Richmond Refinery

2Q Proactive Event – Loss Prevention

A summary of activities submitted to the IIFLT by

April 30, 2010

© Chevron 2009

Thank you Richmond Refinery!

So far, Day and Night Shift workers have engaged in discussions with their work groups to:

- Highlighted how team work influences all that we do - from using LPS Tools effectively to our personal choices we make about health, our attitudes, and commitment to living Incident and Injury Free.
- Improve the use and belief in Stop Work Authority,
- Understand how we can improve doing… Every Task, the Right Way, Every Time, and
- Refresh our commitment to living Incident and Injury free

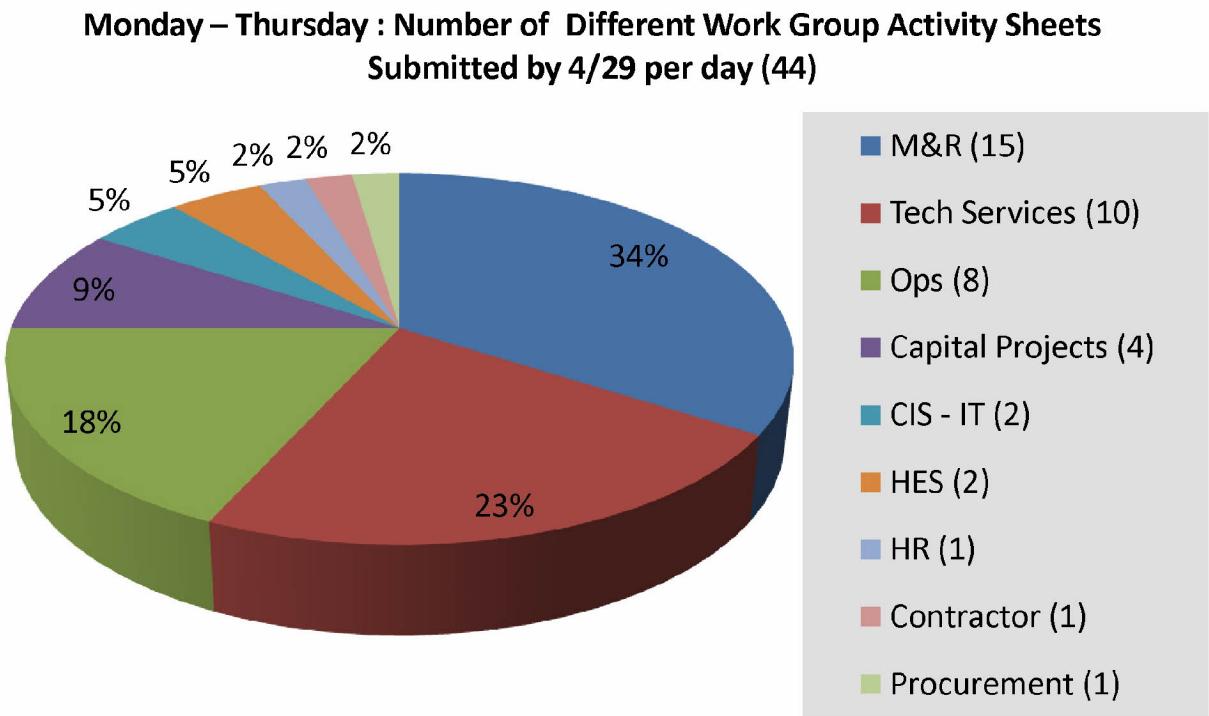
The IIF leadership team has collected over 140 Activity sheets with your team responses. Operations groups who are coming on shift this weekend will be completing their daily activities and a final summary will be published with EVERYONE's participation.

© Chevron 2009

CUSA-CSB-0083406
EPA

Which work groups participated?

Activity sheets (submitted by Thursday, 4/29) reflect 44 work groups engaged in a 30 minute team discussions.



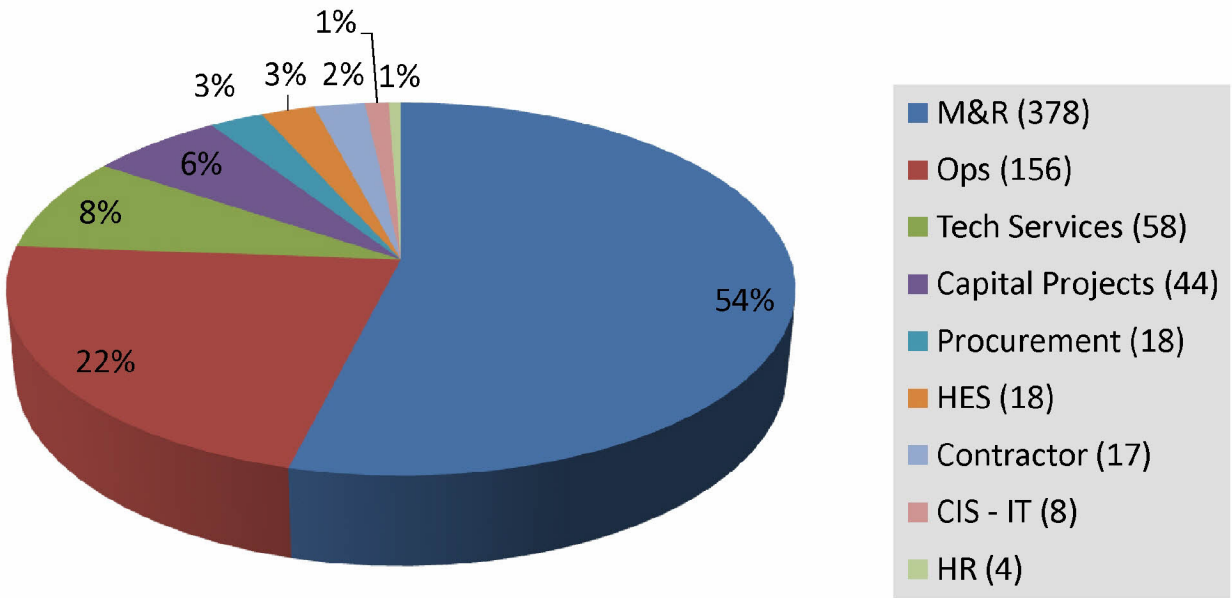
© Chevron 2009

CUSA-CSB-0083407
EPA

Did we all participate?

Activity sheets (submitted by Thursday, 4/29) reflect 721 employees engaged in a 30 minute team discussion.

Monday – Thursday: Total number of people engaged in IIF and Teamwork discussion per day (721)



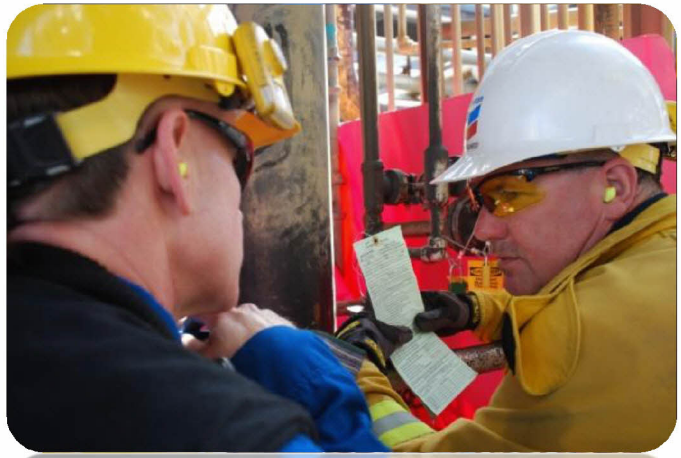
© Chevron 2009

CUSA-CSB-0083408
EPA

Who believes we can work Incident and Injury Free?

621 people involved in the activities responded they believe we can work/ live Incident and Injury Free.

86% of participants believe we can work Incident and Injury Free.



On Monday, 4/26, approximately 1000 workers were present in the Refinery.
72% of the Richmond Refinery population on site on Monday participated in group discussions.

© Chevron 2009

CUSA-CSB-0083409
EPA

Day 1. Themes – How can we use teamwork to build IIF?

- **Communicate…** make sure you communicate what you did to make sure the next shift knows what to do, vocalize your concerns, two ways, proactively, to understand the scope of the work order, to strive for open dialog, by asking questions
- **Look out for one another …** and inform each other of hazards, to solve problems, more not less, to cover each others deficiencies,
- **Develop Trust and Respect…**in your team, because they go hand in hand, to build and promote a positive attitude,
- **Accept…** feedback and constructive criticism, recognition
- **Share…** the right solution, openly, what you have learned from others, knowledge and experiences,
- **Provide Support and help…** when you are able to, when people need it, to work as a team, as a mentor, so people see their own potential
- **Demonstrate…** care and concern,
- **Commitment and Accountability…** from each of us.

© Chevron 2009

CUSA-CSB-0083410
EPA

Day 1. Themes - What personal behaviors build and break Teamwork?

Build

Cooperation
Respect
Helping others
Accept criticism
Keep an eye out for the other guy.
Integrity
Chevron Way Principles
Do what you say you will do
Embrace diversity
Attitude, pride, ego
Trust
Sharing LPSAs
Utilize skill and expertise of workers
Honesty
Setting good examples (especially leaders)
Courtesy
Collaboration
Positive behaviors
Inclusiveness
Sharing
Friendship
Being responsible and accountable

Break

Negativity
Poor communication of status or goals
Ridicule
Bad moods
Not listening
Complacency
Moving people unnecessarily
Attitude, pride, ego
Working in silos
"freelancing"
Aggressive attitudes
Rudeness
Uncaring
Blame Game
Selfish attitude
Horseplay

© Chevron 2009

CUSA-CSB-0083411
EPA

Day 1. One behavior we can commit to that reflects our commitment to IIF. *Quotes from our peers*

- Ops, D&R - Work safe together, and look out for each other
- *Capital Projects - Speak up when you see something that doesn't look right or doesn't feel right. Keep comments positive.*
- Contractor, TCI - Communicate, give and receive constructive criticism and lookout for the person next to you. You co-workers responsibilities are your responsibilities. Don't you want someone to be looking out for you?
- M&R, Reliability - In order to create and sustain an IIF culture we will commit to looking out for each other by actively informing each other of hazards, using clear communication, taking time to do our LPSAs, involving the right people, and holding each other accountable to do every task, the right way, every time.
- HES, Environmental - Assure safety doesn't end when we leave work, be open to feedback from others, provide timely feedback to others.
- Ops, Development - Belief drives behaviors. Our personal behaviors reflect our belief in IIF, and we will hold ourselves and each other accountable.
- M&R, I&E - One day at a time, one task at a time - don't jump from job to job and if you do, make sure to leave it in a safe state so anyone who follows won't be set up for failure.
- **M&R, GMG - WE WILL DO THE JOB SAFELY OR NOT AT ALL, THERE IS ALWAYS TIME TO DO IT RIGHT, IF IN DOUBT FIND OUT. SAFE WORK IS RIGHT.**
- Ops, Cracking - This crew is committed to living as a family unit, will try to remain open-minded and respect each other, and never shy away from asking for or offering to help one another. Together everybody achieves more.

© Chevron 2009

CUSA-CSB-0083412
EPA

Day 2. Themes – Why is Stop Work Authority important to building our safety culture?

Every group responded that they believe Stop / Pause Work Authority is an important element to building our safety culture, and SWA…

- Prevents injuries and losses
- Demonstrates that everyone's opinion matters, Chevron values people
- Drives ownership – Empowerment
- Reinforces Teamwork
- Recognizes that not everything is known at the start of the job and that conditions change.
- Promotes communication
- Promotes a teaching/ learning culture
- Identifies gaps and provides safe solutions
- Initiates conversation
- Develops stronger work relationships

© Chevron 2009

CUSA-CSB-0083413
EPA

Day 2. Summary of our Walk about with Intent

Tuesday - Walk about with intent

• 50+ Supervisors / Managers formed teams of 2-3 to visit control rooms, office areas, and field work locations.

•Cogen 2000
•Central Maintenance
•CTR
•IMPACT trailer
•LPG Loading Racks CR
•Boiler Shop and Machine Shop
•EOD
•Hydro CR
•RO Plant
•Hazardous Waste
•Gate 91 offices and UST Weld Bay
•B&S CR
• others…

Positives:
•Use of Stop Work Authority
•LPSA all day every day.
•Teamwork discussions

Concerns:
PPE not in place
Future issues
MV traffic

© Chevron 2009

CUSA-CSB-0083414
EPA

Day 3. LPS Tools and Teamwork

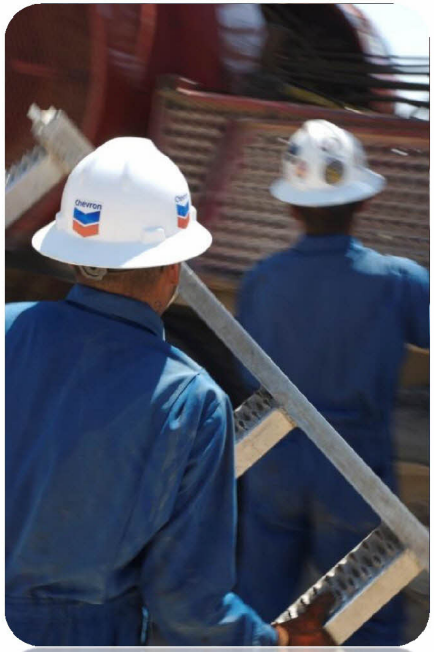
- LPSA: The team can help think of items you may not think of on your own.
- The team will develop a more comprehensive JLA than an individual on his or her own.
- A good QR and V&V will help the person to improve more from the LPO program.
- Group discussion around LPS tools create a brainstorming of new ideas. The effectiveness of the tools is enhance as everyone is on the same page, thus causing consistency.
- Honest feedback during observations will help team members identify at risk behaviors. We need to feel comfortable enough to challenge each other and / or offer constructive criticism about at risk behaviors.

© Chevron 2009

CUSA-CSB-0083415
EPA

Day 3. What behaviors minimize the effect of distractions?

- Positive thinking and appropriate confidence levels, rest, safety vouchers, prioritizing life issues, focus, good morale, positive reinforcement
- How we respond to issues such as pressure to perform, stress, time commitments, fatigue, cell phone and many other distractions can minimize the effects of external/internal factors. Our attitudes towards safety can help minimize our reaction TO THESE FACTORS.
- Teamwork, communication, using JHA/LPSA, commitment to following standing rules & procedures, positive reinforcement of safe behaviors



© Chevron 2009

CUSA-CSB-0083416
EPA

Day 1 and 3. One behavior we can commit to that reflects our commitment to IIF. *Quotes from our peers*

- M&R, MET - Communication, follow the process, share lessons learned, trust, depend on your team, work as a team, value diversity, lead by example, share the workload
- CIS/ IT - We will look out for each other so that all of us will be incident and injury free. We will be incident and injury free by adopting the "Beyond Zero" mindset
- Capital Projects - We will think of each other as family and look out for one another's safety by proactively addressing observed unsafe behavior in a caring manner and by being receptive to receiving constructive criticism from others about our own behavior
- IMPACT - We will actively promote, during job planning and execution, an environment where each individual is empowered to complete every task safely, every time, on time
- Ops, U&E - I work safe because I care about myself, my family and my coworkers
- Technical Services - Our team will be approachable to our teammates when they need help. We will make ourselves available to our teammates even during busy times. We will listen to our teammates to ensure we hear the right message.
- M&R, LPS - Provide feedback to each other, make sure we have a consistent message to the workforce, convey message that LPS is one tool that supports care and concern, and keep track of our incidents.

© Chevron 2009

CUSA-CSB-0083417
EPA

You Complete the Picture

On Thursday evening, 4/29, as we exited (and entered) the refinery gates, each of us received a motor vehicle sun shade. On the inside of the sunshade, you will find a personal message, that we can all live by. Use your sunshade to show our united effort to live Incident and Injury Free.

Operations crews coming on shift may pick up their sunshades at the RSL office.

It's cool to live Incident and Injury Free

Life is Too Precious to Lose

Every Task, the Right Way, Every time

Always Follow the Rules of the Road

© Chevron 2009

CUSA-CSB-0083418
EPA