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Policy 530 - Operational Excellence

EFFECTIVE DATE	3/26/2018
REPLACES	10/1/2010 12:00:00 AM
REFERENCES	<ul style="list-style-type: none"> ▪ Policy 1 - The Chevron Way - Getting Results the Right Way ▪ Policy 2 - Compliance Procedures and Guidelines ▪ Policy 50 - Crisis Management ▪ Operational Excellence Management System Overview ▪ Tenets of Operation
COORDINATOR	GM, OE/HES Technical Services

Scope

It is the policy of Chevron Corporation to protect the safety and health of people and the environment, and to conduct our operations reliably and efficiently. The Operational Excellence Management System (OEMS) is the way Chevron systematically manages workforce safety and health, process safety, reliability and integrity, environment, efficiency, security, and stakeholder engagement and issues. OEMS puts into action our Chevron Way value of Protecting People and the Environment, which places the highest priority on the safety and health of our workforce and the protection of communities, the environment and our assets. Compliance with the law is a foundation for the OEMS.

Our OEMS is a risk-based system used to understand and mitigate risks and maintain and assure safeguards. OEMS consists of three parts:

1. **Leadership and OE Culture.** Leadership is the largest single factor for success in OE. Leaders are accountable not only for achieving results, but achieving them in the right way. Leaders must demonstrate consistent and rigorous application of OE to drive performance and meet OE objectives.
2. **Focus Areas and OE Expectations.** Chevron manages risks to our employees, contractors, the communities where we operate, the environment and our assets through focus areas and OE expectations that guide the design, management and assurance of safeguards.
3. **Management System Cycle.** Chevron takes a systematic approach to set and align objectives; identify, prioritize and close gaps; strengthen safeguards and improve OE results.

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We will assess and take steps to manage OE risks within the following framework of focus areas and OE expectations:

1. **Workforce Safety and Health:** We provide a safe and healthy workplace for our employees and contractors. Our highest priorities are to eliminate fatalities and prevent serious injuries and illnesses.
2. **Process Safety, Reliability and Integrity:** We manage the integrity of operating systems through design principles and engineering and operating practices to prevent and mitigate process safety incidents. We execute reliability programs so that equipment, components and systems perform their required functions across the full asset lifecycle.
3. **Environment:** We protect the environment through responsible design, development, operations and asset retirement.
4. **Efficiency:** We use energy and resources efficiently to continually improve and drive value.
5. **Security:** We protect personnel, facilities, information, systems, business operations and our reputation. We proactively identify security risks, develop personnel and sustainable programs to mitigate those risks, and continually evaluate the effectiveness of these efforts.
6. **Stakeholders:** We engage stakeholders to foster trust, build relationships, and promote two-way dialogue to manage potential impacts and create business opportunities. We work with our stakeholders in a socially responsible and ethical manner, consistent with our respect for human rights, to create a safer, more inclusive business environment. We also work with our partners to responsibly manage Chevron's non-operated joint venture partnerships and third-party aviation and marine activities.

There are specific OE expectations which need to be met under each focus area. Additional expectations apply to all focus areas and address legal, regulatory and OE compliance; risk management; assurance; competency; learning; human performance; technology; product stewardship; contractor OE management; incident investigation and reporting; and emergency management.

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Responsibilities

The Vice President, Health, Environment and Safety, will:

- Provide advice and counsel on matters pertaining to workforce safety and health; process safety; reliability and integrity; environment; and efficiency
- Recommend changes to this OE policy
- Steward the execution of OEMS and the application of the Management System Cycle to ensure effective implementation of this policy
- Assist in development of OE performance metrics and targets
- Coordinate inter-/intra-Company activities regarding workforce safety and health, process safety, reliability, environment and efficiency matters
- Implement an OE audit program to confirm the effective execution of this policy
- Represent the Corporation on OE policy and strategy matters externally

Line management has the primary responsibility for complying with this policy and applicable legal requirements within their respective functions and authority limits. Line management will establish local policies, processes, programs and standards consistent with expectations of the OEMS and communicate them to their respective employees.

Employees are responsible for understanding the risks that they manage and the safeguards that need to be in place to mitigate those risks. Employees are responsible for taking action consistent with all Company policies, and laws applicable to their assigned duties and responsibilities. Accordingly, employees who are unsure of the legal or regulatory implications of their actions are responsible for seeking management or supervisory guidance.

The General Manager, OE Audit is responsible for assessing the effectiveness of line managements' systems, processes, programs, standards and practices for ensuring compliance with this policy.

The Vice President and General Counsel will ensure that legal advice and resources are provided in support of strategy development and compliance activities.

The President, Energy Technology Company and Vice President of Complex Process Facilities will ensure that technical advice and resources are available in support of strategy development and compliance activities.

The Vice President, Policy, Government and Public Affairs is responsible for managing social, political, and reputational risks to the company and that public, government relations and communications strategies are developed and implemented in support of this policy.

The Chief Security Officer will ensure that global security and risk mitigation strategies, safeguards and programs are developed and implemented in support of this policy.

The Chief Information Officer and ITC President will ensure that risk-based safeguards and programs are developed and implemented to maintain the confidentiality, integrity and availability of our systems in support of this policy.

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