

Chevron
Gulf of Mexico Shelf and Deepwater Business Units

OE Process:	Contractor Safety Management Plan
Expectations Met:	Element 6: Third Party Services 6.1, 6.2
Linkages to other OE Processes:	The Chevron Way Policy 530 – Protecting People and the Environment

Owner:	Contractor Safety Leadership Team
Administrator:	Contractor Safety Specialist

Document Control	Revision 2.01 Issued July 26, 2005 Effective August 1, 2005
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Purpose, Scope and Objectives

Purpose

This document describes how the Chevron Gulf of Mexico Business Unit and the Deepwater Exploration and Major Capital Projects Business Unit will evaluate, select, monitor and communicate their Health, Environment and Safety (HES) expectations to the contractor workforce. This process will create focus and drive step change improvement in contractor safety performance.

Scope

The area of coverage is Gulf of Mexico and Deepwater Exploration & Major Capital Projects Business Units. This document is applicable when any contractor is being considered for work supporting this area. This document covers how the entire contractor workforce supporting both onshore and offshore operations and offices will be handled.

Objectives

The objectives of this process are to communicate clear expectations and continually improve contractor safety performance in the Gulf of Mexico.

Procedures

Procedures Overview or Summary

The Contractor Safety Management Plan is intended to set forth the procedures pursuant to which Chevron evaluates the HES performance of independent contractors performing services at Chevron locations as well as the tools to provide general guidance to our contractors regarding job safety. Contractors, however, remain responsible for performing their day-to-day operations safely with all due regard for people, property and the environment. Information and guidance provided by Chevron personnel are intended to supplement, not replace, the contractors' own safety and environmental policies and programs.

The safety of our employees and contractors is a core value at Chevron. We want everyone who comes to a Chevron site to understand our commitment to their safety and the environment. This program is a foundation for establishing how Chevron will work with our contractors to achieve our goal of Incident Free Operations.

Procedures Details

Leadership Accountability

Leadership Teams

Operational Excellence Leadership Team (OELT)

- Required membership will include appropriate direct reports with significant contractor safety exposure (e.g. drilling manager, profit center managers, etc.). The Vice President's (VP) will attend as needed.
- The OELT will report to the Business Unit (BU) VP's quarterly.
- This team will meet at least quarterly to conduct required activities (list below under Leadership Practices and Accountability).

Contractor Safety Leadership Team (CSLT)

- Made up of cross-functional management across the Business Units.
- Responsible for the Contractor Safety Management Plan.
- This team will meet monthly.
- There will be a CSLT Liaison who will participate on both the CSLT and OELT.

Leadership Practices and Accountability

Practice	Details
Communicate commitment to contractor safety to employees & contractors	The BU VP's will issue an annual communication. The BU VP's will issue a letter to core contractors annually. Include at a minimum, statements on vision, expectations, and desired behaviors.
Conduct periodic	<ul style="list-style-type: none">• The CSLT Liaison will ensure that the OELT reviews results at the

<p>reviews of HES results and activities.</p> <p>Set annual targets for improvement of metrics.</p>	<p>quarterly meetings.</p> <ul style="list-style-type: none"> • Required results and activity indicators to be reported to CTNAU: <ul style="list-style-type: none"> a. Workforce TRIR b. Workforce DAFWR c. Leadership involvement <ul style="list-style-type: none"> • Percent with contractor safety metrics on PMP • Percent core contractors with active management sponsors d. Training <ul style="list-style-type: none"> • Percent CVX and Contractor leadership attendance at OE Leadership Seminar
<p>Hold CVX managers and supervisors accountable for contractor safety performance.</p>	<ul style="list-style-type: none"> • Establish contractor safety scorecard (see Attachment B for an example) for each manager/supervisor. <ul style="list-style-type: none"> a. Listing activities and results b. Showing results of workgroup's efforts • Weight contractor safety scorecard results equal to company safety results in paysetting/ranking process.
<p>Establish and communicate accountability for both employees and contractors for contractor safety.</p>	<ul style="list-style-type: none"> • Accountabilities will be managed consistently across the BU's <ul style="list-style-type: none"> a. Contractor safety metrics are to be included in Chevron PMPs for all personnel that oversee contractor work or manage personnel that do. b. Contractor safety support and performance to be included in pay setting and promotion/selection criteria: <ul style="list-style-type: none"> • Contractor safety program involvement • Contractor safety leadership behaviors that are listed at this link: https://cpln-www1.chevrontexaco.com/corphes/oehome.nsf?OpenDatabase&login • Contractor incident rates c. Contractor selection/retention to include: <ul style="list-style-type: none"> • Incident rates • Audit results • Leadership behaviors (see leadership behaviors linked above)
<p>Create a forum for communication between all service contractors and Chevron which will maintain an ongoing dialogue discuss concerns, improvement opportunities, etc.</p>	<ul style="list-style-type: none"> • Each core service contractor (see Attachment C – Core Contractors) will be assigned a Management Sponsor who will follow the guidance established in Attachment D – Management Sponsor Guidance. • Annual recognition is established at the Contractor Awards Luncheon. Award criteria and the process are described in Attachment E – Annual Contractor Award Process. • Best practice sharing sessions and annual communication of expectations occurs at the Joint Contractor Symposium and Contractor Engagement Meetings. <ul style="list-style-type: none"> ○ CVX will annually review commitment to enforce 2003 Marine Debris Notice to Leasees (NTL). • Contractor Improvement Teams are functionally broken out and meet to discuss OE related issues. Teams are led by a CVX work owner and have a management sponsor assigned. These teams are autonomous and determine team meeting schedule, agenda topics

	<p>and membership based on guidance from the CSLT in Attachment F – Contractor Improvement Team Charter. Team contacts and management sponsors are in Attachment G – Contractor Improvement Team Contacts.</p> <p>A mechanism for anonymous feedback is provided through external web site at http://upstream.chevrontexaco.com/contractorgom/</p>
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Strategic Planning

Set contractor safety targets (short & long term)

Objective	Set targets for Contractor Safety improvement metrics.
Required?	Yes
Key Practices	Set contractor safety metrics targets (short & long term).
Responsibility	BU OELT, BU CSLT
Frequency	Annual
References	

Set contracting strategy & schedule

Objective	Identify services required and pool of available resources for next business cycle of Capital Expense (CapEx) and Operating Expense (OpEx) projects. Create plan to adjust as needed.
Required?	Yes
Key Practices	Supplier Management Organization (SMO) establishes 2 year forecast of work load and BU needs by Product/Service Line (PSL) for primary and secondary contractors. Functional Groups to establish resource sharing process. Establish a Resource Coordinator for GOM-wide efforts to manage resource sharing.
Responsibility	SMO, Functional Groups
Frequency	Annual
References	

Qualification and Selection

Expression of Interest Process

Objective	To provide an early screen of potential contractors for project work, prior to sending out a request for proposal, based on safety program and performance.
Required?	Recommended
Key Practices	Typically conducted on large capital projects or as required by legislation When soliciting the contractor community for interest in participating in project work, contractors are required to submit safety program and performance data

	The format for submitting this information is the contractor HES questionnaire, managed by the Contractor Safety Specialist Those contractors that fail to submit the required data in the prescribed time shall not be placed on the bidders list Using the HES assessment process, the BU HES and the work owner shall decide which contractors will be approved for the bidders list
Responsibility	SMO will notify contractor of requirement to fill out HES questionnaire HES will obtain information from the contracting community HES will conduct assessment
Frequency	Conducted on an as-needed basis for project work.
References	<ul style="list-style-type: none"> Attachment H – Vendor Add Process

Determine Risk Assessment

Objective	Determine risk of work to be performed in order to determine contractor safety requirements required.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> Compare work to be performed to Risk Assessment Matrix. If contractor is determined to be "Exempt", usage of specific Contractor Safety Program elements and Contractor Handbook is not required, but is recommended If contractor is determined to NOT be "Exempt", usage of Contractor Safety Program and Contractor Handbook is required. SMO will track the column letter and row number determined in the Risk Assessment on each new vendor request to ensure consistency in risk determination. SMO will monitor Exempt list at least annually to ensure that any contractors whose status (spend, risk, etc.) has changed, are re-evaluated using the matrix.
Responsibility	<ul style="list-style-type: none"> New Contract – SMO will determine if exempt Ongoing Re-Qualification – SMO will conduct risk assessment.
Frequency	Ongoing Re-Qualification will occur at least once annually.
References	<ul style="list-style-type: none"> Attachment I – Risk Assessment Matrix

Determine and Communicate HES Expectations and Requirements

Objective	The BU shall establish and communicate minimum contractor criteria that describe an acceptable level of HES performance.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> The Contractor Handbook will be made available to the contractor workforce and will be enforced. Requirements include: <ul style="list-style-type: none"> Provide CVX contractor incident rate performance (entire contractor TRIR, CVX specific TRIR, lost time) Short service employee program Behavior based safety program Job safety analysis program

	<ul style="list-style-type: none"> ○ Root cause analysis program ○ Drug and alcohol program ○ Exposure hours per employee can not exceed an established number of manhours per calendar year, as established by the CSLT. Exception requests may be considered ad-hoc. Contractor must submit work tickets to the Contractor Safety Specialist who will verify data with appropriate work owner. ○ Subcontractor management plan ○ Training and certification programs ○ Historical performance ○ Management commitment ○ Regulatory citations ○ Industrial hygiene programs ○ Self audit processes ○ Environmental commitment ○ Documentation of programs ○ Ability of employees to read & understand English – must have a one to one ratio – one translator to one non-English speaker. Exemption only for foreign flag barges or rigs. ○ Equipment maintenance ○ Fit for duty <ul style="list-style-type: none"> ● Communicate to the contractors the acceptable level of HES performance through the Contract Exhibit and Contractor Handbook.
Responsibility	<ul style="list-style-type: none"> ● Pre-Qualification – SMO through contract ● Selection – Work owner prior to work ● On-Going – HES and Management through annual communication and meetings
Frequency	<ul style="list-style-type: none"> ● Pre-Project – implement as needed, or work from existing HES-approved list ● Annual (minimum) or “for cause” review
References	<ul style="list-style-type: none"> ● Contractor Handbook ● Attachment N – Contract HES Addendum ● Attachment Q – Drug and Alcohol Addendum

Gather and Evaluate Qualification Data

Objective	To qualify a contractor to perform work, HES data shall be compiled and evaluated to determine contractor’s suitability to perform the work for CT.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> ● Contractor HES information is gathered and evaluated prior to work commencing and for on-going work in the Contractor Safety Database. ● An HES Questionnaire is used to gather HES pre-qualification/re-qualification data on each contractor and appropriate data feeds into the Contractor Safety Database. ● Personnel requiring HES data on contractor should refer to Contractor Safety Database, where the complete safety questionnaire as graded by CVX is included in the “Safety Questionnaire” section.
Responsibility	<p>HES Department, with support from Procurement and Operations, gather and evaluate the data in the Contractor Safety Database.</p> <p>Work Owner shall review HES data included in the Contractor Safety Database first. If, upon review, additional information is required, the work owner may</p>

	request this data from the contractor.
Frequency	Pre-Project – review Contractor Safety Database Annual (at a minimum) or “for cause” review
References	<ul style="list-style-type: none"> Contractor Safety Database Standardized Contractor Questionnaire – Verified (SCQ-V) available through third party service provider, ISN, at http://www.isnetworld.com

Hold Contractors Accountable for Qualification Data

Objective	Hold Contractors accountable for pre-qualification data submitted.
Required?	Yes
Key Practices	<p>Work with contractor to get correct data submitted in a timely manner.</p> <p>If data submitted is found to be false or misleading, the 10% working relationship will be removed and the contractor’s management will have a meeting with CVX management to discuss. Based on feedback, functional management will be notified to make a decision on action to be taken.</p> <p>If misleading information is intentionally submitted (as discovered through an audit), the contractor will be dropped to an F HES Rating for a specified time frame that could include cancellation of the contract.</p> <p>If the information is determined to be accidental, the 10% working relationship portion of the HES Rating will be reinstated after 6 months. This will be noted in the Contractor Safety Database.</p>
Responsibility	<ul style="list-style-type: none"> HES will provide data/summary to functional management. Functional Management will jointly develop and communicate accountabilities to contractor. Management Sponsor, if one if assigned, will be involved.
Frequency	<ul style="list-style-type: none"> For Cause as this situation is discovered.
References	

Conduct Audits and Review Past Audits

Objective	Validate qualification information and contractor’s compliance with their safety management system.
Required?	Yes
Key Practices	<p>Chevron or a designated party will conduct audits on core contractors. Each audit conducted will be two days in length – one day for paperwork review and management interviews and the second day for site audit.</p> <p>Every effort should be made to ensure that there is consistency in the auditing process by having the same person conduct the audits for the same</p>

	<p>functional group of contractors.</p> <p>If a third party auditor is used, a Chevron representative shall attend the audit with the third party auditor.</p> <p>The Chevron representative attending the audit shall review the audit guidance and audit protocol prior to the audit and be prepared to ask the CVX specific section of questions and take notes.</p> <p>If the contractor to be audited has an assigned management sponsor, the management sponsor should participate in the audit.</p> <p>Audit protocol shall include:</p> <ul style="list-style-type: none"> ○ Comparison to safety questionnaire responses ○ OSHA Log and Loss run report review ○ Regulatory compliance of contractor's safety management plan ○ Training records to ensure attendance ○ Paperwork reviews ○ Management interviews ○ Field audits ○ Field personnel interviews <ul style="list-style-type: none"> • Results shall be included in contractor's overall HES rating. • Contractor is responsible for closing all gaps in a timely manner. Timing, resolution and owner of each finding will be determined and shared with Chevron. • The Management Sponsor will follow-up with the contractor on closure of findings. If no Management Sponsor is assigned to the contractor audited, the Contractor Safety Specialist will handle follow-up.
Responsibility	<p>BU HES Group manages the process, on behalf of the management sponsor for the supplier.</p> <p>Contractor shall be responsible for closing all audit findings and reporting progress to CVX.</p> <p>Management sponsor shall own resolution of audit findings, with monitoring of progress provided by HES Group.</p>
Frequency	<ul style="list-style-type: none"> • Recommended – Random as deemed appropriate • Recommended - For cause after significant incident, upon receipt of new incident rate data, etc. • Required for all large projects, must check for completed audit in the last three years or must notify HES to schedule and complete audit prior to project commencement. • Required for "core" contractors at least every 36 months <ul style="list-style-type: none"> ○ Prioritization of contractors to audit should consider: <ul style="list-style-type: none"> HES performance Exposure hours Risk of job activity Spend
References	<p>Attachment J - Contractor Audit Process</p> <p>Attachment K - Contractor Audit Protocol</p>

Assign Contractor an HES Rating

Objective	The purpose of the Contractor HES Rating is to assist GOM in evaluating contractors to determine whether their safety programs and performance are sufficient for GOM's needs.
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Required?	Yes
Key Practices	<p>All contractors used by GOM or contemplated for use, except those determined to be "exempt", will be assessed and rated.</p> <p>The assessment will be for GOM performance.</p> <p>The contractor rating system will have five designations for specific contractors safety programs and performance. Work Owner should follow the guidance below when making contractor selection for work:</p> <p style="padding-left: 40px;">A – no restrictions</p> <p style="padding-left: 40px;">B – no restrictions; look for higher rating</p> <p style="padding-left: 40px;">C – pre-job meeting; mitigation plan required; management sponsor must be assigned to use. Must document mitigation plan agreements in Contractor Safety Database.</p> <p style="padding-left: 40px;">D – pre-job meeting; mitigation plan documented in Database; management approval in writing; trained HES personnel on site during work; management sponsor must be assigned to use.</p> <p style="padding-left: 40px;">F – not to be used</p> <p>The HES Rating must consider:</p> <p style="padding-left: 40px;">Safety Questionnaire – 20%</p> <p style="padding-left: 40px;">Overall TRIR (12 month rolling average updated quarterly) – 15%</p> <p style="padding-left: 40px;">CVX specific TRIR (12 month rolling average updated quarterly) – 10%</p> <p style="padding-left: 40px;">HES Audits – 20%</p> <p style="padding-left: 40px;">Field Feedback (two forms) – 25%</p> <p style="padding-left: 40px;">Working Relationship – 10%</p> <p style="padding-left: 40px;">If any portion of the above is missing, the value feeds into the questionnaire and audit equally. If audit is not complete, then missing portions' value feed into the questionnaire percentage.</p> <p>Working Relationship Guidance (see Attachment J) should be referenced by functional management when a contractor's management is not demonstrating HES commitment.</p> <p>Contractors with an 'F' HES Rating can only be used if a variance is approved by BU VP. This approval authority cannot be delegated down. Must follow 'D' guidance, if approved.</p> <p>Content of the mitigation plan shall include high level and job-specific issues and</p>

	<p>may include but is not limited to the following, depending on the situation:</p> <p>Achievable goals with measures.</p> <p>Clearly defined roles and responsibilities.</p> <p>Additional HES training for employees. Special HES training for supervisors. Management visits to work sites. Short Service Employee Program. Near Miss Program. Behavior Based Safety Program. Additional HES supervision. Management Plan for subcontractors.</p> <p>Contractor is responsible for development of the mitigation plan with input from the work owner and HES.</p> <p>Mitigation plan will require Management Sponsor approval. If no Management Sponsor is currently assigned, then direct supervisor/manager must approve and sign-off on mitigation plan prior to use.</p> <p>Personnel that have concerns around primary/secondary status with regard to the assigned HES Ratings should notify SMO through a Post Job Evaluation Form in the Contractor Safety Database.</p> <p>If a contractor falls to a C or D status during the course of work being performed, the work owner shall ensure that a meeting occurs and is documented in the Contractor Safety Database. HES, SMO and functional management should attend this meeting.</p>
Responsibility	<ul style="list-style-type: none"> • HES – assign HES Rating through Contractor Safety Database • Work Owner – ensure that steps linked to HES Rating are followed • Functional Management – monitor working relationship as necessary • Work Owner, SMO – use HES Ratings in making contractor selections
Frequency	<ul style="list-style-type: none"> • Initially for all contractors • For cause, such as multiple incidents and performance evaluations, etc. • Minimum annual for core contractors • Minimum every three years for non-core contractors
References	<ul style="list-style-type: none"> • Attachment D - Management Sponsor Guidance • Attachment L - Working Relationship Guidance • Attachment M – Mitigation Plan Guidance

Selection Process

Objective	Ensure validated contractor safety performance, policies and management program are key components of selection along with cost and ability.
Required?	Yes

Key Practices	<ul style="list-style-type: none"> • Work Owner and SMO should consider HES Ratings located in the Contractor Database in contractor selection process. • HES Rating should be weighted more than cost or other factors. <ul style="list-style-type: none"> ○ Base weighting on risk of work or exposure ○ Where a mitigation plan is required to be in place to use a specific contractor, give due consideration to CVX costs for maintaining the mitigation plan. • Projects - If work owner prefers a contractor with C or D rating versus other available contractors with A or B ratings, consultation with all contractors' management sponsors of contractors being considered, and written endorsement from the work owner's Department Head or Asset Team Leader is required before selection is finalized. • Approved contractor list – SMO establishes and maintains a list of approved vendors for work owners to reference when making selections using the HES ratings. • On-going / for cause – Work Owner should follow the guidance below when making contractor selection for work: <ul style="list-style-type: none"> ○ A – no restrictions ○ B – no restrictions; look for higher rating ○ C – pre-job meeting and mitigation plan required. Must document mitigation plan agreements in Contractor Safety Database. ○ D – pre-job meeting; mitigation plan documented in Database; management approval in writing; trained HES personnel on site during work. ○ F – not to be used
Responsibility	<p>Projects - Joint decision between work owner and management, if appropriate</p> <p>Approved contractor lists - Joint decision between Functional management and/or HES & Procurement</p> <p>Ongoing / For Cause – work owner – if contractor is on established approved list.</p>
Frequency	<ul style="list-style-type: none"> • Projects – during supplier selection • Approved contractor list – as contract terms expire or as required • Ongoing / For Cause – during selection
References	<ul style="list-style-type: none"> • Contractor Safety Database • Attachment M – Mitigation Plan Guidance

Communicate Expectations and Accountability for Work

Objective	Clear contractor HES expectations are communicated to Chevron employees and contractors with accountability for actions established.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • Clear contractor HES expectations are documented and shared with employees and contractors through the Contractor Handbook. • This Contractor Handbook is made available to employees and contractors for easy reference online at http://upstream.chevrontexaco.com/contractorgom/ • Employee and contractor accountabilities are documented and shared in the Roles and Responsibilities matrix.

	<ul style="list-style-type: none"> Accountabilities are tracked and enforced by management for CVX employees and by work owner and management sponsor for contractor. Pre-job meetings, when appropriate, to discuss expectations and accountability Share expectations and accountabilities through contract negotiation meetings and document in the contract. After selection for work, communicate to contractor HES expectations and accountabilities again. Contractor Pocket Guidelines may be issued and reviewed to help facilitate this communication. These Pocket Guidelines may be ordered from the Reproduction Department on floor 5 of the New Orleans office.
Responsibility	<ul style="list-style-type: none"> BU Management - Annual communication to contractors on standing approved list. Work owner – Establish expectations & accountability upon selection and during pre-job meeting, if appropriate. Management Sponsor – establish accountability for assigned contractor(s). Procurement – Finalize contract that includes contractor safety addendum.
Frequency	Expectations and accountability should be established prior to current job. Upon contract finalization. Annual communication from VP.
References	Contractor Pocket Guidelines

Ensure Proper Contract Language Is Included

Objective	Proper contract language shall include HES expectations and GOM shall ensure that all contractors receive and understand these expectations.
Required?	Yes
Key Practices	Contractor HES addendum shall be included in contract with all contractors.
Responsibility	SMO – HES addendum given to contractors.
Frequency	Upon contract finalization.
References	Attachment N - Contract HES Addendum

Establish Real-Time Performance Monitoring

Objective	Contractor HES performance should be monitored real-time to ensure that as selections are being made, they are made with the full picture of how that contractor is performing at that time, not just in the previous year.
Required?	Yes
Key Practices	<p>The contractor will update their Safety Questionnaire at least once annually and will update their overall TRIR and CVX specific TRIR once a quarter. These updates are included real-time in the Contractor Safety Database as this information is fed in nightly from the third party safety questionnaire provider. The quarterly TRIR data must be in one month after the close of the previous quarter.</p> <p>Audits and Field Feedback are included as a form of real-time performance monitoring in the HES Rating through the Contractor Safety Database.</p>

	As Field Feedback forms are submitted to the Contractor Safety Database, the HES Rating is updated. When audit report is completed, the Contractor Safety Database is loaded with the findings.
Responsibility	Contractors to supply data to HES Group. HES Group monitors the Contractor Safety Database for successful loading of data and provides info to appropriate parties (e.g. Management Sponsors, work owners)
Frequency	Annual for entire safety questionnaire. Quarterly for incident rate information. Ongoing to monitor data.
References	Contractor Safety Database Safety Questionnaire (SCQ-V) provided online with ISNetworld at http://www.isnetworld.com

Remove Contractors from Approved Vendor List As Needed

Objective	Contractors who have demonstrated a low commitment to HES and poor performance should be considered for removal from the SMO approved vendor list.
Required?	Yes
Key Practices	Approved vendor list is reviewed by SMO to determine if certain contractors should remain on the list. Criteria considered include: <ul style="list-style-type: none"> HES Rating Frequency of use Spend Length of pending status Mergers/Acquisitions Contractor must follow the Add Vendor Process to get back on the list. Removal is applied at a Business Unit level.
Responsibility	SMO will recommend removal to Functional Management based on experience or assessment. Functional Management will make final decision on removing contractor from the list.
Frequency	<ul style="list-style-type: none"> • Quarterly – SMO to review suppliers rated D or lower • Annually – SMO to review suppliers based on spend, use, HES Rating, pending status
References	<ul style="list-style-type: none"> • Attachment O - Vendor Reduction and Removal Process • Attachment H - Vendor Add Process

Create Recognition or Incentives (if desired)

Objective	Have a consistent BU approach to recognition and incentives. Many contractors have complaints that they perform work for one work owner who provides a substantial incentive where another work owner may not. This is confusing and misleading to the contractor community.
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Required?	Yes
Key Practices	<p>Work Owners and management should follow consistent framework/approach in implementing recognition/incentives for contractor work to be completed. Functional groups should have consistent application across their group. Recognition is defined as a monetary amount, or tangible/intangible offering that is not promised before the job, but is provided at the successful completion of the job as determined by the work owner. Tangible, i.e., gift, cap, shirt, letter to file, without going through a formal review process. Intangible, i.e., "thank you" for a job well done, a letter to a co-worker's Team Leader stating how valuable his or her efforts were, giving credit where credit is due, acknowledging someone's contribution at a meeting.</p> <p>If recognition is to be used, the below guidance should be followed: Should focus on recognition for field level, and not office management Should be established for safe behaviors, and not for metrics (i.e., zero incidents). Safe behaviors could include: Quality observations completed Quality JSA's completed Attendance at safety meetings Management field visits HES personnel field visits Incident reporting (including near misses) SSE reporting Safety walk-throughs If using metrics, should ensure alignment with current BU goals. Be aware that verbal recognition is received differently by different people. Be sensitive to those people that are uncomfortable receiving public recognition. Should ensure that recognition is given in a timely manner to have the effect desired and make it personal.</p> <p>Incentive is defined as a monetary amount or trinket identified prior to work commencing to gain improved performance. Consideration should be taken with incentives because it may discourage reporting and may become viewed as entitlements.</p> <p>If incentives are to be used, the below guidance should be followed: When established, and before notifying the contractor, incentives go to functional PDC for approval. Incentives should be established for safe behaviors, and not for metrics (i.e., zero incidents) If using metrics, should ensure alignment with current BU goals Consider avoiding incentives linked to time to perform work, since this could speed the crew up and increase incident potential May include a company-wide component, wherein enough profit is put "at risk" to get the attention of the company. May include an individual component, wherein individual awards are given frequently to keep the attention of the individuals.</p> <p>Should follow the monetary guidance provided by HR. Work Owner should follow up to ensure that field level receives recognition or incentive from contracting company at completion of work. If any individual receives more than \$40 (gross) per quarter, the total amount of the award, not just the \$40, is taxable.</p>
Responsibility	Work Owner / Management – determine recognition/incentive to award
Frequency	At the discretion of the work owner and/or management.

References	<ul style="list-style-type: none"> • HR Monetary Guidance - http://hr.Chevron.com/northamerica/us/programs-policies/ra/administration.asp • HR Recognition and Award link: http://hr.Chevron.com/northamerica/us/programs-policies/ra/administration.asp
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Create Subcontracting Expectations

Objective	Where contractors use subcontractors, clearly define expectations for CVX, contractors, and subcontractors.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • Primary contractors will be held accountable for their subcontractors and ensure coordinated safety processes are used on location. <ul style="list-style-type: none"> ○ For ongoing work, contractor is required to notify Chevron work owner when contractor will be utilizing subcontractors. ○ For project proposals, contractors are required to submit subcontracting plan – Including: <ul style="list-style-type: none"> ▪ what products & services will be subcontracted ▪ selection criteria to be used to select sub-contractors ▪ plans to ensure HES performance from sub-contractors • Language governing CVX expectations with respect to the utilization of subcontractors is included in contract HES addendum.
Responsibility	<p>Work Owner – hold contractor accountable for notifying CVX if using a subcontractor</p> <p>Work Owner – for projects, hold contractor accountable for submitting a subcontracting plan</p>
Frequency	<p>On-going – as work is being planned</p> <p>Project – as reviewing bids for work</p>
References	Attachment N – Contract HES Addendum

Emergency Contractor Usage

Objective	To use a contractor not on the Approved Vendor list, for emergency work.
Required?	Recommended
Key Practices	<p>Determine if personnel or the environment is endangered or if significant rig or production downtime is involved.</p> <p>Utilize emergency contractor usage flowchart.</p>
Responsibility	Work owner, project coordinator.
Frequency	As needed.
References	Attachment P – Emergency Contractor Usage Flowchart

Pre-Job Planning and Work-in-Progress

Pre-Job Meeting

Objective	The Pre-Job meeting provides the opportunity for the work owner and management to reinforce and share their commitment to IFO and to set the HES expectations for the job. It also is the time to review the overall project scope and the key HES processes that will be utilized.
Required?	<p>Yes</p> <p>A pre-job (pre-mob) meeting is required whenever jobs are:</p> <p>significant in nature; e.g., large construction projects, painting and blasting projects, the use of explosives, confined space entry work, rig mobilizations, coil tubing, radiation related work, etc., or</p> <p>pose special hazards; e.g., hydrogen sulfide gas, working from heights, multiple contractors are involved, hazardous materials are involved, etc. (These lists are not all-inclusive and other projects not listed may need a pre-job meeting.)</p>
Key Practices	<p>Should address the following at minimum:</p> <ul style="list-style-type: none"> • IFO Commitment and HES Requirements • Scope of Work • Logistics • Communications between parties • Review of known hazards <p>The following topics should be covered, if applicable, during the pre-job meeting:</p> <ol style="list-style-type: none"> 1. IFO Commitment and Stop Work Authority/Responsibility 2. Operational Excellence Tenets 3. Management/work owner Personal Commitment 4. Incident and Near-Miss reporting requirements 5. Root Cause Analysis 6. Post-job evaluations 7. Work In Progress field reviews 8. Job Safety Analysis 9. Behavior Based Safety Observations 10. Emergency Response 11. Hazard Communication Program 12. Training Documentation on all employees 13. SSE Policy 14. Personal Protective Equipment: <ol style="list-style-type: none"> i. Eye and face protection ii. Hard hats and hard toe footwear iii. Hearing protection iv. Specialty items (gloves, respirators, goggles, etc.) 15. Work Permit Requirements 16. Lock Out/Tag Out 17. Hot Work 18. Confined Space Entry

	19. Drug and Alcohol Program 20. Management Support and Commitment 21. Smoking Policy 22. Fall Protection Requirements / Rescue Capabilities 23. Crane Operation Requirements 24. Back Safety / Lifting Policy 25. Waste Handling Plan 26. Housekeeping 27. Equipment Inspections 28. Subcontractors 29. Safety Meeting Requirements 30. Contractor Handbook / Pocket Guidelines 31. Trenching/excavation 32. Additional subjects for drilling, workover and completions: <ul style="list-style-type: none"> i. Emergency Evacuation Plans (EEP's) ii. Well Fluids--Novadrill, Calcium Chloride, Zinc Bromide, etc. iii. Rig Medics – capabilities iv. Rig Crew Experience Levels
Responsibility	The Pre-Job Meeting shall be coordinated by the work owner with support from the HES group as needed. Management should be present to show commitment and interact with the contractors.
Frequency	Prior to "required" jobs.
References	

Project Safety Plan

Objective	All large, multi-contractor jobs and other jobs that are unique or carry significant HES risk as determined by the Work owner or Decision Executive will be required to develop a Project Safety Plan. The Project Safety Plan will set the HES expectations for the job, describe the key processes to be utilized during the job and assign responsibilities.
Required?	Yes, in some cases. Determined by Work owner or Decision Executive.
Key Practices	<ul style="list-style-type: none"> • Template Project Safety Plan should be used as a starting point as it includes all required elements. • The plan will be approved by upper management in each company involved to ensure that expectations are clear and agreed upon. • The key practices may change and additional practices may be added depending on job type and associated risks. A description of the elements follows in the plan. • This includes the Material Handling Plan and Waste Management Plan, as laid out in the template attached.
Responsibility	The Project Safety Plan will be developed by the Work owner/Coordinator along with his/her equivalents at the contractor companies. Consideration shall be given to the sub contractors and their role in the plan.
Frequency	For each "required" job prior to work commencing.

References	Attachment R – Project Safety Plan Template
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Hazard Identification

Objective	All large, multi-contractor jobs and other jobs that are unique or carry significant HES risk as determined by the Work owner or Decision Executive will be required to conduct a Hazard Identification Analysis session. The session will identify potential HES issues and develop mitigations to prevent incidents. A cross section of employees and contractors should be present to cover the entire operational perspective. Technical experts should also be present for special issues.
Required?	Yes, in some cases. Determined by Work owner or Decision Executive.
Key Practices	Project overview Review of key steps Identification of hazards Assign risk/impact rating Develop elimination/mitigation plans Assign action items
Responsibility	The work owner will be responsible for ensuring that the Hazard Identification session occurs. The work owner will also ensure that the mitigations developed are documented and closed out prior to beginning the work.
Frequency	For each "required" job prior to work commencing.
References	

Orientations

Objective	Familiarize contractor's employees with general CVX expectations for safe working practices.
Required?	Yes, required and signoff on understanding is recommended.
Key Practices	OE Tenets, including Stop Work Authority/Responsibility Behavior Based Safety process Harassment Policies General & Site Specific Hazards Emergency Equipment Emergency Response Business Unit Contractor Safety Plan Incident/Illness reporting Personal Protective Equipment Key Safety Processes
Responsibility	Operations Supervisor or Drilling/Workover Representative. May be performed by others, such as Field Compliance Specialist or Contractor Supervisor/Safety Rep.
Frequency	Prior to arrival or upon arrival on location. Repeat annually for regular contractors.
References	

Training Validation

Objective	Training shall be validated for all contractors prior to performing work. Work agreements, contracts, and safety questionnaires shall include prescriptive minimum training requirements.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • Expectations for all contractors <ul style="list-style-type: none"> ○ Prescriptive minimums as established by SafeGulf (to be implemented in January 1, 2006) ○ Job specific as established by regulatory requirements ○ Fit for duty process that includes pre-employment physicals • Contract Representative training will include: <ul style="list-style-type: none"> ○ Introductory Course upon hire ○ Annual Course to address new issues, cover new requirements and emphasis management and HES philosophies • Tracking mechanism (to be implemented in 2006) <ul style="list-style-type: none"> ○ Contractors will have an bar code card with photo identification that indicates minimum training accomplished per SafeGulf ○ This card will be swiped before leaving shorebase to validate training and identification.
Responsibility	Shorebases will handle validation of identity and minimum training. Work Owner will validate Contract Representative training.
Frequency	<ul style="list-style-type: none"> • During the on-site orientation for each employee • Ongoing process for new employees and annual process for regular employees
References	

Short Service Employee (SSE) Policy

Objective	To ensure that contract short service employees are identified, appropriately supervised, trained and managed in order to prevent accidents such as personal injury, injury to others, environmental damage or property damage.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • <u>SSE Definition</u> - Any contractor personnel with less than 6 months experience in the same job type or with his/her present employer. • <u>Crew Makeup</u> <ul style="list-style-type: none"> ○ Single person crew can not be an SSE. ○ Crew sizes of less than five shall have no more than one SSE. ○ Crews that have more than 20 percent SSE personnel shall only be permitted with written Variance Form, which serves as a mitigation plan, by the appropriate Manager or Supervisor. • <u>Notification</u> – The proposed crew make-up must be outlined in the Short Service Employee Form. Prior to the job mobilization, contractors will submit the completed SSE Form to the project coordinator, contractor contact or on-site supervisor for all jobs containing SSE personnel. If an SSE arrives on operator property for whom a SSE form has not submitted, operator management may elect to send the SSE back to contractor's facility at the contractor's expense. Operator work owner or person in charge will determine approval status and retain the original form in project files.

	<ul style="list-style-type: none"> • <u>Identification</u> – SSE personnel shall be visibly identified with a hi-vis orange hard hat. • <u>SSE Monitoring</u> – Contractors shall monitor its employees, including SSE personnel, for HES awareness. If, at the end of the six-month period, the SSE has worked safely, adhered to HES policies and has no recordable incident attributable to him/her, the SSE identifier may be removed at the contractor's discretion. Contractor shall require any employee that does not complete the six-month period recordable free to get operator approval in writing prior to returning to operator property. • <u>Mentoring Process</u> – Contractor must have in place some form of mentoring process, acceptable to the operator, designed to provide guidance and development for SSE personnel. A mentor can only be assigned one SSE per crew and the mentor must be onsite with the SSE to be able to monitor the SSE. • <u>Subcontractors</u> – Operator contractors will manage their sub-contractors in alignment with this process. • <u>NORM Areas</u> – No SSE's are allowed to work within designated NORM work areas.
Responsibility	<p>The work owner communicates the SSE policy and expectations at the pre-job meeting.</p> <p>The Contractor submits the proposed crew makeup and SSE form(s) to the CVX On-site Supervisor for approval.</p> <p>The CVX On-site Representative validates crew makeup and experience level.</p> <p>CVX Manager approves SSE Variance Form.</p>
Frequency	Continuous monitoring, forms must be submitted prior to commencing work and when changes occur thereafter.
References	<p>Attachment S – Short Service Employee Form</p> <p>Attachment T – SSE Variance Form</p>

Material Handling Plan

Objective	A Material Handling Plan is recommended for all jobs. A Material Handling Plan should describe the project objective, the manpower, and the resources required to complete the project and any HES requirements for a safe operation, related to material handling.
Required?	Recommended
Key Practices	<p>This is covered in Project Safety Plan template attached.</p> <p>Rigging/Transportation</p> <ul style="list-style-type: none"> Project objective(s). Manpower planning, persons on board, duration. Routes for Entry and Exit <p>Reference Documents</p> <ul style="list-style-type: none"> Material Safety Data Sheets Material order list. Drawings and other reference documents (maps). <p>Project Coordination</p> <ul style="list-style-type: none"> Defines roles and responsibilities of personnel involved in the project,

	<p>such as; Operations, CVX On-site Rep, Key Contractors, and Engineers.</p> <p>Project Procedures</p> <p>HES expectation of Company and Contractors. This may include Simultaneous operations, Overhead Power Line Avoidance (if applicable), Heavy Lift practices, etc.</p> <p>Contractors' safety responsibilities.</p> <p>PPE requirements</p> <p>Training validation/Orientation/Certifications</p> <p>Work Task</p> <p>JSA elements and perceived hazards for each step along with mitigations for those hazards. The appropriate personnel should initial each task after completion.</p>
Responsibility	<p>The Work owner/CVX Supervisor should coordinate the Material Handling Plan with the key Contractor.</p> <p>Material Handling Plans should be reviewed by the CVX and Contractor Supervisor on the project prior to mobilization of the material for the job.</p>
Frequency	Prior to job start-up.
References	Attachment R – Project Safety Plan Template

Waste Handling Plan

Objective	The Waste Handling Plan should describe the safe handling and disposal of all generated waste and the resources required to complete the project. The specifics of a Waste Handling Plan are recommended to be developed at the Business Unit level and should be consistent with the Business Unit Waste Management Plan.
Required?	Recommended
Key Practices	<ul style="list-style-type: none"> • This is covered in the Project Safety Plan Template attached. • Procedures • HES expectation of Company and Contractors. • Training validation/ HAZWOPER • PPE requirements • Orientation • Certifications • Reference Documents • Material Safety Data Sheets • Work Task • JSA elements and perceived hazards for each step along with mitigations for those hazards. The appropriate personnel should initial each task after completion.
Responsibility	<ul style="list-style-type: none"> • The Work owner/CVX Rep should coordinate the Waste Handling Plan with the key Contractor. • Waste Handling Plans should be reviewed by the CVX and Contractor Rep on the project prior to implementation for the job.
Frequency	Prior to job start-up.
References	Attachment R – Project Safety Plan Template

Detailed Work Plan

Objective	The Detailed Work Plan should describe the project objective, the manpower, and the resources required to complete the project.
Required?	Yes, in some cases. A Detailed Work Plan is required for large, multi-contractor jobs, and recommended for less complex jobs.
Key Practices	<ul style="list-style-type: none"> • Elements include: <ul style="list-style-type: none"> ○ Job Scope ○ Project objective(s) <ul style="list-style-type: none"> ▪ Manpower planning, persons on board, duration ○ Reference Documents ○ Project execution table and signoff sheet ○ Project team contact list ○ Material order list ○ Drawings and other reference documents ○ Project Coordination ○ Defines roles and responsibilities of personnel involved in the project, such as; Operations, CT On-site Rep, Key Contractors, and Engineers ○ Project Procedures ○ HES expectation of Company and Contractors. This may include Hot work procedures, SIMOPs, NORM, Heavy Lift practices, etc. ○ Contractors' safety responsibilities ○ Work Task ○ Project execution procedure at the "macro" scale – not intended to substitute for detail execution and SIMOP Plans. ○ JSA elements and perceived hazards for each step along with mitigations for those hazards. The appropriate personnel should initial each task after completion. • Detailed work plans shall be reviewed by the operations representative on the project, and transmitted to the field with sufficient time for review and approval. • The on-site representative and operations shall review and approve the work plan prior to mobilization of the project.
Responsibility	The Work Owner shall coordinate the Detail Work Plan with the key Contractors.
Frequency	Prior to and during the project work.
References	<ul style="list-style-type: none"> • Work Detail Plan on Deepwater web site (http://gomdw-ctnau.chevrontexaco.com/) • Deepwater Project Expectations and Guidelines

Pre-Tour / Tailgate Safety Meetings

Objective	To describe the work and the HES risks associated with doing the work.
Required?	Yes
Key Practices	See the Pre-Tour checklist in the References section below.
Responsibility	On-Site Supervisor/Coordinator (CVX or Contractor lead).

Frequency	At job start up, shift change, scope change, new employee (SSE) on-site, as conditions/situation change.
References	Attachment U – Pre-Tour/Tailgate Checklist

Near Miss and Incident Reporting

Objective	All jobs will have a reporting process for near misses and incidents.
Required?	Yes
Key Practices	<p>The process will include local management reporting for Chevron and all contractors.</p> <p>The plan will also refer to the local BU, CTNAU and CVX Corporate reporting policies.</p> <p>Contractor owners/senior management to communicate with the BU VP within 24 hours of a DAFW incident or a significant environmental incident. A meeting will be set up as soon as reasonably possible (within 72 hours) to address the following issues:</p> <ul style="list-style-type: none"> Incident overview Follow-up plans Similar incidents Behavior based observation trends related to incident Training Audit/field review processes Feedback to Chevron on our behaviors and actions Other items as needed <p>Some of the listed items may require an additional meeting following the completion of the RCA.</p> <p>SiteSafe will be used to track all incidents and near misses.</p>
Responsibility	<p>The work owner will document the process along with each contractor and share the roles and responsibilities with all involved. The plan will be shared at the pre-job meeting and reinforced during the orientation and occasionally throughout the job.</p> <p>In the case of a DAFW incident or a significant environmental incident the work owner will ensure that a meeting is set up between the BU VP and the contractor owners/senior management.</p>
Frequency	Process in place for all jobs.
References	

Behavior Based Safety Program

Objective	Require all contractors to develop their own and actively participate in that Behavior Based Safety (BBS) program.
Required?	Yes
Key Practices	<p>All contract companies are required to have their own BBS program.</p> <p>At a minimum, all field and shop personnel (if applicable) are expected to have an active role and participate in the program.</p> <p>The observation program is for everyone. It is critical to promote an environment that encourages CVX employees to be observed by contractor employees.</p> <p>Crew actively participates in observations and shares 1-2 observations at daily safety meeting.</p> <p>Establish a process to track contractor BBS activity level.</p> <p>Contractors are expected to analyze observation data, identify “at risk” trends and build action plans.</p> <p>Contractors are expected to publish BBS data.</p> <p>Best practices from CVX and contractors are to be posted on external contractor web site.</p> <p>Accountability - Evaluation of an effective BBS program as part of the HES Audit will impact contractor rating.</p>
Responsibility	<ul style="list-style-type: none"> • The work owner and contractor supervisor are to communicate BBS expectations at the pre-job meeting. • The on-site supervisor reviews expectations at on-site orientation. • The on-site supervisor validates crews are meeting expectations. • The work owner communicates BBS activity with all project updates. • The contractor communicates action plans to CVX managers.
Frequency	During all on-site activities.
References	<ul style="list-style-type: none"> • Contractor Handbook

Job Safety Analysis

Objective	<p>The objective of a Job Safety Analysis (JSA) is to systematically review high risk or frequently performed tasks to identify and mitigate safety hazards before the tasks commence. The objective of the JSA is to analyze potential hazards associated with a specific task. The JSA is a behavior tool used to identify and minimize risk associated with routine, non-routine and high risk job tasks.</p> <p>Job Safety Analysis is a structured approach for identifying potential hazards in a job and devising corrective steps. Since it considers actions (behaviors) as well as physical and environmental conditions, it is a good way to increase safety awareness and achieve sustainable improvements in safety performance.</p>
Required?	Yes
Key Practices	<p>All Contractors who perform work for Chevron will participate in a Job Safety Analysis (JSA) Process.</p> <p>All JSA's will include five phases: (1) selecting the job; (2) forming the JSA team; (3) breaking down the job into steps; (4) identifying potential hazards; and (5) developing solutions.</p>

	Key elements can be included in safety checklists, pre-job briefings, safety observations, and as safety meeting topics.
Responsibility	On-site representative (CVX or contractor) shall ensure that the JSA process is being utilized. All persons involved in the task shall review the JSA in the pre-job meeting and when the scope of work changes.
Frequency	Prior to each job or task or when scope or situation changes.
References	<ul style="list-style-type: none"> • Contractor Handbook

On-Site Safety Monitoring

Objective	All large, multi-contractor jobs and other jobs that are unique or carry significant HES risk as determined by the work owner should consider the use of on-site safety monitoring.
Required?	Required for D HES Rated Contractors, Recommended for others as needed.
Key Practices	<p>The dedicated monitors provide additional focus and can monitor the implementation of the HES processes for the project. The observers can also provide on site training on the various processes. The roles and responsibilities of the observers should be clearly described and widely shared. Some example roles and responsibilities are shown below.</p> <ul style="list-style-type: none"> • Coordinate tracking and sharing of observations • Mentor others in making observations • Audit HES processes • Assist in pre-tour meetings • Assist in JSA development • Participate in RCA's • Assists in on site orientations • Verify that SSE's are receiving mentoring
Responsibility	<ul style="list-style-type: none"> • The work owner will determine the need for additional observers and will agree on and share the roles and responsibilities with all involved. • Jobs utilizing contractors with a 'D' HES assessment rating are required to have on-site monitors.
Frequency	As determined by the work owner.
References	Attachment V - HES Representative Guidance

Field Reviews

Objective	Work-in-progress Field Reviews shall be performed on contractors to ensure safety compliance objectives are met. The contractor shall have an internal process to do on-site field reviews which includes a method to share the information with Chevron. The field reviews will provide additional information for post-job evaluations and provide an opportunity to monitor the implementation of the HES processes for the project. The roles and responsibilities of the person performing the field reviews should be clearly described and widely shared.
Required?	Yes
Key Practices	Field Reviews done on On-Site Inspection Form in the Contractor Safety Database will be performed on 10% safety-sensitive contractors annually. The Contractor Safety Database will facilitate reporting on the findings to CVX

	<p>responsible parties, such as HES representative, work owner, or management sponsor</p> <p>Contractor has internal process (clearly defined in pre-qualification and selection) that includes a checklist for field reviews.</p> <p>Person in Charge must review and sign off on all Contractor self-reviews on CVX premises.</p> <p>The On-Site Inspection Form is worth 15% of the contractor's HES Rating.</p> <p>All forms are tracked in the Contractor Safety Database.</p> <p>The CVX representative that fills out the form must provide feedback to contractor in the field.</p>
Responsibility	<p>Work owner and On-site Supervisor (CT and contractor) must review all forms submitted during their job or project.</p> <p>Contractor must fill out own form when working on CVX premises and get it reviewed and signed off by a CVX rep.</p>
Frequency	At a minimum, 10% of safety sensitive contractors working on CVX premises.
References	Contractor Safety Database – On-Site Inspection Checklist

Management Visits

Objective	To show both CVX and contractors Management commitment to safety and to keep Business Unit's Contractor Safety Leadership Team grounded on where each area is in deployment of the Business Unit's Contractor Safety Management Plan.
Required?	Yes
Key Practices	<p>Should be included in planning of large jobs.</p> <p>Will occur in both large and small jobs.</p> <p>Management should come with a safety message</p> <p style="padding-left: 40px;">Can be unscheduled/impromptu</p> <p style="padding-left: 40px;">Should be asking "show me your worst"</p> <p style="padding-left: 40px;">Plan some visits to include Contractor Management</p>
Responsibility	VP, BU OELT, Contractor Safety Leadership Team, Contractor Management, and work owners.
Frequency	4 Times per year minimum.
References	

Emergency Response Plan

Objective	All large projects as determined by the work owner shall develop an Emergency Response Plan. The plan will describe how all parties involved in the job will behave during an emergency event. The plan will align with the local Emergency Response Plan (ERP) but will also identify contacts and processes for each contractor.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • This is included in the Project Safety Plan template attached. • Description or reference to local facility ERP. • Identify Person in Charge for an emergency event. • Required drills to test effectiveness of the plan.

	<ul style="list-style-type: none"> • Identify key contacts for each contractor. • Share local process for handling medical situations with each contractor. • For emergency situations, injured will be flown to the nearest medical facility. • For non-emergency situations, contractors will meet their employees at the shorebase and transport them to the medical facility of their choice. • Plan for communication of ERP to all involved. • Identify required emergency response training and resources needed.
Responsibility	The work owner will develop the plan along with each contractor and share the roles and responsibilities with all involved.
Frequency	The plan will be shared at the pre-job meeting and at the on-site orientation.
References	Attachment R – Project Safety Plan Template

Drug and Alcohol Monitoring

Objective	Contractors and their subcontractors shall have an active Drug and Alcohol Program for DOT and safety sensitive positions pursuant to the Chevron contract.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • For handling Drug & Alcohol reasonable cause testing of contractors, contact: <ul style="list-style-type: none"> ○ GOM Drug & Alcohol Program Coordinator Beth Surmik-Fountain: (504) 592-6942 - Office ○ Alternate Contacts: HR Supervisor Mary Beth Drichta - (504) 592-6941 - Office or HR Manager Marc Anderson - (504) 592-6370 - Office • In the event none of the above referenced are available, contact a Business Unit Manager or Leadership Team level Manager for guidance. • The process for handling contraband searches is to contact: <ul style="list-style-type: none"> ○ Corporate Security, Robert Baggs, - 925-842-7778 - Control Room, San Ramon (24/7) ○ Alternate Numbers: 504-214-0376 (Cell) (504) 592-6731 (Office)
Responsibility	<ul style="list-style-type: none"> • Work owner/On-site Supervisor (Chevron & Contractor) conducts probable cause/ reasonable suspicion testing.
Frequency	When deemed appropriate or upon suspicion.
References	<ul style="list-style-type: none"> • Human Resources GOM http://nor-ctnau.chevrontexaco.com/hr/policies.html • GOM Drug & Alcohol Process http://laf-ctnau.chevrontexaco.com/manuals_gom/safeoperations/employeehealth-drugalcohol.htm • Attachment Q – Drug and Alcohol Addendum

Root Cause Analysis

Objective	All Contractors shall utilize a Root Cause Analysis (RCA) Process to find causal factors and create actions to mitigate future risk. An RCA will be conducted for significant events or near misses in which incidents of Injury, Spill, major loss of equipment, etc. occurs. The focus of this exercise will be to identify causes not to assign blame.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • There may be joint CVX & Contractor participation in RCA's involving contractor incidents. <ul style="list-style-type: none"> ○ Consult with legal prior to any involvement and determine if legal charter is necessary. ○ Create roles and responsibilities matrix • Triggers at BU level that will require utilization of an RCA as established in the GOM RCA Process. • Results and action plans will be mutually agreed to and shared. • Require management review/participation for certain incident severity / types with Feedback and Follow up. • All management and participants in the process must complete interactive training prior to participating on or reviewing an RCA for quality. • Identify OE tenet issues • Reinforce in action plan • RCA final product will be assessed for quality (solid root causes actually identified) by the process owner • SiteSafe will be used to ensure final closure is reached on all action items that result from the RCA.
Responsibility	Initiation of an RCA will be jointly coordinated by BU Management, work owner, Field Supervisor, HES, Contractor, etc., as appropriate. Maintain final product in SiteSafe. CSLT and/or Mgmt will administer consequences, as appropriate, for failure to complete actions.
Frequency	RCA conducted on an as needed basis.
References	<ul style="list-style-type: none"> • Root Cause Analysis Process

Post-Job

Post Job Evaluation

Objective	This data is viewed as critical to successfully track, rate and manage continuous improvement of our contractor's performance.
Required?	Yes, required for 25% of contractors on projects, and recommended for 35 to 50 percent of small jobs.
Key Practices	<ul style="list-style-type: none"> • Job evaluations should <u>measure key performance areas</u> and generally assess contractors' knowledge, application and results in: <ul style="list-style-type: none"> ○ JSAs ○ SSE Policy Compliance ○ HES Program and Policy Compliance ○ BBS participation, Management involvement, etc. ○ Overall Contractor HES Job Performance Results (Accidents, Fires, Spills, Illnesses, INCS, etc.) • The Post Job Evaluation Form resides in the Contractor Safety Database: <ul style="list-style-type: none"> ○ Key performance data / performance feedback ratings are captured ○ Data will be available to the user community • Accounts for 10% of the contractor's HES Rating. • Management Sponsors and work owners, as appropriate, can set up profile in Contractor Safety Database to receive copies of these forms as they are submitted. • Contractor will receive an automatic copy of the job evaluation via email upon submittal.
Responsibility	<ul style="list-style-type: none"> • On-site work owner (CVX Representative, Contract supervisor, responsible employee) will complete performance evaluations and monitor performance of their contractors. • Contractor Safety Database will handle data management and distribution for this information. • Work owners will utilize trend information in selection of contractors for future jobs and in creation of Pre-Job Meeting materials. • Management Sponsors, Procurement & HES will utilize performance trend information to provide feedback to contractor and manage expectations for future improvement. • Contractor Safety Representative will track contractors with feedback forms completed in the Contractor Safety Database, the Goal is to increase the number of contractors with feedback forms by 10% annually.
Frequency	At the completion of the project or job.
References	Contractor Safety Database (Post Job Evaluation Form)

Best Practices and Lessons Learned

Objective	Capture and share HES Best Practices and Lessons Learned.
Required?	Documentation of Best Practices and Lessons Learned is required for large projects and recommended for less complex jobs.
Key Practices	<ul style="list-style-type: none"> • IF Report (lessons learned report) shall be created for all DAFW and Restricted Duty incidents. • IF Reports will be posted on external contractor web site. • Contractors can submit lessons learned reports on external contractor web site using a submittal form. • All lessons learned reports will go through a legal review prior to posting. • Best practices established at the completion of the project that are appropriate to share with the contractor community will be posted on the external contractor web site. • Consider doing a Project Safety Plan review at the same time.
Responsibility	The work owner and contractor supervisor are to coordinate and capture Best Practices and Lessons Learned.
Frequency	At the completion of the project.
References	<ul style="list-style-type: none"> • IF Reports web site https://cpln-www1.chevrontexaco.com/corphes/oehome.nsf?OpenDatabase&login

RCA Action Item Follow-up

Objective	Before the close of the job or project, all RCA's action items be reviewed to ensure that the action items are completed or assigned to an owner.
Required?	Yes
Key Practices	<ul style="list-style-type: none"> • SiteSafe will be used to maintain an action item tracking database to track all RCA action items to completion. Action items assigned to a contractor will be monitored by the work owner to ensure completion. • SiteSafe will be used to share RCA results so they can be incorporated into planning for future jobs. • SiteSafe has set time frames to remind the action item owner to close the action item.
Responsibility	<ul style="list-style-type: none"> • Contractor-owned RCA action item follow-up will be the responsibility of the work owner. • The work owner will be responsible to ensure that the action items for all RCA's associated with his or her job are completed. • SiteSafe administrator is responsible for the tracking system and to provide status updates on a regular basis. • CSLT and management will administer consequences for failure to complete actions.
Frequency	Continuously monitor, and at the completion of the project.

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Project Safety Plan Lookback

Objective	A project safety plan lookback is intended to review gaps and opportunities to improve the Project Safety Plan (PSP) after a job has been completed. Include in the Best Practices or Lessons Learned review.
Required?	Recommended
Key Practices	<ul style="list-style-type: none"> Utilize content in Project Safety Plan to assess level of success of each component in the plan. Identify gaps in PSP. Build action plan to improve future project results. Conduct meeting to review results with company and contractor management. Recommend that this be added to the Decision Analysis-4 or document or CPDEP Phase 5.
Responsibility	Work owner and Contractor Supervisor coordinate the PSP lookback.
Frequency	Within two to three weeks after job or project is completed.
References	Attachment R – Project Safety Plan Template

Resources, Roles and Responsibilities

	Vice Presidents	Mgrs, Supervisors, Superintendents, & Team Leaders	On-Site Supervisors	Work Owners	SMO	Management Sponsors	OE Leadership Team	Contractor Safety Leadership Team	Contractor Safety Specialists
Attend OELT meetings, as needed.									
Report to VP's quarterly.									
Meet at least quarterly and review contractor safety results.									
Issue annual communication to employees and contractors regarding contractor safety commitment.									
Issue annual letter to core contractors.									
Establish contractor safety metrics or scorecard for PMP, as required.									
Follow management sponsor									

guidance document.									
Set contractor safety targets.									
Establish 2 year forecast of work load and BU contractor needs.									
Notify contractor to fill out HES questionnaire.									
Obtain HES information on contractors and assign HES Rating.									

	Vice Presidents	Mgrs, Supervisors, Superintendents, & Team Leaders	On-Site Supervisors	Work Owners	SMO	Management Sponsors	OE Leadership Team	Contractor Safety Leadership Team	Contractor Safety Specialists
Perform Risk Assessment on contractors and determine if exempt from program									
Communicate HES expectations to contractors.									
Review Contractor Safety Database for HES Rating prior to selection.									
Provide details to management if contractor provides misleading data.									
Review details around misleading data and make decision on action.									
Manage audit process.									
Monitor closing of audit findings.									
Ensure that all steps associated with the HES Rating are taken.									
Monitor 10% working relationship									
Approve D contractors for ongoing work, or C&D contractors for project/bidding work, as needed									
Make determination on F contractors requested for use, with variance.									
Ensure that contract includes HES and D&A addendums.									
Monitor and maintain Contractor Safety Database to ensure quality data.									
Recommend removal of contractors from approved list.									

Make determination on removal of contractors from approved list following removal process.									
Make determination on recognition vs. incentives to use.									
Make determination on whether incentives can be used, upon request.									
Hold contractors accountable for notification of subcontractor use									
Hold contractors accountable for submittal of subcontracting plan for project work.									
Follow emergency contractor usage flowchart in emergencies.									

	Vice Presidents	Managers, Supervisors, Superintendents, and Team Leaders	On-Site Supervisors	Work Owners	SMO	Management Sponsors	OE Leadership Team	Contractor Safety Leadership Team	Contractor Safety Specialists
Coordinate pre-job meeting, where required									
Develop Project Safety Plan, where required									
Ensure hazard identification exercise occurs, where required									
Lead on-site orientation for contractors, or ensure that this is handled by a designee									
Validate Contract Rep training has been completed prior to work									
Communicate SSE Policy and validate compliance.									
Make determination on SSE Variances, as requested									
Develop Detailed Work Plan, where required									
Ensure Pre-Tour/Tailgate Safety Meetings occur, as appropriate									
Ensure that contractors are familiar with incident reporting requirements.									
Meet with contractor management if a DAFW incident occurs.									
Communicate BBS requirements and validate compliance.									
Ensure that JSA process is used.									

Ensure onsite safety monitoring occurs, if required									
Review contractor filled out Field Review forms, as requested									
Fill out On-Site Inspection form for 10% of safety sensitive contractors									
Make at least 4 visits offshore a year.									
Ensure that emergency response plan details are included in Project Safety Plan.									
Request drug or alcohol screening or searches, if suspicious									
Review RCA report for quality.									
Complete Post Job Evaluation on 25% of contractors on projects.									

	Vice Presidents	Managers, Supervisors, Superintendents, and Team Leaders	On-Site Supervisors	Work Owners	SMO	Management Sponsors	OE Leadership Team	Contractor Safety Leadership Team	Contractor Safety Specialists
Reference the Contractor Safety Database field feedback and gaps prior to making contractor selections									
Reference Contractor Safety Database field feedback and gaps to provide feedback to contractors									
Develop and report lessons learned and best practices on web site, as required.									
Ensure closure of contractor RCA action items.									
Review CSMP and Contractor Handbook for gaps and improvement needs annually									
Ensure that contractors have access to Contractor Handbook and Pocket Guidelines.									
Address any contractor questions and resolution regarding HES Ratings.									
Update CSMP and Contractor Handbook as requested revisions are submitted.									

Schedule and coordinate Annual Contractor Meetings and Award luncheon.									
Submit nominations for contractor awards.									
Select contractor award winners.									
Maintain contractor internal and external web sites.									
Host and participate in annual contractor meetings and award luncheon.									
Support Contractor Improvement Teams to ensure success.									
Facilitate and lead CSLT meetings.									
Support management sponsors, as requested.									
Ensure that a meeting is set with the VP and contractor management if a DAFW case or serious environmental incident occurs.									

Competence, Necessary Skills, and Training

	Vice Presidents	Managers, Supervisors, Superintendents, and Team Leaders	On-Site Supervisors	Work Owners	SMO	Management Sponsors	OE Leadership Team	Contractor Safety Leadership Team	Contractor Safety Specialists
Contractor Handbook CBT									
CSMP Refresher CBT									
RCA Quality Training									

Measurement and Verification

Measurement

The following measures will be tracked to determine that this OE Process is effective in meeting its stated Purpose (expected results):

Contractor Days Away from Work Cases and Rate

- Goals Set annually by BU Management

Contractor Recordable Incident Rate

- Goals set annually by BU Management

HES Ratings of contractor being used

- Goal is to have less than 5 % “F” rated and 80% “A”/”B” rated contractors by December 2006

Number of Field Feedback Forms completed

- Goal is to increase the number of contractors with feedback forms by 10% annually.

Verification

The following Verification steps will be conducted at the first annual review to ensure that the Contractor Safety Management Plan is effective in meeting the objectives:

1. The Process Owner will review, verify, and document that the measures selected are adequate to determine the effectiveness of this OE Process.
2. The OE Process Administrator will perform an initial assessment or “gap analysis” for this OE Process to ensure all of the five Components are identified and included in the design and compliance with Corporate and CTNAU expectations. This initial assessment or gap analysis will be communicated to the Process Owner.
3. The OE Process Administrator will review and verify that any other OE Processes on which this one depends are identified and documented in this OE Process.
4. The OE Process Administrator will review the Resources, Roles and Responsibilities and verify that the required skills necessary to satisfy any of the Roles are documented.

Continual Improvement

Evaluation

1. An initial assessment or “gap analysis” for this OE Process will be performed by September 2004 to ensure all of the five Components are identified and included in the design.
2. A Quality Fitness Review will be completed after implementation by January 2006 to verify that plan is complete and appropriate.

Improvement

The following Continual Improvement steps will be conducted to identify opportunities to improve the Components of this OE Process to:

1. At least annually, the OE Process Owner will review this OE Process and assess its performance in meeting its Purpose, Scope and Objectives and identify improvements in the OE Process. The review will be documented. The OE Process Owner will include any input from other OE Processes related to this OE Process and results from any other internal or external OE Reviews. Other reasons for review and possible update include: new and/or changed policies, management of change issues, receipt of corporate audit results, undesirable results, and others as appropriate.
2. At least annually, the OE Process Owner will meet with the OE Leadership Team to review the results from the above step.
3. Based on the reviews, the OE Process Administrator will incorporate improvements into the OE Process and will follow other defined procedures to ensure all improvements are implemented.

Attachments

- Attachment A – Glossary
- Attachment B – Scorecard Example
- Attachment C – Core Contractors
- Attachment D – Management Sponsor Guidance
- Attachment E – Annual Contractor Award Process
- Attachment F – Contractor Improvement Team Charter
- Attachment G – Contractor Improvement Team Contacts
- Attachment H – Vendor Add Process
- Attachment I – Risk Assessment Matrix
- Attachment J – Contractor Audit Process
- Attachment K – Contractor Audit Protocol
- Attachment L – Working Relationship Guidance
- Attachment M – Mitigation Plan Guidance
- Attachment N – Contract HES Addendum
- Attachment O – Vendor Reduction and Removal Process
- Attachment P – Emergency Contractor Usage Flowchart
- Attachment Q – Drug and Alcohol Addendum
- Attachment R – Project Safety Plan Template
- Attachment S – Short Service Employee Form
- Attachment T – SSE Variance Form
- Attachment U – Pre-Tour / Tailgate Checklist
- Attachment V – HES Representative Guidance