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Invest in People Strategy No. 1: Create a world-class, high-performing global workforce



Winning the Talent Competition

The search for the future generation of employees is under way on multiple fronts.

Since 1999, Chevron's workforce has grown by more than 26,000. And our ambitious business plan to greatly expand operations around the world, weighed against the backdrop of increasing global demand for energy and a growing shortage of highly skilled technical employees, has made hiring in today's global market extremely competitive.

A new series of recruitment ads invites potential employees to explore opportunities to help fulfill the world's expanding energy needs by becoming part of the Chevron team.

So it's not surprising when job applicants comparing potential employers ask, "Why Chevron?"

"The stakes have never been higher for us to successfully execute our Invest in People strategy to get the right people with the right skills in the right places at the right time," says Alan Preston, vice president of Human Resources. "When candidates have so many viable options, we must do everything we can to compete with other employers for new talent, while at the same time retain our valued employees by providing them with a rewarding and compelling employment experience. We have to make Chevron stand out as an employer of choice."

Marketing Chevron Through Our Employer Brand

To help differentiate Chevron from the competition, an employer brand was created to reflect the unique aspects of working at Chevron. Just as Google has a reputation for technical innovation and valuing employee creativity, Chevron needed a distinct employer brand

identity.

The company conducted research to determine which organizational characteristics candidates value most and how they mesh with current employees' most favorable impressions of working at Chevron. Not surprisingly, among other characteristics – such as Chevron being a values-based company – a strong culture of collaboration and teamwork

ranked highest among both groups.

In fall 2006, Chevron launched a multi-pronged employment branding effort wrapped around the “Player/Team” concept – in effect telling potential job seekers that at Chevron, their individual contributions and accomplishments are magnified when achieved in collaboration with a talented team of coworkers.

One channel that taps into this theme is Chevron’s global Careers Web site (see link at right). As the main point of entry for anyone seeking company information or applying for a job, the site must provide candidates with a sense of the culture and work environment at Chevron. To that end, more than 70 text and video profiles of Chevron employees from multiple disciplines and experience levels are featured on the site.



Recently opened in Perth, Australia, this new Technology Center provides technology support, pursues R&D and offers potential employment opportunities for candidates in the region. A similar facility has opened in Aberdeen. Pictured using the state-of-the-art facilities are (from left) Douglas Meyer, Alison Grosse and Chris Leonard.

More importantly, the site now contains information from more than a dozen countries where Chevron operates, with more countries and lines of business continually being added.



A state-of-the-art booth was created for use at major tradeshows and conferences in the United States. Using images from the *Human Energy 24/7* corporate video and employee profiles, the booth presents Chevron to candidates as one integrated global company.

“These pages provide local, relevant information to candidates – what they could expect to find when working in a particular area, the kinds of opportunities that are available and how to apply for local jobs,” says Lee Anne Rosenstein, HR Communications Web strategist and webmaster of the site. “Since the new site launched in September 2006, there have been nearly 2 million site visits from users in 215 countries.”

Another channel being used to pique interest in Chevron is advertising. New print and online employment ads were launched just in time for U.S. college recruiting season. “Generic ads speak to overall opportunities at Chevron, while others target specific audiences, such as those interested in IT/technology, upstream, downstream and business/accounting

opportunities,” explains Donna Covert, general HR manager, Regional Shared Services.

The new ads rolled out in August in U.S. trade and general publications and global Web sites, expanding to markets outside the country in 2008.

Chevron is also running a paid search campaign on Google, Yahoo and MSN. When people enter certain key search terms, such as “engineering jobs,” Chevron appears as a sponsored link. So far, this campaign has generated around 70 million views, as of early October.

Sourcing Top-Notch Talent

While Chevron can point to significant progress made in managing the flow of new and existing talent, opportunities for improvement do exist. “We need to take a more enterprisewide view of bringing on talent, not just hiring for a single job or a single organization, but looking for ways to move people across lines,” notes Barbara Curran, Global Downstream’s vice president of Human Resources.

“Not to be overly dramatic, but Chevron is in a war for talent,” adds Taryn Shawstad, general manager, Human Resources. “We’re a global company whose broad staffing needs around the world must supersede those of any particular department or location.”

That’s why HR and the various operating companies have implemented numerous strategic hiring efforts and process improvements for sourcing top-notch talent. For example, HR’s Recruiting and Staffing Services groups have expanded their capability to provide support to the businesses for internal and external hiring, including talent sourcing and managing many aspects of our selection processes.

To help coordinate worldwide external sourcing and hiring efforts for new and experienced talent for all Upstream operating companies, a centralized Global Upstream Hiring Department was formed in late 2006 to support Upstream, Global Gas and Energy Technology Company (ETC) needs.

Department manager Rob Dobrik notes, “By standardizing our global hiring efforts we can market ourselves more effectively and consistently to potential job candidates and ensure a steady stream of new talent for our diverse needs worldwide. Our goal is to not only support and deliver the quantity and quality of candidates required, but also to streamline the hiring process and reduce the burden on operating company staff.”

The department also serves as a clearing house for global talent. “When hiring managers meet candidates that may not be the right match for their job opening, but think they’d be a good match for some other part of Chevron, we add them to our talent database,” explains Rob.

Global Upstream Hiring also oversees global campus recruiting efforts for Upstream. In the United States, that means maintaining relationships with and synchronizing activities at universities and professional conferences; around the world, that means working with Chevron’s University Partnership Program (see below) to develop a talent-sourcing plan to achieve current and long-term hiring objectives.

New Energy Technology Centers Open

To bolster hiring efforts in the technology sector, ETC expanded its network of Technology Centers into the world arena earlier this year by opening major new facilities in Aberdeen, Scotland, and Perth, Australia. The state-of-the-art centers will focus on technology support, as well as research and development areas that are critical to accomplishing



Among the many technical education sessions sponsored by the University Partnership Program at partner universities was a four-day workshop on Good Laboratory Practices conducted by Chevron laboratory professionals at Bandung Institute of Technology (ITB), Bandung, Indonesia. Here, on a break, are the course’s professor, lab managers and operators from various ITB labs.

Chevron's business objectives and supporting the company's ability to serve operations worldwide.

A Warm Welcome

On video, in pictures and in words, existing employees give their views on what it's like to work for Chevron.

Once on board, new employees can enjoy the benefits of a newly designed "New to Chevron" Web site which features a welcome video from Chairman Dave O'Reilly.

"The new centers will increase our worldwide access to technical talent, allow for greater collaboration among our workforce, strengthen alliances with key universities and laboratories, and advance technology innovations with industry partners," says ETC President Mark Puckett. "Not only will the technology output of these new centers apply to business we're pursuing in their respective regions, but we plan to apply it to Chevron's global operations as well."

Global Partnering Universities

This year, Chevron launched a multidimensional University Partnership Program (UPP) that provides corporate-level focus and funding to reinforce long-term, strategic relationships with 17 best-in-class universities that have a strong presence in the global energy industry.

"Our UPP partners are located in such diverse countries as Australia, India, Indonesia, Kazakhstan, Thailand, the United States and Venezuela," explains Eve Sprunt, manager of the program. "A senior-level Chevron executive leads a custom-tailored program at each university, working with top officials to identify opportunities for strategic partnerships on long-term initiatives that promote one or more aspects of education, research and recruiting."

Among the many UPP options being explored are to:

- Help universities create new and strengthen existing degree programs by providing state-of-the-art equipment, Chevron lecturers and critical data.
- Provide scholarships, internships, graduate fellowships and faculty funding, as appropriate.
- Sponsor faculty sabbaticals at Chevron facilities, participation in internal Chevron forums, enrollment in Chevron courses and fieldtrips to enhance faculty and student appreciation and understanding of our industry.
- Assist universities in working with Chevron research management systems and other funding groups to launch major new research programs that address critical technical challenges.

According to Eve, "Our goal is to provide each university with a customized program that enhances training for a career path in our industry for students while showcasing Chevron as a preferred employer and a great place to work – not to mention, provide our current employees with the best possible continuing education opportunities."

The Invest in People Issue

Welcome to this "Invest in People" special edition of *Line Rider*, devoted almost entirely to the crucial issues around recruiting and retaining our employees.

Why crucial? It's estimated that the world's population will increase from approximately 6.6 billion people today to nearly 8.3 billion by 2030. The World Bank expects the global economy to double during that same period and demand for energy is expected to grow by about 50 percent. Chevron needs talented people to be able to meet the world's growing demand for energy. And just as important, from a business perspective we need talented people and their contributions to truly differentiate us from the competition.

Hiring is at an all-time high, particularly for talent in critical functions to fill Chevron's rich queue of capital projects and ongoing base business needs, and will likely remain at this level for many years if current growth trends continue. Since 1999, Chevron's employee population has grown from 31,600 to more than 58,000 as of September 30, 2007. If we meet hiring targets, by 2009 we'll have brought on board nearly 19,000 more people since just prior to the 2005 Unocal merger, meaning one-third of our employees will have less than five years of Chevron experience.

Meanwhile, some countries will see a number of their experienced employees retiring in the next few years. In the United States, for example, the "big crew change" has already begun, with over half the workforce already over age 45 and rapidly approaching retirement eligibility.

"So, we have an enormous challenge ahead of us to create an environment where we can be confident that all people joining us will develop and grow as fast as possible and where critical knowledge can be efficiently transferred from the experienced population to this next generation," says Vice Chairman Peter Robertson. "Our new hires are a spectacularly diverse and capable group of people and, with the right opportunities, can take our company to a whole new level."

Chevron is tackling these issues with its Invest in People strategies:

- Create a world-class, high-performing global workforce
- Develop and manage our talent to ensure we have the organizational capability to execute our strategies
- Develop leaders who deliver superior results in a diverse, culturally complex global energy company.

In this special issue, we illustrate these strategies in action through three main features:

Winning the Talent Competition (on this page), on recruiting;

A World of Opportunity, on our burgeoning global career opportunities and career development programs;

Wanted: Our Next Leaders, on how we identify and train our leaders.

Invest in People Strategy No. 2: Develop and manage our talent to ensure we have the organizational capability to execute our strategies



A World of Opportunity

Career development is vital to retain our talent – and Chevron has programs for all levels.

Locating and recruiting top-notch candidates is only the first stage in building a strong team. Companies also must provide opportunities for ongoing skills expansion, training and challenging work assignments if they hope to retain highly motivated employees – particularly in highly competitive fields like energy where technology is continually evolving.



Chatit Huayhongtong, a Thailand native now working as a subsurface production advisor in Aberdeen, Scotland, is one of approximately 3,500 expatriates broadening their industry knowledge and career prospects by joining Chevron's global mobile workforce. Here, Chatit and his wife, Napalai, hike past Dunnottar castle, one of the many ancient castles dotting Scotland's coastline.

That's why Chevron offers numerous career development programs that target all career phases, from fresh-out-of-university to seasoned industry veteran.

One fundamental planning resource available to all employees is the "Mapping Your Career" Web site. The tools it provides give employees a means to confidentially explore different career options available so that they can make sound career decisions while aligning personal goals with the company's business needs. These tools also can be used to support the various business units' career development processes.

Here's a brief sampling of other Chevron career development programs:

Horizons. This is a technical training and professional development program for

graduates and early career experienced hires in Drilling; Earth Science; Facilities Engineering; Global Power Generation; Health, Environment and Safety; Information Technology; Petroleum Engineering; and Supply Chain Management.

"Horizons provides the foundation for a successful career at Chevron," explains Jamie

Barnhardt, Technical Competency Development manager. "It stresses the development of core competencies that have been identified by energy industry experts as being essential to performing – and excelling at – technical jobs."

Participants in Horizons gain on-the-job experience and mentoring through three different job assignments during their first five years, supplemented by annual, multi-week technical and cross-functional training and global relocation opportunities.

Originally developed for U.S. technical employees in 2001, Horizons has grown rapidly since then, with nearly 1,000 U.S. participants in 2007 and around 4,000 projected by 2010. In addition, a standardized Horizons program is currently being rolled out in all non-U.S. Upstream SBUs, and already more than 600 participants are enrolled.



Cynthia Murphy and Wesley Brubaker catch up at an exhibition booth for the 2006 annual Career Expo in San Ramon, California.

As Steve Freeman, Organizational Capability general manager notes, "To ensure that Chevron has the best technical upstream workforce in the industry, we need to provide all our employees with the same training and development opportunities so they'll be able to take assignments and thrive in them, anywhere in the world. That's good for individual career development, and it's good for Chevron's competitive edge as well."

A similar program called Pathways is currently under development for more experienced technical employees in Upstream and Global Gas.

Engineering Development Program (EDP). Numerous Downstream career development programs also are offered. For example, Global Marketing's Global Logistics organization recently launched EDP, a program designed to feed its engineering and project management talent pipeline.

Graduates with bachelor's degrees in mechanical, civil or electrical engineering are being recruited into EDP, which provides rotational assignments in areas such as terminal engineering, retail engineering, service station design and construction, terminal operations, logistics planning, and petroleum pipeline operations.

"By the time they finish this two-year program, EDP graduates will not only be well-versed in Chevron operations, but they'll build a strong foundation of project management skills that will be helpful wherever they go in the company," says George Wall, general manager, Global Logistics.

Foundations. Another Downstream program, Foundations, was developed by Global Refining for experienced new hires and existing employees with five or more years of experience in the system. According to Competency Development lead Lisa Wong, Foundations has four main components:

- Advanced technical training, augmented by discussions about reliability issues, capital projects experience, and business and leadership skills.
- An Experienced Hire Forum, where experienced new hires receive a crash course in Chevron business plans, strategies, core values (such as safety and reliability), work

processes and tools, as well as introductions to technical experts and resources throughout the Chevron system.

- Enhanced mentoring opportunities above and beyond normal supervisor interactions.
- Temporary special assignments, which allow employees to enrich their careers and work experience by working at other refining facilities or in different job functions.

“The sooner our new employees understand The Chevron Way, the sooner they’ll be integrated into our refining system and be able to make a lasting contribution to the company – not to mention, choose their own career path,” said Lisa.

Mentoring Excellence in Technology. Each year, after a rigorous selection process, approximately 70 Chevron employees are chosen to participate in Mentoring Excellence in Technology (MET), a program that encourages technical excellence through collaboration, knowledge sharing and Socratic learning (by discussion) in small groups.

A primary goal of MET is to help Chevron retain and develop our world-class technology talent by exposing them to the many ways technology is used to support and grow the company’s business. Through MET, future company technical leaders are inspired to create and implement innovative technology solutions while developing personal interaction skills.



These were among some 250 employees from locations around the world attending workshops and presentations at the fourth annual Career Expo. Held in partnership with the XYZ Network (see ‘Our Communities’ in this issue), these events promote professional development and career opportunities.

MET is facilitated by the Chevron Fellows, an esteemed group of world-class experts and innovators in their respective fields.

Once accepted into the program, participants gather for quarterly large-group conferences on specific themes as well as at monthly, smaller self-directed learning groups. Although MET is primarily U.S.-based, international employees on U.S. assignments are sought as candidates, and an international program following the same format is being piloted in Southeast Asia.

“I’m an ardent MET supporter,” says Bev Zabel, a Chevron consultant for operational excellence and a 2004 MET graduate who now mentors others in the program. “It showed me that many different technical careers are possible at Chevron. It also helped me grow personally and professionally and greatly increased my knowledge of how technology is used throughout Chevron’s various businesses. Probably the biggest benefit for me was building a network of contacts throughout the company to whom I can turn to find solutions.”

Take Charge of Your Career

In fast changing times, it’s vital to ensure that your skills development keeps pace. After all, many technologies and jobs that are critical today didn’t even exist a few years ago.

Among the many career development, skills enhancement and job search resources available to you at Chevron are:

- The Mapping Your Career program, which gives you the power to manage your career direction and translate personal goals into opportunities within Chevron.
 - Chevron's Performance Management Process, which helps you work with your supervisor to identify the skills, knowledge and resources needed to better perform your job, or advance to the next level.
 - Online Learning, which offers cost-effective, innovative, global technology solutions to accelerate learning – anytime and any place at your own pace.
 - Mentoring, to increase your technical and organizational knowledge and skills by working closely with others more experienced in particular areas.
 - Mentoring Excellence in Technology, which encourages technical excellence in the company's future technical leaders.
 - Horizons, a competency-based development program for early career employees.
 - Jobs at Chevron.
 - The CIEP Sponsor Group site's Open Jobs page where you can browse open jobs by category or go to an online listing of positions by country.
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Invest in People Strategy No. 3: Develop leaders who deliver superior results in a diverse, culturally complex global energy company



Wanted: Our Next Leaders

We're boosting our strategies for filling the pipeline with Chevron's future leaders.

Chevron's employee population is a study in contrasts. On the one hand, our U.S. workforce mirrors the aging of the Baby Boom generation with more than half over 45. Outside the United States, the opposite is true – the majority of non-U.S. employees are under 45.

Another statistic sheds light on our workforce's increasingly international makeup over the last decade: In 1999, less than a third of Chevron's employees were from outside the U.S., whereas today more than half are – and that percentage is steadily rising.

This presents several challenges for Chevron as we shape our workforce going forward. We need to:

- Ensure that seasoned employees pass along technical and institutional knowledge to newer employees before they retire;
- Fill the pipeline with highly trained, motivated employees who can move into supervisor, manager and senior management positions;
- Maintain a robust leadership development program and encourage employees to participate;
- Ensure that the entire employee population – and senior leadership in particular – reflects the rich diversity of nationalities and cultures where Chevron does business;
- Acknowledge that as Chevron's business objectives evolve to meet changing marketplace demands, the face of our organization may change as well, so flexibility and responsiveness are vital.



Vice Chairman Peter Robertson: "The teams that are the most successful and make the best decisions are those with a lot of different backgrounds, diversity of views, diversity of homeland, and diversity of color. We have tremendous diversity in our company."



“At Chevron, we offer a structured leadership development program that provides a roadmap for success,” says Global Workforce Development manager Glenn Phillips.

As in any business, dynamic leaders are essential to driving high performance and employee engagement. To help cultivate outstanding leaders, Chevron provides a Dynamic Leaders Framework (see list of links in “Winning the Talent Competition”). This framework identifies behaviors of good leaders and helps shape development plans, personnel decisions and leadership development programs. It also sets expectations on achieving high performance through clear direction-setting, engaging teams and driving for results.

With the dynamic leaders framework as a foundation, Chevron has created a structured leadership development program to produce outstanding leaders.

We know that supervisors are critically important to the development, engagement and retention of employees. But all too often, companies promote employees with strong technical or subject-matter expertise into supervisory positions without providing adequate training to ensure their success as leaders.

“At Chevron, we offer a structured leadership development program that provides a roadmap for success, including skills-building opportunities and the expectations, capabilities and behaviors they’ll need to thrive in their current roles or advance to new positions,” says Global Workforce Development manager Glenn Phillips.

The roadmap tracks seven programs covering all leadership levels, from early career individual contributors to managers looking to advance into senior management. These are:

Future Leaders’ Forum. This five-day program prepares high-potential, early career individual contributors for future supervisory and leadership roles. Attendees network with peers and interact with senior executives to learn about opportunities and challenges facing Chevron leaders. Forums were held recently in Houston, and others are planned for Singapore and Cape Town in the coming months.

Supervisor Essentials. This workshop is designed to help supervisors and team leaders understand what is expected of them as leaders at Chevron. Participants discuss Chevron culture and values, as well as develop and practice skills that are vital to successfully managing teams.

People Leadership 1. This program builds on the Supervisor Essentials workshop, emphasizing a leader’s role in fostering a high-performance environment and employee engagement, and includes coaching skills and emotional intelligence competencies.

People Leadership 2. Building on the last two courses, this workshop focuses on further developing the dynamic leader skills that are critical to running the business and executing



“The stakes have never been higher for us to successfully execute our Invest in People Strategy to get the right people with the right skills in the right places at the right time,” says Alan Preston, vice president of Human Resources.

Chevron strategies. It stresses understanding how and when to use different management styles to leverage and encourage individual employee performance, as well as practical skills in talent coaching.



Chevron has created a structured program covering all leadership development levels, from early career individuals to managers looking to advance into senior ranks.

Manager Essentials. This three-day course focuses on helping supervisors transition to the role of manager and succeed as leaders of leaders. It stresses a highly individualized approach to addressing leadership challenges, including managing complexity and workload by prioritizing tasks and projects; candidates are required to translate strategic initiatives into manageable tasks and projects.

Chevron Leadership Forum. In this week-long session at San Ramon, senior leaders from across the company facilitate sessions where cross-functional participants discuss key global and current issues impacting Chevron,

allowing participants to share ideas and solutions with senior management. The forum provides an intense experience of feedback, reflection and calibration to improve leadership and business performance.

Chevron Advanced Management Program (CHAMP). This intensive program includes three week-long sessions conducted in both San Ramon and an international business location. It focuses on expanding general manager-level competence and awareness of enterprisewide leadership challenges as well as enhancing a global mindset. CHAMP participants work on team-based projects related to Chevron's business opportunities and meet with an executive coach to enhance their leadership capabilities.

Who Are We?



Global Workforce at Year-End

To get to where we want to be, we have to know who we are now. Here's a snapshot of our employee population, as of June 2007:

Chevron had employees in 117 countries.

The number of employees based in North America was approximately 44 percent, while the number of employees outside North America has grown to approximately 56 percent.

The countries with the largest number of

Chevron employees are Angola, Indonesia, Nigeria and the United States.

- Chevron has exceeded its diversity target for senior executives who are women and non-Caucasian men, and our representation is at 24.5 percent.

As Vice Chairman Peter Robertson says, "In business, it has been very clear to me over the years that the teams that are the most successful and make the best decisions are those with a lot of different backgrounds, diversity of views, diversity of homeland and diversity of color. We have tremendous diversity in our company. The business proposition and the challenge is to find ways to put those diverse people together in teams and organizations where they can best contribute to the

success of the company.”

To implement our people strategies, it’s also important to know what our employees think about working at Chevron. According to the 2007 Global Employee Survey, we believe in the company’s goals and objectives (92 percent strongly favorable), satisfaction from working at Chevron is high (more than 80 percent responded positively), we’re engaged in the business (85 percent positive) and more likely to stay with the company (60 percent) than ever before. But in terms of managing workload, balancing work and personal needs, and changing work priorities and objectives, scores have gone down since 2004.

“We know that employees across the board are concerned about full plates and their ability to be optimally effective,” says HR Vice President Alan Preston. “We are determined to make real progress in this area and are looking for ways to help people simplify and streamline their work processes.”



How It Works

Your Welfare at Heart

A new cardiovascular program takes positive steps within Chevron to defend against the world's number one health problem.

Cardiovascular disease has always been a killer. But smoking, rising obesity and stress levels, and today's more sedentary lifestyles are making the risk to our hearts even greater. The disease now kills 17 million people every year and plays a role in one out of three deaths from illness, making it the world's number one health problem.

The human heart is a marvel of biological engineering. See it in action and learn how it works.

Yet despite these grim statistics, many people wrongly assume they are not at risk, thinking that most victims are male, elderly and relatively affluent. In reality, disease of the heart and

circulatory system (also known as cardiovascular disease) strikes women and men in approximately equal numbers, and the disease does not differentiate between rich and poor. About 80 percent of the people affected live in low- to middle-income countries. Perhaps most alarming, the disease now appears with increasing frequency among the young and claims as many victims among young to middle aged adults as HIV/AIDS.

A Growing Concern

"From personal experience, I know how painful it is to lose someone to this preventable and controllable disease," says Dr. Richard Wilkins, general manager for Health and Medical Services.

He adds that current company data mirrors worldwide trends. There are issues in every country where we operate. In the United States, for instance, cardiovascular disease is the third most prevalent diagnostic category in terms of benefits payments. In Asia Pacific, clinical data have identified several significant modifiable cardiovascular disease risks among employees. And other regions present similar concerns.

Data also point to a strong link between personal habits, lifestyle choices or behaviors, and chances of getting the disease. Approximately 80 to 90 percent of the people who die from heart disease had one or more lifestyle-related cardiovascular risk factors.

Given this strong correlation, Chevron is launching an enterprisewide Cardiovascular Health Program focused on prevention. Its goal is to bring long-term positive health benefits to improve employee well being, productivity and safety. "That is one of the reasons I'm excited about the innovative new tools available to help recognize cardiovascular risk and change the future," says Dr. Wilkins.

Created by Human Resources Health and Medical Services, the program will eventually include all operating companies and will be available to all employees, with some programs such as weight management and smoking cessation available to family members. Participation will be voluntary and will include a wide range of educational materials, tools and other resources to help with:

- Blood pressure and cholesterol control
- Weight management and nutrition
- Smoking cessation
- Stress management

“A key component of the program is a cardiovascular assessment tool that divides participants into high- medium- and low-risk categories,” says Tanya Lughermo, associate manager, Health and Productivity for Corporate Health and Medical Services. “It is important for all of us to recognize our risks.”

She adds that individual programs will then be developed for employees based on their risk level and willingness to change their behaviors. Low-risk employees will have access to 12-week self-help programs designed for their special needs. Individuals in the medium to high-risk categories will be assigned a mentor and will receive lifestyle coaching to help them set appropriate goals and make long-term changes.

Keeping Our Balance

“When pressures at work or home intensify, we tend to put a priority on meeting professional and personal demands, neglecting our health,” says John Riley, manager of Employee Assistance and WorkLife, Disability Management, Substance Abuse, and Health and Productivity Services. “What we forget is that being healthy actually makes it easier to meet those other demands.”

He adds that, “Finding time for healthy meals, regular exercise and preventative care exams are important to success – at work and at home. I encourage you to put yourself first. Participating in the Cardiovascular Health Program is a great way to do that.”

Assistance offered by the program includes a referral to a health care provider if needed. There will also be smoking cessation, weight management and nutritional programs, as well as programs that focus on blood pressure and cholesterol.

Pilot-testing will begin in late November 2007, after which the program will be rolled out worldwide over the next three years. Guidance documents will be available to assist the operating companies with implementation, and marketing, educational and other materials will be published in multiple languages.

“There is an important correlation between health, productivity and safety,” says Dr. Wilkins. “This new Cardiovascular Health Program will help employees positively impact their long-term health while providing an important competitive advantage for Chevron. I urge everyone to take full advantage of our current resources and participate in the new cardiovascular program when it is introduced in their region.”

Achieving a Heart-Healthy Lifestyle

Changing day-to-day habits can be difficult. But by adopting just a few heart-wise strategies like the following, you can greatly reduce your risk of cardiovascular disease and significantly improve your overall health.

- **Quit smoking.**

Smokers are two-to-four times as likely to develop heart disease as nonsmokers, and the benefits of quitting can be almost immediate. Within 20 minutes, blood pressure drops, and after a year, the risk of heart disease is half that of smokers.

- **Limit the amount of artery-clogging fat and cholesterol in your diet.**

Too many solid fats like butter, margarine and shortening can increase your risk. Next time, top that baked potato with low-fat yogurt or salsa and try sugar-free fruit spread on your toast.

- **Get off the couch.**

Physical inactivity can make you 1.5 to 2.4 times as likely to develop heart disease. As little as 30 minutes per day of walking, cycling, swimming, jogging or other cardiovascular exercises can do wonders for your heart.

- **Be smart about stress.**

It's a normal part of life, but if left unmanaged, stress can lead to heart disease and other physical problems. Exercise, a sensible diet and lifestyle changes can all help. If you need additional assistance coping with stress, don't hesitate to visit a qualified professional for counseling. Chevron's Employee Assistance Program, Occupational Medicine and Health and Productivity Services can also help, with valuable assistance and access to programs that can positively influence emotional well being and physical health.



Our Communities

XYZ Network – Balancing Caring and Careers

Chevron's official network for younger employees is thriving, with more than 4,300 members in 50 countries.

Just out of college and on his first day of work at Chevron's El Segundo, California, refinery, Kejiro Varela heard about the XYZ Network and knew he'd sign up.

"I joined XYZ because I really enjoy the community service aspect of our network and how we make a real difference in the community," Kejiro said.

That was four years ago, and now Kejiro, a production supervisor for Global Lubricants in Richmond, California, credits the XYZ Network for helping him strengthen his leadership skills, meet new people from across the world and, most of all, become more involved in his community.

XYZ Community Photo Gallery



Easter Party

The Nigeria/Mid-Africa SBU XYZ Network held an Easter party for children at a local orphanage and provided donations of food, clothing and funding.

The XYZ Network is one of 10 officially recognized employee networks at Chevron. Each has a specific focus, such as gender, national origin or sexual orientation (see sidebar

story). Together, these networks represent an impressive array of talents and interests, a concrete example of the company's Invest in People strategy to foster diversity and inclusion, improve employee engagement and retention, and encourage corporate and community involvement across organizational boundaries.

XYZ is geared for employees in their 20s, 30s and 40s – the generations on the younger side of the Baby Boomers. Four Chevron engineers in Richmond created the network seven years ago to connect with other peers facing similar career and life issues. Since then, XYZ has gone global and today counts more than 4,300 members in 50 countries.

XYZ recently announced the appointment of Jacob Umbriaco as director of Global Volunteerism to spearhead the network's global community efforts. "Our aim is to help improve for all people the places where we live and work. There are issues that can't be ignored, and we have the compassion, commitment and capability to make a difference," said Jacob, who works in the upstream in Houston, Texas. "Employee networks are key to enabling that goal."

Earlier this year in Warri, Nigeria, for instance, the Nigeria/Mid-Africa SBU XYZ Network held an Easter party for children at a local orphanage and provided donations of food, clothing and funding. In the Philippines, XYZ members worked with Habitat for Humanity on homes in poverty-stricken areas of Manila. Keijiro said he pitched in on a Habitat for Humanity project in El Segundo. At Inkwenkwezi High School in Du Noon, South Africa, XYZ members shared their work experiences with students at a special career day event. These are just a few examples of the community involvement of XYZ members on six continents.

Another XYZ Network goal is to foster professional development by helping members find mentors. The group conducted a Career Expo last month in Southern California and another in Houston on October 15.

Chevron analysts predict a greater global demand for highly skilled and motivated employees during the next five to 10 years. The XYZ Network is a good example of how Chevron is solidifying the company's future by helping current employees expand their horizons.

"We all try doing community service and balancing that with career development," Keijiro said. "XYZ gave me confidence, access to special programs and global networking early in my career."



Letters to the Editor

Line Rider aims to shed light on matters concerning Chevron and our industry, but some readers wanted more illumination on solar energy, the subject of How it Works in our last issue.

Could be a Shining Example

When will CES [Chevron Energy Solutions] install solar panels at Chevron Park in San Ramon [California, United States]? The upside for Chevron is huge, even if it has a long pay out.

Eric Sirgo, Houston, United States

Editor's comment: We asked the folks at CES and this was the response:

"A team consisting of CBRES [Chevron Business and Real Estate Services], CES, CTV [Chevron Technology Company] and PGPA [Policy, Government and Public Affairs] has begun working on a project to improve energy efficiency and install renewable power at Chevron Park. It is likely that this project will include solar power and will be operational in 2008."

Hydrogen – A Means to an End

I see a lot of discussion about hydrogen as an alternative clean energy source. But isn't hydrogen just an intermediate storage mechanism for energy? There are no pure hydrogen sources that you can mine or drill a well for. You must use energy to separate hydrogen from water or fossil fuels. You can then recover some, but not all, of that energy when you use the hydrogen in fuel cells. The true source of the energy must be fossil fuel, wind, solar, etc.

Robert Hunt, Houston, United States

Dedication Appreciated

I am a regular Line Rider reader. Every issue brings to us a lot of useful information about what is happening elsewhere in our company. I especially appreciated the June issue's interesting article about methane hydrate. This technical article unveiled methane hydrate as an important energy source and [described] our breakthrough technology. Our people are always creative, innovative and dedicated. Much appreciated.

Vellu Periyathambivelalar, Singapore