

## **Developing *Esprit de Corp* Keeps Colleagues Safe**

25 May 2004

"Not one gallon of gasoline is worth anyone getting hurt." These words from El Segundo Refinery General Manager, Gary Yesavage, spoken to the contractors who work at the Refinery, form the basis for a safety philosophy that has driven that facility to achieve 2 million employee and 800,000 contractor injury free man-hours.

Things were different in 2001 when 25 employees and contractors suffered recordable injuries. Then El Segundo Refinery management learned about JMJ Associates Limited, a consulting firm that helps companies create a high performance safety culture. Project Resources Management (PRC) had seen dramatic results using their philosophy. El Segundo engaged them to work with project teams.

"One of the best and most important things we did," says Mike Dugan, El Segundo Refinery Services Division Section Supervisor, "was to begin to work more closely with contractor management to focus on improving safety for all workers."

The approach, called Incident and Injury Free (IIF), focuses on the subjective side of safety (personal intentions and group culture) as well as the objective side (individual behaviors and group systems and processes).

"We engineers can have trouble with the subjective side --- the 'hearts and minds' piece," explains Tom Richart, manager of Operational Excellence for Global Refining. "What it means is putting a stake in the ground beyond our expectations and really believing we can get there. We work towards zero injuries and incidents by building relationships and demonstrating that we truly care for each individual in the workforce. As we create an environment of high safety and incident-free performance, it carries over into all areas of business performance."

### **Building a sense of team**

In a work environment where contract workers and company employees work side-by-side, tensions can build due to the different employment engagements. Because the management of both ChevronTexaco and their contractors share a common, aligned goal – to work towards reducing the risk of injury to all workers - this 'us and them' mindset has all but disappeared at El Segundo.

"When you're out on the site now, if it weren't for the different colors of hard hats, you wouldn't know they're not all with one company," Dugan says.

Gary Yesavage meets monthly with all 350 contractors. He talks to them about safety and reinforces that if they think they are being pressured to do something that is unsafe, they can and should call a time out. Setting high expectations and living the commitment are cornerstones of this successful effort.

Addressing non-safety related issues is also important in creating a culture where everyone feels they are an equal member and want to contribute. For example, the Refinery had a paved parking lot for its employees and a dirt and gravel one for contractors. For years the contractors asked the company to pave their lot, and for years budget constraints caused ChevronTexaco to say 'No'. Then during one of the regular meetings that Refinery and contractor management hold to address safety, the issue was raised again. This time the group reached an agreement. El Segundo

would provide the materials and the contractors would apply them. Contractors from the different companies worked together on a Friday and Saturday to lay the asphalt. The result was not only a paved lot, but also a group that is more committed to the company.

For those who are more comfortable with statistics, the numbers also tell the story. In 2001, there were 25 recordable injuries. In 2002, the number dropped to 22. By 2003 it was down to 6 and YTD 2004 there have been no employee or contractor work-related injuries.

"That doesn't mean that any group should stop their current safety efforts. IIF doesn't replace them," Dugan says. "It's about care and concern and having the right working relationship among workers. That's a great addition to our behavior-based focus on safety."