**Fuels and Lubricants Short Service Employee (SSE) Policy**

**Objective:**

To ensure that contractor Short Service Employees (SSEs) are identified, trained, mentored, and managed with the purpose of preventing serious injuries and fatalities, or other high consequence event.

**Scope:**

All Contractors and their sub-contractors if in scope for the Contractor OE Management (COEM) process.

**SSE Definition**

Contractor Short-Service Employees (SSEs) are any contractor personnel who have any of the following:

* less than three months of full-time work experience in the industry
* less than three months in the same trade/craft

**General Requirements:**

Contractors must have a program in place to manage SSEs. The contractor’s SSE program will meet the following requirements, at a minimum...

1. **Communication –**

The Business Owner will communicate Chevron’s SSE policy and expectations as part of pre-contract activities.

1. **Crew Makeup -**

Contractor must identify all SSEs in their work teams and communicate this information to the Chevron Business Owner. The proposed crew composition (how many SSEs relative to total number in contractor crew) must be outlined in the **Short Service Employee (SSE) Form (refer to page 4)** and needs to conform to the following restrictions.

* Single Person contractor crew/lone worker is not permitted to be an SSE.
* Crew size of 2 - 5 contractor personnel will have no more than one SSE.
* Crew size more than 6 or more contractor personnel shall not have more than 20% SSEs.

**Note:**  A ***crew*** is defined as any group of contractor personnel that are under the direct supervisory control of a primary contractor’s supervisor.

1. **SSE Form** - Prior to the job beginning, an SSE Form must be completed for each SSE. Any new SSE additions to the crew must complete an SSE form.

The section titled ‘Competency or other Gap to Close’ is a list of items for the SSE to work on to build their knowledge and understanding of hazards in the workplace and safeguards to protect them and others. Completion of these items will allow the SSE to move towards closing out the SSE Form and becoming a regular contractor.

1. **Mentoring –** A mentor shall be assigned to all SSE’s. The mentor shall be an experienced employee of the contractor company, or a Chevron Employee (in the case of staff augmentation) who has responsibility to provide consistent ongoing oversight and direction to the SSE.

**The mentor’s responsibilities…**

* The mentor must review the SSE Form and work towards helping the SSE close out the ‘Competency or other Gap to Close’ items.
* The mentor must be familiar with the Short Service Employee’s job and the hazards associated with that job.
* The mentor must be familiar with the site/facility policies, procedures, and any specialized actions required in the work to be performed.
* The mentor must exhibit the ability to recognize hazards and missing/inadequate safeguards.
* The mentor must provide coaching of the SSE personnel on hazard recognition and safeguards to allow the SSE to conduct work safely.
* The must ensure safeguards are in place prior to SSE beginning work and throughout the duration of the job
* Mentors must be present on the job site when the SSE is working.
* The mentor must ensure training is completed and verified prior to SSE conducting work, unless SSE is adequately supervised, and the conducting of work is part of the training process
* The mentor must provide monitoring of the contractor SSE personnel for a period of not less than three months. Mentors must be assigned with the mentor/mentee ratio to be determined by the Business Owner and HSE Rep using a risk-based approach. The level of interaction between the mentor and the SSE(s) to be determined by the Business Owner using a risk-based approach.

1. **Identification -** SSE personnel must be visibly identifiable. Identification can include a uniquely colored hard hat, uniquely colored clothing (i.e., vest), a large hard hat sticker, etc.
2. **Variances** - On occasion, tasks may have to be performed by an SSE where the team composition or mentoring is not possible as required in this policy. In these instances, the following needs to be followed:

* Variances must be documented using the SSE Variance Form (page 5 within this document), which serves as a risk reduction plan and is required to be approved by the HSE Rep.
* Variances must be approved by Hub/Cluster or Engineering Manager.

The following risk reduction strategies should be considered when developing actions into **SSE Variance Form**:

* Competency verifications
* Increased Safeguard Assurance Activities (assigned to Business Owner or HSE Rep in the eCOEM database).
* Increased Engagements (assigned to Business Owner or HSE Rep in the eCOEM database).

1. **SSE Monitoring and Close out Process** – Contractors shall monitor its employees, including SSE personnel, for HSE performance and behavior.  If, at the end of the three-month period (at minimum), the SSE has worked safely and adhered to HSE policies and has completed the “HSE Competency or other Gaps to Close” from their **SSE Form**, the SSE identifier may be removed at the Business Owner and Contractor Representative’s discretion. The process of approval and close out shall be documented in the **SSE Form** and support documentation shall remain attached to SSE Form.
2. **Subcontractors –** Contractors shall manage their sub-contractors in alignment with this process**.**
3. **High Hazard Areas** - In certain situations, SSEs may be prohibited from working on High or Critical Consequence tasks as determined by the Chevron HSE Rep or Business Owner.
4. **SSE application for Infrequent Contractor**

* Form will be closed out when contractor finishes the work with the comment if contractor employee has completed or not the mandatory 3 months in the SSE Program.
* Next time that the contractor employee comes to facility if he/she has not 3 month of experience in the same type job, contractor employee will continue considered SSE. New form will be created and all necessary actions to prevent risk, trainings and Site Orientation and Induction shall be performed.

Next time that the contractor comes to facility if he/she has already 3 months experience in the same type job, contractor employee is no longer a SSE.

**Contractor Short Service Employee (SSE) Form**

Contractor must complete and submit form to the Chevron Business Owner for approval prior to arrival on location. The Chevron Business Owner must approve the individual SSE before he/she arrives on location.

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| **I. SSE Information** | | | | | | | | | | | | | | | | |
| Contractor Company Name: | | |  | | | | Request Date: | | | | | |  | | | |
| SSE Name: | |  | | | | | | | | | | | | | | |
| Date of Employment: | |  | | | Current Job Title | | |  | | | | | | | | |
| Years Exp in Industry | |  | | | Years Exp in Trade/Craft | | |  | | |
| Mentor Name: | |  | | | | | | | | | | | | | | |
| Have Chevron, contractor and HSE policies been reviewed with SSE? | | | | | | | | | | |  | Yes | | |  | No |
| Describe how SSE will be identifiable (hard hat color, etc.) | | | | | |  | | | | | | | | | | |
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| **Competency or other Gap to Close (include Procedure name or task)** | | | | | | | | | | **Completion Date** | | | | | | |
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| **II. SSE Crew Composition Requirements** | | | | | | | | | | | | | | | | |
| Choose one of the crew types below.  **If any of the stated SSE limitations are exceeded, complete the variance form.** | | | | | | | | | | | | | | | | |
|  | Single person crew – cannot be an SSE | | | | | | | | | | | | | | | |
|  | 2 – 5 person crew – no more than one SSE | | | | | | | | | | | | | | | |
|  | 6 or more person crew – no more than 20% SSE(s) | | | | | | | | | | | | | | | |
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| **III. SSE Review and Approval** | | | | | | | | | | | | | | | | |
| Contractor Representative: | | | |  | | | | | Date | | | | |  | | |
| COEM Business Owner: | | | |  | | | | | Date | | | | |  | | |
|  | | | | | | | | | | | | | | | | |
| **IV. SSE Close Out** | | | |  | | | | |  | | | | |  | | |
| Contractor Mentor: | | | |  | | | | | Date | | | | |  | | |
| COEM Business Owner: | | | |  | | | | | Date | | | | |  | | |
| COEM Business Owner –Comments: | | | |  | | | | | | | | | | | | |
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**Contractor SSE Variance Form**

This form is to be filled out whenever the conditions on the front of this form or any other element of the Short Service Employee Policy cannot be met.

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| **Variance Justification**  (What are the current circumstances and what will be done to ensure an acceptable level of risk?) | | | |  | | | | | | | | |
| **Alternatives to Variance**  (If the variance is denied, what are the alternatives to completing the scope of the work? Briefly detail the cost and operational impact of the alternatives.) | | | |  | | | | | | | | |
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| List the steps to be taken to manage/mitigate the SSE risk to an acceptable level: | | | | | | | | | | | | |
| 1. |  | | | | | | | | | | | |
| 2. |  | | | | | | | | | | | |
| 3. |  | | | | | | | | | | | |
| 4. |  | | | | | | | | | | | |
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| 6. |  | | | | | | | | | | | |
| 7. |  | | | | | | | | | | | |
| 8. |  | | | | | | | | | | | |
| 9. |  | | | | | | | | | | | |
| 10. |  | | | | | | | | | | | |
| **Variance Review and Approvals** | | | | | | | | | | | | |
| Variance Expiration Date: | | |  | | |  | | | | | | |
| Contractor Representative: | | | | | | | |  | Approved | |  | Denied |
| Signed: | |  | | | | | Date: | |  | | | |
|  | | | | | | | | | | | | |
| Hub/Cluster Manager or Engineering Manager: | | | | | | | |  | Approved | |  | Denied |
| Signed: | |  | | | | | Date: | |  | | | |
| **Variance Close Out** | | | | |  | | | |  |  | | |
| Contractor Representative Signature: | | | | |  | | | | Date |  | | |
| Hub/Cluster Manager or Engineering Manager Signature: | | | | |  | | | | Date |  | | |
| Hub/Cluster Manager or Engineering Manager Comments: | | | | |  | | | | | | | |
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**Note:** For large jobs, a separate sheet to list all SSEs on the crew by name and job title may be used as long all requirements are addressed according to the SSE Policy.