

## A Commitment to Safety and Quality

*Adopted from Chevron EMC OE Stewardship Tenets (2005)*

### Stop Work Authority

- 1 Always operate within design or environmental limits.**
- 2 Always operate in a safe and controlled condition.**
- 3 Always ensure that safety devices are in place and functioning.**
- 4 Always follow safe work practices and procedures.**
- 5 Always meet or exceed client's requirements.**
- 6 Always maintain integrity of dedicated systems.**
- 7 Always comply with all applicable rules and regulations.**
- 8 Always address abnormal conditions.**
- 9 Always follow written procedures for high-risk or unusual situations.**
- 10 Always involve the right people in decisions that affect procedures and equipment.**

### Complacency

### Vision of a Successful Project

It is your responsibility, and you have the authority to stop work that doesn't comply with Project Navigator's Tenets of Operational Excellence. There will be no repercussions to you for stopping work. We want you to "do it safely or not at all". This commitment to maintaining a safe work environment is personally backed by the President of Project Navigator, Ian Webster, and supported by all levels of Project Navigator management. These tenets have been adopted across all parts of Project Navigator and are intended to insure Incident Free Operation...Operational Excellence. Notice that every one of the tenets starts with same word – "ALWAYS". Said another way, this means that we NEVER take exception to these tenets. You can count on Project Navigator to stand behind your actions upholding these tenets.

A variety of equipment will be used at a project site. Each type of equipment is designed to safely perform specific tasks. Don't push the equipment to perform work outside its intended capabilities, i.e., "Don't use force, get a bigger hammer!" We can bring additional equipment to the task with greater capability.

Some of the work at a project site can involve physically demanding effort. Think through the effort that will be required to accomplish a physical task, e.g., pushing, pulling, lifting. If the task involves reasonable effort, use good work practices, e.g., lifting techniques to properly position your body and complete the task. If the task will require you to strain, get help from your co-workers or employ equipment to help with the task.

In normal use, guards or enclosures on equipment may become damaged or dislodged exposing hazards, e.g., in-running nip points/pinch points. Before using equipment, inspect guards and enclosures. Repair any defects before operating the equipment when you break for lunch or quit for the day so that repairs can be made before the equipment is operated again.

Before you start any task, ask this question: "What is the worst thing that could happen to me in this task?" Then follow up with the question: "Do I have the right procedures, equipment, or help to eliminate the worst outcome?" Review the applicable Job Safety Analysis or safe work procedure to insure that precautions are available to protect you. If you discover a hazard or risk that will not be properly controlled, suggest changes to the work procedures, review them with the Site Supervisor, update the JSA and then use the revised safe work procedures to complete the task.

Project Navigator is a provider of project management services. We value opportunities to serve our clients and understand that more opportunity will come when we meet or exceed client expectations. We want to give special attention to meeting all project requirements. Where you see opportunities to safely and economically deliver more than is expected, please do.

At a project site, there are systems dedicated to protecting you from hazards. Some are physical structures, e.g., fences, barricades, guards. Others are electrical or mechanical systems, e.g., dead-man switches, kill switches. Still others are safe work procedures and systems, e.g., lockout/tag-out. If you notice damage to these systems, get them repaired. Do not circumvent (work around) systems that are intended to protect you, e.g., don't remove locks and tags placed by others.

Rules and regulations are established for a reason, i.e., to protect people, property, the environment, etc. It is Project Navigator's intent to comply with all applicable rules and regulations at a project site. If you encounter possible waste or contaminated materials at a project site, e.g., liquids, tank residues, report them to the Site Manager so we can be sure that we know what they are, how to safely handle them, and if necessary, request characterization testing.

Don't ignore circumstances that could cause abnormal conditions, e.g., pooled water, thunderstorms with lightning. Ask yourself, "Have we planned for this condition? What procedures and precautions should I be using? Should I stop work? Should I change the timing of planned tasks? Should I move the work to a safer location?" Whatever you decide should be done, or if you are uncertain what to do, discuss the situation with the Site Manager. Please bring to our attention anything you think is abnormal.

There should be a Job Safety Analysis (JSA) for every task to be performed at a project site that involves significant recognized risk. The JSA identifies the work to be done, hazards that may be encountered, and personal protective equipment and work procedures required to safely conduct the work. JSAs govern expected work tasks, if something unanticipated comes up, stop work and assess whether a new or modified JSA is needed to guide the work. Emergency procedures are established so that we can calmly and effectively deal with high-risk situations, e.g., fires, earthquake, exposed electrical conductors, when they occur or are discovered. We practice written emergency procedures to assure that we will all react appropriately if an emergency arises.

Each of you brings specific skills and knowledge to a job. Nobody is expected to know how to do everything. It is OK, and expected, that you will tell us when you don't understand how to do something, or can't remember how to perform a task safely. If something comes up that is beyond your skill level, outside your comfort zone, or beyond your understanding, ask for help. Keep asking until you find someone who clearly has the answer to your needs or knows who to contact to get the answers.

We also need to be aware of and watch out for complacency. Complacency is when you've done the job many times before; it becomes routine; it's second nature. It's when you feel that you are not really thinking about what you are doing. When this happens, it is the time to stop yourself and reconnect with what you are doing. Project Navigator wants you to stay alert, to keep your observational skills active, to continually check to see about subtle changes that could cause an incident or, even worse, cause you to be hurt.

Key success factors are cost, schedule, working efficiently, and safety. If you get hurt, than a project isn't a success. There is no reason for you to get hurt and we need your help. Project Navigator cannot emphasize enough the importance of taking the time to think about the risks and mitigate them.