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Issue...
July 2010



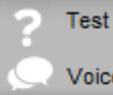
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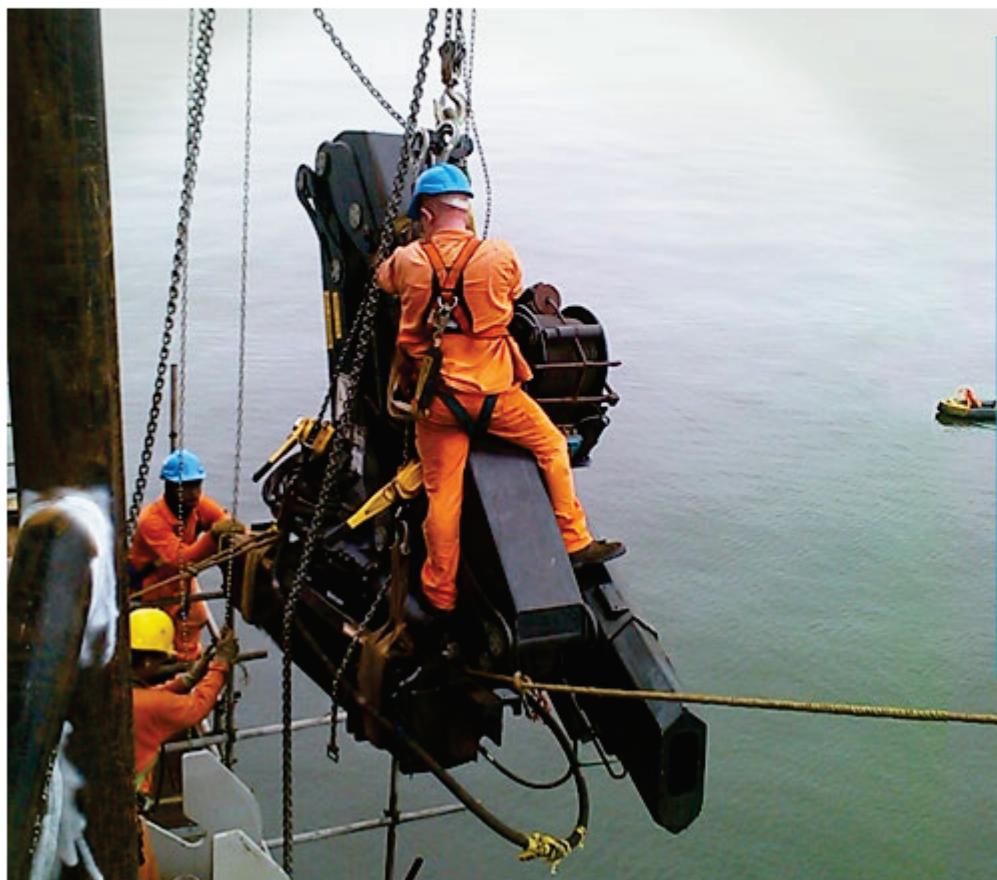
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We Stopped the Job

Stop-work authority is helping us drive Operational Excellence worldwide.

We are empowered to bring work to a halt if we observe something that is potentially unsafe. In this, the first of three features in this issue that show how employees can promote safety and protect the environment and their own health, we see how our stop-work authority can prevent accidents – and protect the company.

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Left: An unsafe act - before workers stopped it.

In this
Issue...
July 2010



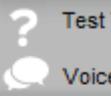
We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

We Stopped the Job

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1 of 8 photos

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A Risky Step Is One Too Many

Our stop-work authority (SWA) is a powerful part of our operational excellence culture. It enables anyone to stop a job if they observe anything potentially unsafe. Other processes must form the first line of safety defense, but effective use of SWA provides a vital safety net. The following are just a few examples of how employees and contractors are exercising their SWA.

Working at heights, all it takes to have a tragic incident is one unsafe step. Tim Bellow, a senior safety specialist, saw the following potentially dangerous practice recently at a Caltex fuel terminal in Botswana.

A contract employee atop a 16-foot-high (5-m-high) tank (similar to that pictured) walked a short distance before clipping the strap of his safety harness to an anchor point, risking a serious or fatal fall. Bellow stopped the work, had the worker come down, and talked with him and his supervisor about the unsafe act and the injuries likely from a fall from that height.

A contractor died and another was seriously injured in 2009 in falls from similar heights.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz



Voices: Health Tips

We Stopped the Job

[Print](#) | [Email](#)

[Comments \(32\)](#)



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Rewarded for 'Brave' Stop and Search

A hazard is often something that's absent. In a storage yard in Dampier, Western Australia, Chevron contractor Toll Energy routinely hoists heavy equipment onto trucks supplying a wharf that supports Chevron's deepwater drilling.

When Toll's Stu Parker noticed that a rigging shackle the size of a 10-pound (6-kg) exercise weight was missing, he stopped work. Left unfound and perhaps loose, the steel connector might have fallen and hit someone during lifting and loading. The loading of 82-foot (25-m) riser pipes was suspended until a search located the shackle, which had become hooked to rigging components hauled to the wharf earlier.

"Stu's actions are a great example of 'you see it, you own it,'" said Roy Krzywosinski, managing director of Chevron's Australia Business Unit (ABU), at an ABU town hall. He presented Parker with an SWA award, citing his "strong safety leadership" and "courage" in using SWA. Hearty applause from employees seconded the motion.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



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Voices: Health Tips

We Stopped the Job

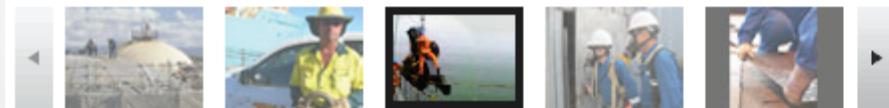
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Refusal To Work Safely Leads to Termination

Question: What's worse than not using SWA when you see an unsafe situation? Answer: Ignoring stop-work commands from co-workers, as one contract supervisor did this year, putting his life at risk. Those he ignored were later recognized for their determination during a facility-wide stand down.

Actual photos show the worker dangling high above the ocean trying to adjust the rigging on a crane load. He had climbed onto the load without attaching his safety harness, then hooked the harness strap to the rigging. He rebuffed those who tried to stop work and call him back, then finally relented after a manager intervened. A scaffold was then erected to safely adjust the rigging. The supervisor was terminated by the contractor company.

The lesson, says Tommy Hamburg of Project Resources Company, assigned to the site, is that there is always time to do things right the first time, and to stop work, when appropriate.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



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Voices: Health Tips

We Stopped the Job

[Print](#) | [Email](#)

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Breathing Apparatus Was Not Optional

The situation didn't seem unusual or unsafe, and so some workers weren't following procedures requiring a Self-Contained Breathing Apparatus (SCBA). Their planned job included a manual valve actuation in a pressurized H2S facility.

According to Caroline Martin, Operational Excellence planning and performance manager in Kazakhstan, work was stopped by reliability engineer Randy Potter until required procedures were discussed with the operators. At this site, both H2S detectors and SCBAs (demonstrated in this photo by safety specialists Marat Muzdubayev and Yerlan Sailauov) are required, per Tenet 3 in Chevron's Tenets of Operation: Ensure safety devices are in place and functioning.

The company's 2009 Major Incident Study identified "inadequate risk recognition" and "failure to follow procedures" as the two most frequent contributing causes of major incidents across Chevron.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health

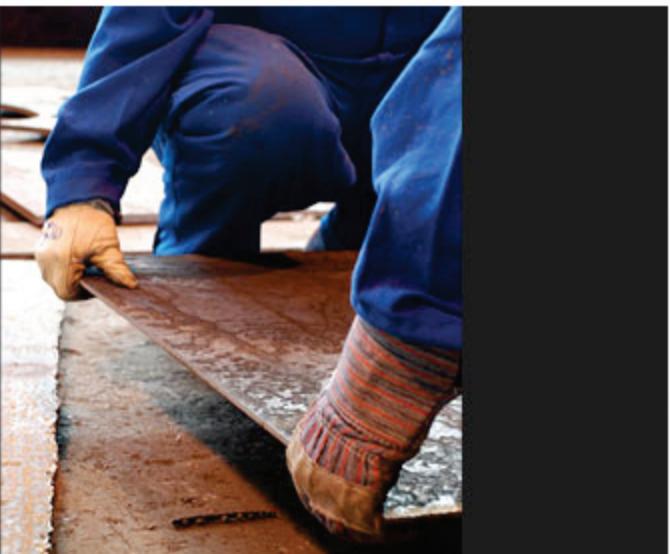


Test Your Knowledge Quiz
Voices: Health Tips

We Stopped the Job

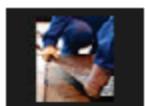
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Stopped Work Ensured Safe Lifting

"Hey! Don't pick that up by yourself! If you're going to lift that, do it safely!" How many times have we seen a co-worker or relative stooping to heft something heavy or awkward – a spare tire, a three-year-old child, a box of supplies – but we don't intervene?

Joel Manio took a different path recently in the metal fabrication area aboard a vessel supporting Chevron's deepwater Frade field in Brazil. Manio, a mechanical technician for contractor SBM, saw a fellow worker bending to lift a steel plate, stopped him and explained how improper lifting can injure the back and spine. Then he showed him the correct lifting position (as demonstrated in the photo) and helped carry the plate into a workshop.

Manio took personal ownership of an unsafe situation – and proved that stopping work doesn't always interrupt productivity. More often, it keeps things moving safely, with an extra payoff in reliability.

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In this
Issue...
July 2010



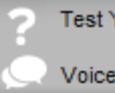
We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



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Voices: Health Tips

We Stopped the Job

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Cool Move Ensures Safety at Overheated Site

Eager to assemble Chevron's exhibit at last year's World Heavy Oil Congress in Venezuela, a team of contractors gathered on a steamy morning inside a big tent housing sponsors' booths. Time was tight, and workers were scrambling because the congress had to be relocated shortly before opening.

With the air conditioning not yet working, the temperature in the tent climbed past 100 degrees Fahrenheit (38° C). As other crews labored in the stifling heat, Susana Brugada of Policy, Government and Public Affairs (PGPA) conferred with her site supervisor and stopped work. The team returned that evening to complete Chevron's booth under safer conditions – and still on time.

With company image on the line, everyone was tempted to rush, says Brugada, but cooler heads prevailed. When risks arise or unsafe behaviors appear, even in an office or non-industrial workplace, employees can and must stop work. The example was logged in the regional PGPA scorecard.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health

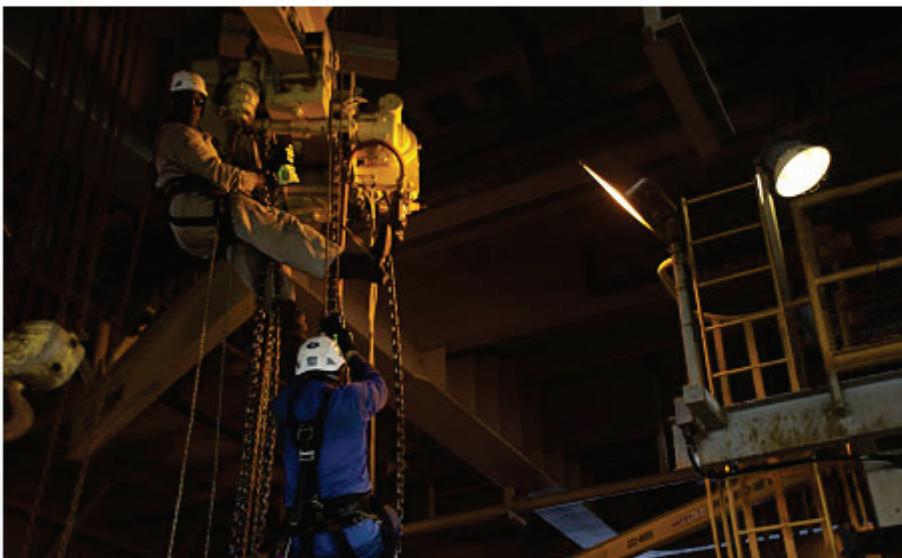


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Voices: Health Tips

We Stopped the Job

[Print](#) | [Email](#)

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7 of 8 photos

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Daily Stoppages Equal Months Injury-Free

Logging 311 injury-free days aboard the Tahiti spar from the start of hookup to commissioning (HUC), Chevron's Tahiti deepwater development in the Gulf of Mexico was a safety showcase. Consider another impressive number: throughout HUC Chevron employees and contractors used SWA on average *five times a day*.

According to Larry Golson of Project Resources Co. in Houston, the construction phase inherited a Tahiti safety culture established long before in offshore drilling operations and onshore fabrication yards, where the construction team implemented a safety plan based on JMJ Associates' Incident and Injury-Free program.

Leaders on drill ships and in yards reinforced, tracked and celebrated SWA. Safety fundamentals became business as usual: routine workforce engagement and training; frequent and collaborative safety meetings and hazard hunts; visible leadership and daily recognition of safe behaviors. Also key: setting SWA expectations clearly and early, reinforcing them regularly, and implementing a simple written form and tracking program.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health

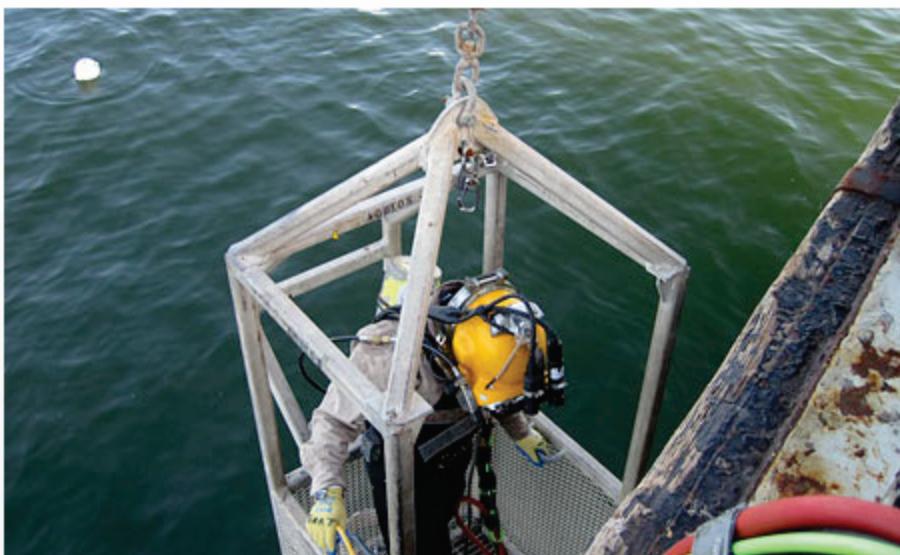


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Voices: Health Tips

We Stopped the Job

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8 of 8 photos

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Pause for Breath

Exploring coral reefs, recreational SCUBA divers carry tanks to breathe. But in the Gulf of Mexico, the professional divers (such as the one pictured) who support offshore oil and gas operations often employ long air hoses attached to compressors on vessels or barges above.

Recently, a diver working underwater for Chevron noticed contamination in his air supply. The dive compressor was sucking in smoky exhaust from a jet pump. The dive was terminated, and dive operations suspended while a new pump was delivered and installed.

Drill site manager Craig Duhon applauds the workers and supervisors – and the safety culture of contractor CalDive Services – for stopping work to correct potentially unsafe conditions and discuss solutions.

Although the pump and compressor were associated with separate activities, one threatened the safe performance of the other and created a hazard that might easily have gone undetected.

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In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips



On the Nature Watch

Oil field operators are learning to spot protected species.

California's San Joaquin Valley, with its alternately rolling hills, flat desert landscapes and farmlands, is rich in wildlife. Below the surface it also harbors a wealth of crude oil resources. The training of employees to safely produce these, while protecting life on the surface, has been standard operating procedure for a decade.

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Left: Great-horned owl, spotted on Chevron property.

In this Issue...
July 2010



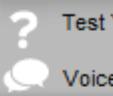
We Stopped the Job



On the Nature Watch



Take Control Of Your Health



Test Your Knowledge Quiz



Voices: Health Tips

On the Nature Watch

The adult San Joaquin kit fox is not much larger than a domestic cat, with a coat of beige-and-gray-colored fur. Like other species of fox, they're nocturnal but also venture out by day. Around the oil fields of California's San Joaquin Valley, the cunning creatures are getting used to people – and the food they throw out in trash bins.

But this increasing habituation to human activity is only causing a greater threat to their survival. From a population estimated at only 7,000 in 1990, they are now considered to be an endangered species.

The kit fox, blunt-nosed leopard lizard, American badger and a unique local species of squirrel are just a few of the animals employees in our San Joaquin Valley business unit (SJVBU) encounter in the course of operations.



This San Joaquin kit fox, an endangered species, was photographed resting in a Chevron parking lot.

Several are officially protected species, meaning activity anywhere near them must be highly regulated. Laws require frequent biological surveys to monitor their populations. It is for these reasons – and in support of our commitment to protecting people and the

environment – that Chevron launched the Certified Biological Representative (CBR) program a decade ago.

Randi McCormick, principal biologist of McCormick Biological Inc., and one of our key business partners in the region, explains how it all began.

"Chevron was regularly calling us out when they spotted signs of vulnerable wildlife. But after one call to a semi-urban area, which was a false alarm, I thought there had to be a better way to avoid the delay and expense of getting a biologist to the scene."

At McCormick's suggestion, the SJVBU team decided that training our own employees was the answer. What if we knew how to recognize animal tracks and discern between things like a fox hole in use and an empty burrow – and know when to call in a biologist

[Print](#) | [Email](#)

[Comments \(12\)](#)

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

On the Nature Watch

for a second look? It would be a more cost-effective and efficient way to ensure compliance.



Employees attend CBR "refresher" training, led by program coordinator Brad Noblitt (far left) and Randi McCormick (second from right) at the Midway Sunset Field near Bakersfield, Calif.

The CBR program targets Health, Environment and Safety (HES) employees and other select field personnel. They undergo an initial eight-hour training to become certified and take subsequent refresher courses each year to keep their knowledge current.

In the training, participants learn about the wide variety of small animals and native plants found in the region and gain an understanding of the biologists' work. They spend some time in the classroom – looking at photographs of the animals and learning about their behavioral patterns – and then go into the field with the biologist to look at burrows, scat and other signs of life, putting their classroom lessons to the test.

The training focuses on "disturbed" areas of land, or land that is already fairly developed with parking lots, buildings, pipes and pumping units. Land must be considered 50

percent to 75 percent disturbed for the CBRs to be qualified to survey it; relatively untouched, pristine land is evaluated by professional biologists. Surveys are done before construction, pre-abandonment and on an ongoing basis to ensure animals are protected at all times.



A sign at the Kern River oil field warns of the presence of endangered species.

In this Issue...
July 2010



We Stopped the Job



On the Nature Watch



Take Control Of Your Health



Test Your Knowledge Quiz



Voices: Health Tips

On the Nature Watch

[Print](#) | [Email](#)

[Comments \(12\)](#)

McCormick urges trainees to take pictures of what they see when they're doing evaluations on their own and to include in the shot, for scale, a recognizable object like a U.S. quarter (the size of a typical mouse burrow).

Brad Noblitt, HES technical lead in SJVBU and CBR program coordinator, says the training can help the business even without the second opinion of a biologist.

"If an employee is not sure about the particular signs of an animal habitat, the CBR program increases staff awareness about potential issues," Noblitt said. "A CBR can feel confident advising his or her team to move a pipe 10 feet out from its proposed location to ensure it runs through a highly disturbed area and won't impact any animals," Noblitt said. "That way, the project can go forward without any interruption to the business."



As part of the CBR refresher training, trainees and their facilitators survey the Midway Sunset Field, scanning for signs of animal life.

Dens of protected species such as the kit fox must be avoided (by pipelines or other facilities) by 50 feet (15 m) or more, depending on whether the den is in use, adding potentially \$10,000 to \$20,000 in costs

to a project if a plan must be changed late in the process. So, it makes sense to involve CBRs early in the planning stages.

"Since we started the program, the asset development teams in San Joaquin Valley have done a really good job of incorporating HES and environmental awareness into the business," Noblitt explains.

Approximately 50 people have been trained so far, and although the CBR program currently exists only at the SJVBU, Noblitt sees the potential for expansion throughout Chevron.

"Wherever we might encounter wildlife, this program can be helpful in ensuring we're living our values, complying with the law – and doing so in a cost-effective way," he said.

Noblitt said of a group attending a recent CBR

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

On the Nature Watch

[Print](#) | [Email](#)

[Comments \(12\)](#)

refresher course, "These folks have a great awareness of the environment and the plants and animals that live in it, but they wouldn't hesitate to call in a biologist when necessary. That's exactly what we're looking for with this program."

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1 of 10 photos

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All photos courtesy of Brad Noblitt and McCormick Biological.

[Previous](#) [1](#) [2](#) [3](#) [4](#) [5](#) [Next](#)

In this
Issue...
July 2010



We Stopped
the Job



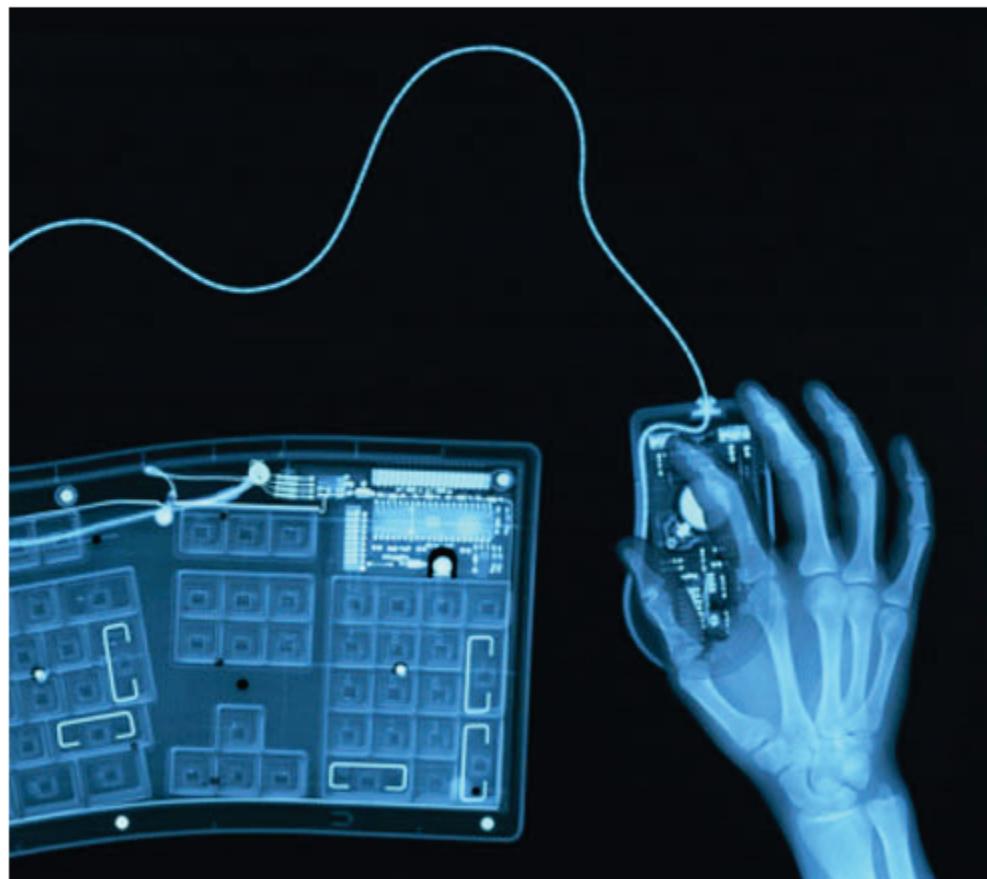
On the Nature
Watch



Take Control Of
Your Health



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Voices: Health Tips



Take Control of Your Health

Here are some ideas on how to manage your life to keep healthy.

We can use our stop-work authority when there's a risk to health as well as safety. Taking control also is about what we can start doing to stay in good shape. In this illustration we list the top everyday health risks and offer tips on how to avoid them.

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Left: Intensive computer use can be harmful.

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health

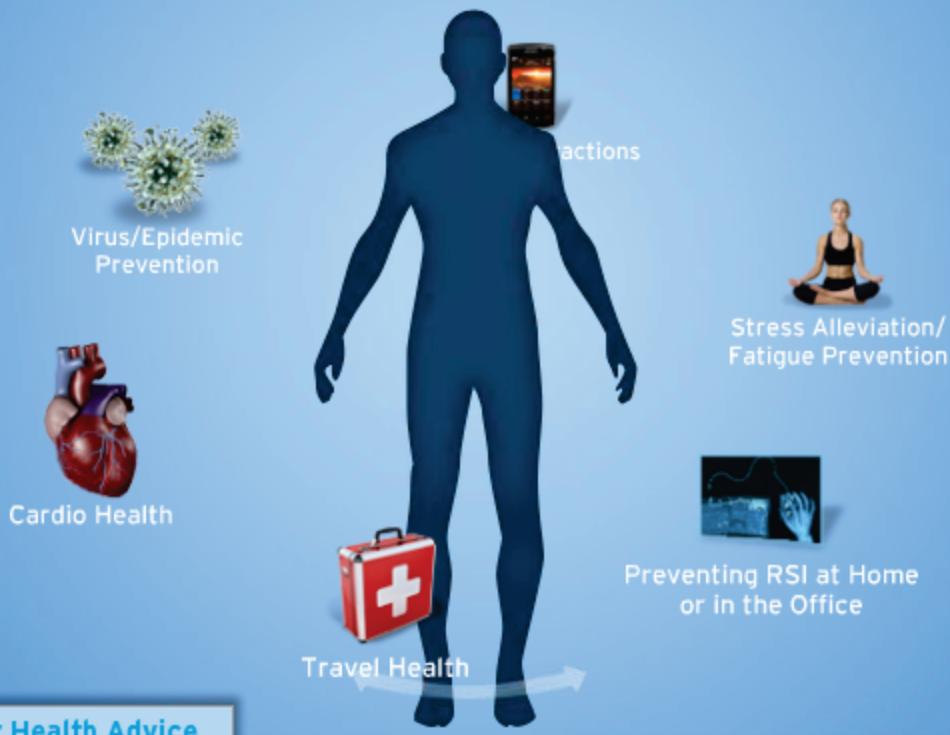


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Voices: Health Tips

Take Control Of Your Health

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Welcome

These are among the most common health risks.

Click on an icon for each one and read the tips on how to avoid these risks.

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz

Voices: Health Tips

Take Control Of Your Health

[Print](#) | [Email](#)

[Comments \(8\)](#)

Cardio Health

Several risk factors have been identified for cardiovascular disease, which affects the heart and major blood vessels. While some of these cannot be controlled, such as age and family history, some can be modified or treated. We can live a longer and healthier life if we just adopt healthy life styles.

Avoid smoking - or breathing another's smoke. Become more active - maintain regular physical activity. Choose good nutrition, stressing a diet rich in fruit and vegetables and avoiding foods that are high in fat, sugar and salt. Maintain your blood cholesterol, blood pressure and a healthy body weight.

Travel Health

Cardio Health

Virus/Epidemic
Prevention

Preventing RSI at Home
or in the Office

Driving Distractions

Stress Alleviation/
Fatigue Prevention

[Further Health Advice](#)



In this
Issue...
July 2010



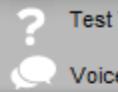
We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

Take Control Of Your Health

[Print](#) | [Email](#)

[Comments \(8\)](#)



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Travel Health

Travel to international locations can have serious implications for your health. Taking proper precautions can reduce your risk of encountering illness while abroad.

Our Chevron clinics can help prepare business travelers for health risks as they travel around the world. The clinics can provide travel vaccines; appropriate prophylaxis like malaria prevention medication; information about food-, water- and insect-borne illness prevention; as well as ways to stay healthy while traveling by air.

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

Take Control Of Your Health

[Print](#) | [Email](#)

[Comments \(8\)](#)



Cardio Health



Travel Health



Preventing RSI at Home
or in the Office



Driving Distractions



Stress Alleviation/
Fatigue Prevention

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Virus/Epidemic Prevention

Human influenza is a highly contagious viral infection. When flu is in your community or you are experiencing flu symptoms, you should stay at home or avoid physical contact with people, resist any unnecessary travel and avoid crowded places or public transportation.

By following simple hygiene we can prevent exposures and minimize spread. If you are traveling or working in areas affected by flu, monitor your health by taking your temperature three to five times daily to allow for early detection of potential symptoms and practice good respiratory hygiene, if coughing or sneezing.



In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health

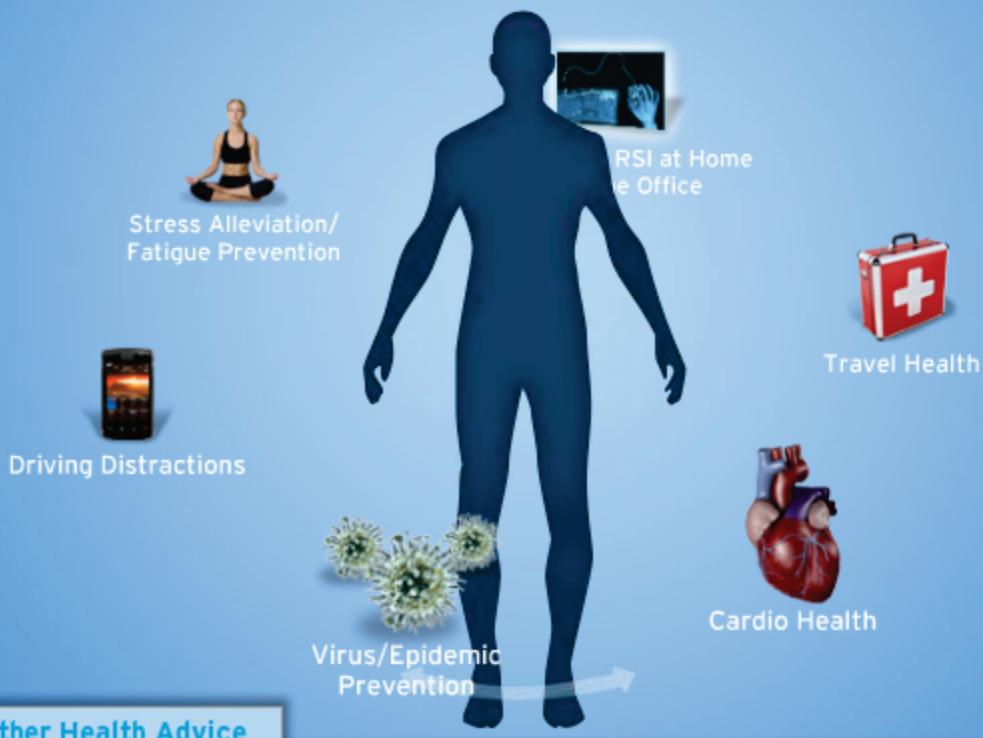


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Voices: Health Tips

Take Control Of Your Health

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Preventing RSI at Home or in the Office

If your job involves prolonged computer use, you're a candidate for repetitive stress injury (RSI), which typically affects your wrists, hands, shoulders or elbows.

You can reduce the risk of injury at work or at home by avoiding awkward postures and changing positions frequently. You also can work with a professional who will give you specific advice on how to limit your risk and recommend stretching and other exercises that focus on preventing RSI by improving circulation.

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

Take Control Of Your Health

[Print](#) | [Email](#)

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Driving Distractions

Distracted drivers are a lethal danger to themselves, their passengers, other drivers and pedestrians.

Avoid any distraction as it will slow your reaction time by taking your mind off of driving. Don't talk on a handheld or hands-free cellular phone - behavior that can be as dangerous as driving while drunk. Never text while driving: this is more dangerous than talking on the phone because you are taking your eyes, and mind, off the road.

If you need to use a phone, pull off the road and safely park before making your call. The same advice goes for any other multitasking activity, such as using navigational or other interactive devices.

In this
Issue...
July 2010



We Stopped
the Job



On the Nature
Watch



Take Control Of
Your Health



Test Your Knowledge Quiz
Voices: Health Tips

Take Control Of Your Health

[Print](#) | [Email](#)

[Comments \(8\)](#)



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Stress Alleviation/ Fatigue Prevention

Stress can contribute to high blood pressure, heart disease, depression and diabetes. It can affect the immune system, which helps protect us from many diseases.

But you can minimize stress and manage its effects by learning to control what you can, for example, through physical activity, deep breathing and muscle relaxation exercises. In times of stress, it's crucial to take care of yourself and maintain an appropriate work/life balance. Many of the same pointers apply to fatigue prevention.

Chevron's Global Employee Assistance WorkLife program is a confidential counseling service that helps employees resolve a broad range of personal, family and work-related issues.