Operational Discipline Program Overview

Q1 2011 Proactive Event
Richmond Refinery

week of February 14

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Operational Discipline Program at Richmond

Recent incidents and our OE audit indicate that we must improve Operational Discipline in our Refinery. We're not alone – Operational Discipline is a Downstream effort. There are similar programs in El Segundo (*Focus on the Fundamentals*) and Pascagoula (*Focusing on CPVs*)

At Richmond, our OD program will focus on a couple of process safety related issues and workforce optimization. These items have been identified as areas for improvement and if done correctly will yield the greatest impact in improving OE Audit Gaps:

- LOTO
- Procedures
- Crew Management

This year, Phase 1 will be rolled out in Operations, Maintenance, and QCD. Phase 2 will relate to Technical Services, HES, Plant Protection and other work groups.

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2010 OE Forum presentation: Leading a Culture of Operational Discipline

Leading a Culture of Operational Discipline This video captures perspectives from John Watson, Chuck Taylor and others regarding the foundations of operational discipline, the Chevron culture. The critical importance of individual accountability and complying with OE requirements is discussed and reinforced through video highlights from the 2010 OE Forum. (7:40)

Take a moment to review this video from the OE forum.

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Operational Discipline Program will be simple and targeted

The Richmond OD program will reinforce roles and responsibilities as they are currently defined.

Our focus will be to give our key leaders the tools and training to be successful in key process safety areas: LOTO, Procedures, and Crew Management. The tools and training will be built to support,

1. Standardized and consistent communication between crew leaders,
2. Quality assurance with JJSV/ JHAs and using our Procedures (Metrics will be collected, reviewed, and monitored - Indicating our adherence to process safety components).
3. Leadership at all levels, so that they have the skills they need to succeed in the three focus areas.

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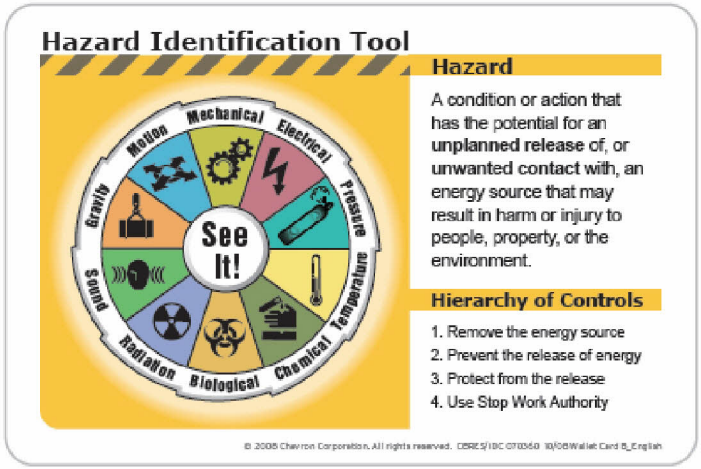
Discussion Topic

1. Do you do all of your job tasks 100% accurately, 100% of the time? Why is this important to you?
2. What would be the worst thing that could happen if you didn't – or someone on your team didn't complete his or her job completely and accurately?
3. How do procedures help you to mitigate hazards associated with job tasks? What other safeguards help you to identify hazards?



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