Chevron

building an enduring culture of safety

we strive to continuously improve our safety performance

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question and answer

with dave payne, katie jones and arian saffari

Right: Communications Specialist Katie Jones and Lead Environmental Engineer Arian Saffari (right) discuss Chevron's culture of safety with Vice President of Health, Environment and Safety Dave Payne (left). Jones and Saffari are engineers who participate in Chevron's Horizons program, a formal five-year training program for recent graduates to expand technical experience and job skills.

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> Vice President,
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Jones: What is the key to sustaining a culture of safety in Chevron's diverse operations across the globe?

Payne: The key to an enduring safety culture is consistent leadership at all levels of the organization. We work hard to share consistent expectations with leaders and then hold them accountable, including through our corporate Operational Excellence (OE) audit program. We incorporated Human Performance into our updated OE Management System (OEMS). Human Performance is the way of thinking about how people, culture, equipment, work systems and processes interact as a system. Human Performance is not a program, a single process or standard. Human Performance connects these components to proactively reduce human failure and its outcomes.

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Jones: How do we keep people motivated to work safely every day?

Payne: We motivate people by making safety personal, both for frontline workers and supervisors. We talk to workers about what is important to them—their family, co-workers, hobbies—and then discuss the potential impact of getting hurt or worse. We ask challenging questions like: What would happen to your family if you didn't come home? These conversations shift the focus from compliance to something much more personal. For supervisors, we expect them to demonstrate authentic care and concern for their workforce. We want them to focus on safety because they truly care about people. When it's personal, it's easier to be consistent and make difficult decisions.

Saffari: What innovations have helped us create an enduring culture of safety at Chevron?

Payne: Innovation is not what creates an enduring safety culture. An enduring safety culture creates innovation. Our culture demands that we work to eliminate serious injuries and fatalities and that we work to improve in safety performance every year. We cannot do that by simply getting better at doing the same thing. We must innovate, and we are constantly working to achieve that aspiration. Some innovation is technology-based, such as electronic work permits. Some is organizational, such as creating Operational Excellence Leadership Teams. And some is science-based, such as human performance. All innovation is driven by human inspiration, creativity and ingenuity—our people are behind the improvements we see in safety each year.

Saffari: Can you share an example of how we applied a lesson learned or a best practice across all of our operations?

Payne: One example of a lesson learned we applied across the business is the Learning Team tool, which was initially adopted in our refineries. This tool emphasizes giving workers a voice in their operations, and it has spread rapidly across the entire enterprise. A second example is our Verification and Validation (V&V) Coaching Program. This program was developed in our San Joaquin Valley business unit, was subsequently rolled out to all of our Upstream business units and is now being adapted for our Downstream operations. Both of these efforts promote leader engagement and learning from those closest to the work that is actually being performed.

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