properly issue or obtain such permit and shall comply with all conditions of such permit.
- 7.02 CONTRACTOR and its subcontractors shall have written safe-entry procedures and obtain prior approval from the appropriate COMPANY representative for any work involving entry into confined spaces, limited access vessels, or below grade pits. Under no circumstances shall CONTRACTOR or its subcontractors permit any worker to enter a permit-required confined space without a properly completed entry permit approved by the COMPANY representative. Confined spaces include, but are not limited to, storage tanks, process vessels, mud tanks, rig cellars, and open-top spaces more than four (4) feet in depth. CONTRACTOR and its subcontractors shall develop, implement and train their employees in a Confined Space Entry Program that is acceptable to COMPANY.

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- 7.03 CONTRACTOR and its subcontractors shall ensure that a total energy deactivation system (lock-out / tag-out) is implemented while performing work on any equipment or machinery where there is a possibility of injury or property damage. CONTRACTOR shall have a written Lockout/Tagout Program that specifies procedures for workers to secure all power sources when performing maintenance or service on equipment. Types of power include electrical, pneumatic, hydraulic, thermal, chemical and all forms of potential stored energy.
- 7.04 In areas that have general work permits, CONTRACTOR is required to follow the procedure in effect at the work location.
- 8.00 Pressure Testing**  
CONTRACTOR and its subcontractors shall not test pipes or pressure vessels using compressed air or gas or service fluid, except after prior approval from COMPANY.
- 9.00 Explosives and Hazardous Materials**
- 9.01 If CONTRACTOR or its subcontractors require the use of explosives in performance of the work, they shall provide COMPANY with written notification regarding the proposed use, storage and handling of such explosives prior to the start of the blasting operations, and shall ensure that the blaster is properly qualified for the type of work being done.
- 9.02 CONTRACTOR and its subcontractors shall ensure the safe and environmentally sound storage, transportation, identification, security and handling of hazardous materials used in performance of the work.
- 9.03 CONTRACTOR and its subcontractors shall maintain Material Safety Data Sheets (MSDSs) for all chemicals and other hazardous materials used in performance of the work, and shall perform all work consistent with the use specifications and other information in such MSDSs. MSDSs shall accompany chemicals and other hazardous materials at all times.
- 10.00 Fire Protection**
- 10.01 CONTRACTOR and its subcontractors shall take all reasonable precautions to prevent fires.
- 10.02 CONTRACTOR and its subcontractors shall dispose of paper, rags, trash, and other combustible materials only in safe containers.
- 10.03 CONTRACTOR and its subcontractors shall transport and store flammable liquids, such as gasoline, kerosene, and fuel oil, in industry-approved metal containers designed specifically for handling these liquids. Such flammable liquids shall be stored away from possible sources of ignition.
- 10.04 CONTRACTOR and its subcontractors shall not alter or tamper with fire protection equipment or render it inaccessible.
- 10.05 CONTRACTOR and its subcontractors shall not open or close hydrants or main water valves except after prior notice to the appropriate COMPANY representative or in the case of emergency.
- 10.06 CONTRACTOR and its subcontractors shall immediately report to designated COMPANY personnel any leak or indication of gas around piping or vessels. CONTRACTOR and its subcontractors shall assure that all "hot work" in the area ceases immediately on the discovery of the hazard.
- 10.07 CONTRACTOR and its subcontractors shall use for cleaning purposes only cleaning solvents that have a high flash point (above 140°F, and below 200°F) and are non-toxic.
- 10.08 CONTRACTOR and its subcontractors shall be responsible for the safety and fire protection training of their employees.
- 10.09 CONTRACTOR and its subcontractors shall provide their own fire protection equipment unless otherwise agreed with COMPANY in writing.
- 10.10 CONTRACTOR and its subcontractors shall shut down internal combustion engines before they are refueled, except where the refueling point is sufficiently remote from the engine to allow safe refueling.
- 10.11 In case of fire, CONTRACTOR and subcontractor personnel in the area shall immediately take all practical measures to protect the safety of all personnel and to extinguish the fire. The first priority shall be the safety of all personnel. CONTRACTOR or subcontractor shall notify the COMPANY representative of the fire as soon as possible.
- 10.12 In case of fire, CONTRACTOR and its subcontractors shall shut down all equipment and remove it from the fire location if feasible and shall clear access routes.
- 10.13 Motors, compressors, pumps, and other equipment are permitted inside tank dike areas only in accordance with COMPANY hot work permit procedures.
- 11.00 Medical Aid**  
CONTRACTOR and its subcontractors shall provide their own first aid personnel, equipment, and supplies unless otherwise agreed by COMPANY in writing.

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## **12.00 Personal Protective Equipment**

- 12.01 CONTRACTOR and subcontractor personnel on the job site shall wear appropriate personal protective equipment, including but not limited to, fall protection, steel-toed safety shoes, hard hats, safety glasses (with side shields) and additional personal protective equipment (e.g. FRC, hearing protection, respiratory protection, face shields, hand protection) as may be required by the nature of the work and/or as specified by regulations or the COMPANY. CONTRACTOR and its subcontractors shall pay for and provide such equipment unless otherwise agreed by COMPANY in writing. If specialized personal protective equipment is required within CONTRACTOR's or its subcontractors specific work area, it, or its subcontractors, shall post signs specifying where personal protective equipment use is required.
- 12.02 All personal protective equipment shall be used and maintained by CONTRACTOR and its subcontractors in accordance with manufacturer recommendations.
- 12.03 CONTRACTOR shall provide fall protection rescue equipment and personnel trained in its use, if performing work that requires fall protection equipment, per the Contractor Handbook.

## **13.00 Housekeeping**

- 13.01 CONTRACTOR and its subcontractors shall maintain good housekeeping at all times and shall keep all working areas clean and free of obstructions. Tripping hazards shall be clearly identified and marked.
- 13.02 CONTRACTOR and its subcontractors shall keep access to emergency exits clear at all times.

## **14.00 Incident Reporting**

- 14.01 CONTRACTOR and its subcontractors shall promptly and accurately report all on-the-job accidents/injuries to the proper governmental authorities, where required, and to the appropriate COMPANY representative. CONTRACTOR shall report and document all potential hazards, unsafe conditions, and unsafe acts. All near-miss reports shall be provided to the appropriate COMPANY representative.
- 14.02 CONTRACTOR and its subcontractors shall immediately report all incidents to COMPANY and confirm the report in writing within twenty-four (24) hours after the incident occurs. This includes fatalities, injuries, fires, releases of hazardous substances, motor vehicle accidents, and damages to COMPANY equipment.
- 14.03 CONTRACTOR and its subcontractors shall maintain and file required accident forms pursuant to COMPANY procedures or as required by law, decree, administrative rule or regulation, or other legally binding policy interpretation or pronouncement of a legal jurisdiction or authority.
- 14.04 CONTRACTOR and its subcontractors shall promptly send to the appropriate COMPANY representative copies of all governmental health, environmental or safety citations against CONTRACTOR or its subcontractors while performing the work.
- 14.05 CONTRACTOR and its subcontractors shall provide written summaries of all incidents affecting safety and spills to the COMPANY safety representative monthly, unless otherwise specified by COMPANY. CONTRACTOR shall have personnel trained to perform a Root Cause Analysis (RCA). CONTRACTOR shall commence a RCA within three (3) days after the occurrence of an incident as specified in the Contractor Handbook and provide a copy to COMPANY promptly.

## **15.00 Environmental Protection**

- 15.01 CONTRACTOR and its subcontractors shall prevent spills or releases of oil or chemical substances on land, water or air. Pollution prevention shall be a routine part of CONTRACTOR's and its subcontractors' business and work activities.
- 15.02 CONTRACTOR and its subcontractors shall exercise all necessary care to protect and preserve the environment, including flora, fauna and other natural resources or assets at any location where the work is performed. CONTRACTOR and its subcontractors shall minimize and mitigate unavoidable impacts to the local environment.
- 15.03 CONTRACTOR and its subcontractors shall assess the environmental hazards of materials and supplies used in conjunction with the work and shall use substitute materials presenting less risk whenever possible.
- 15.04 CONTRACTOR and its subcontractors shall keep a reasonable degree of order by properly disposing of accumulated rubbish and waste materials. CONTRACTOR and its subcontractors shall start site cleanup and remediation immediately upon completion of work at that site.
- 15.05 Unless otherwise approved by an authorized COMPANY representative, CONTRACTOR and its subcontractors shall prohibit their employees from hunting, disturbing, or capturing native birds, fish or other animals in the vicinity of the work site.
- 15.06 CONTRACTOR and its subcontractors shall not remove trees and vegetation to an extent greater than is necessary for the work, as determined by COMPANY or in accordance with the applicable

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- permit. Whenever reasonably feasible, CONTRACTOR and its subcontractors shall stockpile topsoil for subsequent use in site restoration.
- 15.07 CONTRACTOR and its subcontractors shall use only above-ground steel tanks that are properly grounded as fuel storage tanks. CONTRACTOR and its subcontractors shall assure that loading and drainage connections to fuel storage tanks are either plugged or locked in the closed position when not in use, and that fuel dispensing nozzles are self-closing.
- 15.08 All onshore, above-ground fuel, oil and chemical storage tanks used by CONTRACTOR or its subcontractors shall have secondary containment with a capacity of one hundred ten percent (110%) of the capacity of the largest single tank. Secondary containment impounds may have a drain connection for removal of storm water, provided the drain discharge is normally plugged or equipped with a valve normally locked closed. In those areas governed by Federal or State SPCC plans, CONTRACTOR is expected to comply with those requirements.
- 15.09 CONTRACTOR and its subcontractors shall not discharge oil, solvents, chemicals, etc. to water bodies or onto land.
- 15.10 CONTRACTOR and its subcontractors shall protect fossils and antiquities found at job sites from damage or disturbance. CONTRACTOR and its subcontractors shall report the location to COMPANY and cease work at that location pending further instructions.
- 15.11 CONTRACTOR and its subcontractors shall comply with all federal, state and local laws, rules, regulations, agency policies and guidance documents relating to pollution or protection of the public health and the environment including, but not limited to, the emission, discharge, release, manufacture, processing, distribution, use, treatment, handling, storage, disposal, or transportation of substances, materials, pollutants, contaminants, chemical, solid waste, and/or hazardous substances. Among the laws and regulations with which CONTRACTOR and its subcontractors shall comply are: The Resource Conservation Recovery Act; The Comprehensive Environmental Response, Compensation, and Liability Act; the Federal Water Pollution Control Act; the Safe Drinking Water Act; the Toxic Substances Control Act; the Emergency Planning and Community Right to Know Act of 1986; the National Environmental Policy Act; the Occupational Safety and Health Act; the Pollution Prevention Act of 1990; the Oil Pollution Act of 1990; the Clean Air Act; and the Hazardous Materials Transportation Act, as well as the amendments to any of the foregoing.
- 16.00 Miscellaneous**
- 16.01 CONTRACTOR shall ensure full compliance with COMPANY's Drug and Alcohol Policy which is an exhibit to this Contract.
- 16.02 CONTRACTOR and its subcontractors shall assure that compressed gas cylinders are secured in place on a regular cart or chained to a support in an upright position, that all cylinders not in use are protected with protective valve caps, and that compressed oxygen and flammable gases are not stored together or near combustible materials, but stored in accordance with facility safety procedures.
- 16.03 No firearms, ammunition, or deadly weapons are permitted on COMPANY property except as may be authorized by COMPANY for security purposes to ensure adequate protection of property and employees.
- 16.04 All CONTRACTOR- and subcontractor-provided safety equipment shall be properly maintained and operable in accordance with manufacturer's instructions and legal regulations.
- 16.06 Upon completion of work, CONTRACTOR and its subcontractors shall review the site to determine that hazards related to the work site have been removed in accordance with COMPANY requirements.
- 17.00 Suspension of the Work**
- Both COMPANY and CONTRACTOR shall have the right to stop work by CONTRACTOR or its subcontractors at any time the work environment is imminently hazardous to persons, property, or the environment.
- 18.00 Barricades and Open Holes**
- 18.01 CONTRACTOR and its subcontractors shall assure that all ditches, holes, excavations, overhead work, etc. are properly barricaded per the Contractor Handbook.
- 19.00 Short Service Employees**
- 19.01 A short service employee is an individual who has been employed by CONTRACTOR or subcontractor for less than six (6) months or has been in a like job by CONTRACTOR for less than six (6) months. No one person crew may be staffed by an SSE. Only one SSE is allowed on a 2-4 person crew and on crews of 5 persons or more no more than 20% may be SSE's. CONTRACTOR shall notify COMPANY of any SSE's on its crews.

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A qualified mentor must be assigned to each SSE to monitor the SSE's job performance. Exceptions to the SSE policy may be made only with COMPANY's prior approval.

### **20.00 Safety Reports**

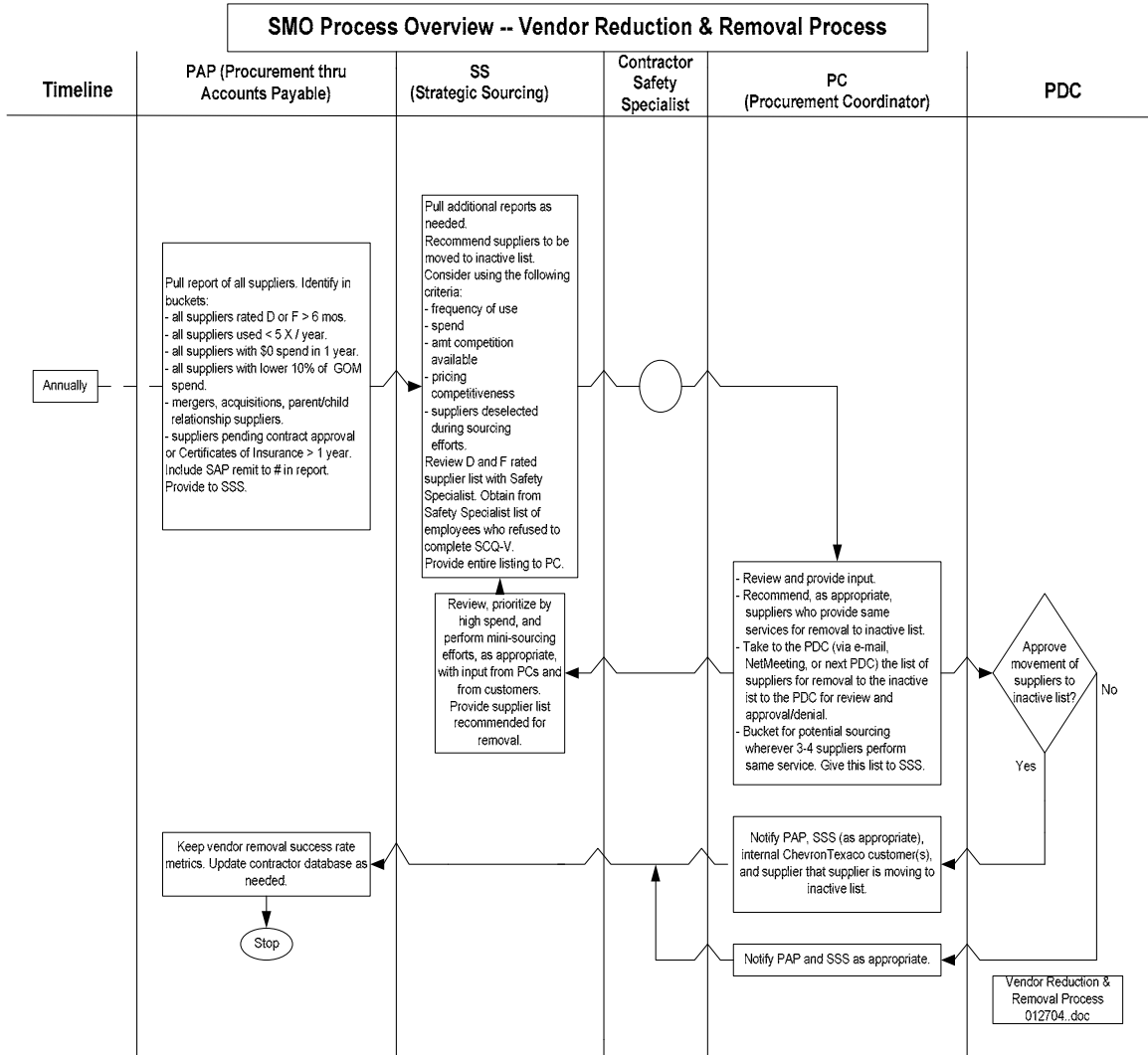
- 20.01 CONTRACTOR shall complete COMPANY's designated Safety Questionnaire. A new Safety Questionnaire shall be submitted annually.
- 20.02 In addition to the Safety Questionnaire, within thirty (30) days after the end of each calendar quarter, CONTRACTOR shall update COMPANY's designated Safety Questionnaire with manhours worked during the preceding quarter and incidents that occurred for CONTRACTOR's overall workforce and CONTRACTOR's workforce that was working on COMPANY's property.

### **21.00 Training**

- 21.01 CONTRACTOR and subcontractor personnel shall be fully trained in compliance with appropriate health, environmental and safety training codes, standards, laws and regulations of all governmental or regulatory agencies having jurisdiction at the work site (e.g., MMS, USCG, DOT, OSHA). Contractor Handbook training shall cover potentially dangerous conditions, safe work practices and procedures, and the use and maintenance of personal protective equipment. CONTRACTOR and its subcontractors shall inform their employees of the training required to perform tasks and ensure that their employees shall not perform any job for which specific training is required until such training is successfully completed. All training shall be documented. Upon Company's request, Contractor and its subcontractors shall provide Company with a letter of certification that validates training requirements are met and maintained.
- 21.02 CONTRACTOR shall implement a Preventative Maintenance Program that identifies and prioritizes maintenance for safety critical items.
- 21.03 COMPANY representatives shall have the right, at any time, to require CONTRACTOR and its subcontractors to remove and bar from the work site any personnel whose conduct could jeopardize the safety of any person or operation.

## **End of Exhibit A**

# Attachment O – Vendor Reduction & Removal Process





## Attachment Q – Drug and Alcohol Addendum

### EXHIBIT B

#### COMPANY'S DRUG, ALCOHOL AND SEARCH POLICIES

B1.1 - General Requirements

B1.2 - Notice to Contractor Employees

B1.3 - Minimum Contractor Controlled Substance and Alcohol Program Requirements

EXHIBIT B1.1

*Drug, Alcohol, and Search Policy*

**General Requirements**

CONTRACTOR and its subcontractors shall comply with COMPANY's Drug, Alcohol, and Search Policy as described in Exhibit B1.2

In furtherance thereof, CONTRACTOR and its subcontractors shall be subject to the following terms and conditions:

1. CONTRACTOR shall provide a copy of NOTICE TO CONTRACTOR EMPLOYEES (Exhibit B1.2) to all of its employees and advise them of the COMPANY's right to search prior to assigning them to work under this Contract.
2. CONTRACTOR shall have in place controlled substance and alcohol policies that meet or exceed the requirements specified in MINIMUM CONTRACTOR CONTROLLED SUBSTANCE AND ALCOHOL PROGRAM REQUIREMENTS (Exhibit B1.3). Nothing in this EXHIBIT shall be construed to require CONTRACTORS to violate any Federal, State or local laws, ordinances or regulations.
3. Pursuant to such policies CONTRACTOR shall perform or have performed a controlled substance test on each of its employees to be assigned to work under this Contract in safety sensitive positions as defined in MINIMUM CONTRACTOR CONTROLLED SUBSTANCE AND ALCOHOL PROGRAM REQUIREMENTS (Exhibit B1.3) before such employee is so assigned. CONTRACTOR shall not assign any individual to perform any services under this Contract who has tested positive for controlled substance or alcohol within six (6) months prior to such assignment without COMPANY's consent in writing. COMPANY shall have the right to withhold such consent in its sole discretion.
4. COMPANY shall have the right to request that CONTRACTOR perform or have performed a controlled substance test and/or alcohol test on any of CONTRACTOR's or its subcontractors employees while on COMPANY premises, engaged in COMPANY business or operating COMPANY equipment, whereupon CONTRACTOR shall immediately suspend services of such individual under the Contract and remove such individual from COMPANY premises. Such individual shall not be returned to perform services under the Contract until the CONTRACTOR has requested reinstatement and received COMPANY'S consent to reinstate such individual. Such request for reinstatement shall be in writing signed by CONTRACTOR's authorized representative and shall include if applicable:
  - (a) certification by CONTRACTOR that the individual tested negative on the requested test for controlled substances and/or alcohol and the date and time that the specimen was collected,
  - (b) if such individual was not tested for controlled substances or alcohol an explanation of the reasons,
  - (c) a certification by CONTRACTOR that the individual is participating in or has completed a rehabilitation program for substance abuse, and
  - (d) any additional information CONTRACTOR wishes COMPANY to consider.

COMPANY shall reimburse CONTRACTOR for direct, actual out-of-pocket expenses for such tests requested by COMPANY to be performed on specific employees, however COMPANY shall not reimburse CONTRACTOR for lost time for an individual who tests positive or refuses, delays, or fails to have a requested test or for time spent in rehabilitation programs and the like. All such expenses shall be evidenced by documentation satisfactory to COMPANY.

COMPANY shall have the sole discretion to determine whether the individual will be reinstated to perform services under the Contract.

5. CONTRACTOR shall not assign any individual who has been in violation of COMPANY's drug and alcohol testing requirements by refusing or failing to complete a requested test or by testing positive for drugs and/or alcohol, to perform services under any contract with COMPANY or its affiliated companies until CONTRACTOR has first notified the Facility contract office that the employee had been previously

## CHEVRON

disqualified from performing services for COMPANY or its affiliated companies for violation of drug or alcohol policies and whether the employee has participated in or completed a substance abuse rehabilitation program. COMPANY shall have the right to exclude such individual from performing services under any such contract in its sole discretion.

6. CONTRACTOR shall keep books and records of all of its activities in compliance with the terms of this Exhibit and shall maintain such books and records for a period of at least twenty-four (24) months after termination of this Contract. COMPANY or its representatives shall have the right to audit such books and records in the same manner provided for other books and records under the *Records and Audits* provisions of this Contract; provided however, that COMPANY or its representative shall not have access to individual controlled substance or alcohol test results where such access is prohibited by applicable law.
7. Ninety (90) days after execution of this Contract and on that date every year thereafter, CONTRACTOR shall provide COMPANY with a written report of its activities under this Exhibit. Such report shall state;
  - (a) The number of pre-work tests performed,
  - (b) The number of other tests performed,
  - (c) The number of positive test results,
  - (d) The number of individuals who declined to be tested, and
  - (e) The number of individuals who were removed from service under the Exhibit.
8. If CONTRACTOR or its subcontractors fail to comply with the provisions of the Exhibit, COMPANY shall have the right to terminate this Contract for material breach.

### **Optional Clauses**

The following optional clauses operate to implement the program guidelines for random testing and alcohol testing. By checking the appropriate box(es) select A, B, or C. If alcohol testing is to be required, select D also. If a box is checked, the provisions of that program element are incorporated as a part of these requirements.

**A. Random Testing, Safety Sensitive Positions**

Where legally permissible, CONTRACTOR and its subcontractors shall conduct unannounced random testing for controlled substances (and alcohol) of employees in safety-sensitive positions.

Such testing shall be performed pursuant to a random selection method with a minimum annual testing rate of fifty percent of the total population working under the Contract in safety-sensitive positions. Employees testing positive or failing to participate in the requested testing shall be subject to the provision of Sections 4 and 5.

**B. Universal Random Testing**

Where legally permissible, CONTRACTOR and its subcontractors shall conduct unannounced random testing for controlled substances (and alcohol) of all employees performing services under the Contract. Such testing shall be performed pursuant to a random selection method with a minimum annual testing rate of fifty percent of the total population working under the Contract. Employees testing positive or failing to participate in the requested testing shall be subject to the provision of Sections 4 and 5.

**C. Universal Pre-Work Testing**

Where legally permissible, CONTRACTOR and its subcontractors shall conduct a test for controlled substances [and alcohol] of all employees prior to their performance of services under the Contract. Only employees testing negative with no positive test any time within a six-month period prior to starting work shall be assigned to perform services under the Contract.

**D. Alcohol Testing**

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Where legally permissible, CONTRACTOR and its subcontractors shall have established the right to perform and capability of performing alcohol testing of breath or blood specimens of its employees upon request of COMPANY. The cut-off level for a positive alcohol test shall be a blood alcohol concentration of no more than 0.04 percent (%BAC). Employees testing positive or failing to participate in a requested test will be subject to the provisions of Sections 4 and 5.

**End of Exhibit B1.1**

## EXHIBIT B1.2

### DRUG, ALCOHOL, AND SEARCH POLICY NOTICE TO CONTRACTOR EMPLOYEES

#### **Policy**

The Policy of COMPANY and its affiliated companies regarding illegal drugs and controlled substances, alcoholic beverages, and firearms is

1. The use, possession, distribution, purchase or sale of any illegal drugs or other controlled substances by any person while on COMPANY premises, engaged in COMPANY business or while operating COMPANY equipment is prohibited.
2. The use of any illegal drug or other controlled substance or alcohol which causes or contributes to unacceptable job performance or unusual job behavior is prohibited. Being under the influence of alcohol while on COMPANY premises, engaged in COMPANY business or while operating COMPANY equipment is prohibited.
3. The use, possession, transportation, or sale of explosives, unauthorized flammable materials, firearms, or other weapons by CONTRACTOR, its subcontractors or their employees while on COMPANY premises, engaged in COMPANY business or while operating COMPANY equipment is prohibited.
4. The unauthorized use, possession, transportation, or sale of alcoholic beverages by CONTRACTOR, its subcontractors or their employees while on COMPANY premises or while operating COMPANY equipment is prohibited.

CONTRACTOR's and subcontractors' employees shall abide by this Policy. Any person violating this Policy shall be removed from Company premises and may be denied future access to premises of COMPANY and its affiliated companies. In addition, COMPANY may suspend work or, in repeated or serious situations, terminate a contract as a result of violation of this Policy. In appropriate cases, local law enforcement agencies may be advised of violations. In support of this Policy, COMPANY may conduct or require searches and require tests as set forth in the following:

#### **Search**

Unless prohibited by applicable law, without prior announcement, and at any time, COMPANY may carry out reasonable searches of individuals and their personal effects when entering COMPANY premises, while on COMPANY premises, and when leaving COMPANY premises, and COMPANY may require CONTRACTOR to search its employees or subcontractor's employees before entering COMPANY premises, engaging in COMPANY business or operating COMPANY equipment. Entry onto COMPANY premises constitutes consent to a search of the person and his/her personal effects, including, without limitation, packages, briefcases, purses, lunch boxes and vehicle, or any office, locker, closet or desk. An individual may elect to decline to cooperate; however, refusal to cooperate shall be cause for not allowing that individual on premises of COMPANY or its affiliated companies.

#### **Testing**

Unless prohibited by applicable law, COMPANY may request CONTRACTOR to conduct a controlled substance and/or alcohol test(s) on any of its employees or subcontractors' employees while on COMPANY premises,

## **CHEVRON**

engaged in COMPANY business, or operating COMPANY equipment. In addition, COMPANY may request CONTRACTOR to conduct a controlled substance and/or alcohol test(s) on any of its employees or subcontractors' employees before entering COMPANY premises, engaging in COMPANY business, or operating COMPANY equipment. Prior written consent shall be obtained from any person who is to be tested. A positive test on a CONTRACTOR or subcontractor employee or failure to give written consent for a test shall be cause for removal from COMPANY premises and shall result in the CONTRACTOR or subcontractor employee being restricted or disqualified from performing services for COMPANY.

### **Notification of search and/or testing by CONTRACTOR**

Prior to conducting a search and/or testing of its or subcontractors' employees on COMPANY premises, CONTRACTOR shall notify the local COMPANY facility manager.

### **Definitions**

As used herein, "controlled substance" specifically includes opiates, including heroin; hallucinogens, including marijuana, mescaline, and peyote; cocaine; PCP; and prescription drugs, including amphetamines and barbiturates, which are not obtained and used under a prescription lawfully issued to the person possessing them or which are not authorized by the COMPANY Medical Staff; and any other substance included in the Federal Controlled Substances Act or its regulations or unlawful under applicable law.

As used herein, controlled substance or alcohol "test" means any test using blood, urine, breath or other samples to determine the presence of controlled substances or alcohol in the body.

As used herein, "COMPANY premises" is used in the broadest sense, and includes, but is not limited to, all land, property, buildings, structures, installations, COMPANY operated service stations (but not COMPANY owned stations operated in independent dealers), vehicles, equipment, aircraft, and water craft owned, leased, or in any other manner being used by COMPANY for any purpose. As used herein, "under the influence of alcohol" is defined as having a blood alcohol concentration (%BAC) of 0.04% or above.

**End of Exhibit B1.2**

**EXHIBIT B1.3**

**Drug, Alcohol, and Search Policy  
Minimum Contractor Controlled Substance and Alcohol Program Requirements**

**Policy**

Unless prohibited by applicable laws, CONTRACTORS and their subcontractors are required to have a written drug and alcohol policy and implementation program that meet the minimum requirements below.

**Training**

CONTRACTORS' employees shall receive communication and training on at least the following topics:

1. COMPANY'S and CONTRACTORS drug and alcohol policies.
2. The effects and consequences of controlled substance use on personal health, safety, and work environment.
3. The details of CONTRACTOR'S employee assistance program, if any, and available treatment resources.
4. The consequences to CONTRACTORS' employees for failing to comply with CONTRACTOR'S and COMPANY'S policies.

In addition, CONTRACTOR's supervisors shall receive training on the manifestations and behavioral causes that may indicate controlled substance use or abuse. CONTRACTOR shall develop and conduct its own training programs for all of its supervisors and employees on at least a biannual basis.

**Employee Assistance**

COMPANY encourages CONTRACTOR to make Employee Assistance Programs (EAP) and rehabilitation for chemical dependency available to its employees.

**Search**

CONTRACTOR shall have the right to perform reasonable unannounced searches of its employees, including personal vehicles and personal effects, while on COMPANY property. Prior to conducting a search and/or test of its or subcontractors' employees on COMPANY premises, CONTRACTOR shall notify the local COMPANY facility manager.

**Pre-Work Testing**

CONTRACTOR shall conduct a pre-work drug test on their employees prior to starting work in a COMPANY facility in a position in which the employee performing the duties of the position has the ability to create hazards or danger to other individuals, the community, or the environment ("safety sensitive position"). A negative test and no positive tests any time within a six-month period prior to starting work is acceptable. Pre-work testing shall not be required for individuals already working in a COMPANY facility at the time this Contract provision becomes effective.

**For-Cause Testing**

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CONTRACTOR shall have the right to perform controlled substance and alcohol tests based on a reasonable belief by CONTRACTOR or COMPANY that an individual is using alcohol or drugs on the basis of specific physical, behavioral, or performance indicators.

CONTRACTOR shall have the right to remove any employee from performing work if the individual exhibits unusual job behavior or unacceptable job performance and it is believed by CONTRACTOR or COMPANY that he/she may be using controlled substances or presently under the influence of alcohol.

## Post-Accident Testing

CONTRACTORS should conduct an immediate preliminary evaluation into the circumstances of all accidents, injuries, and mishaps. This evaluation shall include a review of the conduct and behavior of appropriate individuals following any unexplainable incident or near miss involving such individuals to determine whether those incidents could have been caused or contributed to by drug or alcohol abuse by such individuals. Whether an injury or illness occurs as a result of the incident is not the controlling factor. When that evaluation reveals reasonable cause, alcohol and/or drug test(s) shall be requested by CONTRACTOR.

Post-accident testing should be considered for the following circumstances when the preliminary evaluation indicates appropriate procedures, precautions, work set-up, or judgement were not employed.

1. Serious incident causing injury to self and/or other person.
2. Motor vehicle accident, whether or not there was significant damage to personal or private property.
3. Significant release, which fouls the environment (air, land, or water).
4. Any serious near-miss incident that could have caused injury to persons or the environment.

## Minimum Testing Requirements

### Controlled Substance Tests

As a minimum, the controlled substance tests conducted under the CONTRACTOR'S policies shall be capable of detecting the following classes of drugs: marijuana, cocaine, opiates, amphetamines, and phencyclidine. The CONTRACTOR shall use as a guideline the Department of Health and Human Services, Guidelines for Federal Workplace Drug Testing Programs (53FR1 1970). These guidelines cover specimen collection procedures, chain-of-custody procedures, laboratory qualifications, testing methods and cut-off levels.

All positive tests shall be confirmed by a second test using gas chromatography/mass spectrometry (GC/MS). CONTRACTORS shall use only laboratories certified by the National Institute of Drug Abuse (NIDA).

The cut-off levels for the CONTRACTOR's drug testing program shall be no greater than those recommended by NIDA, which are listed below:

Drug	Screen ng/ml	Confirm ng/ml
Marijuana	50	15
Cocaine	300	150
Opiates	2000	2000
Amphetamines	1,000	500
Phencyclidine	25	25

CONTRACTOR may utilize on-site testing techniques as a preliminary indication of possible drug use, provided that individuals testing positive thereunder have the option of providing a urine specimen for testing as provided above. A positive result on an on-site test shall be treated as a positive test result unless subsequent confirmation testing is negative for controlled substances.

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## *Optional Requirements*

Refer to the optional clauses that were selected (if any) in the Exhibit - Drug, Alcohol, and Search Policy-- General Requirements (Exhibit B1.1). Indicate the applicable optional requirements by checking the appropriate box(es).

- A. Random Testing, Safety Sensitive Positions**  
CONTRACTOR shall have the right to conduct unannounced random testing for controlled substances [and alcohol] of employees in safety-sensitive positions.
- B. Universal Random Testing**  
CONTRACTOR shall have the right to conduct unannounced random testing for controlled substances [and alcohol] of employees performing services under the Contract.
- C. Universal Pre-Work Testing** (replaces Pre-work Testing Clause)  
CONTRACTOR shall conduct a pre-work drug test on their employees prior to starting work in a COMPANY facility. A negative test and no positive test at any time within a six-month period prior to starting work is acceptable. Pre-work testing shall not be required for individuals already working in a COMPANY facility at the time this provision becomes effective.
- D. Alcohol Testing**  
CONTRACTOR shall have the right to perform alcohol testing of its employees upon request of COMPANY. The cut-off level for a positive alcohol test shall be a blood alcohol concentration of no more than 0.4 percent (%BAC).

**End of Exhibit B1.3**

## Attachment R – Project Safety Plan Template

**[Click here and type Project name]**

**[Click here and type Asset Team]**  
**[Click here and type Profit Center]**

### Project Safety Management Plan

**January 2004**

REV.	DATE	DESCRIPTION	BY
0	09/06/2003	Issued for Comment	RCAN
1	01/06/2004	Reviewed and issued for Distribution	RCAN

## Executive Summary

The Project Safety Management Plan is a listing of the measures that will be put into place and the actions that will be taken to safely execute the scope of work for this project. The plan that is laid out in this document is for the project designated as:

**[Click here and type Project name]**. References in the Project Safety Management Plan to the Gulf of Mexico Operations Manuals and the Gulf of Mexico Contractor Handbook are to allow for information to be consistent and pertinent.

The scope of work for this project includes

**[Click here and Enter a High Level Scope of Work]** In all cases, where Chevron policies or government regulations exist that are more stringent than the guidelines shown in this document, the more stringent regulation, policy, or guideline will be followed.

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## Safety Administration

The following items address the administration of safety processes and policies which are important to the execution of the project. Please review these processes, as you will be expected to use them while working with Chevron.

### Expectations & Goals

Chevron and the Project Team are committed to safety. Chevron's goal is to be world-class in safety performance. By being the world-class in safety on projects, Chevron will be the Company of Choice with our joint ventures partners, governmental authorities and foreign countries.

### Permit to Work Process (where applicable)

The Chevron Gulf of Mexico Contractor Safety Program is based on increasing the consistency of expectations and processes when working with contractors across the Gulf of Mexico. A permit to work process has been enacted in the Deep Water Business Unit. The Shelf Business Unit has not enacted an all encompassing Permit to Work process; there are hot work and simultaneous operations process which are outlined in the Contractor Safety Handbook.

The Deep Water Business Unit Permit to Work Process is outlined below:

A Permit to Work System is a formal written system used to control certain types of work which are identified as potentially hazardous. Chevron's Permit to Work System, as well as being a "formal written system", is also a means of communication between installation management, supervisors, and operators and those who carry out work. Permits to Work are normally considered to be more appropriate to non-production work. There will, however, be operations closely associated with production, where Permit to Work procedures will be required. Maintenance work carried out by production personnel (especially under planned plant shutdowns) will be subject to Permit to Work procedures as appropriate.

Essential features of the Permit to Work System are:

- clear identification of who may authorize particular jobs (and any limits to their authority) and who is responsible for specifying the necessary precautions
- training and instruction in the issue and use of Permits
- monitoring and auditing to ensure that the system works as intended

### Drug & Alcohol Process

The process for handling Drug & Alcohol reasonable cause testing of contractors is to contact the GOM Drug & Alcohol Program Coordinator, Donna M. Boudreaux, or the HR Manager or Supervisor. In the event that none of those referenced are available, contact a Business Unit Manager or Leadership Team level Manager for guidance.

**Primary Contact -  
Donna M. Boudreaux**  
(504) 592-7185 Office  
(504) 489-4469 Beeper

**Alternate Contacts:**  
**HR Supervisor - Mary Beth Drichta**  
(504) 592-6941  
**HR Manager - Marc Anderson**  
(504) 592-6370

In the event that a contraband search must be performed and Human Resources can not be reached. Please contact Chevron Corporate Security; the current contact information is listed below:

**George Hancock** - 925-842-7778 - Control Room, San Ramon (24/7)

Alternate Numbers:

713-875-9419 Mr. Hancock's Mobile

936-366-0237 Mr. Hancock Alternate Phone

### **Material & Waste Handling**

The mobilization of equipment and resources will be defined by the lead-time needs of the equipment and at the discretion of the FE Representative. Materials are being staged at several locations during different phases of the project. The primary concern during the staging of materials is the risk of damage or loss of critical items; proper cataloging and tracking must be practiced to ensure success. Extra studs, nuts, rings, gaskets and small valves will also be onsite during execution to prevent unnecessary construction downtime.

### **Management Visits**

Chevron understands that company and contractor management have high demands on their time. Their attention to individual projects requires proper planning and an emphasis on safety. As such, Chevron and Contractor Management may be asked to visit job sites during field operations. Please make the necessary arrangements to ensure that this is conducted efficiently and with purpose.

Contact List <<Example>>

<b>ChevronTexaco</b> CHEVRON U.S.A. PRODUCTION COMPANY West Delta 109A Gas Lift Upgrade - 2003 <b>Contact List</b>						
Name	Title/Role	Organization	Phone Numbers		Address	Responsibilities
Adan R. Cano	Facility Engineer	ChevronTexaco	Work	504-592-7261	935 Gravier St.-822 New Orleans,LA 70112	Project Engineer
			Cell	504-874-0870		
			Fax	866-420-0335		
Daniel Roth / Gerald Milek	SPPG Field Engineer	ChevronTexaco	Work	504-592-6646	935 Gravier St. -832 New Orleans,LA 70112	Approve & Monitor Project as Mentor and SPPG support
			Cell	504-494-2004		
			Other	800-360-5778		
Ryan O'Regan	SPPG I&E Engineer	ChevronTexaco	Work	504-592-6705	935 Gravier St.-922 New Orleans,LA 70112	Provide I&E design and planning support
			Cell	504-583-5302		
			Fax	866-420-0335		
Ricky Armentor	WD109 Petroleum Engineer	ChevronTexaco	Work	504-592-6444	935 Gravier St.-848 New Orleans,LA 70112	Provide Gas lift requirements and down hole needs
			Cell			
			Other			
Randy Oneal	Measurement Specialist	ChevronTexaco	Work	504-592-7346	935 Gravier St.-753 New Orleans,LA 70112	Provide gas measurement expertise & advise
			Pager	504-553-2512		
			Fax			
Ralph Robichaux / Wayne Hawkins	Facility Engineering Rep.	ChevronTexaco Offshore	Work	504-592-7765		Provide offshore FE Supervision & experience
			Cell			
			Other			
Darryl Sapp / Jessie Scott	SPPG Operations Supervisor	ChevronTexaco Offshore	Work	985-534-6496	CVX Shorebase Venice, LA SP78B	Provide logistical & execution planning support.
			Cell			
			Fax			
Mark Russell / Darren Rogers	SPPG Field Coordinator	ChevronTexaco Offshore	Work	985-534-6565	CVX Shorebase Venice, LA SP78B	Provide logistical & execution planning support.
			Cell			
			Other			
Clara Senigar / Paula Comeaux	SPPG OA	ChevronTexaco Offshore	Work	985-534-6483		Coordinate flights with shorebase
			Other	985-592-7765		
			Other			
Tim Sapie	Contract Project Manager	GIS	Work	504-367-4988	401 Whitney Ave Suite 603 Gretna, LA 70056	Drafting, constructibility & GIS coordination
			Fax	504-367-1319		
			Cell	504-416-7606		
Ronnie Rousou	Materials Supplier	Wilson	Office	504-586-9793		Valve, piping & Misc. Materials contact point
			Fax	504-586-0051		
Rhoddy Terrebone	GIS Yard	GIS	Work	985-475-5238	18838 Hwy. 3235 Galliano,La 70354 Attn:Rhoddy T	Equipment Staging point
Gordon Dalrymple	Meter Tube Supplier	Southern Flow Co.	Work	504-394-9440	Belle Chasse, LA	Spec & Build Meter Tubes
			Fax			
			Other			
Venice Shorebase	Logistics	ChevronTexaco Offshore	Heli	985-534-6421	CVX Shorebase Venice, LA	Provide helicopter and boat transportation
			Other	985-534-6324		
			Marine	985-534-6436		
<b>SAFETY CONTACTS</b>						
Gerald 'Doc' Collins	Project Safety Key Contact	ChevronTexaco	Work	504-592-6212	935 Gravier St.-753 New Orleans,LA 70112	Provide project safety consultation
			Fax			
			Other			
Ronald Broussard / Danny Lacour	SPPG HES Coordinator	ChevronTexaco Offshore	Work	985-534-6642	CVX Shorebase Venice, LA SP78B	Provide onsite safety coordination & support
Senior / Lead Pilot	Emergency Flights	ChevronTexaco Offshore	Work	985-534-6423	CVX Shorebase Venice, LA	Emergency contact for HotShot Flights

## Responsibility Matrix

The responsibility matrix outlines the responsibilities of each role in the project execution. The title of each section identifies a role that is part of the project success and the subsequent information outlines the actions or contributions each role must make to ensure project safety success.

### **Chevron Operations Supervisor – Person In Charge**

- Responsible for the safe completion of all work.
- Demonstrate Chevron’s commitment to safe performance by following up on issues and incidents as required.
- Ensure that the requirements of the Project Safety Management Plan are carried out by all personnel on the construction site by providing necessary resources to ensure compliance.
- Conduct periodic audits to verify compliance with the plan.
- Responsible for timely resolution of conflict between groups.
- Approve or deny any scope changes.

### **Chevron Lead Facility Representatives**

- Ensure LO/TO, Shut-in and Start-up procedures between projects and platforms are coordinated to eliminate the release of energy or hydrocarbons.
- Ensure that manpower, transportation, lift boats and other resources are coordinated between the various projects and disciplines.
- Ensure that the Project Safety Management Plan is implemented for all contractors working in the shut-in.
- Provide guidance to the Chevron HES Coordinators required.
- Ensure all safety activities are coordinated between Chevron operations, the other facility reps and contractors to ensure safety and compliance.
- Seek guidance from safety reps. and other facility reps on safety issues as required.
- Address in a timely manner any safety concerns that have been identified and raised by contractors working on the site.
- Inform Operations Supervisor and other facility reps immediately of all safety concerns and incidents.
- Coordinate logistics e.g. to/from shore base utilizing the other facility reps and the Shore base Support and other resources as applicable. Project Specific Reps are to manage their particular boats and Jack-ups.
- Immediately inform Operations Supervisor and other facility reps of any conflict between groups.

### **Chevron Facility Representatives - Project/Discipline Specific**

- Ensure that Chevron policies are complied with.
- Conduct pre-shift tailgate meetings with all parties involved in job.
- Implement the Project Safety Management Plan for all contractors working at the construction site.
- Communicate the requirements of the Project Safety Management Plan to the contractors working at the site.
- Coordinate all safety activities between Chevron operations, Lead Facility Representatives and construction to ensure safety and compliance.
- Seek guidance from PIC, Lead Facility Representatives and safety reps on safety issues as required.
- Address in a timely manner any safety concerns that have been identified and raised by contractors working on the site.
- Inform Operations Supervisor and Lead Facility Representatives of all safety concerns.
- Review LO/TO plan and JSA for individual jobs before allowing start of job. JSA’s must include specific tasks and tools. Deviation from JSA’s will not be tolerated.

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- Coordinate logistics e.g. to/from shore base with the Lead Facility Representatives. Project specific Reps are to manage their particular boats and Jack-ups.
- Immediately inform Operations Supervisor and Lead Facility Representatives of any conflict between groups.
- Assure that all vessels are safe before entry. Particular attention is to be paid to LEL, static discharge, forced air and proper PPE. Vessel Openings are to be barricaded.

### **Chevron Field Coordinator**

- Coordinate operators scheduling in conjunction with PIC and Lead Facility Representatives for the safety of everyone and timely shut-in execution.
- Review Hot Work and vessel cleaning procedures for all work to be performed.
- Ensure detailed procedures are developed and followed for the shutting-in and starting up the field.
- Ensure JSA's and the initial safety checks are conducted for all operational work performed.
- Ensure LO/TO plan is developed and LO/TO worksheets are completed and followed.
- Issue required Hot Work Permits for all work to be performed.

### **Chevron Operators**

- Assume overall responsibility for the safety of everyone on the platform.
- Develop and follow detailed procedures for the shutting-in and starting up the field.
- Review JSA's and perform the initial safety checks for all work performed. JSA's must include specific tasks and tools. Deviation from JSA's will not be tolerated.
- Responsible for LO/TO worksheets.

### **Chevron HES Coordinator**

- Coordinate initial medical response to work site.
- Coordinate medical evacuation, as necessary.
- Coordinate activities of contract safety personnel in conjunction with PIC.
- Ensure that each job is visited by a safety rep at least twice per shift.
- Support the Project Safety Management Plan by assisting contractors as requested by the Lead Facility Representatives, Contractors and Chevron PIC.
- Provide the equipment and expertise for the day-to-day safety checks for the entire construction site to verify safe work conditions.
- Identify and communicate all safety concerns, including all incidents to the Chevron Facility Reps, and Operators. Work together with the Chevron PIC, Lead Facility Representatives and other Facility Reps to satisfactorily resolve all safety concerns in a timely manner.
- Report all incidents to the Operations Supervisor and Lead Facility Representatives verbally immediately after initial response and provide a written report within 6 hours.
- Assure that all vessels are safe before entry. Particular attention is to be paid to LEL, static discharge, forced air and proper PPE. Vessel Openings are to be barricaded.
- Coordinate all NORM and NOW transportation, disposal and associated paperwork.
- Ensure all personnel involved in tank and pipe cleaning will be NORM Surveyor trained and the vessel cleaning supervisor shall be RSO Certified.
- Ensure that Chevron's Worker Protection Guidelines and Transportation of NORM Guidelines are followed at all times.
- Ensure all liquids and solids collected in cutting boxes will be sampled and tested for NORM before shipping.
- Responsible for completing paperwork for all hazardous material shipments

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- Ensure all cutting box lid gaskets will be checked prior to using boxes. Gasket inspection will be included in JSA. All cutting box lids will be closed and secured before any movement of boxes. Cutting boxes are not to be filled to a level within 8” of the top.

### **Chevron Engineer**

- Responsible for the safe completion of all work.
- Ensure that Project goes according to schedule, scope and budget.
- Ensure adherence to design during installation.
- Review Scope Changes and make recommendation to Operations Supervisor to Approve or Deny.
- Demonstrate Chevron’s commitment to safe performance by following up on issues and incidents as required.

### **Chevron Safety Engineer**

- Support the Project Safety Management Plan by assisting PIC, Lead Facility Representatives, and Engineers and contractors in identifying and assessing safety concerns.
- Demonstrate Chevron’s commitment to safe performance by following up on issues and incidents as required.

### **Safety/Paramedic/ EMT Personnel**

- Provide emergency medical response as needed.
- Update POB list and report to SPPG OA by 7:00 AM each day.
- Maintain sign in and sign out roster for all personnel boarding or leaving platform.
- Collect Observation Samples and send to Chevron Safety Coordinator.

### **Safety Reps**

- Ensure that all Contractor and Chevron employees perform their work in a safe manner by adherence to Project Safety Management Plan and the contractor’s safety program.
- Identify and immediately communicate safety concerns to the Chevron Facility Rep at the job site.
- Work together with the Chevron HES Coordinator to satisfactorily resolve all safety concerns in a timely manner.
- Perform contractor’s safety orientation as required, including muster locations.
- Review JSA to ensure that tasks being performed are covered in JSA.

### **Shore base Support**

- Coordinate logistics to and from the shore base in conjunction with the PIC and other facility reps and other resources as applicable. Project Specific Reps are to manage their particular boats and Jack-ups.

### **Contractors’ Supervisors**

- Ensure that the employees under his/her direction comply with Chevron E&S requirements and Contract Company safety plans.
- Direct the activities of employees involved in the work.
- Participate in on site development of a JSA for each job. Ensure that each task, tool and PPE required by the job is covered in the JSA. Deviation from JSA scope, tasks and tools are unacceptable.
- Ensure that all employees under his/her direction perform their work in a safe manner by adherence to the PSM Plan and JSA.
- Identify and communicate safety concerns to the Chevron Facility Reps. Work together with the Chevron Facility Reps to satisfactorily resolve all safety concerns in a timely manner.
- Become familiar with the requirements of the Project Safety Management Plan and communicate the requirements to the employees under their direction.

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## **Contractor's Employees**

- Be familiar with the requirements of the Project Safety Management Plan and perform all tasks in accordance with the plan.
- Take reasonable care to protect themselves and other workers present while he is working.
- Identify and communicate any safety concerns related to tasks he is to be performing.
- Refuse to carry out any work that he believes will cause an imminent danger to themselves or other workers present at the site.
- Actively participate in daily safety meetings.
- Actively participate in JSA process.
- Report all safety incidents to the immediate supervisor.

## **Emergency Response**

### **Fire Emergency**

- Move out of the hazardous area immediately, proceed to the muster location, and don life jacket.
- Contact the PIC.
- Prepare to evacuate platform if necessary.
- Each Foreman will account for all under their direction and report to safety rep.
- Safety Rep will maintain overall personnel count for the facility and assure all employees are accounted for.

### **Gas or Liquids Release Emergency**

- Shut down all hot work immediately.
- Move out of the hazardous area immediately, proceed to the muster location, and don life jacket.
- Contact the PIC.
- Prepare to evacuate platform if necessary.
- Each Foreman will account for all under their direction and report to safety rep.
- Safety Rep will maintain overall personnel count for the facility and assure all employees are accounted for.

### **Injury to Person(s)**

- Do not move the injured unless the worker is in imminent danger.
- Contact EMT who will provide initial treatment.
- EMT & first responder will decide whether evacuation is needed.
- If necessary, the Operations Supervisor will contact or appoint someone to contact the ambulance and/or helicopter.
- HES Coordinator will assign appropriate person to accompany the injured person to the designated pickup point or medical treatment facility.
- Operators and Contract employees will stand by to assist if person is in stretcher.

### **Evacuation Procedure**

- Upon receiving the evacuation signal, alert all co-workers and move out of the hazardous area immediately.
- Proceed to the muster location and don a life jacket.
- Each foreman will account for every employee under their direction.
- Safety Rep will maintain overall personnel count for the facility and assure all employees are accounted for.
- Contact the Chevron HES Coordinator who will determine when the area is safe to return to work.
- Any person who feels he is in an immediate life threatening situation should evacuate the area or platform immediately without waiting for direction.

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## **Hurricane Evacuation Plan**

Please review the GOMBU Manuals with reference to the your specific area for proper hurricane evacuation procedures.

## **General Safety**

### **Safe Work Practices**

Workers shall follow their contractor's specific safe work procedures for all tasks. Chevron's Safe Practices will be followed at all times. Contractors shall ensure that employees and subcontractors are familiar with applicable safety procedures. These procedures should be reviewed daily during tailgate safety meetings, general safety meetings, and as required prior to start of each job.

### **Certification**

Each Foreman will ensure that all employees under his/her direction are properly trained and have required certifications for their specific job classification. In addition, each Foreman will ensure that employees and subcontractors under his/her direction are engaging in tasks that are commensurate with his/her experience and training. All certifications will be checked prior to start of job.

Note: Employees without the proper certification will not be allowed to perform work on any Chevron Facility.

### **Personal Protective Equipment Requirements**

The following safety equipment must be worn by each employee when in or around work areas:

- Steel toe safety shoes with heels
- Safety eye wear with side protection
- Hard hats
- Hand protection
- Long Pants

As required

- Hearing protection in or around operating machinery or other high noise areas
- Face shields
- Chemical goggles, chemical gloves, chemical boots, and aprons
- Life Vest
- Fall protection harnesses
- Respirators for all vessel entry

Additional Requirements for welders and fitters

- Appropriate coveralls may be used in lieu of fire retardant coveralls.
- Welders and Fitters shall wear safety lenses when grinding.

Note: Each Contract Company is responsible for ensuring that their employees have all required personal protective equipment. Employees without the proper personal protective equipment will not be allowed to perform work on any Chevron Facility.

### **Safety Meetings / Orientations**

An IFO training session will be held before the start of the major work. Any contractors not attending the training session must be approved by the Operations Supervisor before they are allowed to perform work during the project. The following guidelines will also be followed:

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- All personnel arriving in the field will attend a safety orientation.
- A pre-job safety meeting will be conducted with all Contract and Chevron personnel. All Chevron's safety policies and practices relevant to the shut-in will be reviewed and discussed.
- Daily, shift and/or task safety meetings will be conducted by the Chevron Facility representatives, Safety Rep, and the contract safety officer.

### **Hot Work Permits**

Daily Welding Hot Work Permits and Non-Welding Hot Work Permits will be approved by the Operations Supervisor (or his designee) and will be distributed on a daily basis and strictly adhered to by all involved. Third party Fire watches with continuous readout gas detectors will monitor all operations during welding hot work and 30 minutes after hot work is complete. Please note these requirements:

- Chevron Safe Welding and Burning Plan will be strictly adhered to during all hot work.
- NO HOT WORK is to be conducted on any structure while vessels are open, or while wire line work is in progress.
- All production equipment within a ten foot (10') radius and underneath hot work must be shut in and bled down and rendered inert,
- All in service production equipment within a thirty-five foot (35') radius of hot work must be adequately shielded using fire resistant tarpaulins. Fire resistant tarpaulins will be hung over the entire length of the Hot Work area isolating any potential hydrocarbon source. Fire resistant tarps will be installed in a manner to prevent trapping hydrocarbon gas under the tarp.

### **JSA**

Operations and contractors will prepare JSA's before any job is started. All personnel involved in the job will be involved in the JSA. JSA's will be developed on site at the start of each job. If employees are changed out after the start of the job, the JSA will be reviewed before the employees coming in start work. All tasks, tools and PPE required for the job will be included in the JSA. If a job is in progress and a task is required that is not covered on the JSA, the task will not be performed until the JSA is amended to cover the task. If a knife is needed for a particular job, said knife shall be included in the JSA and provided by the contractor's supervisor. The JSA will be followed throughout the duration of the job. If the scope of the job changes, the JSA must be amended before the job continues. Copies of the applicable JSA's and Hot Work Permits will be posted at the particular job site by the contractor at all times.

### **Behavior Based Safety Program**

Operators and Contractors are required to do observations during their shift and share information about at risk behaviors observed during safety meetings. Observation will be turned in to the Safety Coordinator. Observations should be a combination of announced and unannounced to promote safety. Immediate feedback from observations should be given to the person being observed. No names are to be used in documenting observations. No employee will refuse to be observed.

### **LOTO/Skillets/Blinds/Electrical**

Chevron's Lockout/Tagout program will be followed on all process and electrical components that require maintenance, repair or modification. The SPPG LO/TO worksheet will be used to identify and track lock, skillet, and plumbers plug locations. The Chevron Operator will be responsible for all operation's locks and location identification. Contractors will place an additional lock on process and electrical components that require maintenance, repair or modification. The Contractor's LO/TO program will be followed in addition to Chevron's LO/TO program when contractors are performing work.

Pressure rated skillets or double block and bleed valves will be used on all process components that require hot work. Pressure rated skillets or double block and bleed valves will be used on all inlet and outlet piping for any

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vessel that requires entry. LO/TO program will be followed for all skillet and double block and bleed valve isolation.

All Skillet and blocked valve locations will be clearly marked with red flagging tape and appropriate tags and recorded in the LO/TO worksheet. Upon completion of each job, a walk-through will be done with the Facility Rep, Chevron Operator, and Contractor Representative to ensure all locks and tags have been removed.

### **Spill Prevention**

The following items will be addressed to enable proper spill protection:

- Spill prevention will be addressed in each JSA.
- During the blow down process, operations will process as much of the remaining fluids as possible by following the shut-in plan.
- Double spill protection will be required before breaking any hose connections, disconnecting any flanges, or opening any vessels.
- Temporary containment and absorbent pads will be used under all piping and equipment that is disconnected. Fluids that are collected will be pumped into a cutting box.
- Precautions will be taken to avoid draining hydrocarbon liquids into any sump. All personnel shall notify the Chevron Operator immediately if any oil is released to the deck drain system or sump. The sump level will be monitored by the Chevron Operator and if fluids accumulate they will be pumped out immediately.
- All hose end quick connections shall be pinned and taped.
- All connections on hoses containing hydrocarbons shall be wrapped with absorbent pads and duct tape.
- Pneumatic tools, especially air-tuggers, shall have absorbent pads placed around the air vent nozzle.
- All temporary pumps in use will be placed in containment pans.
- All cutting box lid gaskets will be inspected prior to using boxes. Gasket inspection will be included in JSA. All cutting box lids will be closed and secured before any movement of boxes. Cutting boxes are not to be filled to a level within 8” of the top.

### **Incident Reporting**

Chevron encourages near miss reporting. The intent of near miss reporting is not to find fault or to assign blame but rather to involve every employee in identifying hazardous conditions/procedures so that actions can be taken to correct the condition, thereby creating a safer work environment.

Contract and Chevron employees shall immediately report all near misses, injuries, property damage, and spills to the Chevron HES Coordinator. The Chevron HES Coordinator will inform the Chevron Facility Representative and Operations Supervisor.

Any incidents will require a team investigation to determine root causes and to make recommendations to prevent similar incidents from occurring in the future. Any incident involving a serious near miss, injury, property damage, or spill will require that the job be shut down until the cause of the incident is determined and action has been taken to prevent reoccurrence.

A written report is required for all incidents. The contractor may use his or her standard report form but it should contain at least the information asked for on the Chevron Incident Report form (attached). The Chevron HES Coordinators are available to assist in the preparation of incident reports. To maintain a standard report format for Chevron, the HES Coordinator shall complete Chevron's Incident Report form and forward to the Operations Supervisor within 6 hours of the incident. These incidents will be reviewed at safety meetings for the purpose of learning and identifying changes required to prevent recurrence.

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## NORM

All personnel involved in vessel, tank and/or pipe cleaning will be NORM Surveyor trained. The vessel cleaning supervisor shall be RSO Certified. Chevron's Worker Protection Guidelines and Transportation of NORM Guidelines will be followed at all times. NORM protection will be included in all tank and vessel cleaning guidelines. All liquids and solids collected in cutting boxes will be sampled and tested for NORM before shipping. All piping and valves that have been in service and are to be handled shall be checked for NORM. All cutting box lid gaskets will be checked prior to using boxes. Gasket inspection will be included in JSA. All cutting box lids will be closed and secured before any movement of boxes. Cutting boxes are not to be filled to a level within 8" of the top.

## Confined Space Entry

This scope of work for this project does NOT include any confined space entry work. However, should the need arise; all confined space entry shall conform to OSHA regulations and Chevron Confined Space Program.

A Confined Space is a space that:

- Is large enough and so configured that an employee can bodily enter and perform assigned work
- Has limited or restricted means for entry or exit (for example, tanks, vessels, silos, storage bins, hoppers, vaults, and pits are spaces that may have limited means of entry)
- Is not designed for continuous employee occupancy

A Permit Required Confined Space is a confined space that has one or more of the following characteristics:

- Contains or has a potential to contain a hazardous atmosphere
- Contains a material that has the potential for engulfing an entrant
- Has an internal configuration such that an entrant could be trapped or asphyxiated by inwardly converging walls or by a floor which slopes downward and tapers to a smaller cross-section
- Contains any other recognized serious safety or health hazard

When personnel plan to enter a permit-required confined space, the entry supervisor must follow the permit-required confined space program outlined below:

- Identify and evaluate the hazards of permit spaces before employees enter them.
- Prevent unauthorized entry by putting up DO NOT ENTER tags, placing barriers, posting an attendant, or by using any other effective means. Barricades such as yellow caution tape or chicken wire may be used in addition to DO NOT ENTER tags.
- Protect entrants from external hazards such as vehicles by placing other barriers as necessary.
- Provide at least one attendant outside the permit space into which entry is authorized for the duration of entry operations.
- Prepare for entry by doing the following:
  - Obtain approval for a plan for isolating, cleaning, and entering the confined space.
  - Using the proper lockout/tag out procedures, isolate, lock, and block all potential sources of energy and contamination.
  - Empty, flush, or purge the confined space of liquids and gases that are flammable or toxic.
  - Initially monitor and then continue to monitor the confined space in accordance with the procedures established in *Evaluating Permit-Space Conditions* (may be restricted) [http://laf-ctnau.chevrontexaco.com/manuals\\_gom/safeoperations/confinedspace-program.htm#Evaluating%20Permit-Space%20Conditions](http://laf-ctnau.chevrontexaco.com/manuals_gom/safeoperations/confinedspace-program.htm#Evaluating%20Permit-Space%20Conditions) .

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Conduct testing initially and continuously to determine if acceptable entry conditions exist. Calibrate testing equipment before use. Take initial tests just inside the opening using extendable probes as needed. In addition, to assure that the most severe conditions are measured, test at low spots in the space and areas away from openings where ventilation is restricted.

Continuously conduct air testing inside the space to ensure that the atmosphere is within established safe limits. If the space is left unattended and monitoring ceases, retest before permitting entry. Record all test results on the entry permit. If conditions inside the space change significantly, retest before allowing work to continue.

When testing for atmospheric hazards, test first for oxygen, then for combustible gases and vapors, and then for toxic gases and vapors.

### **Crane Safety**

- All crane usage will comply with MMS regulations and the new Chevron Crane program (effective July 1).
- An annual inspection will be done on each crane involved in the shut-in within 14 days of the start of the shut-in.
- Heavy lift inspections will be done on all cranes that will be operated above 75% of rated capacity within 14 days of the start of the shut-in. Also, all lifts above 75% of the crane's rated capacity will require specific Heavy Lift JSA.
- Pre use inspections will be done as required by Chevron Crane Program, with a minimum of 1 every 12 hours for continuous crane operations.
- Tag lines will be used on all lifts.
- Crane Operator and Rigger certifications will be checked at the beginning of the job.
- Copies of all certifications will be maintained by the Chevron HES Coordinator.
- Personnel lifts will be made only by Crane Operators approved by the OS. A list of approved Crane Operators and personnel certified cranes will be maintained by the Chevron HES Coordinator.
- All Contractor equipment delivered to Leeville to come offshore will be equipped with slings rigged for a one point hook-up.

### **Short Service Employees**

Employees contracted to Chevron will have no less than one year experience in the offshore industry.

Additionally, if the individual has worked less than six months within the company, they shall also be assigned a mentor within their work group. No more than 10% of any crew make-up (especially when broken-up) will be short service employees. All short service employees shall have distinctive hard hat. List of all SSE and their mentors shall be given to the HES coordinator before the start of the job. Any deviation from the SSE requirements will require a written mitigation plan and approval of the Maintenance Supervisor and Operation Supervisor.

### **Heat Exhaustion**

Contractor Foremen will schedule rotational breaks for employees to prevent heat exhaustion. Special precautions will be taken by all employees during the hot part of the day, when working around hot equipment, and when working in areas with limited ventilation. Contractors are required to have water coolers with GATOR aid and water available for all personnel.

### **Modified Tools – Special JSA**

In addition to Job Specific JSA's, modified tools will require specific JSA's and approval by the PIC. This is to ensure the proper tool is used for the task identified and that all risks are identified.

### **Emergency Contingency Plans**

The Hurricane Evacuation and Emergency Evacuation Plans shall be followed.

In event of a hurricane evacuation, the following precautions will be taken in addition to the Hurricane Evacuation Plan and the Emergency Evacuation Plan.

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In addition:

- All tanks, vessels and cutting boxes shall be filled at least half full of water and securely closed.
- All scaffolding and loose equipment shall be tied-down.
- All skid drain plugs shall be removed prior to evacuation, unless the entire skid and its contents have been rendered free of all hydrocarbons and would not require containment, as determined by PIC.

## Related Documents

These can be found in the Project Binder or the GOM Operations Manuals

### **Chevron Guidelines and Safe Practice Documents**

- A. Hurricane Action Plan
- B. Emergency Evacuation Plan
- C. Definition of Alarms
- D. E & S Notification
- E. Crane Program
- F. Safe Welding and Burning Plan, LATEST EDITION
- G. Safe Practices Manual
- H. LO/TO Program
- I. Chevron NORM Worker Protection & Guidance Manual
- J. Chevron Confined Space Program
- K. GATOR Action Plan
- L. Safety Alerts
- M. Field Overview Sketch
- N. Schedule of Maximum Allowable Pressure for Blanks (Skillets)

### **Chevron Forms**

- O. Pre & Post Construction Checklist
- P. SIMOP Checklist
- Q. E & S Reporting Forms
- R. NORM Forms
- S. Confined Space Hazard Evaluation Form
- T. Confined Space Entry Permit
- U. LO/TO JSA Worksheet and LOG
- V. Welding, Non Welding & BBQ Pit Forms
- W. JSA Form
- X. GATOR Form
- Y. Crane Forms

## Attachment S – Short Service Employee Form

Contractor must complete and submit form to the Operator location supervisor for approval prior to arrival on location. The Operator location supervisor (Field Supervisor, Drilling Supervisor, OIM) must approve the individual SSE before he/she arrives on location.

### I. SSE Information

Contractor Company Name: \_\_\_\_\_ Request Date: \_\_\_\_\_

SSE Name: \_\_\_\_\_

Date of Employment: \_\_\_\_\_ Current Job Title \_\_\_\_\_

Years Oil Field Exp \_\_\_\_\_ Experience in Current Pos \_\_\_\_\_ Yrs \_\_\_\_\_ Mos \_\_\_\_\_

Is this employee in compliance with your Substance Abuse Policy?  Yes  No

Have site contractor and HES policies been reviewed with SSE?  Yes  No

Who has been assigned as the SSE's mentor? \_\_\_\_\_

Mentor's Experience: \_\_\_\_\_ Yrs \_\_\_\_\_ Mos \_\_\_\_\_

List all training provided to the SSE: \_\_\_\_\_ List any previous special training: \_\_\_\_\_

_____	_____
_____	_____
_____	_____
_____	_____

SSE(s) identified by:  Hard Hat – Hi Vis Orange

### II. SSE Crew Composition Requirements

Choose one of the crew types below. If any of the stated limitations are exceeded, proceed to the variance form on the back of this sheet.

- Single person crew – cannot be an SSE (Variance Required)
- 2 – 4 person crew – no more than one SSE
- 5 or more person crew – no more than 20% SSE(s) per crew
- Exceeding 20% SSE per crew (Variance Required)

### III. SSE Review and Approval

Contractor Manager: \_\_\_\_\_ Date \_\_\_\_\_

Operator Location Supervisor: \_\_\_\_\_ Date \_\_\_\_\_

## Attachment T – SSE Variance Form

This form is to be filled out whenever the conditions on the front of this form or any other element of the Short Service Employee Policy cannot be met.

### IV. Variance Information

<b>Variance Justification</b> (What are the current circumstances and what will be done to ensure an acceptable level of risk?)	
<b>Alternatives to Variance</b> (If the variance is denied, what are the alternatives to completing the scope of the work? Briefly detail the cost and operational impact of the alternatives.)	

List the steps to be taken to manage to the SSE risk to an acceptable level:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

### V. Variance Review and Approvals

Variance Expiration Date: \_\_\_\_\_

Operator Location Supervisor  Approves  Denies  
 Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Contractor Manager / Supervisor  Approves  Denies  
 Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Attachment U – Pre-Tour / Tailgate Checklist

- \_\_\_\_\_ Do I understand the task and how to perform it? Is a permit required?
- \_\_\_\_\_ Has a Job Safety Analysis been completed and posted for this task? Are roles and responsibilities understood?
- \_\_\_\_\_ Have I identified all the hazards associated with the task? (Lock Out/Tag Out, Confined Space, Hot Work, Fall Protection, Simultaneous Operations, etc., others may need consideration)
- \_\_\_\_\_ Are dangerous chemicals/substances involved? What precautions need to be taken?
- \_\_\_\_\_ Will weather conditions affect how the work is to be carried out?
- \_\_\_\_\_ Have I made plans to eliminate all hazards?
- \_\_\_\_\_ Do I have the proper PPE necessary to do the task? Are they in good condition?
- \_\_\_\_\_ Do I have the proper tools/equipment? Are they in good condition?
- \_\_\_\_\_ Are the tools/equipment in good working order?
  
- \_\_\_\_\_ Am I trained to do this task?
- \_\_\_\_\_ Am I trained to use the tools/equipment?
- \_\_\_\_\_ Am I prepared to use my Stop Work Authority/Responsibility?
- \_\_\_\_\_ Am I prepared to stop work and redo my plan if something unplanned happens?
- \_\_\_\_\_ Will BBS observations be done for this task?
- \_\_\_\_\_ Does everyone understand and do you have any concerns?

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Attachment V – HES Representative Guidance

Below are expectations of HES Consultant Representatives working on Chevron jobs.

### Stop Work Authority

No repercussions shall result from a Chevron or contractor employee exercising their Stop Work Authority (SWA) responsibility. If there are, please contact the Chevron Contractor Safety Specialist or the local Chevron HES Representative.

- The HES Rep must act as a champion for SWA, and encourage crews to use this authority appropriately.
- The HES Rep, along with every other person on the job site, has full authority & the responsibility to stop work when an unsafe condition exists or there is an immediate threat to the environment.
- If work is stopped due to a safety or environmental concern, the HES Rep should immediately notify the Chevron Rep and Crew Foreman, and then assist in resolving the situation.

### Job Safety Analysis

The Chevron GOM Contractor Handbook, requires that a Job Safety Analysis (JSA) outlining the sequence of events, potential hazards and mitigations must be written out for each task. No pre-filled out form is allowed. Previous JSAs can be used for reference purposes only.

- Assist with JSA development as needed.
- Periodically throughout the day, review the JSA posted at the job site. Verify current activities & equipment are included on the JSA form and that all hazards have been identified and properly addressed.
- If events or conditions change from the original plan, the job will stop and all parties involved will review/revise the plan. Additionally, if new personnel arrive at the site after the job or activities have begun, then those personnel will review the JSA before beginning work.
- If gaps are found which could result in a potential HES incident, exercise SWA, if necessary, then meet with crew foreman and Chevron Rep to resolve.
- Participate in completing the On-Site Inspection Checklist as part of the Chevron Contractor Safety Management Plan.

### Safety Meetings

- Facilitate safety meeting to promote multiple contractor participation and document attendance. All attendees must sign the meeting roster.
- Share any observations (positive and negative) on previous day's performance.
- Information to share should include any Behavioral Base Safety (BBS) observations, near misses, hazard identifications, any incident lessons learned, etc.
- Ensure adequate discussion occurs on the high risk exposure activities planned for the day.
- Emphasize the SWA responsibility each individual has when observing an unsafe act.

### Orientations

Assist Chevron Rep in verifying that all personnel working on the job site have documentation showing they are trained and qualified for the work they will perform. (e.g. Qualified Crane Operator, Qualified Rigger, Certified Scaffold Builder, Welder Certifications, Fall Protection Competent person training, NORM Handling, Vessel Entry, etc.)

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- Ensure all new personnel arriving at work site receive a thorough orientation of: facility, emergency response procedures, smoking policies, and all current activities relative to the work.
- Ensure all new personnel sign the visitors' log book, has the proper PPE, and provides proof of qualifications for tasks to be performed (rigger, crane operator, welding, etc.).
- Ensure all new personnel are informed of the "Marine Trash and Debris Awareness and Elimination (NTL 2003-G13)" regulation.

### Short Service Employees

The Chevron GOM Contractor Handbook defines: a short-service employee (SSE) is any contractor with less than 6 months experience in the same job type or with the contractor's present employer.

- Ensure that all SSE personnel at work site have a Hi-Vis orange colored hard hat for identification.
- Ensure all SSE mentors meet the requirements described in the Contractor Handbook.
- Ensure SSE crew make-up is compliant with the Chevron Contractor Safety Program
  - single person "crew" cannot be a SSE,
  - 2-4 person crews can have only 1 SSE,
  - 5 or more person crews should not exceed 20% SSE.
  - Crews with more than 20% SSE personnel are only permitted with a written variance approved by the Chevron Rep.
- Prompt SSE for a copy of the SSE form and Variance form, if applicable.

### Hot Work

Assist Chevron Rep in facilitating the hot work permitting process:

- Review all daily hot work permits (both welding and non-welding)
- Ensure fire watch has prepared the hot work area in accordance with the Chevron hot work policies and MMS regulations.
- Ensure fire watch has completed hot work assessment checklist.

### Pre-Work Checklist / Inspections

- Conduct walk-through of location
- Complete and sign the Construction Onsite inspection checklist, if available.
  - Checklist should be completed prior to performing each task or specific scope of work (not necessarily daily).

### Simultaneous Operations

- Review project specific SimOp Plans & Procedures (if applicable).
- Confirm all activities are completed in accordance with the SimOp Plan.
- When applicable, ensure that a representative from each contractor working at job site completes the Daily SimOp Log.
- For multiple crews or work groups working simultaneously on the same platform, ensure that a sufficient level of communication is occurring between the crews and production personnel through daily safety meetings, JSA, BBS observation sharing, etc. This is especially critical when work plans change during the day.
- When applicable, convene a mid-day supervisors meeting to discuss any changes in work scope that were not identified in the morning safety meeting.
- JSA must be reviewed and updated if there are any changes in the SimOp work plans.

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### Behavior Based Safety Process

- Audit the job site frequently looking for safe and unsafe behaviors and conditions on the work site (faulty equipment, loose grating, tripping hazards, good housekeeping, proper use of PPE, etc.)
- Verify that contractors are actively participating in the behavior based safety process.
- Complete multiple BBS observations each day on the work being performed, and share your observation with the individual observed.
- Observations should also be shared on a general level at the morning safety meeting.
- Always ensure that any hazardous conditions identified at the work site are addressed and corrected immediately.
- Exercise SWA as required.

Note: Observations should include these elements:

- Who (was observed, i.e. must be a person)
- What (focus on behaviors),
- Why (reason for the behavior), and
- Action(s) Taken (point out dangers, correct condition(s), encourage behavior or behavior changes)
- Soon, certain, and positive feedback.

### Fall Protection

Confirm with Chevron Rep that all elevated work or work done around open holes is completed in accordance with the Chevron Fall Hazard Management Plan.

- Specifically, confirm that contractor has the necessary equipment on site to perform a rescue and that a written rescue plan has been prepared (either on the JSA or separately).
- Ensure contractor inspects his fall protection and rescue equipment being used for any obvious signs of wear or other anomalies (harness, lanyards, Self Retracting Lifelines, etc.)
- Ensure contractor confirms that suitable anchor points and gear are being used to tie-off. No tie-offs to handrails, guardrails, or grating.
- Ensure contractor personnel using fall protection and rescue equipment have completed Fall Protection and Rescue training.
- Recommend HES Rep also have 'Fall Protection Competent Person" training.

### Crane Use

Assist Chevron Rep to establish a clear method of communication between all members of the lift team prior to lift operations (designated signal person, radio communication, etc.). Including:

- Verify pre-use crane inspections are performed properly.
- For heavy lifts, review heavy lift JSA.
  - Confirm that a heavy lift inspection has been performed within 21 days of the planned lift.
- For cranes used for personnel handling, confirm that the crane is certified for personnel handling and the crane operator is similarly qualified.
  - Confirm that the personnel basket and rigging has been inspected for use.
- Confirm crane operator classification (A, B, or C) by checking status online.
- Ask for rigger cards and crane operators training cards.

### Chemicals

Ensure appropriate precautions are taken when handling or working near chemicals. The following are minimum checks:

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- Proper PPE should be worn.
- Material Safety Data Sheets (MSDS) are available and reviewed at pre-job safety meeting prior to handling chemicals.
- Eye wash stations are located as required and are function tested.
- Hoses should be secured and plugged at ends during transports.

### Incident Response

Ensure that all incidents, including injuries, spills, fires, and near misses are immediately reported to the Chevron Rep and Operations personnel.

- Assist with documentation of all incidents, including injuries, spills, fires, and also near misses.
- Participate, as required, on Root Cause Analysis (RCA) and/or incident investigation.

### Vessel Cleaning / NORM Handling

Assist Chevron Rep to confirm the need for a vessel cleaning contractor.

- Before entering confined space, it needs to be determined if NORM is present. If this is the case, then those involved need to have NORM handling training and a Radiation Safety Officer must be present during work.
- Confirm that contractor personnel have required training in confined space entry and rescue work.

### Lockout / Tagout (LOTO)

Assist Chevron Rep and confirm that LOTO procedures are being followed for isolation of all potential energy sources. Including the following:

- Each contractor company is applying their own locks.
- Tags are used with the locks and the LOTO form is being completed properly and documented in the platform log book.
- The removal of locks and tags is being done per LOTO procedures prior to commissioning equipment.
- If applicable, all skillets/blinds are tagged and a skillet/blind list is being used to document installation and removal of skillets/blinds.

### Spill Prevention

Assist Chevron Rep in confirming that spill prevention is adequately addressed in JSA and Pre-job meetings (especially, skid drain pans on rental equipment and exposure during transport of material and equipment).

- Confirm that spill prevention materials (drip pans, absorbent pads, etc.) are available at job site and are being utilized when required.

### Emergency Medical Services

The required level of on-site medical treatment capabilities will vary for each project, depending on scope of work and other resources already in the field. The specific needs for a project should be discussed and identified in the pre-job planning. Both the personnel's medical care level and the required equipment should be specified in advance.

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### Emergency Response

Assist Chevron Rep to ensure that an emergency response plan is in place and has been reviewed with all personnel at the work site.

- Coordinate emergency drills as required and critique performance of personnel and equipment.
- Maintain accurate log of personnel on-site for emergency or hurricane evacuations.
- The emergency response plan should cover the following elements:
  - Communication (radios, alarms, horns, etc...)
  - Emergency Drills (muster area, drill frequency)
  - Evacuations (boat, helicopter, med-evacuations)
  - Field Personnel (EMT, First Responders)
  - Equipment (first aid kit, stokes litter, PFD's, Life Rings, etc...)
  - Accounting for Evacuated Workers (roll call, log)

### HES Rep Qualifications/Training

- Be familiar with and know how to use Chevron GOM Operations Manual
- Communication skills
- Accident Investigation / RCA process
- JSA training
- BBS training
- Other qualifications/training may be required for the specific job, including:
  - H<sub>2</sub>S as needed\*
  - Fall Protection (Competent Person) - recommended

\*Requires Annual refresher