



Client: **Chevron**
Industry: **Petrochemical**
JMJ Service: **Saftey: Delivering Incident and Injury-Free® (IIF®) Results™**

Chevron Managers and Union Workers Join in Creating an Injury-Free Culture

Business Challenges:

Events from years ago divided the organization; the trust and relationship between Chevron's management and the union was damaged and dysfunctional. Workplace safety and productivity was negatively impacted by this situation.

Client Goals:

- Repair the relationship between Chevron's management and the union; open the barriers of communication and cooperation
- Establish a workplace in which no one is injured
- Create a culture that promotes genuine concern and care about workers' safety

How JMJ Helped:

A natural fit with Chevron's existing procedures, JMJ's IIF approach helped the company shift goals from reducing the number of recordable incidents to achieving a sustainable IIF environment. Chevron recognized JMJ's approach as being more interactive than other programs, reaching a cross section of the organization. Chevron now recognizes that individual responsibility for safety is key to IIF performance and that safety leadership can come from anyone in the company.

Results:

- Improved the relationship between Chevron's management and union workers
- Implemented daily interactive safety meetings, encouraging employees to share safety tips
- Increased management's safety awareness; allowing more time for projects and ensuring sufficient manpower
- Created a comfortable environment for workers to voice concerns and opinions

At the onset of the engagement with JMJ, the union workers were somewhat skeptical about Chevron's level of commitment; however, after attending a JMJ IIF Commitment Workshop and realizing the possibility and reality of an injury-free work environment, they joined with Chevron management to create a safe worksite.

Perhaps one of the most dramatic changes involved, safety meetings: originally held annually, they are now daily. Interactive and effective, the meetings are an opportunity for workers to express ideas and opinions without fear of retaliation. As a result, valid safety issues are addressed.

In the past, project deadlines created a rushed and unsafe environment, often with a shortage of workers. Today, management approaches projects from a safety-minded perspective.

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As a result of JMJ and IIF, we view safety differently and work more effectively as an organization. There is less negativity in the workplace and more recognition for what is being done correctly.

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Dave Varney
Long Wall Supervisor
Chevron

