



Resiliency and Human Performance

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What is resilience?

Resilience is the ability to face and manage adversity, challenges and changes.

Resilient people and organizations use resources adaptively and thrive.

Some people are naturally resilient, while others learn resilience as a skill.





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How to practice resilience?



1. Connect with colleagues and friends.
2. Maintain perspective.
3. Take care of yourself.
4. Choose how you respond.
5. Be flexible and hopeful.
6. Learn from experience.




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How can one build resilience?



1. Learn to regulate emotions.
2. Adopt a positive but realistic outlook.
3. Be physically fit.
4. Accept challenges.
5. Have a close support network.
6. Observe and imitate resilient role models.

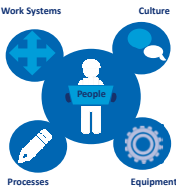



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What is human performance?



Human Performance:
The way people, culture, equipment, work systems and processes interact as a system.



At Chevron, we are focused on reducing the seriousness and frequency of human failures and resulting outcomes by:

- Improving the interaction between the individuals and the critical systems.
- Recognizing error-likely situations and applying tools to reduce the likelihood of error.

Error traps are factors that can create error-likely situations – organizational, work environment, task demands, individual factors



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Why is Chevron focusing on human performance?

Operational Excellence
Home
Overview
Project Page

Home
Overview
Project Page

[Operational Excellence](#)
[Understand OE](#)
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[OE Processes](#)
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Welcome to Human Performance

Watch the Introduction to Human Performance video

Human Performance

Focused on reducing serious incidents and fatalities

Low Bandwidth Version

Chevron Human Performance Principles

Principles are foundational and guide application

1. People will make mistakes.
2. We can predict, manage and prevent error likely situations.
3. Organizations influence individual behavior.
4. Understanding how and why mistakes occur and applying lessons learned can reduce incidents.
5. The majority of errors associated with incidents stem from latent conditions rather than active errors of the individual performer.
6. Violations are mostly conscious, but well-meaning behavior intended to get the job done.
7. How leaders respond to failure matters.

Chevron's Human Performance effort targets the prevention of serious incidents, injuries and fatalities.

Work Systems

People

Process

Equipment

Human Performance Infographic

HUMAN PERFORMANCE LINKS

[Additional Information \(5\)](#)

[Human and Safety Overview](#)

[Get the Underlying Reading List](#)

[Human Performance Overview](#)

[Human Performance Technology](#)

[Improving Human Performance](#)

Why is Chevron focusing on human performance?

- Studies show that human performance was a factor in many serious incidents. In several, latent organizational issues were involved.
- By focusing on reducing human error, we will also reduce the likelihood of those occurrences and harmful events.
- We are ensuring that safeguards exist and expanding our thinking from 'why' to include 'how' by focusing on:

Physical and psychological well-being and human performance

Both individual factors (e.g. fatigue, stress, distraction) and organizational factors (e.g. organizational or peer pressure) can influence the interaction between individuals and critical systems

Chevron's Human Performance efforts focus on proactively reducing human failure and its outcomes by:

1. Improving the interaction between the individuals and the critical systems, and
2. Individual recognition of error-likely situations and applying tools to reduce error

Physical and psychological well-being and human performance

Creating a workplace culture that allows identification and discussion of individual factors (fatigue, stress, distraction, ill-health etc.) without negative consequences, allows us to take action which can reduce error-likely situations

Chevron's Human Performance efforts focus on proactively reducing human failure and its outcomes by:

1. Improving the interaction between the individuals and the critical systems, and
2. Individual recognition of error-likely situations and applying tools to reduce error




Physical and psychological well-being and human error

Applying Human Performance Concepts can help individuals understand how physical and psychological factors can influence serious incidents and fatalities.



Recognizing related error traps:

- Fatigue
- Stress
- Distraction

Acknowledging influencers of motivation, physical capability and work culture:

- Personal health
- Fitness for Duty
- Peer/Organizational pressure

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Focusing on resilience improves physical and psychological well-being

avoid the big 3

individual factors related to error likely situations

fatigue	stress	distraction
physical or mental exhaustion threatening work performance Causes: - not enough sleep - poor sleep quality Impacts: - affects judgement - responsiveness - awareness Signs: - yawning - nodding eliminate: - fatigue management programs - ensure the system of fatigue is covered and often when other risks are covered	physical, chemical, or emotional factor that causes physical or mental tension Causes: - work environments - family conflicts - financial concerns Impacts: - decision making - energy - attention Signs: - irritability - distraction manage stress: - develop a system of stress management - ensure the system of stress is covered and often when other risks are covered	anything that draws your attention away from the task at hand (internal and external) Causes: - lack of concentration or mental engagement - tasks or environment that are not engaging - lack of focus Impacts: - loss of focus - incomplete process Signs: - multiple stops and starts - delays in starting work eliminate: - ensure the system of distraction is covered and often when other risks are covered




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Resilience-Human Performance connections
What are we talking about?

Resilience:

- Ability to properly adapt to stress and adversity.
 - Stress and adversity can come in the shape of family or relationship problems, health problems, or workplace and financial stressors, among others.
- Individuals demonstrate resilience when they can face difficult experiences, adapt and still thrive.

Importance of internal mental health (EAP) and wellness SMEs:

- Appropriate referrals (e.g. ICU: Identify-Connect-Understand the way forward)
- Managing organizational change
- Connecting the workforce to resources that enhance overall well-being impacts resilience and human performance

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Addressing resilience can impact
error-likely situations

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Framework for Chevron's
resilience program

For Individuals:
Courses: Established trainings presented in a small group, train-the-trainer, or computer-based:
 a) Chevron – Introduction to resilience, Employee Change Session, Targeted information, Expert resilience
 b) Vendor – Core Attributes of a Highly Resilient Individual
 c) Intrapersonal: Online and mobile-access courses
 a) Meditation
 b) Mindfulness
 c) Humor
 d) Exercise
 e) Budget
 f) Purpose
Personalized Deeper Dive Session:
 a) Emotional Concerns – EAP
 b) Wellness Concern – HRP
 c) Medical Concern – TASC
Courses:
 Vendor course
 Educational Campaign
 ICU – from Human Performance tool-box

For Teams:
Courses: Established trainings presented in a small group, train-the-trainer, or computer-based:
 a) Effective Teamwork
 b) Navigating Change at Chevron
 c) Stress Management and Work Effectiveness
 d) Energy management (Vendor)
For Leaders:
Courses: Established trainings presented in a small group, train-the-trainer, or computer-based:
 a) Navigating Change for Supervisors
 b) Navigating Change at Chevron
 c) Energy management for leaders and teams
 d) Leading a Resilient Organization
 f) Identifying valuable Employees

Ongoing Services:
 a) Resilient Living Website
 b) Healthy Heart Program
 c) Mental Health Screening Tool
 d) Value Options
 e) Podcasts
 f) HealthWise

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QUESTIONS?



"You are not born with a fixed amount of resilience. Like a muscle, you can build it up, and draw on it when you need it. In that process you will figure out who you really are — and you just might become the very best version of yourself." ...Sheryl Sandberg





Dr Alistair Fraser
VP Health Shell



Resilience - Definition



The ability to bounce back and learn from adversity.

A Learnable Skillset



Only Resilience?



Human performance =

The Core aspects of our Humanity such as trust, motivation, accountability, compassion, commitment, optimism, resilience, self-efficacy, need for purpose...

Also a learnable skillset



Why Both?



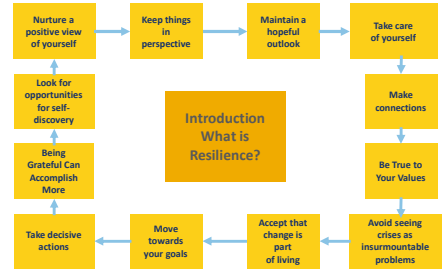
- Artificial separation
- Opportunity backed by good science
 - e.g. PsyCap

Improvements possible in:
engagement, safety, productivity,
health, relationships, outcomes,
thriving etc




The “Resilience” Program



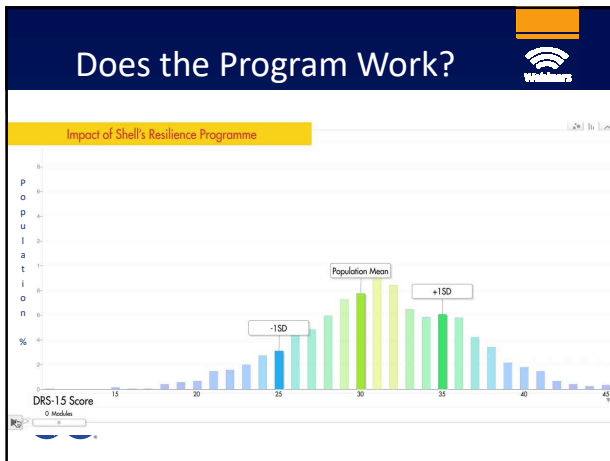


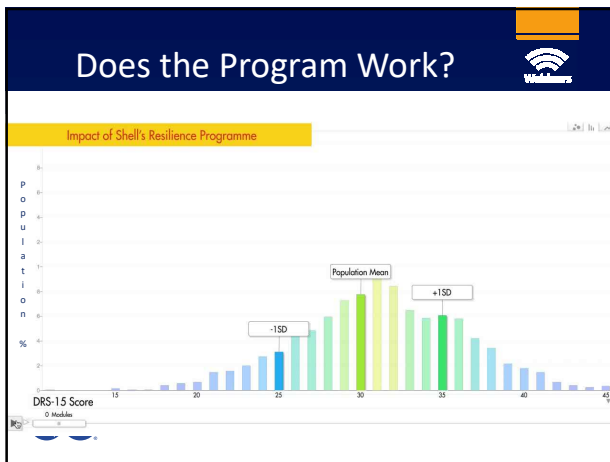
The flowchart illustrates a cyclical process for building resilience. It starts with 'Introduction: What is Resilience?' in the center. The cycle includes: 'Nurture a positive view of yourself' → 'Keep things in perspective' → 'Maintain a hopeful outlook' → 'Take care of yourself' → 'Make connections' → 'Be True to Your Values' → 'Avoid seeing crises as insurmountable problems' → 'Accept that change is part of living' → 'Move towards your goals' → 'Take decisive actions' → 'Being Grateful Can Accomplish More' → 'Look for opportunities for self-discovery' → back to 'Nurture a positive view of yourself'.

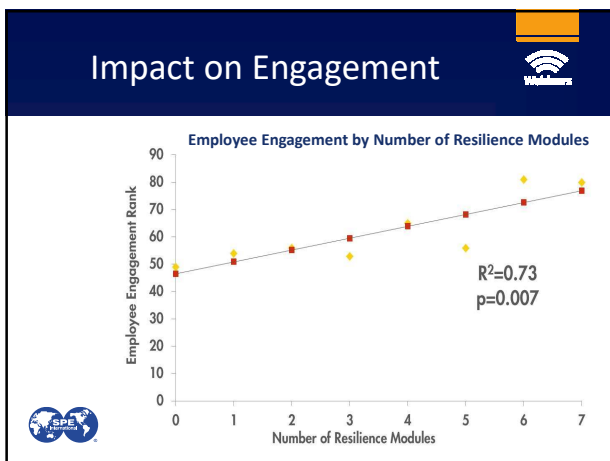
Modules are:

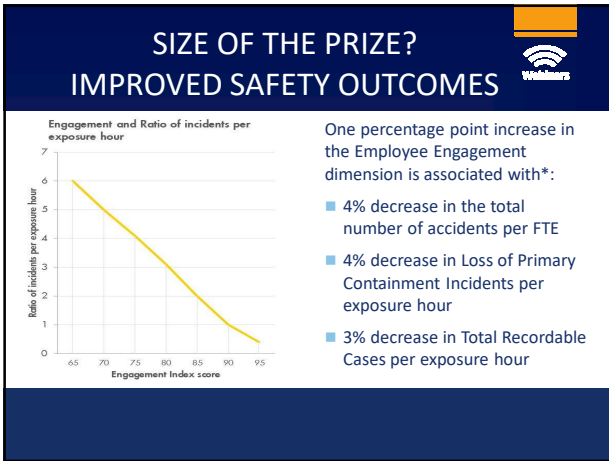
- Based on Pos Psych, CBT, NLP, leadership
- Paper based
- Experiential Peer Learning/Sharing
- Light and fun
- For natural teams, or not...
- To be changed & personalised
- Socially marketed, viral spread – pull not push
- Standard, short & or virtual











- ### SIZE OF THE PRIZE? YOUR HEALTH
1. Positive emotions and laughter improve immune functioning
 2. Lower risk of heart disease
 3. Better recovery after heart surgery
 4. Reduced pulmonary function decline with age
 5. Fewer Health Centre visits after trauma
 6. Reduction in strokes
 7. Reduction of the impact of stress on the heart
 8. Reduction in perception of pain

HUMAN PERFORMANCE & SAFETY

Jill Staats
GM Systems & Culture, Shell

Definitions & Cautionary Note

Resources: Our use of the term "resources" in this presentation means SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions.

Options: Our use of the term "options" includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact.

Shales: Our use of the term "shales" refers to tight, shale and coal-bed methane oil and gas acreage.

The companies in which Royal Dutch Shell plc directly and indirectly owns investments and separate legal entities, in this presentation "Shell", "Shell group" and "Royal Dutch Shell" are sometimes used for convenience where references are made to Royal Dutch Shell plc and its subsidiaries in general. Likewise, the words "we", "us" and "our" are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies. "Subsidiaries", "Shell subsidiaries" and "Shell companies" as used in this presentation refer to companies over which Royal Dutch Shell plc either directly or indirectly has control. Entities and incorporated arrangements over which Shell has joint control are generally referred to as "joint ventures" and "joint operations" respectively. Entities over which Shell has significant influence but neither control nor joint control are referred to as "associates". The term "Shell interest" is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in a venture, partnership or company, after exclusion of all third-party interest.

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Shell's Journey to Goal Zero

- Safety is a value.
- We aim for **Goal Zero. No Harm. No leaks.**

GOAL ZERO.

NO HARM.

NO LEAKS.

NO HARM TO PEOPLE

NO LEAKS FROM OUR OPERATIONS

Our Human Performance Journey

1986 1990's 2000-'06 2007-'10 2013 - '16

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Why Focus on Leadership and Behaviour?

Webinars

PLANT & EQUIPMENT
Technology and standards

PROCESSES & PROCEDURES
• Design / process / procedure
• Management of change
• Risk assessment / hazard identification
• Competence / training
• Safety management system

PEOPLE
• Competence / training
• Motivation
• Attitude
• Safety culture

Incident rate

Time

From paper to people with purpose

ROOT CAUSES

ACTION TARGETS

TRANSLATION INTO ACTIONS

PROACTIVE
Safety knowledge and values
How we think, act and feel

CAUTELANT
We have systems in place to manage all hazards

REACTIVE
Safety is important, we do it but only when we have an accident

PROHIBITIVE
We care so long as we're not caught

CONSERVATIVE
High Safety Margin
It's a how we do business

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How to Achieve Sustainable Behavioural Change

Webinars

"Hearts and Minds" cultural change will gradually improve safety performance in the long term.

A purely 'compliance' approach will deliver quick wins, but fall short in the longer term

A compliance approach now, combined with a longer-term hearts and minds view will allow Goal Zero to be obtained.

Safety Performance

Harm

Time

Compliance only approach

- Illustrative -

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Our Safety Journey so far....

Webinars

LEADERSHIP & BEHAVIOUR PROGRAMMES SAVE LIVES

52 NUMBER OF FATALITIES IN 2000

51 NUMBER OF FATALITIES IN 2002

37 NUMBER OF FATALITIES IN 2006

26 NUMBER OF FATALITIES IN 2008

8 NUMBER OF FATALITIES IN 2010

5 NUMBER OF FATALITIES IN 2012

3 NUMBER OF FATALITIES IN 2016

LIFE-SAVING RULES INTRODUCED IN 2009.....

OUR GOAL IS GOAL ZERO

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Our Safety Culture Toolbox

Supporting our Goal Zero journey and drive for a generative safety culture:

- Leadership at all levels
- HSSE & SP Control Framework
- Golden Rules & 12 Life-Saving Rules
- Hearts and Minds tools
- Worksite Hazard Management
- HSSE for Front Line Supervisors (FLS)
- Safety Roadmap
- Safety Day
- CEO Awards

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Care for People

'Helping every individual to perform at their best'

Safety Roadmap and Care for People

- Create a Care for People Vision for the project using the 14 Elements of Work Welfare
- Plan how that Vision will be brought to life
- Evaluate the impact of your plan and Care for People Interventions
- Adapt and develop your approach throughout the project lifecycle

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Worker Welfare – Care in Action

Nigeria – Project Example

Challenges

- High risk activities in difficult environment
- Contractors skeptical and very reluctant to embrace the **Care for People (CIP)** initiatives in view of the perceived cost growth and possible loss in productivity.
- Difficult to drive change within already tight project delivery window.

Worker Welfare Related Actions

- Upgraded pre-fab accommodation
- Built well-equipped medical facility, gym, and football pitch
- Improved phone and internet services
- Started offering best-in-class catering
- Revised work cycle to improve work life balance
- Improved relationship with host communities

Impact

Improvements in worker welfare contributed to Goal Zero performance:

- over 1,000,000 LTI Free Man-hours and on cost,
- No Care for People related delays – differential to similar projects

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Worker Welfare – Care in Action

Qatar – Project Example



EXAMPLE OF TRANSFORMATION
PEARL GTL

CAMP	Community
Food Complaints & Camp Issues	Food & Camp Committees
Counselors	Aunts & Uncles
Diversity & Inclusiveness	Tangible Outcomes
Sports Facility	Sports Leagues & Events
Job Specific Training Centres	Development Training
Leadership Commitment	Tangible Leadership Actions
Leadership Accountability	
Leadership Visibility	



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Worker Welfare – Care in Action

Gulf of Mexico



- Care Councils focusing on Worker welfare set up in 2012
- Care Councils identify Common Themes:
 - upgraded mattresses
 - provided access to telemedicine services
 - better safety glasses
 - more multi-cultural food options
 - flight times that are tailored better to workers' personal/family commitments.
- Contributed to a 65% reduction in Recordable safety incidents while exposure hours have gone up by a third.



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Worksite Hazard Management



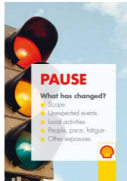
- Full site intervention targeted at improving visible and felt leadership presence at the worksite and empowering the workforce to own their safety and the safety of their peers.
- Improves the understanding and effective implementation of existing HSE critical processes & procedures in operating assets, projects, and construction activities.

Lead and Participate.

Be Consistent and Continuous.

Intervene and Influence.

Eliminate Hazards or Reduce Risk.



PAUSE
What has changed?
• Scope
• Unplanned events
• Work activities
• People, place, design
• Other responses



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Worksite Hazard Management



- Diagnostics to create a powerful Case for Change
- Shared understanding of the current reality
- Leadership Engagements and Coaching
- Workforce and Contractor Engagements and Coaching
- Real time Hazard Assessments to identify at risk behaviors and conditions with appropriate Mitigations
- Safety Champion Development

Contributed to 30% to 50% reductions in recordable safety incident rates



PREPARE

PERFORM

IMPROVE



Job Instruction
Hazard Identification
JSA creation, Risk Assessment
Permit to Work
Pre Job Briefings



PACE
Observations
Intervention
Worksite Champions



Performance Management
Safety Meetings
Audits/Reviews
Learning

LEADERSHIP

Engagement, Champions, Creates Sustainability



WHM Deployments

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Questions and Answers



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