

**XYZOIL**  
**Management Guide to Safety and Loss Prevention**

## **00-04 FOREWORD**

This "Management Guide to Safety and Loss Prevention" contains the basic philosophy, principles and guidelines of the XYZOil Safety and Loss Prevention program.

The Guide is contained in two manuals:

### **VOLUME I - POLICIES.**

This section provides guidelines for performance, in particular of management and supervisory personnel.

### **VOLUME II - PROCEDURES, STANDARDS AND PRACTICES.**

This section provides the more detailed description of desired behavior through rules, procedures, etc.

**(THIS SECTION IS NOT COMPLETED – SOME SAMPLES ARE PROVIDED)**

# XYZOIL MANAGEMENT GUIDE TO SAFETY AND LOSS PREVENTION

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## 01-03 GLOSSARY OF TERMS}

This glossary is provided to aid understanding the most commonly used terms in Safety and Loss Prevention.

**Accident** - An undesired event that results in physical harm to a person or damage to property.

It is usually the result of either a contact with a source of energy (i.e. kinetic, electrical, chemical, thermal, etc.) above the threshold limit of body or structure, or a contact with a substance that alters the normal body functions (such asphyxiation).

**Accident/Incident Investigation** - A systematic search and inquiry for the factual information on the extent and nature of a specific loss, the related events, the substandard practices and conditions which influence the events, the basic causes, and the management action to prevent or control future occurrences.

**Audit** - A comprehensive critical examination management's performance to established and accepted standards.

**Basis causes** - The job or environmental factors and personal factors, such as inadequate design, lack of knowledge or skill, etc. from which the substandard acts and/or conditions originate. Basic causes may also be referred to as underlying or root causes, systems defects or contributing causes. Basic causes are most frequently the result of an inadequate program, inadequate program standards, and/or inadequate compliance with standards. (See immediate causes.)

**Coaching** - Personal communications with an employee to define work, critique performance, and expand job knowledge.

**Complete Task Observation** - An observation, planned in advance, of the complete task, using the established task procedure and the most recent task analysis worksheet as reference, and recording the results on a specific form.

**Critical Few** - A basic management principle which states that a small percentage of specific items account for the majority of all accidents or costs.

**Critical Part/Item** - An item or component part of machinery, equipment, material, structure or area that is likely to result in a major problem or loss when worn, damaged, abused, misused or improperly applied, etc. Those critical few items or parts which, when worn, damaged, abused, misused or improperly applied, are more likely to result in a major problem or loss.

**Critical Part/Item Inventory** - A comprehensive list of critical parts/items that includes all critical structures, machinery, items, parts, materials and areas at the location being audited. The list should include a statement of the criteria used to identify a critical part/item.

**Critical Task** - A specific element of work which historically has produced and/or which possesses the potential to produce major loss (people, property or financial) when not properly performed.

**Critical Task Inventory** - A comprehensive list of critical tasks produced from a systematic survey of all tasks in the operation being audited. The list should include a statement of the criteria used to identify a "critical task".

**Disability** - Any injury or illness, temporary or permanent, which prevents a person from carrying out his usual activity.

**Disabling Injury** - A work injury, which results in death, permanent total disability, permanent partial disability or temporary total disability. Also Lost Time Accident.

**Environmental Health** - The science and art devoted to the recognition, evaluation and control of those environmental factors or stresses, arising in or from the work, which may cause sickness, impaired health and well-being, or significant discomfort and inefficiency among workers or among citizens of the community.

**Ergonomics** - The study of people at work to make the most effective use of people, to make the functions performed by people natural, comfortable, and within stress capability limits, and to prevent inefficiency and hazard exposure through design.

**General Inspection** - The examination of a particular work area to assess the general compliance to standards for physical conditions and with standard work practices; and to assess the risk associated with substandard conditions and practices discovered. Normally carried out by the supervisor and the people of the work area concerned.

**Hazard** - A condition, existing or potential, produced or inherent, which can result in an accident that interrupts or interferes with the expected orderly process of an activity.

**Hazard Analysis** - A study of the elements of the business system (people, equipment, materials, and environment) to determine the hazards associated with each activity and develop measures that will control - eliminate, nullify, or reduce - the hazardous effects.

**Hazard Classification** - A designation of relative accident potential. A system to code substandard practices or conditions by the potential severity of the loss should the incident occur. A communication tool to help those concerned recognize immediately the seriousness of a safety problem. It also helps assure priority action on serious deficiencies. The classification of the hazard is determined by the professional judgment of the one who identifies the hazard. Hazards are usually given a letter or number to denote potential severity, such as:

Class A or I: a condition or practice likely to cause permanent disability, loss of life or body part, or permanent extensive loss of property.

Class B or II: a condition or practice likely to cause serious injury or illness or temporary disability, or of property damage which is disruptive but less than cost or extent as Class A.

Class C or III: a condition or practice likely to cause minor, non-disabling injury or illness, or non-disruptive property damage.

**HIPO Incidents** – High POtential Incidents that have the potential of becoming Reportable Incidents under slightly different circumstances.

**Immediate Causes** - The substandard acts or conditions which directly contribute to the occurrence of an accident/incident.

**Incident** - An undesired event that could (or does) result in personal harm, property damage or loss.

**Incident Recall** - The recalling of incidents that did not result in injury, damage or loss, but that could have resulted in any of these, if circumstances would have been slightly different. Also called "near-miss" incidents. The recalling of these incidents normally takes place through an organized process based on interviews carried out by the frontline supervisor with his people.

**Inventory** - An exhaustive listing of items to identify those items that require special attention. For example a listing of jobs or tasks to identify the critical tasks that need attention in training. Or the listing of chemical products to identify those that are hazardous and need controls established.

**Lost Time Accident** - A Lost Time Accident, LTA or disabling injury is a work injury resulting in death, permanent total disability, permanent partial disability, permanent partial disability, temporary total disability or temporary partial disability. It normally involves absence from work.

**Minor Injury** - A work injury not resulting in absence from work and not having potential for more serious consequences. Minor Injuries shall be reported on the Minor Injury Summary form. They shall be investigated for their potential under slightly different circumstances.

**Minor Property Damage** - Property Damage of less than \$ 1,000,-. Minor Property Damage accidents shall be reported on the Minor Property Damage Summary form. They shall be investigated for their potential under slightly different circumstances.

**Near-Miss** - An incident that did not result in injury, property damage or loss, but could have resulted in any or all of these, if the circumstances would have been slightly different.

**Partial Task Observation** - The noting and recording of facts and events relating to an observation of a segment of a task.

**Property Damage Accident** - An accident resulting in property damage. Property Damage accidents with an estimated cost of \$ 1,000,- or higher are reportable accidents.

**Reportable Incidents** - Accidents or Incidents that must be reported, using the proper forms. These include:

- Lost Time Accidents
- Property Damage Accidents over \$ 1,000,-
- Fires and Explosions, no matter how small
- Spills
- Infringements of Platform Safety Zones
- Bomb Threat Calls
- HIPO Incidents

**Safety** - Control of accidental loss.

**Safety Management** - The application of professional management skills to the control of losses, which can or do cause physical harm to people and damage to property. Safety management is applied in the course of three distinct stages: pre-contact, contact, and post-contact. Contact refers to the transfer of energy.

**Task** - Within an occupation, a specific work assignment consisting of a definite sequence of steps.

**Task Analysis** - A systematic analysis of the steps involved with doing a task, the loss exposures involved, and the controls necessary to prevent loss. It is a prerequisite to the development of task procedures and practices. An important step in the analysis would be the consideration of the elimination or reduction of loss exposures.

**Task Observation** - See Complete Task Observation.

**Task Procedure** - A step-by-step description of how to proceed in performing a task properly (efficiently, safety, productively).

**Work Practice** - A set of guidelines for performing a specific work assignment properly (efficiently, safely, productively).

## **01-04 PURPOSE OF MANUAL**

This Management Guide to Safety and Loss Prevention is published to assist XYZOil Managers and Supervisors in their responsibility for Safety and control of accidental loss.

The purpose of this manual is to help Managers and Facility Supervisors develop and implement viable programs in line the XYZOil Safety and Loss Prevention Policy. It provides guidelines for fulfilling individual responsibilities and complying with policy, principles and practices relative to loss prevention for developing a program of loss prevention activities in each department.

This manual complements, not replaces, the advisory services of the Safety and Loss Prevention function.

## **01-05 USE OF MANUAL**

### **General**

Material in this manual is basically organized in four sections:

#### **VOLUME I**

1. Contents. This section (01) covers general aspects as related to this manual.
2. General. This section (02) provides the Safety and Loss Prevention Policy Statement of XYZOil and the main responsibilities of various groups of people.
3. Policies. This section (03) provides guidelines for the performance of XYZOil personnel, in particular for those in a management/supervisory capacity.

#### **VOLUME II**

4. Procedures, Standards and Practices. This section (04) provides more detailed description related to the implementation of program standards, rules, permits, procedures, etc. (THIS SECTION IS NOT COMPLETED – some samples are provided for illustration purposes only.)

### **Organization of Information**

Information in the Policy section of this manual (Volume I) is organized to provide ready reference. It is in a format so that managers can quickly find:

- a. A brief explanation of the PURPOSE of the subject.
- b. Outline of the main RESPONSIBILITIES of Managers and Facility Supervisors.
- c. General GUIDELINES or concepts as related to each program element.
- d. PROCEDURES or sequence of actions to set up each program element.
- e. ASSESSMENT factors for evaluating performance in the program element activity concerned.

## **01-06 MAINTAINING OF MANUAL**

### **Responsibilities**

The Safety and Loss Prevention Coordinator (Safety and Training Supervisor) is responsible for authorizing, coordinating and distributing revisions to this manual.

Managers are responsible for:

- a. Updating department programs as appropriate for revisions.

All manual holders are responsible for:

- a. Keeping their copies current by promptly posting any new or revised pages.
- b. Noting the revision or addition on the Record of Amendment.
- c. Studying revisions and incorporate them into their programs.
- d. Suggesting changes for update and improve the program.

### **Page Dates**

A page date is provided at the bottom of each page, indicating "Date of Issue". This date is the date of the publication to become effective.

### **Amendment List**

Revisions and extensions regarding manual subjects will be distributed with a covering Amendment List carrying a Amendment List number and date plus brief instructions for updating of manual. The Amendment List includes a checklist indicating all latest issues of manual contents.

### **Record of Amendment**

Entering of manual revisions and extensions will be registered by the manual holder on the Record of Amendment.

## **02-01 SAFETY AND LOSS PREVENTION POLICY**

The management of XYZOil believes that the safety and health of its employees and contractors is a fundamental responsibility and that the successful future of our operations depends upon the protection of our resources, both personnel and material. Therefore, Safety and Loss Prevention must be thoroughly integrated in all company activities. XYZOil employees and contractor personnel must be willing to accept individual as well as collective Safety and Loss Prevention responsibilities in order to achieve our objective of an accident-free work environment.

Therefore, as a matter of policy, Management will:

- promote safety on and off the job
- implement accident prevention programs, systems and techniques
- implement fire, safety and rescue training programs
- provide a work environment in which occupational hazards are controlled when elimination is not feasible, and
- work with the Authorities to optimize employee safety and environmental hygiene

Production Foremen, Senior Production Operators and Facility Supervisors will:

- be the administrators of the XYZOil Safety and Loss Prevention Program and be responsible and accountable for a superior level of safety performance
- see to it that necessary instructions have been given, necessary means have been provided and supervision has been exercised to ensure safe working practices
- educate and train employees regarding job hazards and emergencies
- report all accidents/incidents that will come to their knowledge

All Employees will:

- perform their jobs in the safest manner possible in accordance with XYZOil Safety Procedures, Standards and Practices
- conduct themselves in a way that enhances their personal safety and that of their fellow workers
- report workplace hazards and recommend improvements
- cooperate and contribute towards the overall success of the XYZOil Safety and Loss Prevention Program

The success of the Company depends on the safety and well being of its employees, contractors and their families. Therefore, it is imperative that workplace hazards and near misses be identified, appropriately evaluated and effectively controlled in order to prevent accidents and their consequences. This worthwhile objective can only be achieved with the commitment and complete support of everyone.

### **XYZOil**

Nick Top.  
Vice President and  
General Manager

## **02-02 RESPONSIBILITIES**

Following are the main activities through which various persons or groups of persons are invited to contribute to the Safety and Loss Prevention program of XYZOil.

The items indicated do not represent a complete list of all responsibilities and activities that could be carried out. The elements of the Management Guide to Safety and Loss Prevention must be consulted to obtain a more complete picture. The listings of activities that follow hereafter are intended as quick references of main items only.

## **02-021 GENERAL MANAGER**

### **Major Areas of Responsibility**

The ultimate responsibility for the Safety and Loss Prevention Program of XYZOil is vested in the General Manager.

However, just as in other areas of XYZOil operations, responsibilities have been delegated in writing, by the General Manager, to line and staff personnel in the organization to maintain a safe and healthy work environment, prevent injury to personnel and prevent damage to property. Each of these line and staff persons is accountable to the General Manager for the satisfactory Safety and Loss Prevention performance of the area, department or organizational unit under his or her supervision.

The General Manager will:

1. Assure uniform performance of the Facilities in compliance with the established Safety and Loss Prevention standards.
2. Support training programs that will develop in each Manager, Facility Supervisor and other employees a strong safety attitude and a clear understanding of the specific activities that have to be carried out.
3. Provide financial resources necessary to establish and maintain XYZOil Safety and Loss Prevention programs in accordance with Company Policy.

### **Main activities**

1. Formulates, signs and distributes XYZOil Safety and Loss Prevention Policy.
2. Designates a qualified, responsible, person as the Safety Loss Prevention Coordinator.
3. Initiates the establishment of a Company wide Safety and Loss Prevention program.
4. Initiates directives to include Safety and Health criteria in purchasing and design activities.
5. Initiates the establishment of Company wide emergency plans.
6. Assures that compliance with established rules, regulations, procedures and practices is maintained.
7. Initiates the establishment of regular audits to measure and evaluate Safety and Loss Prevention program compliance at the department and company level.
8. Determines annually the company's Safety and Loss Prevention program effectiveness and the need for further improvement.
9. Communicates, in writing, to all XYZOil personnel in support of the Safety and Loss Prevention program.
10. Takes part in monthly Management Safety and Loss Prevention Facility visits.
11. Participates in the Safety and Good Operations meetings with employees.
12. Participates in the Management Safety Committee and attends the monthly meetings of this committee.
13. Every 6 months, carries out performance appraisals of the persons immediately reporting to him, including Safety and Loss Prevention aspects.
14. Establishes communication channels to enable adequate flow of relevant Safety and Loss Prevention information through the organization.
15. Participates in training programs set up for management.

## **02-022 LINE MANAGEMENT**

### **Major Areas of Responsibility**

Line managers of the Operations Departments are responsible for the Safety and Loss Prevention performance of the areas, units or departments under their supervision and are accountable to the General Manager. In this respect they will:

1. Administer departmental Safety and Loss Prevention activities in line with the XYZOil Management Guide to Safety and Loss Prevention and the annual XYZOil Safety, Environmental and Health Plan.
2. Maintain controls to assure that the Company Safety and Loss Prevention requirements are met.
3. Establish training programs that will develop in each Manager, Supervisor and other person under their responsibility, a strong safety attitude and a clear understanding of the activities that have to be carried out.

### **Main activities**

1. Review regularly the Safety and Loss Prevention performance of their area of responsibility.
2. Contact each immediate subordinate as deemed necessary on important safety matters.
3. Assist, as necessary, in investigations to determine causes and corrective actions in case of a serious accident or incident.
4. Include Safety and Loss Prevention as an agenda item in all meetings with their subordinates.
5. See that compliance with rules, regulations, procedures and practices is maintained.
6. Analyze Safety and Loss Prevention compliance problems in their area of responsibility and secure assistance as needed.
7. Evaluate departmental compliance with Safety and Loss Prevention program requirements, on a regular basis.
8. Prepare regular reports on departmental Safety and Loss Prevention performance and submit these to their immediate Manager with a copy to the Safety and Loss Prevention Coordinator.
9. Review Task Procedures and Practices program as related to their area of responsibility to insure adequate coverage and update.
10. Arrange for Safety Training as required by Company and departmental needs.
11. Instill, through action and example, a sincere safety attitude in all levels of management and personnel
12. Carry out a regular Safety and Good Operations visits of the area under their supervision.
13. Take part in any special Safety and Loss Prevention activity as determined by the annual Safety, Environmental and Health Plan.
14. Participate in the Management Safety Committee or the Program Safety Committee, as scheduled.
15. Contribute in the development of the annual Safety, Environmental and Health plan.
16. Participate in a Management Safety and Loss Prevention Audit, as scheduled in the annual Safety, Environmental and Health Plan.
17. Carry out, every 6 months, performance appraisals of the persons directly reporting to them, including Safety and Loss Prevention aspects.
18. Participate in training programs set up for management, according to the annual Safety, Environmental and Health Plan.
19. Conduct Safety and Good Operations meetings with employees.

## **02-023 FACILITY SUPERVISORS**

### **Major Areas of Responsibility**

The responsibility for the Safety and Health of assigned employees and the safe condition of the assigned work area is vested in the Facility Supervisor.

The Facility Supervisor, as a first line manager, is a critical link between the Safety and Loss Prevention philosophy of the Company and the actions by employees. The Facility Supervisor acts as the "Point of Control": the most effective control will take place at the point of action.

Losses can be avoided if effective control is exercised by those who are directly responsible for the work being carried out.

### **Main activities**

1. Regularly check the area under their supervision for any changes in operating procedures, practices, and conditions, to identify any changes related to safety that may have occurred since the last shift worked.
2. Make regularly checks of the employees, or contractor employees, under their supervision to determine their fitness for work.
3. Make regular inspections of their area of responsibility and take immediate steps to correct any unsafe or otherwise undesired situations noted.
4. Insist that any injured employees or other persons receive prompt medical attention.
5. Investigate all accidents, incidents or near-misses in their area of responsibility and take immediate action to correct the undesired situation.
6. Make regular planned personal contacts with each of their employees on matters of Safety and Health.
7. Provide proper orientation and instruction to each new or transferred employee, contractor employee and visitor in their area of supervision.
8. Provide proper refresher training of employees in their area of responsibility in accordance with planning.
9. Initiate and assist in the identification of Critical Parts/Items in their area of responsibility for inclusion in Critical Parts Inspections.
10. Initiate and assist in the development of Task Procedures or Practices for each Critical Task identified through the Critical Task Inventory.
11. Initiate and assist in the review of Critical Task Inventory, Task Procedures and Practices to keep them current.
12. Make Critical Task Observations according to planning.
13. Initiate and assist in the identification of Health hazards in their area of responsibility on a regular basis.
14. Require employees to inspect tools and equipment before using.
15. Require operators of mobile and materials handling equipment to carry out pre-use checkouts at the beginning of each shift or before use.
16. Enforce rules, regulations, procedures, wearing of protective equipment.
17. Demonstrate personal support and example with regard to following rules, regulations and personal protection equipment use.
18. Assign housekeeping responsibility to employees.

19. Take action to assure that machines are properly guarded and that procedures such as equipment lock-out, cold work, hot work, vessel entry, line breaking, etc. are adhered to.
20. Insure that critical items are identified, inspected and maintained in their area of responsibility.
21. Supervise safe work of contractors within their area of responsibility.
22. Conduct Safety and Good Operations meetings with employees.
23. Conduct regular meetings with all employees, to recall any near misses that the employees may be aware of.
24. Take part in special Safety and Loss Prevention activities.
25. Participate in the Safety Program Committee as scheduled in the annual Safety, Environmental and Health Plan.
26. Carry out performance appraisals of all persons under their supervision, at least every 6 months, including Safety and Loss Prevention aspects.
27. Supply relevant Safety and Health information to employees.
28. Participate in training programs set up for Facility Supervisors.
29. Carry out General Inspections of the area under their supervision.
30. Carry out and update Job Physical Capabilities Analyses.

## **02-024 STAFF FUNCTIONS**

### **Major Areas of Responsibility**

All staff functions will contribute to the Safety and Loss Prevention performance of the Company:

1. By determining hazards and risks, as related to their work, that could have a negative influence on the Safety and Loss Prevention performance of the Company.
2. By, in cooperation with proper Company officials, taking appropriate action to eliminate or reduce those possible negative influences.
3. By, if necessary, communicating with the Safety and Loss Prevention Coordinator on possible risk factors in their work.
4. By following appropriate safety rules and regulations, maintaining good housekeeping standards in their area of responsibility, and reporting of unsafe or substandard conditions to the Safety and Loss Prevention Coordinator.

### **Purchasing**

The purchasing function will buy materials, equipment, tools, services, etc. commensurate legal, industry and Company requirements and guidelines. No materials, equipment, tools, services, etc. will be purchased that bring unnecessary and unwanted risk to the Company and it's personnel. The advice of the Safety and Loss Prevention Coordinator will be obtained on all purchases with Safety and Health implications.

### **Design Engineering**

The design function will design installations, processes, equipment, etc. (or modifications to these) in accordance with legal, industry and Company requirements and guidelines. No installations will be designed that bring unnecessary and unwanted risk to the Company and it's personnel.

Hazard Review will be established to review any major process or installation (new or modifications) for potential hazards or risks, prior to construction and operation. The advice of the Safety and Loss Prevention Coordinator will be obtained on all designs with Safety and Health implications.

## **02-025 SAFETY AND LOSS PREVENTION COORDINATOR**

### **Major Areas of Responsibility**

The responsibility for the Safety and Loss Prevention program of XYZOil is vested in line management. The responsibility for the quality of advice and counsel provided by the safety function is vested in the Safety and Loss Prevention Coordinator.

The Safety and Loss Prevention Coordinator:

1. Assists line management in establishing, developing and administering an adequate Safety and Loss Prevention program.
2. Establishes lines of communication to assure direct personal contact with all levels of Company management.
3. Monitors and evaluates management compliance with the standards provided in the Management Guide to Safety and Loss Prevention.
4. Establishes Safety and Rescue training programs for all XYZOil personnel in line with Company, industry and legal requirements and guidelines.

### **Main activities**

1. Advises management and staff with respect to their Safety and Loss Prevention work.
2. Collaborates with line management in the development of required revisions to existing procedures, practices, rules, and regulations.
3. Assists in the establishment of purchasing safety and health requirements.
4. Assists in the establishment of Contractor's safety requirements.
5. Assists in the establishment of engineering safety and health requirements and participates on Hazard Review Committees when established.
6. Assists in the setting up of a program for participation of management and supervisory personnel in Safety and Loss Prevention activities, outside their normal responsibilities.
7. Coordinates the preparation the annual Safety, Environmental and Health Plan.
8. Participates in the Management Safety Committee as secretary and in the Safety Program Committee as an advisor.
9. Assists in the establishment of objectives for Safety and Loss Prevention activities, to be part of the annual Safety, Environmental and Health Plan.
10. Distributes relevant Safety and Loss Prevention information to people within the Company.
11. Collaborates with applicable Managers in auditing the Safety and Loss Prevention performance of departments.
12. Monitors the operation of the XYZOil Safety and Loss Prevention program as indicated by the Management Guide to Safety and Loss Prevention and by the annual Safety, Environmental and Health Plan and reports his findings to appropriate management levels.
13. Detects lack of conformance with established Safety and Loss Prevention program standards by frequent observations of physical conditions and work practices.
14. Analyzes accident/incident reports and statistics to uncover underlying causes, trends, particular problem areas, etc.
15. Analyzes Planned Inspection reports for underlying causes.
16. Arranges for preparation of statistical reports and evaluations of safety program performance and activities and distributes these to all levels of management.
17. Develops and maintains knowledge of facilities, equipment, processes, products, etc.

18. Maintains knowledge of XYZOil Safety and Loss Prevention program, published safety and health literature, rules and regulations, XYZOil communications on Safety, Health and Environmental matters, etc.
19. Updates and maintains an adequate library on Safety and Health texts.
20. Stays informed about the latest developments in the areas of Safety and Loss Prevention.
21. Attends courses and professional meetings to stay on the professional level required for the proper performance of his duties.
22. Obtains a sufficient number of relevant Risk Management, Safety and Health magazines and assures proper circulation within the organization.
23. Represents the Company to outside agencies on Safety, Health, and Environmental matters.
24. Initiates activities to promote Safety awareness on an ongoing basis.
25. Maintains adequate records on relevant Safety and Loss Prevention activities

## **02-026 EMPLOYEES**

### **Major Areas of Responsibility**

1. Comply with applicable safety rules and regulations.
2. Perform their duties and work in a manner that will not imperil themselves, their fellow workers, other persons and property in general.
3. Are alert to unsafe conditions and correct or report them as appropriate.

### **Main Activities**

1. Report all conditions and situations that create, or can create, a hazard to people, property or the environment.
2. Participate in Safety and Good Operations meetings.
3. Work in accordance with established safe work practices and rules.
4. Interrupt work in case of excessive exposure to Safety and Health hazards and inform their direct supervisor about this situation.
5. Participate in training programs set up for employees.
6. Take part in Planned General Inspections, together with their Facility Supervisor and in accordance with established schedule.
7. Carry out proper checks of equipment, prior to use.
8. Ask for instruction if not certain how to do the job properly and safely.
9. Use prescribed safety and personal protective equipment.
10. Keep tools and equipment in good condition.
11. Report defective or damaged equipment.
12. Suggest changes to improve safety.
13. Assist others to work safely.
14. Get prompt treatment if injured

### **References**

1. Employee Safety Booklet

## **02-027 CONTRACTORS**

### **Major Areas of Responsibility**

The General Responsibilities of Contractor Personnel are basically the same as for XYZOil personnel.

1. Comply with applicable safety rules and regulations.
2. Perform their duties and work in a manner that will not imperil themselves, their fellow workers, other persons and property in general.
3. Are alert to unsafe conditions and correct or report them as appropriate.

### **Main Activities**

1. Report all conditions and situations that create, or can create, a hazard to people, property or the environment.
2. Work in accordance with established safe work practices and rules.
3. Interrupt work in case of excessive exposure to Safety and Health hazards and inform the direct supervisor about this situation.
4. Participate in relevant training programs set up for contractor personnel.
5. Carry out proper checks of equipment, prior to use.
6. Ask for instruction if not certain how to do the job properly and safely.
7. Use prescribed safety and personal protective equipment.
8. Keep tool and equipment in good condition.
9. Report defective or damaged equipment.
10. Suggest changes to improve safety.
11. Assist others to work safely.
12. Get prompt treatment if injured.

### **References**

1. Contractor Safety Booklet

## **02-028 VISITORS**

### **Major Areas of Responsibility**

Visitors shall not engage in any hazardous or unsafe activities. They shall follow instructions by XYZOil employees.

### **Main Activities**

The following general rules will guide the conduct of visitors:

1. Follow instructions. Do not take risks. If you are uncertain about anything, ask!
2. Immediately report any condition or action, which you feel may cause injury or damage.
3. Horseplay and practical jokes do not belong in the working environment and are not permitted.
4. If involved in, or observing an accident, however slight, report it. If injured, obtain medical treatment immediately.
5. Use personal protective equipment that is provided to you while visiting XYZOil facilities.
6. When touring the platform during high wind conditions, hold on to the handrailing and fasten safety helmet.
7. When you bend or lift, bend your knees, keep your back as straight as possible. Ask for help in case of heavy load.
8. Follow rules and instructions, obey warnings and always keep safety in mind.

Visitors will be guided at all times, unless it can be made certain that that this guidance is not required and the visitor will be safe when left alone.

### **References**

1. Visitor Safety Booklet.

**02-03 SUMMARY OF MINING REGULATIONS**

(NOT INCLUDED)

**XYZOIL**  
**Management Guide to Safety and Loss Prevention**  
**VOLUME I**

## **03-01 LEADERSHIP AND ADMINISTRATION**

### **PURPOSE**

This element outlines ways to demonstrate leadership by management, necessary for the successful implementation and maintenance of the Safety and Loss Prevention program of XYZOil.

### **RESPONSIBILITIES**

The responsibility for the success of the XYZOil Safety and Loss Prevention program is vested in all members of Management, starting at the top of the organization. This responsibility cannot be delegated to staff functions or committees.

NOTE: IN THIS MANUAL WHERE THE TERM "MANAGEMENT" IS USED, THIS SHOULD BE READ TO INCLUDE ALL PERSONS IN A SUPERVISORY CAPACITY, FROM FOREMAN/SUPERVISOR TO GENERAL MANAGER. ALL PERSONS IN A MANAGEMENT POSITION INCLUDE BOTH LINE AND STAFF ORGANIZATIONS.

WHERE THE TERM "MANAGER" IS USED, THIS SHOULD BE READ TO INCLUDE ALL PEOPLE IN A MANAGEMENT OR SUPERVISORY POSITION.

IF NECESSARY, SPECIFIC LEVELS OF MANAGEMENT WILL BE INDICATED BY TITLE.

NOTE: THE GUIDELINES PROVIDED IN THIS MANUAL ARE NOT INTENDED TO LIMIT PERSONAL INITIATIVE. RATHER, THESE GUIDELINES ARE PROVIDED TO STIMULATE AND GUIDE THIS INITIATIVE, COMMENSURATE WITH COMPANY OBJECTIVES.

IF, BY OMMISSION, OR OTHERWISE, CERTAIN MANAGERIAL LEVELS ARE NOT AS SUCH SPECIFIED, THIS CANNOT BE AN EXCUSE FOR ANY MANAGER TO WITHDRAW HIM OR HERSELF FROM THE SAFETY AND LOSS PREVENTION RESPONSIBILITIES THAT FORM AN INTEGRAL PART OF HIS OR HER FUNCTION. ANY MANAGER SHALL USE IS OWN JUDGEMENT WITHIN THE FRAMEWORK PROVIDED IN THIS MANUAL.

### **GUIDELINES**

Three aspects of leadership are vital to the success of the Safety and Loss Prevention program. These aspects are:

- Communication of management commitment, by providing guidelines for performance at various organizational levels.
- Demonstration of management commitment by active participation in the program.
- Evaluation of management performance followed by appropriate action.

Long-term success in control of accidents and other losses cannot be achieved without active, visible participation from management at all levels.

This demonstrated support of the Safety and Loss Prevention program shall be clear and understandable, and will indicate to others management's interest in the program.

## **PROCEDURES**

### **Policy**

1. A Safety and Loss Prevention Policy has been formulated and signed by the General Manager.
2. This policy has been distributed and explained to all personnel and will be part of all induction and Safety and Loss Prevention training programs.

This policy will also be made known to all contractor firms, and their personnel, prior to carrying out their contract for XYZOil.

### **Program Coordination**

1. A qualified, responsible, person has been designated to coordinate the XYZOil Safety and Loss Prevention program. This person reports directly to the General Manager of the organization.
2. The role of this person is not to carry out activities that are part of the line management function. This Safety and Loss Prevention Coordinator (Safety and Training Supervisor) will advise and assist management and staff with respect to their Safety and Loss Prevention work. He will also assist in monitoring the proper operation of the XYZOil Safety and Loss Prevention program and report his findings to appropriate management levels.
3. This person is, and will be, provided with the necessary management support and assistance, from within the XYZOil organization, or from the outside, to enable him to carry out his responsibilities.

### **Visual Participation of Senior Management**

1. The General Manager will regularly communicate, in writing or otherwise, to all employees of XYZOil on important Safety and Loss Prevention matters, in support of the overall program.
2. The General Manager, and other members of Senior Management as determined by the General Manager, will take part in regular Management Safety and Loss Prevention visits according to the schedule indicated in the annual Safety, Environmental and Health Plan.
3. All managers between supervisory/foreman level and the General Manager will carry out regular Safety and Good Operations inspections of the area under their responsibility.

### **Establishment of Program Standards**

1. Performance criteria or standards for Safety and Loss Prevention activity of XYZOil management and personnel are provided in this manual. These criteria are divided into two sections: POLICIES (Volume I) and PROCEDURES, STANDARDS AND PRACTICES (Volume II).

Volume I provides suggestions and criteria for management activity in Safety and Loss Prevention and forms the basis for the Safety, Environmental and Health program.

Volume II provides more detail as related to actual execution of work and incorporates rules, work practices etc.

### **Management Participation**

1. All members of XYZOil operational management (including supervision/foremen) are encouraged to take part in Safety and Loss Prevention program activities such as:
  - Management Safety Committee
  - Safety Program Committee
  - Safety Campaign Committee

The Safety and Loss Prevention Coordinator will, in communication with appropriate management and in consultation with proposed participants, schedule the participation of management personnel in this manner.

### **Safety and Loss Prevention at Management Meetings**

1. All important management meetings of general nature will have Safety and Loss Prevention as an agenda item.
2. Management meetings that are mainly or exclusively related to Safety and Loss Prevention include:

#### Management Safety Committee meetings.

The Management Safety Committee consists of the following members:

- General Manager
- Manager of Operations as Chairman
- Manager of Production
- Manager of Drilling
- Manager of Administrative Services
- Production Superintendent
- Purchasing and Logistics Manager
- U.T. Manager
- Safety and Loss Prevention Coordinator as secretary.

Purpose of the Management Safety Committee is to provide the necessary leadership and direction concerning the overall Safety and Loss Prevention program, to set and approve program guidelines and activities for the organization and to evaluate program effectiveness and compliance.

The Management Safety Committee will meet regularly on a predetermined schedule.

One member of the Management Safety Committee will also serve as a member of the Safety Program Committee to facilitate communications between these important bodies.

### Safety Program Committee meetings

The Safety Program Committee can exist of all members of management below the Department Head level. Participation will be on a rotation basis and for a two-year period, except for the Safety Coordinator who will act as an advisor to the Committee on an ongoing basis.

Purpose of the Safety Program Committee is to request and evaluate inputs and to manage studies, in order to develop proposals for safety and loss prevention guidelines. Furthermore to submit reports and recommendations for safety program performance to the Management Safety Committee, for approval.

The Program Safety Committee will meet regularly on a predetermined schedule. The approved minutes of this committee will be an agenda item of the Management Safety Committee meetings.

### **Management Audits**

1. Relevant management personnel, above supervisor/foreman level, is encouraged to participate in program management audit activities according to the schedule provided in the annual Safety, Environmental and Health Plan.

The questions provided under "Assessment" at the end of each element or chapter of Volume I are suggested for reference.

These audits are not intended to replace any audit carried out by the Safety and Loss Prevention Coordinator or by external organizations but are intended to further involve management in support of the Safety and Loss Prevention program.

The findings of these management audits will be reported to the General Manager and subject of discussion by the Management Safety Committee.

### **Individual Manager's Responsibility and performance evaluation**

1. The proper functioning of the Safety and Loss Prevention Program depends on the combined effort of all individuals, Managers, Supervisors and employees.

Success can only be achieved if each individual accepts the Safety and Loss Prevention responsibilities that are an integral part of his job.

The criteria indicated in this manual are also provided to assist Management and Supervision to carry out this important part of their function.

2. Safety and Loss Prevention is an important part of the XYZOil performance appraisal system for management and personnel. This forms part of the XYZOil Performance Management system that has been accepted as the overall management system to guide the performance of the organization.

The performance appraisals take place every 6 months and are directed at the improvement of performance of the individuals concerned.

The guidelines provided in this manual are offered to individual managers for appraisal of their subordinates in the area of Safety and Loss Prevention.

### **Establishment of Safety and Loss Prevention Objectives**

1. Each year annual Safety and Loss Prevention objectives will be formulated as part of the annual Safety, Environmental & Health Plan.

The annual plan will mainly concentrate on special items and is not intended to duplicate the activities as suggested by the Management Guide to Safety and Loss Prevention.

The annual Safety, Environmental & Health Plan will be distributed to all XYZOil employees, and to other parties as deemed necessary and/or desirable.

2. The objectives as presented in the annual plan are offered to the Managers/Supervisors concerned for preparation of more detailed plans to fit their needs.
3. The Managers/Supervisors concerned are invited to submit their more detailed planning to their immediate Manager and the Safety and Loss Prevention Coordinator who will inform the Management Safety Committee.

### **Provision of Safety and Health information to employees**

1. The management of XYZOil will provide relevant Safety and Health information to employees of the organization as well as to employees of others that carry out work under contract with the organization.

This information is, and will be, provided on a regular basis as soon as it becomes available and is verified to be correct.

This information will be distributed by the Safety and Loss Prevention Coordinator.

2. Requests for Safety and Health information can be originated by any employee of XYZOil or its contractors.

These requests should first of all be directed to the immediate supervisor. If proper answer is not obtained, request should then be to the Safety and Loss Prevention Coordinator.

The Safety and Loss Prevention Coordinator will advise the Management Safety Committee of all formal request(s) received.

### **Interruption of work on Ground of Safety and Health Hazards**

1. Any employee of XYZOil or its contractors has the right to refuse or interrupt work on ground of excessive exposure to Safety and Health hazards.
2. Should such a situation arrive, the employee is to inform her or his direct supervisor about the situation. In case no supervisor is available, the employee shall inform the next level of supervision or the Safety and Loss Prevention Coordinator.

Any supervisor who is informed by an employee of an unacceptable situation shall immediately investigate the situation and take remedial action as necessary to render the situation acceptable. An incident report shall be made using the incident/accident investigation form.

If the situation cannot be solved immediately, or if no agreement can be reached between employee and supervisor on the acceptability of the situation, the Safety and Loss Prevention Coordinator shall be informed immediately. The Safety and Loss Prevention Coordinator will then take action as deemed necessary.

The employee reporting the unacceptable situation will be treated positively for his or her contribution to eliminate potential Loss situations.

### **Reference Library and Circulation of Magazines**

- 3 XYZOil will maintain an information library commensurate with the Safety, Health and Environmental aspects of its operation. This library will include all relevant legislation and reference texts.

The Safety and Loss Prevention Coordinator is responsible for updating and maintaining the reference texts.

All managers will be made aware of new reference texts available in the library, on a regular basis.

- 3 The Safety and Loss Prevention Coordinator is responsible for obtaining a sufficient number of relevant magazines on Safety and Health aspects for keeping up-to-date with developments that take place.

All managers shall receive at least one Safety and Health (or Risk Management) magazine on a regular basis.

### **FORMS AND PROGRAM AIDS**

(NOT PROVIDED)

### **ASSESSMENT**

1. Does everyone in the department know the Safety and Loss Prevention Policy? \_\_\_\_\_ yes  
\_\_\_\_\_ no.
2. How many written communications to all personnel on Safety and Loss Prevention have been issued by the General Manager, over the last period? \_\_\_\_\_ communications over last \_\_\_\_\_ months.
3. How many management visits on Safety and Loss Prevention have been made by the General Manager of the department concerned, during the last period? \_\_\_\_\_ management visits during last \_\_\_\_\_ months.
4. How many management visits on Safety and Loss Prevention have been made of the department, by other members of management above the supervisor/foreman level? \_\_\_\_\_ management visits during the last \_\_\_\_\_ months by:  
\_\_\_\_\_
5. Are checklists or critical item lists used to guide these visits? \_\_\_\_\_ yes \_\_\_\_\_ no.

6. Does the department have the Management Safety and Loss Prevention Guide? \_\_\_\_\_ yes  
\_\_\_\_\_ no.
7. Does this manual contain the most recent updates? \_\_\_\_\_ yes \_\_\_\_\_ no.
8. In what special Safety and Loss Prevention activities does department management and supervision participate, outside their normal job routine?  
\_\_\_\_\_
9. When was the last general management meeting attended by department management or supervision? \_\_\_\_\_
10. Was Safety an important item on the agenda of this meeting? \_\_\_\_\_ yes \_\_\_\_\_ no.
11. When was the last time department management conducted an audit of a part or the organization? \_\_\_\_\_
12. Did this management receive any training as to how to carry out the audit and what to look for? \_\_\_\_\_ yes \_\_\_\_\_ no.
13. Is Safety and Loss Prevention part of the job description of department management and supervision? \_\_\_\_\_ yes \_\_\_\_\_ no.
14. Does all department management and supervision have a copy of their own job descriptions? \_\_\_\_\_ yes \_\_\_\_\_ no.
15. Does the department have any Safety and Loss Prevention objectives, other than reduction of the accident frequency? \_\_\_\_\_ yes \_\_\_\_\_ no.
16. When did department personnel receive the last information on Safety and Health matters?  
\_\_\_\_\_
17. Which Safety and Loss Prevention magazines does the department receive on a regular basis?  
\_\_\_\_\_

## **03-02 MANAGEMENT TRAINING**

### **PURPOSE}**

This element provides guidelines for training, both initial as well as refresher training, of management, supervisory personnel and the Safety and Loss Prevention Coordinator.

### **RESPONSIBILITIES**

Every manager shall see that his subordinate managers receive the Safety and Loss Prevention training that will enable these managers to properly carry out their management task within the Safety and Loss Prevention program of the company.

### **GUIDELINES**

Adequate training of management and is essential for the success of the company and its Safety and Loss Prevention program. This training shall demonstrate the relation that exists between Safety and Loss Prevention and the management function.

The training identified here relates to managerial aspects of Safety and Loss Prevention, not to the technical aspects. This training should clearly identify the tasks of the individual manager/supervisor in relation to his management of the Safety and Loss Prevention program under his jurisdiction.

### **PROCEDURES**

#### **Orientation program for all management personnel**

1. All new members of management will receive an orientation about the XYZOil Safety and Loss Prevention program. This orientation will also include persons that are from within other XYZOil organizations.
2. This orientation will take place within the first week after assignment of the manager involved, to his duties within XYZOil and will be provided by the Safety and Loss Prevention Coordinator.
3. This orientation shall cover all elements of the XYZOil Safety and Loss Prevention program and the specific tasks of the manager involved. A program for this orientation shall be set up by the Safety and Loss Prevention Coordinator such that this orientation will be completed within one working day.
4. During this orientation, the manager concerned will receive his personal copy of the XYZOil Management Safety and Loss Prevention Guide and the Loss Prevention section of the XYZOil Job Training Program. This receipt shall be registered with signature of the manager concerned.
5. Records should be kept by the personnel department to indicate that the manager concerned has received this orientation. This record should be signed by the Safety and Loss Prevention Coordinator as well as by the manager concerned.

## **Safety and Loss Prevention Management Training of Department Heads and Higher Management**

1. A more in-depth training of department heads and higher management in the management aspects of Safety and Loss Prevention will be completed within the first six months of assignment.
2. The program for this training consists of the Management Safety and Loss Prevention Guide and the Loss Prevention section of the XYZOil Job Training Program and is basically a self-study program supported by meetings with the Safety and Loss Prevention Coordinator on a scheduled basis.
3. These scheduled meetings will take place at regular intervals during the six-month period and at least once per month. The schedule will be prepared by the Safety and Loss Prevention Coordinator, in cooperation with the manager involved and includes all subjects of the Manual and the Job Training Program.
4. During these meetings, the manager concerned will provide evidence of knowledge about the XYZOil Safety and Loss Prevention program and philosophy.
5. The meetings shall be registered by the Safety and Loss Prevention Coordinator and he shall report on status and progress to the General Manager, on a monthly basis.

## **Safety and Loss Prevention Management Training of other Management**

1. A more in-depth training of other management in the management aspects of Safety and Loss Prevention will be completed within the first six months of assignment.
2. The program for this training consists of the XYZOil Safety and Loss Prevention Manual and the Loss Prevention section of the XYZOil Job Training Program and is basically a self-study program supported by meetings with the Safety and Loss Prevention Coordinator on a scheduled basis.
3. These scheduled meetings shall take place at regular intervals during the six-month period and at least once per month. The schedule shall be prepared by the Safety and Loss Prevention Coordinator, in cooperation with the manager involved and includes all subjects of the Manual and the Job Training Program.
4. The managers concerned will, during these meetings indicate knowledge of the XYZOil Safety and Loss Prevention program.
5. The managers concerned will complete the questionnaires of the Loss Prevention section of the Job Training Program with acceptable results. The questionnaires shall be provided to, and reviewed by, the Safety and Loss Prevention Coordinator who shall discuss results with the manager concerned.
6. The meetings shall be registered by the Safety and Loss Prevention Coordinator and he shall report on status and progress to the General Manager, on a monthly basis.

## **Management Review Training**

1. All managers of the XYZOil organization shall attend the Safety and Loss Prevention refresher/up-date training as indicated in the annual Safety, Environment & Health Plan.
2. The program for this review training shall be set up by the Safety Program Committee, and approved by the Management Safety Committee. The program shall be based on established needs and include at least a short review of the major elements of the XYZOil Safety and Loss Prevention program.
3. The attendance of management to this review training shall be registered.

## **Training of Safety and Loss Prevention Coordinator**

1. The initial training and experience of the Safety and Loss Prevention Coordinator shall be adequate to carry out his important job of providing quality assistance to the management of XYZOil on matters related to Safety, Occupational Health and Environmental pollution.
2. The training and experience of the Safety and Loss Prevention Coordinator shall be sufficient to accept his responsibilities for coordination of the XYZOil Safety and Loss Prevention program, in line with the elements and criteria provided by the program.
3. The training and experience of the Safety and Loss Prevention Coordinator shall be sufficient to adequately represent the company versus government agencies and industrial groups.
4. The Safety and Loss Prevention Coordinator shall maintain his knowledge, commensurate with company interests, by attending relevant seminars, courses and meetings and maintain memberships in relevant professional organizations. The Safety and Loss Prevention Coordinator shall be aware of the development of new techniques in the area of Safety, Health and Environment Control and communicate items of importance to the management concerned. These items should not be limited to technical matters but should also include management techniques, as related to the areas of his responsibility.

## **FORMS AND PROGRAM AIDS**

(NONE PROVIDED)

## **ASSESSMENT**

1. How many new members of management have entered the XYZOil organization during the past period? \_\_\_\_\_.
2. How many of them have received the Safety and Loss Prevention orientation, as evidenced by records? \_\_\_\_\_.
3. Did these orientations take place within the first week after assignment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Were these orientations set up according to a schedule prepared by the Safety and Loss Prevention Coordinator? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. How many new members of management, according to records, have been provided with their own copies of the Safety and Loss Prevention Manual and the Job Training Program? \_\_\_\_\_ .

6. For how many new members of management have further in-depth training programs been set up by the Safety and Loss Prevention Coordinator? \_\_\_\_\_.
7. Do these training programs include all subjects of the Safety and Loss Prevention Manual, and the Loss Prevention section of the Job Training Program? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Were objectives for these training programs established? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Are objectives met? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Have objectives for review/up-date training been set up in the annual plan? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. What is the percentage of all managers that have, according to record, attended the last review/up-date training? \_\_\_\_\_%.
12. Does the Loss Prevention Coordinator have sufficient knowledge and experience to assist management in technical and managerial matters related to Safety and Loss Prevention, in accordance with the exposures of the company? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Does the Safety and Loss Prevention Coordinator represent the company adequately versus government agencies as well as industrial organizations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. Did the Safety and Loss Prevention Coordinator keep informed on new developments in the areas of Safety and Loss Prevention by attending seminars, courses etc. during the past period? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-03 PLANNED INSPECTIONS**

### **PURPOSE**

This element outlines the criteria for systematic examination of all installations, buildings, equipment, machinery, work areas etc. under the control or responsibility of XYZOil with the intention to uncover situations that could lead to undesired events that could result in injury to people, damage to property and the environment and to interruption of production processes, and correct such situations before the undesired event takes place.

### **RESPONSIBILITIES**

It is the responsibility of all managers to set up and maintain programs for proper inspection of the areas under their control. Purpose of these programs is the elimination or correction of undesired situations to control accidents/incidents, commensurate with the objectives of XYZOil in general and those of the Safety and Loss Prevention program in particular.

Each XYZOil employee shares this responsibility and shall report any undesired situation for correction by the proper authority.

The inspection program procedures below, do not remove the responsibility of any XYZOil manager or employee to take proper action on undesired situations discovered between inspections.

### **GUIDELINES**

Planned inspections are in two basic types:

- general inspections, directed at the general housekeeping and order within the area concerned
- critical item inspections directed at the inspection of identified items, to maintain that item in accordance with set criteria.

The general inspections are normally carried out by the Manager/Facility Supervisor directly responsible for the area concerned. Visits by higher management are directed at the support of these general inspections.

Critical item inspections are normally carried out by an identified person with sufficient knowledge to do the necessary work. This could be the operator, the technician, the supervisor, or someone from an external organization.

Vital to the proper functioning of inspection programs are:

- the frequency (how often should the inspection take place?)
- the responsibility (who should carry out the inspection?)
- the reporting of the undesired situation for correction
- the establishment of loss potential for priority setting
- the timely correction of the undesired situation
- verification of correction carried out

## PROCEDURES

### General Inspections

- 2 1. General inspections of the area under his jurisdiction shall be carried out by each Facility Supervisor on a weekly basis for all platforms, the supply base and the Amsterdam terminal. All other areas shall be inspected at least monthly.
- 2 The supervisors/foremen carrying out these inspections shall be accompanied by at least two of their subordinates, on a rotating basis such that all employees will participate in the inspection program on a regular basis but at least once a year.
- 2 The inspections shall be properly planned, including review of previous inspection reports, and shall be guided by an inspection checklist that shall be developed by the Facility Supervisor assisted by his personnel and other expertise, as deemed necessary.
- 2 The inspection checklist shall be specific for the area concerned and shall be updated whenever major changes in the area occur. These up-dates shall be registered by the Facility Supervisor. The XYZOil General Safety and Loss Prevention checklist shall be used as reference for layout and contents.
- 2 All undesired or substandard conditions shall be classified according to the hazard classification system:
  - . "A" hazard: a condition or practice which reasonably could cause permanent disability, loss of life or body part, or permanent extensive loss of property, damage to the environment or company image.
  - . "B" hazard: a condition or practice likely to cause serious injury or illness and temporary disability, or of property damage, damage to the environment or to company image, which is disruptive but less than cost or extent as class "A".
  - . "C" hazard: a condition or practice likely to cause minor, non-disabling injury or illness, or non-disruptive damage to property, the environment or company image.
- 7 If undesired situations are discovered during the inspection, the situation shall be corrected immediately. If this is not possible steps shall be taken to limit the possibility of loss pending more permanent correction. If immediate correction is not required (not applicable to "A" or "B" hazards), steps shall be taken to prevent the situation from getting worse and remedial action shall be initiated at the next proper moment.

All "A" and "B" hazards discovered shall be reported on the inspection report form (outside inspection periods, the Condition Report may be used for this purpose) and an indication shall be given regarding the possible cause of the occurrence of the substandard situation. The suggested remedial action, and the action taken, shall also be indicated on the form.

The inspection report shall be forwarded to the next higher management level and the Safety and Loss Prevention Coordinator, for further analysis.

- 9 If class "A" hazards are discovered, report shall be made without delay to the next higher management level and the Safety and Loss Prevention Coordinator, who shall inform the General Manager or his replacement. If necessary the work or operation concerned shall be interrupted to take corrective action.
- 9 Proper action on class "A" hazards shall be completed within 24 hours. If this cannot be accomplished, the next higher management level and the Safety and Loss Prevention Coordinator shall be informed.

Action on class "B" hazards shall be completed within one week. If this cannot be accomplished, the next higher management level and the Safety and Loss Prevention Coordinator shall be informed.

1. The Safety and Loss Prevention Coordinator shall prepare a monthly report on all outstanding corrective actions concerning class "A" and "B" hazards, prior to the Management Safety Committee meeting, for discussion during that meeting.
- 12 All class "A" and class "B" hazards reported shall be analyzed by the Safety and Loss Prevention Coordinator for underlying causes, for further discussion and action by the Management Safety Committee.
- 12 During major construction work or overhauls, daily inspections will be carried out by the Facility Supervisor, using the Daily Jobsite Inspection Report.

Any substandard situations requiring attention will be given such, in accordance with the potential hazards involved and the guidelines provided in this element.

### **Critical Parts Inspections**

1. Each manager shall take action to identify the critical parts in his area of jurisdiction and to set up inspection programs in relation to the risks involved with the failure or non-availability of the items concerned.
- 2 An inventory shall be made by the Facility Supervisor, supported by his immediate manager and assisted by his employees, of all structures, machines, equipment, and substances, to identify the critical parts under his supervision.

The inventory shall be made using the Critical Parts Inventory form and parts/items shall be classified using the hazard potential classification system.

Further assistance may be provided by the Safety and Loss Prevention Coordinator and other expertise available.

3. All identified critical parts shall be included in an inspection or maintenance program and frequencies for inspections shall be set up in relation to the risks involved.

The inspections shall be carried out by knowledgeable persons and the responsibilities for this shall be clearly established.

4. The critical parts inventory shall be checked and up-dated whenever changes to the installations etc. may require. This check shall at least take place every quarter.
5. Although the actual inspection work may, and normally would be, done by other people, the management of the program shall be done by the Facility Supervisor who is responsible to see that the inspection program is carried out in accordance with criteria set.

If the program cannot be carried out in accordance with the criteria set, the Facility Supervisor shall report this to his superior manager, indicating reasons. The superior manager will take necessary action to allow for proper execution of the inspection program.

6. All substandard conditions that are discovered during the critical parts or maintenance inspections that can be classified as "A" or "B" hazards shall be reported using by the Facility Supervisor, in accordance with guidelines given above under "General Inspections".
7. All accidental damage, other than normal wear and tear, shall be indicated, by maintenance, in maintenance records and monthly reports shall be made, by the maintenance supervisor to the Facility Supervisor of the area concerned who, in turn, shall inform his immediate manager. This reporting shall include the number of repairs other than normal wear and tear, cost per item/repair and total costs related with such maintenance work.

The Safety and Loss Prevention Coordinator will receive a copy of the report mentioned above, from the Facility Supervisor concerned. He will compare this information with the number of accident reports received for material damage over a value of \$ 1.000,-, as determined by the guidelines for reporting and investigation of accidents/incidents. He will report his findings to the Management Safety Committee.

8. Operators of all critical material handling equipment will make equipment checkouts, at the beginning of each shift or before using equipment that is not used on a regular basis.
9. Forms shall be used for these equipment checkouts, to include the critical items for inspection. These forms shall be developed by the equipment operators, in cooperation with their Facility Supervisor (see example "Pre-use equipment check of motor vehicle" form).
10. Any deficiency noted by the equipment operator will be reported to his Facility Supervisor and action shall be taken accordingly.
11. The filled out equipment check-out forms shall be forwarded to the Facility Supervisor concerned, who will evaluate the effectiveness of this inspection program at least once per quarter. The Facility Supervisor will report his findings to the Safety and Loss Prevention Coordinator who, in turn, will report to the Management Safety Committee.
12. The Facility/Supervisor will set up a checklist concerning all regulatory inspection.

He will manage the regulatory program and record date of the inspections made as well as the place where the inspection reports are retained.

He will inform the Loss Prevention Coordinator in case these inspections are behind schedule.

## **Condition Reports**

1. To facilitate in-between-inspections reporting of hazardous or substandard conditions or practices by any XYZOil employee or manager, Condition Report forms are made available in at each publication board location.
2. If a hazardous or substandard "A" or "B" condition or practice is noted, any employee or manager shall report this to the Facility Supervisor of the area concerned using the Condition Report form. The Safety and Loss Prevention Coordinator will receive a copy of this report to include with the other information received out of the regular inspection programs. If it is not clear who is responsible, the Condition Report shall be forwarded to the Safety and Loss Prevention Coordinator for proper action.

Although it is encouraged to indicate name of the person reporting the condition, this is not absolutely necessary. The main purpose of this system is to obtain information about conditions and practices that could lead to important loss to company and it's personnel.

3. If identified, the person reporting the hazardous or substandard condition shall be notified of action taken. This will be done by the Facility Supervisor.

## **Evaluation of general inspection program effectiveness**

1. The quantitative evaluation of the general inspection program will be carried out by the Safety and Loss Prevention Coordinator.
2. The Safety and Loss Prevention Coordinator will, on a quarterly basis evaluate the number of general inspection reports in comparison with the criteria set for inspection frequencies and report his findings to the Management Safety Committee.
3. The quality of the general inspection program will be evaluated by:
  - Management Visits according to schedule as provided by the Annual Safety, Environmental & Health Plan.
  - Regular, but at least quarterly, inspections carried out by the Safety and Loss Prevention Coordinator who will report his findings to the Management Safety Committee
  - Annual evaluations of physical conditions carried out by a persons qualified in the area of general safety, fire safety and occupation health. The reports of these evaluations will be provided to the Management Safety Committee and serve as a feedback on the effectiveness of the various inspections carried out on a more frequent basis.

## **Evaluation of critical item inspection program effectiveness**

1. Evaluation of inspection reports by Safety and Loss Prevention Coordinator using "Inspection Report Evaluation" as a guide. These evaluations will be done on an ongoing basis and findings will be reported monthly by the Safety and Loss Prevention Coordinator to the Management Safety Committee.
2. The quantitative evaluation of the critical item inspection program will be determined by the Maintenance Supervisor.

3. The Maintenance Supervisor will, on a monthly basis, evaluate the number of critical item inspections in comparison with the criteria set for inspection frequencies and report his findings to the Management Safety Committee.
4. The maintenance activities due to accidental damage will be reported by the Maintenance Supervisor to the Production Superintendent who will inform the Management Safety Committee, on a monthly basis, to evaluate the quality of the critical item inspection/maintenance program.

## **FORMS AND PROGRAM AIDS**

1. XYZOil "General Safety & Loss Prevention Inspection Checklist"
2. Inspection Report form
3. Daily Jobsite Inspection Report
4. Critical Parts Inspection Inventory form
5. Pre-use Equipment Check of Motor Vehicle form (example only)
6. Condition Report form
7. Inspection Report Evaluation Guideline

## **ASSESSMENT**

1. Does the area Facility Supervisor carry out general inspections in line with established frequencies, as evidenced by inspection reports made? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Do employees participate in the regular general inspections, on a rotating basis? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are checklist used to carry out general inspections? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Are these checklists specific for the area(s) concerned? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Is the hazard classification system used in the inspection report? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Is there a status report concerning outstanding remedial actions on class "A" and "B" hazards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Has an inventory been made, using the Critical Item Inventory form, to identify critical items for the critical item inspection program? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Have employees been involved in the identification process? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Is there a critical item inspection program established for the department, with inspection frequencies and responsibilities established? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. When was the last major equipment change? \_\_\_\_\_ Was the critical item inventory updated at then? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Is the hazard classification system used to classify substandard conditions discovered during the critical item inspections? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Are repair and breakdown maintenance activities for other than normal wear and tear indicated by the maintenance personnel that do the maintenance for this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Is there any materials handling equipment in this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. If "yes", is there an equipment checkout program requiring the operator to verify critical points, before operating the equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
15. Does the Facility Supervisor evaluate this equipment checkout program on a regular basis? \_\_\_\_\_ yes, \_\_\_\_\_ no.
16. Are Condition Report forms readily accessible for all employees? \_\_\_\_\_ yes, \_\_\_\_\_ no.

17. Is the general inspection program of this department evaluated for its effectiveness? \_\_\_\_\_ yes,  
\_\_\_\_\_ no.
18. Is the critical item inspection program of this department evaluated for its effectiveness? \_\_\_\_\_  
yes, \_\_\_\_\_ no.

## **03-04 TASK ANALYSIS AND PROCEDURES**

### **PURPOSE**

This element outlines the criteria for the development of standard work procedures, instructions and practices. It is directed at work that requires such approach, due to the risks involved to persons, property or the environment. The work procedures etc. so produced form a basis for training of people involved, directed at continuous good performance.

### **RESPONSIBILITIES**

It is the responsibility of all managers to identify critical work carried out under their supervision and to set up necessary controls such that the work will be done without problems that may lead to unnecessary loss to people, property and the environment.

Such controls could include:

1. engineering of safety into the design of equipment, installations and processes.
2. development of standard task or work procedures in those circumstances where a specific sequence is required to carry out the task without increased risk.
3. development of written instructions for safe operation along with development or modification of facilities or processes.
4. development of standard work practices in those situations where it is not practical to standard work procedures or instructions, due the large range of possible variations take could occur.

Preference shall be given to the elimination or reduction of risks and problems by engineering solutions, as to exclude to human factor to the extent possible.

### **GUIDELINES**

It is an essential task of each manager to identify the potential loss areas in the work that is carried out under his supervision. Only by identifying those "critical" tasks and taking appropriate action, before the losses take place, can a manager expect to fulfill his important job.

Task Analysis is the practical way to identify possible safety, quality and production problems, before these problems actually occur. Prior to carrying out the analyses, an inventory should be made of all the work carried out in the organization, to identify those task that are "critical" with respect to the possible problems that could occur. The Hazard Classification shall be used to identify tasks that are more critical than others, to set priorities for establishment of controls. The Critical Task identification shall be carried out by department and function.

After the Critical Tasks have been identified the Task Analyses shall be carried out according to the priorities set. These analyses can be done in two ways:

- by observation. The actual observation of the work, to identify how it is done and what the potential problems are.
- by discussion. In those cases where it is not possible or desirable to carry out the previous method.

In both methods the most knowledgeable people should be involved in the process, including the people that actually do the work.

## **PROCEDURES**

### **Task Analysis and Procedures Directive**

For proper operation of the XYZOil organization it is required that each manager establishes a program within his area of jurisdiction, to inventory the work that is carried out under his supervision, with the intention to identify those tasks that, if not carried out correctly, can result in serious loss to personnel, property and the environment. After identification of those tasks, the manager concerned will further analyze those tasks for the purpose of setting up controls for possible loss causes. Realistic objectives shall be set for the completion of inventory, analysis and establishment of controls.

### **Training in Task Analysis Techniques**

All managers, supervisors/foremen will receive training in Task Analysis techniques, in accordance with the guidelines provided in element 2, "Management Training".

### **Task Inventory**

- 1 Each manager will inventory all functions or occupations under his supervision with the purpose to list, for each of those, the tasks that are carried out by the people involved in those functions or occupations.

This inventory will be carried out with the assistance of the people concerned, using the Critical Task Inventory form.

2. From the inventory, the Critical Tasks shall be identified using the Hazard Classification system ("A", "B", and "C").
3. The inventory shall be updated regularly, but at least every six months, in communication between the manager and the person(s) concerned. Purpose of this update is to identify any new or existing tasks that can be classified as "critical". This update may be part of the semi-annual performance appraisal.

### **Task Analyses**

- 1 Objectives shall be set, to complete analysis of each task classified critical, according to the Hazard Classifications provided. These objectives shall be realistic such that they will allow for proper completion of the analyses and control actions. They shall also be such that all analyses will be completed within a reasonable period of time.

The Task Analyses shall be carried out, using the Task Analyses form.

- 3 The Task Analyses shall be documented, to include dates and reasons for analysis.

This documentation shall be kept together in a master file per function/occupation and kept by the manager directly involved with the supervision of the task.

## **Task Procedures**

- 1 If potential Safety and Health problems are identified through the Task Analyses and no engineering solution can be found to control these potential problems, procedures, instructions or practices will be established to provide guidance for properly carrying out the tasks involved.

Before these procedures, instruction and practices will become effective, they shall be reviewed by appropriate and identified management and staff, including the Safety and Loss Prevention Coordinator, and approved by the General Manager and/or Operations Manager.

- 2 Objectives shall be set for the preparation of these administrative controls, which will parallel the objectives for completion of the Task Analyses.
- 3 The Procedures, Instructions or practices should incorporate the Safety and Health controls identified in the Analyses and, if necessary, signs, tags, labeling, coding, etc. shall be provided to visually underline the appropriate controls recommended.
4. All Task Procedures, instructions and practices shall be kept in a master file by the manager directly in control of the work carried out.

The people who are doing the work involved will have ready access to these procedures, instructions and practices, for reference purposes.

5. All Task Procedures, Instructions and Practices will serve:
  - as tools for training of people to carry out the work involved
  - as subjects during Safety and Good Operations meetings
  - in investigation of accidents/incidents where suspicion exists that improper procedures, instructions or practices may have contributed to the accident/incident
  - in communication between manager and the people or person concerned, on a daily basis, as related to the work involved.

## **Task Analyses and Procedures Review**

- 1 The Task Analyses, Procedures, Instructions and Practices shall be reviewed by the manager and the people concerned, whenever:
  - there is a change in process, installation, machinery etc. or function
  - there has been a potentially serious accident or incident but at least once per year.
- 2 Objectives shall be established to annually review the Analyses, Procedures, Instructions or Practices, such that these reviews will take place on a regular basis.
- 3 These reviews will be documented in the relevant files kept by the manager concerned, including dates, reasons for review and any action taken.

## Evaluation of Program Effectiveness

- 1 The Safety and Loss Prevention Coordinator will, on a quarterly basis evaluate:
  - the objectives set for carrying out Task Inventory and Analysis. This shall include measurement of analyses carried out against objectives.
  - the reviews carried out per department or unit of Analyses, Procedures, Instructions and Practices. These evaluations will include measurement of reviews carried out against objectives set.
  - a quality evaluation of Analyses and reviews carried out.
- 2 The evaluations shall be carried out per department or unit with results communicated to the Management Safety Committee.

## FORMS AND PROGRAM AIDS

- 1 Critical Job/Task Inventory form
- 2 Critical Task Analysis form

## ASSESSMENT

1. Has an inventory been made of all the functions/occupations in this department, to list all the tasks that are being carried out by these functions/occupations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Has the Critical Task Inventory form been used for this purpose? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have the Critical Tasks been identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Has the Hazard Classification system been used to set priorities for analysis? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have the Critical Tasks been analyzed, using the Task Analysis form? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Have potential Safety and Health problems been identified one these forms? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Have controls been developed for the identified Safety and Health problems? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Has priority been given to engineering solutions in dealing with these problems? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. How many Critical Tasks have been identified in this department? \_\_\_\_\_
10. For how many of these have controls been established through Procedures, Instructions and Practices? \_\_\_\_\_
11. How many Task Procedures, Instructions and Practices have been reviewed during the last 12 months? \_\_\_\_\_
12. Is there a master file on all relevant Task Procedures, Instructions and Practices in this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Are Task Procedures, Instructions and Practices used:
  - for training? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - in accident investigation? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - in safety and good operations meetings? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-05 ACCIDENT/INCIDENT REPORTING INVESTIGATION**

### **PURPOSE**

The purpose of reporting and investigation of accidents/incidents is the prevention of similar events in the future.

This element provides the guidelines for the reporting and investigation of unwanted events that result, or can result, in unnecessary loss to XYZOil its personnel or personnel of other companies working for XYZOil other parties or the environment. This element provides the basis for analysis of causes and the development of proper remedial action to prevent recurrence of the unwanted events.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil management, supervision and personnel to immediately report all accidents and incidents, according to the guidelines provided that result, or could result, in unwanted loss to people, the company or the environment.

It is the responsibility of all Managers and supervisors to properly respond to any accident or incident that takes place within their area of responsibility. To investigate such accidents or incidents as they are reported or discovered otherwise, to analyze and uncover possible causes. To take remedial action such that the loss resulting from the accident/incident will be limited and that recurrence of the same, or similar, accidents/incidents will be prevented.

Since experience indicates that causes of accidents and incidents are often of organizational or administrative nature, it is stressed that blame fixing is not the purpose of the reporting and investigation process.

**NEGATIVE APPROACHES TO THE REPORTING OF INCIDENTS COULD SERIOUSLY HARM THE PURPOSE OF THE INVESTIGATION PROCESS AND OUR SAFETY AND LOSS PREVENTION PROGRAM. VOLUNTARY SHARING OF INFORMATION ABOUT INCIDENTS SHOULD BE APPROACHED IN A POSITIVE WAY. WITHHOLDING SUCH VALUABLE INFORMATION ON THE OTHER HAND, SHOULD BE DISCOURAGED.**

### **GUIDELINES**

Incident investigation, basically, is problem solving, as related to loss or potential loss. The ultimate purpose, which is prevention of future problems, depends largely on the quality of the investigation, the collection of all related facts and the analysis of immediate and underlying causes. Problem solving is an essential function of management and as such the quality of problem solving and accident investigation and analysis is a reflection of the amount of control the Manager or supervisor exercises over his area of responsibility.

The occurrence of accidents and other unwanted events and losses has a negative influence on the results of the company. These occurrences therefore, should be prevented. It is, however, neither practical, nor possible, to expect that all such events can be prevented. Once the event occurs, the loss is there and all we can do now, other than to limit the extent of the loss, is to learn from what went wrong and what caused the event in order to avoid similar events in the future.

In principle, the investigation program is directed at all losses and incidents, to find out which do, or could, result in important loss to property, people, the environment, or the business. All such incidents should be thoroughly investigated to discover what caused them and to take proper remedial action.

The investigation process is a problem solving sequence and includes following basic steps:

⊗ When an accident occurs FIRST:

1. Respond to the site of the accident.
2. First and medical aid to any victims and action to control further damage to equipment, the environment and the business.
- 3 THEN, start the investigation process:
  1. Preservation and collection of evidence/information, interviews of witnesses.
  2. Analysis of information collected, to discover immediate and underlying causes.
  3. Preparation of alternative remedial actions, temporarily and permanently, in relation to the risks involved.
  4. Choice of best solution to remedy the situation and prevent recurrence of (similar) events.
  5. Monitoring remedial actions and results for ongoing control.

## **PROCEDURES**

### **Training in accident/incident investigation.**

1. All Managers, Facility Supervisors will receive training in accident investigation, in accordance with the guidelines provided in element 2, "Management Training". This training will be in accordance with the function of the management level concerned, in relation with the investigation process.
2. All Managers will review and evaluate the accident/incident investigation reports provided by their subordinate Managers, in order to establish the quality of such reports. If required by the outcome of these reviews, additional training in problem solving will be provided, by the Manager, to his subordinate Manager.
3. All Managers, will make clear to all their subordinates the importance of reporting accidents/incidents and encourage them to report accidents/incidents of which they are aware.

### **Accident/incident Investigation Procedure**

- 1 All accidents/incidents reported to, or otherwise discovered by, the Manager/Facility Supervisor shall receive immediate attention of that Manager.
- 2 The Manager will immediately evaluate the seriousness, or potential, of the accident/incident and take prompt and appropriate first aid and salvage actions.

3 All of the following are **REPORTABLE INCIDENTS** and **MUST BE REPORTED IMMEDIATELY** by the Facility Supervisor involved, using the Incident Investigation Report form:

- Lost Time Accident (LTA)

A disabling injury resulting in death, permanent total or partial disability, or serious temporary disability. It normally involves absence from work or significantly restricted work capabilities.

**SPECIAL** attention should be given to all those injuries resulting in death or where absence from work for a period of 8 weeks or longer is expected, because of the involvement of Mine Enforcement Agency. In such case, everything at the site of the injury must be left in the same position, in so far as possible without danger and not interfering with properly first aid actions, until as inspector the Mine Enforcement Agency consents to clearance.

- Property Damage Accident

Any material loss resulting from an undesired event and exceeding an estimated damage cost of \$ 1.000,-

- Fire and/or explosion

All fires and/or explosions shall be reported, no matter how small.

- Spills

All oil spills shall be reported.

- Infringements of Platform Safety Zones

All infringements of Platform Safety Zones shall be reported.

- Bomb Threat Calls

All bomb threat calls shall be reported.

- High Potential (HIPO) Incidents

All accidents/incidents having an "A" or "B" (see Hazard Classification, Glossary of Terms 01-03) potential, or which could result in a fire/explosion or spill, under slightly different circumstances, shall also be reported.

4 The following incidents are **NOT REPORTABLE** but **SHOULD BE REGISTERED** as indicated on the Summary Forms provided.

- Minor Injuries

Minor injuries are those work injuries, not resulting in absence from work and not having the potential for more serious incidents.

- Minor Property Damage Incidents

Minor Property Damage incidents having an estimated damage costs of less than \$ 1.000,- .

THERE IS NO RESTRICTION ON THE REPORTING OF INCIDENTS.

ANY PERSON WHO WANTS TO REPORT AN INCIDENT WHICH, IN HIS/HER OPINION, COULD HAVE AN ADVERSE EFFECT ON THE OPERATION AND PERFORMANCE OF XYZOil IS ENCOURAGED TO DO SO.

## **Reporting of incidents**

### 1. GENERAL

- 1.1. Anyone involved in, or aware of, a reportable incident will report this immediately to his Facility Supervisor.

The only reason why reporting of such incidents may be delayed is the provision of necessary first aid to victims or any other emergency action required.

Any material damage, other than caused by normal wear and tear is considered "accidental" and will be identified in maintenance records, by the maintenance supervisor. If such damage is above the value of \$ 1.000,-, the maintenance supervisor will report this to the Facility Supervisor concerned.

- 1.2. The Facility Supervisor will, without delay, inform his Department Superintendent who will inform the Department Manager and the Safety and Loss Prevention Coordinator about the reportable incident. The Department Manager will inform the Manager of Operations, who will inform the General Manager, about any "A" or "B" incidents that have occurred.

The Facility Supervisor will report each reportable incident on the Accident/Incident Investigation Report form. The original of this report will be forwarded to the Department Superintendent within 24 hours who will take care for the circulation as indicated on the form. (Oil Spills, Infringements of Safety Zones, and Bomb Threats, however, will not be reported using the Incident Investigation Report form. For those incidents, the recommended Telex Formats will be used.)

One copy of the form will be forwarded by the Facility Supervisor to the Safety and Loss Prevention Coordinator and one copy to the Administrative Services Manager in case of a disabling injury of a XYZOil employee. In case of expected absence from work, the Department Manager will also inform the Administrative Services Manager.

The Safety and Loss Prevention Coordinator will inform XYZOil Center, Breda, as required.

### 2. OIL SPILLS

All Oil Spills into the North Sea must be reported to the Water Board Directorate and Mine Enforcement Agency. Reporting to these authorities will be done by the Safety and Loss Prevention coordinator (acting as Oil Spill Coordinator). The Production Foreman will notify the Production Superintendent of the spill and complete an Oil Spill Report form (Telex Format Type B) and send

this to the Production Superintendent. A copy of the report will be forwarded to the Safety and Loss Prevention/Oil Spill Coordinator).

Procedures which must be followed in case of an oil spill are laid down in the SPCC (Spill Prevention, Control and Countermeasures) Plan.

### 3. INFRINGEMENTS OF PLATFORM SAFETY ZONES

Infringements of Platform Safety Zones will be reported by the Production Foreman to the Production Superintendent and to the Safety and Loss Prevention Coordinator who will report the incident to the Mine Enforcement Agency.

In those cases where immediate action by the police is required, the Production Foreman will call "Police Information Center" (Telephone: 5678 - 54321). In such cases, Mine Enforcement Agency will also be notified (Telephone: 0123 - 456789; Telex: 54321 ABCDE - Telex Format Type A), by the Production Foreman.

In order to enable Mine Enforcement Agency to sue successfully any infringers of the Platform Safety Zone, it is necessary that the passing distance of the relevant vessel is known accurately. For calculation of the passing distance, the following information should be available:

- a. Completed form: "Report of Infringement of Safety Zone". (Telex Format Type C).
- b. Photograph of Infringement.
- c. Negatives of two (2) photographs (or 2 Polaroid photo's), taken quickly one after the other. On the back of the photographs, place, time and focal distance of lens used, should be indicated.
- d. Type of camera and focal distance of lens used.

### 4. BOMB THREAT CALLS

After having received an Offshore Bomb Threat Call, the Production Foreman will immediately notify the " Police Information Center" (Telephone: 5678 - 54321) and the Production Superintendent or the Onshore Emergency Coordinator (outside office hours).

The Production Superintendent or the Onshore Emergency Coordinator will immediately notify Mine Enforcement Agency (Telex Format Type A).

The receiver of the Bomb Threat Call will complete a "Bomb Threat Call Report" (Fax Format Type F), which will be sent to the Production Superintendent. A copy of this report will be sent to the Safety and Loss Prevention Coordinator.

### 5. MINOR INJURIES

The medic will evaluate all medical assistance provided by him and inform the Facility Supervisor immediately about any HIPO incidents, for proper action. The Facility Supervisor will fill out an Accident/Incident Investigation Report form for each of those identified HIPO incidents and process it according to guidelines established.

Copies of the Minor Injury Summary Form shall be reviewed by the Safety and Loss Prevention Coordinator on a monthly basis who will report his findings to the Management Safety Committee on a quarterly basis, or more frequent as deemed necessary (monthly S&L report).

## 6. MINOR PROPERTY DAMAGE ACCIDENTS

These incidents will be registered on the Minor Property Damage Summary Form by the platform maintenance supervisor and reported to the Facility Supervisor on a weekly basis.

The onshore maintenance supervisor will evaluate all minor property damage incidents for their potential loss and report all HIPO incidents immediately to the Facility Supervisor for proper action. The Facility Supervisor will fill out the Accident/Incident investigation Report form for each of the identified HIPO incidents and process it according to guidelines established.

Copies of the Minor Property Damage Summary Form shall be reviewed by the Safety and Loss Prevention Coordinator on a monthly basis who will report his findings to the Management Safety Committee on a quarterly basis, or more frequent as deemed necessary.

### **Investigation of Incidents**

1. All Incidents will be investigated.
2. All Reportable Incidents (see page3) will be reported on the proper forms.
3. The Facility Supervisor of the department or unit concerned will, after provision of the required emergency action, conserve the situation on the place of the incident, as required for proper investigation. Should an injury occur with an expected absence of 8 weeks or more, the accident situation should be left unchanged until clearance is given by the Mine Enforcement Agency.
4. The Facility Supervisor will carry out the first investigation. For all incidents that can be classified "A" or "B", assistance should be provided by the Department Superintendent and the Safety and Loss Prevention Coordinator. This assistance should also be made available for all "A" or "B" HIPO incidents.
5. If necessary, the Production Superintendent or the Safety and Loss Prevention Coordinator will determine if other Managerial levels will be involved and/or staff assistance will be called in from an ad-hoc "Accident Investigation Committee".

Notwithstanding the above, any "A" level incident will receive on-site investigation by the Production Superintendent and, if deemed necessary, the Department Manager and the Operations Manager. This includes "A" level HIPO incidents.

The "A" level incidents include all fatalities, major property damage, fires/explosions and major spills.

6. A review meeting will be conducted, following all "A" classified incidents, to be carried out by the Operations Manager, the Department Manager and his subordinate Managers/supervisors, as deemed necessary, and the Safety and Loss Prevention Coordinator. Purpose of this meeting

is to establish quality of investigation carried out, the effectiveness of remedial actions and to allocate sufficient support for appropriate action.

Minutes will be made of all these meetings to identify action taken to remedy the situation.

7. All incidents reported on the Incident Investigation Report form will be reviewed on a monthly basis by the Safety Program Committee. This review will include an evaluation of the effectiveness of the suggested remedial actions.

### **Remedial Actions**

1. It is the responsibility of the Facility Supervisor of the department or unit concerned, to see that remedial actions suggested are carried out promptly and appropriately.
2. Actions on "A" type incidents will be completed within 24 hours, unless there are special reasons why this cannot be accomplished. In such case, the Production Superintendent will inform, in writing, the Production Manager and the General Manager about the reasons why action cannot be taken within 24 hours.

Actions on "B" type incidents will be completed within 3 calendar days, unless there are special reasons why this cannot be accomplished. In such case, the Production Superintendent will inform, in writing, the Production Manager about the reasons why action cannot be taken within 3 calendar days.

3. The Facility Supervisor of the department or unit concerned will make, at the end of each month, a short status report indicating the status of remedial actions. If necessary explanations will be provided for actions not completed to schedule. This report will be forwarded to the Production Superintendent, with a copy to the Safety and Loss Prevention Coordinator, and be subject of discussion during the next Management Safety Meeting.
4. The Safety and Loss Prevention Coordinator will verify completion of remedial action suggested and report his findings to the Management Safety Meeting on a monthly basis (Accident/Incident follow-up Status Report).

### **Near-miss reporting and Investigation**

1. Each Facility Supervisor will carry out regular meetings with his employees, to recall important near-miss incidents.

The Facility Supervisor will explain to his people the purpose of these recalls and explain the importance of reporting near-miss incidents as a means to control future loss.

2. The Facility Supervisor concerned will make a plan to make certain that the recalls will take place on a regular basis and record these events in an appropriate manner.
3. The Facility Supervisor will develop checklists, covering potential problem areas, to assist in the proper recall of near-miss incidents.

These checklists will be developed per function/work area and the assistance of the personnel concerned will be obtained in preparing these lists.

4. All HIPO (class "A" and "B") near-miss incidents recalled will be reported and investigated using the appropriate form.

The analysis, investigation and follow-up on remedial actions will be the same as in the case of accidents/incidents that did result in loss.

5. The interview records will be checked by the Safety and Loss Prevention Coordinator on a monthly basis. He will report his findings to the Management Safety committee.

### **Information Sharing**

1. Information on all "A" and "B" incidents (including HIPO) will be shared with all Managers, supervisors and foremen, to prevent similar incidents to happen in other departments/units.
2. The Safety and Loss Prevention Coordinator will see that the appropriate information is distributed to the Managers concerned.

### **Evaluation of Program Effectiveness**

1. The Safety and Loss Prevention Coordinator will make monthly checks of medical, personnel and maintenance records to identify the number of incidents occurred during the past month, for which Incident Investigation Reports should have been received, according to the requirements as provided in this element.

He will compare this number with the number of incident Investigation Report forms received and report his findings to the Management Safety Committee, at least once per quarter.

2. The Safety and Loss Prevention Coordinator will evaluate the quality of each Incident Investigation Report received, in accordance with the guidelines provided for that purpose.

He will report his findings to the Management Safety Committee at least quarterly.

### **FORMS AND PROGRAM AIDS**

1. XYZOil Accident/Incident Investigation Report form.
2. Minor Injury Summary form
3. Minor Property Damage Summary form
4. Incident Recall Interview Register form
5. Incident Investigation Report Quality Evaluation Guidelines
6. Telex Type forms - see section 4 " Notification Diagram, Phone/Telex/Radio" of the "Emergency Procedures Manual".

### **ASSESSMENT**

1. Have all Managers/supervisors/foremen of this department of unit been trained in:
  - Problem Solving techniques? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - Accident Investigation techniques? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - Incident Recall techniques? \_\_\_\_\_ yes, \_\_\_\_\_ no.

2. Are the Incident Investigation Reports in this department or unit reviewed for quality, by the next higher level of management? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have employees of this department or unit been instructed about the importance of accident/incident reporting and investigation? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Are the proper accident/incident reporting and investigation forms available in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Does the Facility Supervisor of this department or unit know the proper procedures for the reporting of accidents/incidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Is the Minor Injury Summary form properly filled out in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Is the Minor Property Damage Summary form properly filled out in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are HIPO incidents properly identified on the Summary forms? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Is the Facility Supervisor familiar with the Hazard Classification system? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Does the Facility Supervisor of this department or unit get proper support from higher management, concerning remedial actions, following accidents/incidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Are there any outstanding (not completed) remedial actions on accidents/incidents, in this department or unit ? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Have the reasons for this been communicated to higher management? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Is there a planning, made by the Facility Supervisor, to carry out Incident Recall interviews with each of his employees? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. Are monthly Incident Recall interviews carried out, involving all employees and registered on the Incident Recall Interview register? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-06 CRITICAL TASK OBSERVATION**

### **PURPOSE**

The purpose of this element is to provide guidelines for the planned observation of critical tasks that have to be carried out.

The observation of critical work is a very useful way for managers to find out if people can carry out the work involved safely, without accidents. As such the planned observation forms an important part in controlling the quality of work and provides feedback on training effectiveness, adequacy of work environment, purchasing effectiveness etc.

This element provides the basis for an effective supervision aid, based on observation of performance.

### **RESPONSIBILITIES**

It is the responsibility of each manager to assure safe performance of work being carried out in his area of responsibility.

It is also the responsibility of each manager to provide the necessary training and guidance to his people, to enable them to carry out their work safely.

These responsibilities can only be exercised correctly if the manager knows whether his/her people can carry out their work effectively. Through proper observations, he/she will know. Without them he/she must rely on indirect information. These observations will also enable to properly evaluate the performance of his employees.

It is the responsibility of each Facility Supervisor to plan and carry out these observations on a regular basis. These observations will include all the critical tasks identified, with frequencies depending on the potential problems and on the skills of the people involved. The manager will act on any substandard performance discovered through planned observations, in a positive way.

### **GUIDELINES**

Planned observations are related to substandard acts, in the same way that planned inspections are related to substandard conditions. They both have the intention to identify deviation from standards and to take proper action for correction.

Proper planned observations are an important part of the professional manager's work. Without it he or she will not have direct knowledge of the quality of the work carried out and the performance of his or her people. With regular planned observations the manager can exercise more effective control.

With planned observations the manager does not have to wait, until something undesired happens, to find out that his people needed additional training or that changes in equipment, materials, etc., occurred that may it impossible for people to follow the proper procedures or practices. With planned observations, the manager has control.

The responsibilities that a manager has for the safe performance of his people and for the quality of the work done by them can only be carried out if the manager involved:

1. knows the "critical" tasks, in his area of responsibility that could create problems if not carried out correctly.
2. has established proper work procedures or practices so that the work can be carried out safely.
3. has provided adequate training to the people involved, using the correct work procedures and practices.
4. makes regular observations to verify that training has been effective, and tools, equipment and the work environment are adequate to enable proper performance along the work procedures and practices established.
5. acts promptly and correctly on any substandard performance noted.

## **PROCEDURES**

### **Critical Task Observation Directive**

For the proper and efficient operation of XYZOil each manager is required to establish, in his or her area of responsibility, a program to regularly make planned observations of critical tasks carried out. Purpose of these observations is to identify any problems that interfere with the safe execution of work in accordance with established procedures or practices.

These observations shall be made in cooperation with the people carrying out the work and shall take place in a positive atmosphere. It is not the intention of these observations to "punish" people who should be coached by their manager to proper performance.

All managers will take prompt and correct action on any deficiencies identified through Planned Observation of work.

### **Training in Task Observation Techniques**

All managers will receive training in Task Observation techniques, in accordance with the guidelines provided in element 2, "Management Training".

This training will be in accordance with the function of the manager within the Task Observation program.

### **Objectives for carrying out Planned Observations**

1. All Facility Foremen will, at the beginning of each year, set up planning to carry out Planned Observations for all critical work carried out in their area of responsibility.

This planning will include complete and partial Task Observations.

The frequency of the observations will depend on the potential problems involved in the work, taking into account the specific personal factors of the people doing the work.

The frequency of complete Task Observations will be such that:

- each employee receives, at least annually, a complete observation of all the critical tasks he/she is carrying out
- each employee receives, at least annually, a complete observation of one of his/her tasks.

Partial Task Observations will be carried out more frequently, such that:

- each employee receives, at least semi-annually, a partial observation of all the critical tasks he/she is carrying out
- each employee receives, at least semi-annually, a partial observation of one of his/her tasks.

The planning will be made such that the observations to be carried out will be distributed evenly throughout the year.

The frequencies indicated in the planning concern experienced and well-trained personnel. New personnel and transferred personnel will receive observations at a higher frequency, as deemed necessary as part of their training program, until it is indicated that they are in full control of the specific task concerned. Higher frequencies will also be required in case of changes in processes, equipment, machinery, etc.

2. The plan will indicate the time period in which the observations will be made and will be specific as related to the persons and the tasks to be observed.
3. A copy of the plan will be provided, by the Facility supervisor, to his manager and one to the Safety and Loss Prevention Coordinator.

### **Task Observations Carried out**

1. Task Observations will be carried out by Facility Supervisors, according to planning set up.
2. The complete Task Observations will be reported on the Task Observation Report form.

The Partial Task Observation will be reported on the Partial Task Observation Report.

One copy of this report will be forwarded, by the Facility Supervisor to his manager and one copy to the Safety and Loss Prevention Coordinator, for review.

3. Task Observations will also be carried out, independent from the planning set up, in those cases where major changes in process, installations, equipment, tools, material, etc. are realized.

### **Evaluation of program effectiveness**

1. The Safety and Loss Prevention Coordinator will, on a monthly basis, evaluate the number and quality of the Complete and Partial Observation Reports received, against the planning provided by the Facility Supervisor.

The Safety and Loss Prevention Coordinator will provide his findings, in writing, to the Management Safety Committee, once per quarter.

2. The Safety and Loss Prevention Coordinator will keep records on an ongoing basis of:
  - observations made by Facility Supervisors indicating percentages of observations made against objectives set.
  - observations made for other, specific, reasons, indicating the reasons why.
  - observations carried out per employee and per critical task

### **FORMS AND PROGRAM AIDS**

1. Critical Task Observation Planning form
2. Complete Critical Task Observation Report form
3. Partial Critical Task Observation Report form

### **ASSESSMENT**

1. Did the Facility Supervisor of this department or unit receive Task Observation training? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are complete Task Observations carried out in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are partial Task Observations carried out in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Is a planning made for the carrying out of complete and partial Task Observations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Are objectives of the planning met? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. On what percentage of critical tasks have complete observations been made, during the last 12 months? \_\_\_\_\_ %
7. Did every employee in this department or unit receive at least one planned observations during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are the Task Observation Report forms used for registration of observations carried out and follow-up, as required? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-07 EMERGENCY PREPAREDNESS**

### **PURPOSE**

This element provides guidelines regarding the preparation for emergency situations that may arise out of company activities. It sets forth the principle responsibilities of managers to arrive at, and maintain, the level of preparation necessary to deal with anticipated emergencies, commensurate with XYZOil Emergency Procedures.

### **RESPONSIBILITIES**

Each XYZOil Manager is responsible to set up and maintain, in his area of responsibility, an emergency preparedness to cope with foreseeable emergencies.

He or she will identify the possible emergencies that may arise and see that means, manpower and procedures are available to adequately cope with the situations that may arise. In order to limit harm to personnel, damage to property, and loss of business, to the company and other parties. These means, manpower and procedures will include available outside resources that can, or have to be called in case of emergency.

NB. Many of the emergency actions will involve other departments or people from within the company and/or outside organizations. This element, therefore, is not intended to imply that each Manager will set up his own emergency organization, independent from other company departments. Rather, each Manager will see that the emergency preparedness of his or her department is in line with the requirements set in the emergency plans of the company as laid down in the Emergency Procedures Manual.

### **GUIDELINES**

Since it is not possible to exclude all accidents/incidents, means, manpower and procedures will have to be provided to adequately cope with foreseeable emergencies and people will have to be trained properly to use the means available and to take adequate actions.

Minimizing losses when emergencies occur, takes many precise and well-timed actions. It requires bringing together special emergency and rescue equipment, people with special knowledge and ability, and systems for prompt, effective communication and coordination. For these to be done well, takes planning and practice.

An emergency plan needs to be flexible, yet detailed enough to meet a variety of situations. Types of emergencies that should be considered are:

- Fires and explosions.
- Hazardous substances spills and leaks.
- Structural collapse.
- Extremes of weather.
- Tidal waves and floods.
- Civil and labor disturbances.
- Bomb threats and extortions or kidnappings.
- Terrorist activities.

- Accidents.
- War.
- Combinations of the above.

An important point is that the plan has to work under abnormal conditions when many things such as normal water, power, telephones, transportation, and fire units and other emergency services may not be available. The plan should provide for orderly shutdown of, and return to, operations, as well as safety of people, property and the environment.

Emergency teams may require work that can best be done by trained groups, from either within or from outside the company. These groups may include:

- Fire brigades or fire teams.
- Rescue and evacuation teams.
- Medical aid teams.
- Damage control teams.
- Security teams.
- Environmental protection teams.
- Communication teams.
- Fire protection system control teams.
- Transportation teams.
- Sanitation teams.
- Public relations teams.
- Salvage teams.
- Facility repair teams.
- Investigation teams.

Preparation for emergencies include the following basic steps:

- Identification of foreseeable emergency situations that may be caused by company activities or actions by company personnel or may be the result from natural phenomena or actions by other parties, endangering company personnel, property or operations.
- Identification of the means, manpower and procedures are required to adequately cope with the foreseeable emergencies.
- Making available the means, manpower and procedures, from within the company or from the outside, commensurate with the risks involved, company philosophy and legal requirements.
- Maintaining means, manpower and procedures in an adequate state of preparedness to cope with the foreseeable emergencies.

## **PROCEDURES**

### **Emergency Preparedness**

1. Overall coordination of all XYZOil emergency plans is the responsibility of the General Manager and delegated to the Operations Manager.

The Operations Manager will see to it that the foreseeable emergency situations are identified and that means, manpower and procedures are adequately provided, trained and maintained to cope with the emergency situations that may arise.

2. Further coordinators (and their replacements) will be appointed by the Operations Manager to coordinate the execution of the emergency plans set up, and to maintain the required level of emergency preparedness for all situations identified to require such emergency actions.

This will include coordinators at departmental level, as required.

### **Identification of foreseeable emergencies**

1. Facility Supervisors with their immediate Managers, and their Managers as applicable, will analyze activities in their area of operation/responsibility, to identify situations that require emergency preparation.

To guide this identification process the XYZOil Risk Identification Checklist will be used.

2. This risk identification process will be reviewed by the Facility Supervisor on an annual basis, to uncover any new, or previously not identified, situations that require emergency preplanning.

This review will be documented and reported to the immediate Manager and the Safety and Loss Prevention Coordinator who will inform the Management Safety Committee accordingly.

3. Coordination of this Risk Identification work will be done by the Safety and Loss Prevention Coordinator who will provide the Risk Identification checklists to the Facility Supervisors.

### **Establishment of emergency plans**

1. For all situations identified, overall emergency plans will be set up to provide adequate means, manpower and procedures.

These plans will be in relation to the situation concerned but will include at least the following considerations:

- safe evacuation of people to predetermined point(s) of safety.
- systematic shutdown of operations.
- control of hazardous materials that may contribute to the seriousness of the situations, if not properly controlled.
- removal or protection of equipment, materials or information vital to the continuation of the operations.
- designation of an area for coordination of emergency activities.
- search and rescue plan for missing people.
- procedures to inform, and/or call in, outside agencies and emergency aid.
- procedures for all-clear and re-entry.

2. The overall emergency plan(s) will be supported, as necessary, by more detailed instructions per department, unit or area.

This more detailed instructions will include all relevant aspects and include such detail as required for proper emergency handling, evacuation of people, shutdown of operations, protection of vital equipment and information and the protection of property and the environment.

### **Testing of emergency plans**

1. All emergency plans (means, manpower and procedures) will be tested to maintain plan adequacy and to identify possible weaknesses for correction.
2. The frequency of testing will be determined by the Facility Supervisor in cooperation with his immediate manager and the Safety and Loss Prevention Coordinator and will at least be in accordance with the guidelines provided in the XYZOil Emergency Procedures Manual.
3. Testing of emergency plans, including evacuation of people and shutdown of operations, will be done by program coordination, as identified in the XYZOil Emergency Procedures Manual.

A report of the testing will be provided to the next higher management level and to the Safety and Loss Prevention Coordinator, who will inform the Management Safety Committee.

### **Emergency lighting and power**

1. Adequate emergency lighting will be provided to illuminate all routes for escape during evacuations and for all areas where continuation of work (for shutdown, emergency action, or otherwise) may be required during the emergency.

The Facility Supervisor will see to it that all areas requiring emergency lighting are identified and provided with the proper lights.

2. Emergency power will be provided to all equipment required to be in operation during emergency situations and to all equipment where such power is required for proper shutdown.

The Facility Supervisor will see to it that all equipment requiring emergency power are identified and emergency power provided.

3. The Facility Supervisor will annually review the provision of emergency lighting and power and, if necessary, arrange for any extensions and/or modifications.

The Facility Supervisor will provide a report on this review to his Manager and to the Safety and Loss Prevention Coordinator, who will inform the Management Safety Committee.

4. The Facility Supervisor will see to it that all emergency lighting and power equipment/facilities are included in a test program and are tested as required by law, company rules or otherwise, but at least monthly.

These tests will be part of a critical item inspection program tests will be recorded.

Any deficiencies will be corrected immediately.

The Safety and Loss Prevention Coordinator will check test records on a monthly basis to verify operation of program and will report his findings to the Management Safety Committee.

### **Source of energy controls**

1. The Facility Supervisor will identify all master control valves, switches and other cut-offs that may have to be operated in case of emergency, as part of the emergency shutdown and/or to limit unwanted flow of energy or material to increase the seriousness of the situation.

This identification will be reviewed at major modifications in installations, but at least annually and a report will be made by the Facility Supervisor to his Manager and the safety and Loss Prevention Coordinator.

2. The source of energy controls identified will be color coded or indicated otherwise, to increase visibility and recognition in case of an emergency.

The Facility Supervisor will see to it that this coding is carried out and maintained.

3. The Facility Supervisor will see to it that all source of energy controls are included in the relevant shutdown procedures and that the people concerned are aware of their location and way of operation.

4. The Facility Supervisor will see to it that all source of energy controls are included in a test program to verify proper working order.

The frequency of these tests will be determined by the Facility Supervisor, in consultation with people knowledgeable about the item involved.

The tests carried out will be recorded by the people carrying out the tests and will be verified by the facility Supervisor.

Any deficiencies noted will be corrected immediately.

5. The shutdown procedures to be established will incorporate lockout, after operation of source of energy controls, to prevent accidental opening after shutdown procedure has been implemented.

### **Establishment of protection and rescue equipment needs**

1. Fire fighting equipment

All installations, buildings, etc. will be subject to a survey to identify the need for fire fighting equipment, as determined by law, company rules and/or exposures.

This survey will be carried out, per department, by knowledgeable people and will be documented.

Each Manager will verify that such survey is, or has been, carried out on all existing installations, new installations or modifications, in his area of operation.

This survey will be reviewed annually by the Facility Supervisor involved.

This review will be documented and reported to the immediate Manager and the Safety and Loss Prevention Coordinator, who will inform the Management Safety Committee accordingly.

## 2. Detection systems

All installations, buildings, etc. will be subject to a survey to identify the need for hazardous situation detection systems, as determined by law, company rules and/or exposures.

This survey will be carried out, per department, by knowledgeable people and will be documented.

Each Manager will verify that such survey is, or has been, carried out on all existing installations, new installations or modifications, in his area of operation.

This survey will be reviewed annually by the Facility Supervisor involved. This review will be documented and reported to the immediate Manager and the Safety and Loss Prevention Coordinator, who will inform the Management Safety Committee accordingly.

## 3. Rescue and other life saving equipment

All installations, buildings, etc. will be subject to a survey to identify the need, number and type of breathing apparatus and other rescue and life saving equipment, as determined by law, company rules and/or exposures.

This survey will be carried out, per department, by knowledgeable people and will be documented.

Each Manager will verify that such survey is, or has been, carried out on all existing installations, new installations or modifications, in his area of operation.

This survey will be reviewed annually by the Facility Supervisor involved. This review will be documented and reported to the immediate Manager and the Safety and Loss Prevention Coordinator, who will inform the Management Safety Committee accordingly.

## **Special fire fighting procedures**

1. Each Manager will identify, in his area of responsibility, hazardous materials that require special fire fighting procedures.
2. Each Manager will see to it that special fire fighting procedures are set up for the hazardous materials requiring such.

These procedures will be made known to the Safety and Loss Prevention Coordinator.

3. These special fire fighting procedures will be made known, by the Safety and Loss Prevention Coordinator, to the fire fighting teams responding to the emergency, both from within and from outside the company.

4. Each Facility Supervisor will carry out an annual review of his or her area to identify any further need for special fire fighting procedures, in relation to the materials stored, used or produced.

This review will be documented and reported to the immediate Manager and the Safety and Loss Prevention Coordinator, who will report to the Management Safety Committee accordingly.

### **Spill Control**

1. Each Manager will see to it that a survey will be made of his area of responsibility to identify the need for, and adequacy of, equipment, procedures and materials, to be used to control hazardous materials spills. This will include the use of absorbent materials for chemical spills and necessary procedures for disposal of the hazardous materials.

This survey will be carried out, per department, by knowledgeable people and will be documented.

2. Each Facility Supervisor will carry out an annual review of his or her area of responsibility to determine any need to modify the existing arrangements to control hazardous spills.

This review will be documented and will be reported to the immediate Manager and the Safety and Loss Prevention Supervisor, who will inform the Management Safety Committee accordingly.

### **Emergency teams**

1. Emergency teams will be set up as part of the emergency plans, to cope with foreseeable emergency situations.

These emergency teams will be provided with adequate materials as determined by the possible emergency situations.

These emergency teams will receive necessary training and drills to obtain and maintain the necessary degree of experience to handle the possible emergency situations.

The XYZOil Emergency Procedures Manual, Fire Fighting Plan and Rescue Plan provide further detail on emergency team composition, qualifications, drills, etc.

2. It is the responsibility of each Manager to verify the adequacy of emergency teams in relation with the foreseeable emergency situations that could occur in his/her area of responsibility.

Each Facility Supervisor will determine this adequacy as part of his annual Risk Identification review.

### **Outside help**

1. All outside agencies, emergency teams, fire brigades, hospitals, etc, that will be called in to provide assistance in case of emergency, will be informed about possible emergency needs.

This information will be provided whenever there is a major change in emergency needs, however, contacts will be made at least annually.

2. The Operations Manager will designate individuals who will make all necessary contacts with the outside agencies, etc. to supply them with the required information.

### **Vital records**

1. All Managers will inventory all records in their area of responsibility to identify those records that are vital to the operation of their department and for the continuation of the operation.

These records will be classified according to the Hazard Classification system and all "A" classified records will be reported to the Safety and Loss Prevention Coordinator who will inform the Management Safety Committee accordingly.

2. Each Manager will carry out a review of the records in his area of responsibility, whenever there is a major change in recordkeeping but at least annually, to identify any new "A" classified records that may require further attention.

These reviews will be documented and reported to the Safety and Loss Prevention Coordinator who will inform the Management Safety Committee accordingly.

### **Communications to the public**

1. In case of an emergency involving XYZOil the necessary information will be provided to outside agencies, to allow for proper action by these agencies.

More information about the provision of information to the outside agencies will be identified in the XYZOil Emergency Procedures manual.

2. All Managers will inform their subordinates that information to persons not belonging to the company will be restricted in case of emergency. More detailed information will be provided in the XYZOil Emergency Procedures Manual.

### **FORMS AND PROGRAM AIDS**

1. Risk Identification Checklist
2. XYZOil Emergency Procedures Manual
3. XYZOil Transportation Pipeline Repair Procedures Manual
4. XYZOil Spill Prevention, Control and Countermeasures Plan
5. Purple Sector Emergency Information File
6. Fire Fighting Plan
7. Rescue Plan

### **ASSESSMENT**

1. Is, or are, emergency coordinators (and their replacements) appointed in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Have foreseeable emergency situations been identified in this department or unit, using the Risk Identification checklists? \_\_\_\_\_ yes, \_\_\_\_\_ no.

3. Has the Risk Identification process been reviewed during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Have emergency plans been prepared for this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Do the emergency plans in this department or unit include at least:
  - detailed procedures to evacuate people to a safe place? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - detailed instructions to shutdown activities in the department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no, \_\_\_\_\_ NA.
  - procedures to control hazardous substances in case of an emergency? \_\_\_\_\_ yes, \_\_\_\_\_ no, \_\_\_\_\_ NA
  - protection of vital records/equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no, \_\_\_\_\_ NA.
  - designation of a control area to coordinate the emergency activities? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - search and rescue activities? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - procedures to inform outside agencies and/or emergency teams? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - re-entry procedures? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Has complete operation of the emergency plan(s) been tested during the last twelve months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Has emergency lighting been provided as required by law and/or as needed? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Has emergency power been provided for proper shutdown of the equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no, \_\_\_\_\_ NA.
9. Has emergency power been provided for operation of equipment during emergency situations, as required? \_\_\_\_\_ yes, \_\_\_\_\_ no, \_\_\_\_\_ NA.
10. Is all emergency lighting and power/equipment tested regularly and in good operation conditions? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Have all source of energy controls (master valves, switches, etc.) been identified for this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Have all identified source of energy controls been identified for easy recognition? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Are all source of energy controls regularly tested and in good operation condition? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. Are lockout procedures part of the emergency shutdown procedures in this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
15. Are surveys carried out in this department or unit to identify:
  - fire extinguishing needs? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - detection needs for emergency situations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - rescue equipment needs? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - need for special fire fighting procedures? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - need for controls for (chemical) spills? \_\_\_\_\_ yes, \_\_\_\_\_ no.
16. Have these surveys been reviewed during the last twelve months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
17. Have 100% of identified need been fulfilled?
  - fire protection? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - detection? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - rescue equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - special fire fighting needs? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - spill controls? \_\_\_\_\_ yes, \_\_\_\_\_ no.
18. Have adequate emergency teams been set up in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
19. Are these teams drilled regularly, accordingly to requirements? \_\_\_\_\_ yes, \_\_\_\_\_ no.
20. Are emergency needs of this department or unit known to outside emergency organizations such as police, fire brigade, hospitals, etc.? \_\_\_\_\_ yes, \_\_\_\_\_ no.

21. Have vital records been identified in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
22. Has this identification been reviewed during the last twelve months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
23. Are procedures to communicate emergencies to outside authorities and emergency aid known in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
24. Have all people in the department been instructed about release of information to non-company persons, during emergencies? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-08 ORGANIZATIONAL SAFETY AND HEALTH RULES**

### **PURPOSE**

This element outlines the criteria to establish both general and specific rules necessary to guide safe general conduct as well as the execution of specific tasks. This element does not, as such, provide the rules which are part of section 4 " Procedures, Standards and Practices" of the XYZOil , Management Safety and Loss Prevention guide.

### **RESPONSIBILITIES**

It is the responsibility of all Managers to see that work carried out under their supervision is analyzed to identify the need for general and specific rules to insure the safety and health of all personnel, and to set up a system of rules to guide safe performance of the people under their control.

It is also the responsibility of all Managers to see that people under their control are properly instructed about rules, before they are put to work, and that proper knowledge of rules is maintained.

Safety and Health rules are also there for Managers and it is their example and consistent support of rule compliance that is required for proper function of rules. It is the responsibility of all Managers to see that these rules can, and will, be followed in their area of responsibility. This responsibility is, in particular, with the Facility Supervisors.

### **GUIDELINES**

Rules guide the conduct of people, in general as well as in the performance of specific tasks, in such a way that problems can be prevented, if rules are followed.

There basically two types of rules to be considered:

#### General Safety and Health rules.

Rules that apply to all personnel of the company or of a department. Such rules would involve for example:

- no smoking
- speed limits (supply base)
- wearing of personal protective equipment or clothing
- reporting of accidents/incidents
- reporting of hazardous conditions
- etc.

#### Specific Safety and Health rules.

These rules apply only to specific occupations or to specific work and could include:

- wearing of personal protective equipment for specific tasks
- vessel entry procedures
- hot work permit
- rules related to operation of specific equipment such as

- cranes, forklift trucks, etc.
- etc.

There is a relation between Task Procedures and these specific rules and a good program of Task Procedures may reduce the need for specific rules, since these rules may already be part of the procedure.

## **PROCEDURES**

### **General Safety and Health rules**

1. Each Facility Supervisor (or Manager, as applicable) will identify general Safety and Health rules that are applicable in his/her area of operation.

The XYZOil 10 most important Safety Rules may serve as an example.

2. These rules will be printed and posted at strategic places in the Facility Supervisor's department or unit, to reinsure their message.

These rules will be translated in different languages such that all personnel concerned will be able to read and understand them.

The postings will be kept in good condition by the Facility Supervisor.

### **Specific Safety and Health rules**

1. Each Facility Supervisor will determine the need for specific rules for the work carried out under his supervision.

This need identification will be done per occupation or title, using the Rule Need Identification form. This rule identification will be carried out in cooperation with the people concerned.

2. Rules will be developed by the Facility Supervisor, in cooperation with the people concerned.

### **Rule evaluation and revision**

1. All general and specific rules will be evaluated, and revised if necessary by the Facility Supervisor and the people concerned, whenever there is a change in facilities, process, equipment, etc.

2. All general and specific rules will be evaluated, and revised if necessary, by the Facility Supervisor and the people concerned, at least once per year.

3. These evaluations will be documented by the Facility Supervisor and the people concerned and be reported to the immediate Manager and the Safety and Loss Prevention Coordinator who will report to the Management Safety Committee accordingly.

## **Safety and Health rule education and review**

1. All Facility Supervisors will discuss all applicable general and specific rules with each new or transferred employee in his department or unit, prior to putting the employee to work.

During this discussion the employee will receive his personal copy of all rules applicable to him.

This initial discussion of rules will be registered and initialed by the employee.

2. Employees will be tested, by the Facility Supervisor, on their knowledge of rules, as soon as possible, but no later than one month after the start of their employment or transfer.
3. The Facility Supervisor will review all relevant general and specific rules with all of his people, at least annually.

## **Rule compliance**

1. To obtain compliance of Safety and Health rules the Facility Supervisor (and Manager as applicable) will:
  - involve the personnel concerned in the design, review and revision of rules,
  - instruct new and transferred employees on rules applicable to them,
  - observe the effectiveness of this instruction,
  - support rule compliance by setting the example,
  - encourage compliance by complimenting personnel for continued compliance with applicable rules,
  - make rule compliance possible through proper work planning,
  - emphasize importance of rule compliance through consistent support and supervision.
2. All employees will follow all of these general and specific Safety and Health rules applicable to them, at all times.
3. If an employee does not follow applicable Safety and Health rules, his Facility Supervisor or Manager will immediately investigate the cause for this substandard behavior.

If the employee cannot follow rules, the cause will be eliminated immediately.

If the employee's knowledge of rules appears to be inadequate, the Facility Supervisor or Manager will provide retraining of applicable rules, including testing. This retraining will be documented by the Facility Supervisor or Manager.

In case employees are knowingly not following rules, the XYZOil disciplinary policy will apply and be executed by the Facility Supervisor or Manager.

4. All of these general and specific Safety and Health rules will also apply to contractor personnel and visitors, and the Facility Supervisor will be responsible for compliance along the lines indicated above.

5. Rule compliance observations will be made by the Safety and Loss Prevention Coordinator of each department or unit, at least once per quarter.

The Safety and Loss Prevention Coordinator will report his findings to the Management Safety Committee and to related management, on a quarterly basis.

### **Signs and coding**

1. All Managers will see to it that a survey is carried out, regarding their area of responsibility, to determine the need for, and adequacy of, instructional signs and color coding as required by law, company rules or exposures.

This need determination will include all signs and coding as required by general and specific rules, in order to support the applicable Safety and Health rules.

This survey will be carried out by knowledgeable people.

2. This survey will be reviewed by the Facility Supervisor whenever there is a major change in installations, process, etc, but at least annually, to determine the validity of existing signs/coding and the need for additional ones.

This review will be documented by the Facility Supervisor and reported to his immediate Manager and the Safety and Loss Prevention Coordinator who will inform the Management Safety Committee accordingly.

### **Evaluation of program effectiveness**

The Safety and Loss Prevention Coordinator will make quarterly evaluations, per department or unit, of all initial and review rule discussions and report his findings to the Management Safety Committee.

### **FORMS AND PROGRAM AIDS}**

1. XYZOil Employee Safety booklet
2. XYZOil Standing Orders
3. XYZOil Contractors Safety booklet
4. XYZOil Supply Base Safety booklet
5. Rules Need Identification Form

### **ASSESSMENT**

1. Has the need for general rules been identified in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are general rules posted in this department or unit and are these postings kept in good condition? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have specific rules in this department or unit been identified per occupation or job title, using the Rule Need Identification form? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Are all applicable rules translated in necessary languages so all employees can read and understand them? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have rules been established using employee involvement? \_\_\_\_\_ yes, \_\_\_\_\_ no.

6. Have any changes in installations or process occurred, requiring evaluation of rules for possible revision? \_\_\_\_ yes, \_\_\_\_ no.
7. Have all general and specific rules been evaluated for possible revision, during the last 12 months? \_\_\_\_ yes, \_\_\_\_ no.
8. Have employees been involved in these evaluations? \_\_\_\_ yes, \_\_\_\_ no.
9. Have these evaluations been documented? \_\_\_\_ yes, \_\_\_\_ no.
10. Have all new and transferred employees in this department or unit received initial instructions on general and specific rules, as applicable? \_\_\_\_ yes, \_\_\_\_ no.
11. Have general and specific rules, as applicable, been reviewed with all employees of this department or unit, during the last twelve months? \_\_\_\_ yes, \_\_\_\_ no.
12. Have tests been used to evaluate the effectiveness of these instructions/reviews and have these tests been documented? \_\_\_\_ yes, \_\_\_\_ no.
13. Has the XYZOil disciplinary rule been made known to all employees? \_\_\_\_ yes, \_\_\_\_ no.
14. Has there been any need for application of the disciplinary policy in this department or unit, during the last 12 months? \_\_\_\_ yes, \_\_\_\_ no.
15. Is the Facility Supervisor of this department or unit aware of his responsibility to apply the disciplinary policy in case of express non-compliance of rules? \_\_\_\_ yes, \_\_\_\_ no.
16. Has a survey been made in this department or unit to identify the need for instructional signs and coding? \_\_\_\_ yes, \_\_\_\_ no.
17. Has this survey been reviewed during the last 12 months, to verify actual validity of signs/coding and has this review been documented? \_\_\_\_ yes, \_\_\_\_ no.
18. What is the rule compliance in this department or unit, according to the reports made by the Safety and Loss Prevention Coordinator? \_\_\_\_\_

## **03-09 ACCIDENT/INCIDENT ANALYSIS**

### **PURPOSE**

The criteria are provided, in this element, for the analysis of accidents/incidents that have occurred over a certain time period. The purpose of this analysis is to prepare meaningful statistics that can be used to identify certain trends and/or problem areas that need further attention.

While the individual accident/incident is the subject of element 03.05, "Accident/Incident Investigation", the accidents occurred over the last time period (quarter, 6 months, year, or longer) are given attention here.

The action, following any problems identified through this analysis, will, most likely, be directed at groups of similar, smaller, losses rather than at the individual (larger) loss which is subject of attention under element 03.05. These smaller losses will normally not have an important individual influence on company results. However, as a group, they may still have sufficient influence to justify our attention under this element.

### **RESPONSIBILITIES**

It is the combined responsibility of all XYZOil Managers and personnel to identify regular accidents/incidents that cost money, time and effort. These regular events will be identified and studied and suggestions will be made regarding improvement of the situation.

It is therefore the responsibility of all Managers and personnel to cooperate in the proper reporting of those incidents and to contribute to the solution of those incidents identified to occur regularly.

### **GUIDELINES**

Statistics have been used for many years as a means to identify repeating accidents/incidents. As such they have often been looked at as the way to measure safety and loss prevention activities.

Statistics, however, can also be used to identify developments in accident/incident occurrences and to reveal any trends. If properly done, they can also be used to identify existing problem areas that require further attention, and to uncover deficiencies in the underlying control activities.

Basically, the following type of incidents are subject to the analysis as intended by this element:

- Occupational injuries and illnesses. Any harm to people due to events occurred because of, or during, the work they carry out. The injury will most likely be a sudden event while the illness may be developing over a time period due to, for example, exposure to chemicals, noise etc.
- Material damage accidents. Any repair, maintenance or replacements that takes place because of causes other than normal wear and tear.
- Fires, explosions.
- Near-miss incidents. Events that did not result in visible harm to people or damage to equipment or the environment, but could have resulted in loss under slightly different circumstances.

For statistics to be useful, the accidents/incidents will have to be reported and sufficient and relevant information has to be obtained, to identify problem areas and/or underlying causes of these events. Once problem areas have been identified, action can take place through the formation of Incident Problem Solving (IPS) teams. These teams will consist of people knowledgeable about the subject, under the chairmanship of a line manager with sufficient authority to make important necessary decisions.

## **PROCEDURES**

### **Performance Statistics**

1. Accident/Incident figures will be computed monthly by the Safety and Loss Prevention Coordinator and will be communicated to all Managers concerned, including all line management and supervision and Safety Committee members.
2. The accident figures will relate to:
  - occupational LTA injuries that have taken place during the last month and during the last 12 months.
  - other occupational injuries (that have not resulted in lost time) that have taken place during the last month and during the last 12 months.
  - occupational illnesses that have taken place during the last month and during the last 12 months.
  - fires and explosions that have taken place during the last month and during the last 12 months.
  - material damage accidents over \$ 1.000,- that have taken place during the last month and during the last 12 months.

These figures will be provided for the entire Company (XYZOil) as well as for the main departments/units.

### **Occupational injury/illness statistics**

1. Injury/illness statistics will be computed by the Safety and Loss Prevention Coordinator on a monthly basis and will be communicated to all Managers concerned, including all line management and supervision and Safety Committee members.
2. The injury/illness statistics will include the following information:
  - frequency rates
  - severity (use Hazard Classification A,B,C)
  - data such as type of accident, nature of injury, source of injury, part of body involved, etc.
  - causal information including immediate (substandard conditions and acts) and underlying causes (personal factors, job factors and program item failures).
3. These statistics will involve the last 12-month period.

## **Material Damage statistics**

1. The maintenance supervisor will establish a system to identify all repairs carried out for reasons other than normal wear and tear.
2. All repairs for other than normal wear and tear will be costed and identified by item, group or category.
3. The maintenance supervisor will evaluate all repetitive or significant items to identify the "critical few" items that may require further attention.
4. The maintenance supervisor will distribute an analysis of the repairs carried out for other than normal wear and tear, identifying the critical few.

This distribution will be on a quarterly basis and to all Managers concerned, including all line Management and Supervision.

## **Incident Problem Solving Teams**

1. Incident Problem Solving teams will be established for the following reasons:
  - occurrence of individual accidents/incidents requiring such action due to the extent of loss involved or potential for loss.
  - occurrence of repetitive (or otherwise significant) accidents/incidents identified as "critical few".
2. The establishment of an Incident Problem Solving Team will be initiated by the Management Safety Committee, by individual Managers or by the Safety Program Committee.

The formation of IPS teams will require the approval of the Management Safety Committee and such team will function under the supervision of this Committee.

3. The project teams will include people knowledgeable about the subject matter, under the chairmanship of the appropriate line manager (the manager with 'vested' interest). Where this is necessary, non-supervisory personnel will be included in the IPS teams.
4. The Incident Problem Solving teams will meet regularly to maintain problem solving process and report progress to the Management Safety Committee as often as deemed necessary, but at least quarterly.

## **Forms and Program Aids**

1. Monthly Safety and Loss Report
2. Preventive Maintenance Computer Program
3. Accident/Incident Investigation Form
4. Minor Injury Summary Form
5. Minor Property Loss Incident Form

## ASSESSMENTS

1. Are LTA injury figures computed for this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are other injury figures computed for this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are material damage (other than wear and tear incidents) figures (over \$ 1,000,\_) computed for this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. How often are these figures distributed to the management/supervision of this department or unit? \_\_\_\_\_
5. Are injury statistics computed for this department or unit and do these statistics include information for proper problem identification and problem solving? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. How often are these statistics distributed to management and supervision of this department or unit? \_\_\_\_\_
7. Is there a system in force in this department or unit for maintenance to identify repairs that are carried out for reasons other than wear and tear? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are these repairs (material damage accidents) evaluated to identify the "critical few"? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. How often is the critical few material damage information distributed to management and supervision of this department or unit? \_\_\_\_\_
10. Are Incident Problem Solving teams formed in this department or unit to handle problems identified through analysis of injuries and material damage accidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Are these teams chaired by the responsible line manager? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Do non-supervisory personnel participate in Incident Problem Solving teams? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Are minutes made of the meetings of the Incident Problem Solving teams and is progress reported to the Management Safety Committee? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-10 EMPLOYEE TRAINING**

### **PURPOSE**

This element outlines the criteria to establish and carry out an effective employee training program, based on established needs, in relation with the work that has to be done. It includes training need inventory, the establishment of training programs, and the measurement of training program implementation.

### **RESPONSIBILITIES**

Each XYZOil Manager will ensure that the people that he or she supervises are properly trained to carry out their work correctly, efficiently and safely.

This responsibility includes:

1. Identification of training needs, based on the work that has to be carried out and the circumstances under which this will take place.
2. Setting up of training programs that will include:
  - safety orientation for new and transferred employees
  - formal classroom training, as applicable, within or outside the organization
  - system of testing knowledge obtained through training
  - on-the-job training to develop work related skills
  - observation of work carried out to make sure that the training program has the required effectiveness
  - review training to maintain knowledge and skills at the required level
3. Make sure that the proper training is provided by the proper people.

It is the responsibility of all XYZOil employees to attend training programs set up for them.

### **GUIDELINES**

Education and Training.

Education means increasing somebody's knowledge and understanding concerning the subject matter. It improves the motivation to do things. Training involves the development of skills to do a particular job or task. Both are important: people need to know what the job is and how it fits in with other work. After they know that, they need to be trained to do the job, step by step.

The benefits of training are proven and include:

- Training allows people work more efficiently, with less errors and mistakes.
- Training reduces undesirable incidents. Well-trained people know the hazards that are involved and act accordingly, with fewer accidents to themselves, other people and the company.
- Training increases motivation of the people, with fewer grievances.
- Training makes the supervisors' job easier. Supervisors will have to spend less time correcting errors of others.
- Training helps to standardize the way that work is carried out. Teaching proper work methods prevents critical jobs from being done inefficiently and incorrectly.

As far as Safety training is concerned, we consider basically two types:

- Safety and Emergency training as required by legislation, industry and Company standards.
- Safety aspects as related to operational training.

It is the ultimate responsibility of all Managers/Facility Supervisors to make sure that the people in their area of responsibility are given both types of training. However, because of practical reasons, the Safety and Loss Prevention Coordinator will assume responsibility for the need identification, planning and scheduling of the Safety and Emergency Training. The need identification, planning and scheduling of all other training will be the responsibility of Managers/facility Supervisors.

## **PROCEDURES**

### **Training need inventory**

1. Each Manager/Facility Supervisor will prepare an inventory, concerning the work carried out by people in his department, to identify training needs.

This inventory will be carried out per job title or occupation and include:

- . necessary education before hiring
  - . all training required due to the work to be carried out and the circumstances under which this will be done. This will include both classroom and on-the-job training as well as applicable self-study programs
  - . legislative requirements
2. Special attention will be given in this training need inventory to any aspects that involve Safety and Health matters.

If any Safety and Health aspects are involved, the Safety and Loss Prevention Coordinator will be consulted for advice, prior to implementation of the training program.

All Safety and Emergency Training programs will be submitted to the Safety and Loss Prevention Coordinator (Safety and Training Supervisor) for review.

3. The training inventory will be reviewed by the Manager/Facility Supervisor and the people involved at least yearly, to determine any deficiencies in the training program.

This review will be documented by the Manager/Facility Supervisor involved as part of his training documentation or file.

4. The Safety and Loss Prevention Coordinator will identify all Safety and Rescue training required by:
  - . legislation
  - . industry and company standards
  - . exposures

He will set up planning, as part of the preparation of the Annual Safety, Environmental and Health Plan, for the required Safety and Rescue Training and submit this plan for approval to appropriate Management.

5. The Safety and Loss Prevention Coordinator will determine any training need for members of Safety Committees and/or for individuals performing special tasks within the scope of the XYZOil Safety and Loss Prevention program.

### **Training program**

1. Based on the identified needs, each Manager/Facility Supervisor will establish training programs for the people in his area of responsibility.

These training programs will at least include the following:

- lesson plans, indicating subjects involved and time schedule
  - written materials (text) to support the training
  - possibilities to test the effect of the training program through use of task observations and tests or examinations
2. Each Manager/Facility Supervisor will identify the Critical Tasks in his area of responsibility (see also element 03.04.) and establish relevant procedures as a basis for training the people performing these tasks.
  3. Each Facility Supervisor will make sure that all people in his department providing on-the-job training, have received practical training in the instruction of people.
  4. Each Manager/Facility Supervisor will establish, in cooperation with the people involved, a refresher-training program such that critical aspects of the original training will be repeated at appropriate intervals.

This refresher training will be carried out in accordance with a planning set up by the Manager/Facility Supervisor.

5. The Safety and Loss Prevention Coordinator will schedule people for the required Safety and Rescue Training as laid down in the approved Safety, Environmental and Health Plan.

### **Evaluation of Program effectiveness**

1. The Safety and Loss Prevention Coordinator will evaluate the training program on a departmental basis, at least once every six months and report his findings to the Management Safety Committee.
2. The evaluation will consider:
  - all required Safety and Rescue Training
  - provision of training to all new, and transferred employees.
  - provision of refresher training on critical points
  - use of lesson plans and texts

- initial identification of training needs per job title or occupation and yearly reviews carried out
- use of task observation and tests to verify training effectiveness
- observation of work carried out during regular visits to departments
- results from accident investigations

## FORMS AND PROGRAM AIDS

1. Oil Industry Handbook on Safety Training
2. XYZOil Safety and Emergency Training Plan(part of the annual Safety, Environmental and Health Plan)
3. XYZOil Job Training Program
4. Training Need Identification Form

## ASSESSMENT

1. Is there a list of all the job titles or occupations in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Has this list been used to identify training needs for these titles or occupations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Does this inventory include:
  - . education before hiring? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . all necessary training as determined by the work that has to be done? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - .. classroom training? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - .. on-the-job training? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . all legislative requirements
4. Have Critical Tasks been identified in this department, to guide training activity? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Does this department have a document, per title or occupation, indicating all required training? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Has this inventory been reviewed during the last 12 months and has this review been documented? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Have training programs been established for all the titles/occupations in this department and do they include:
  - . lesson plans, indicating training subjects? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . time schedule? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . text material? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . possibilities for testing? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Have people who provide on-the-job training been identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Have these people been provided with training on how to instruct people? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Has a refresher-training program been established for all the job titles/occupations in this department, to include all critical items, at least once every three years? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Has a planning for this refresher training been set up and are objectives met? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-11 PERSONAL PROTECTIVE EQUIPMENT**

### **PURPOSE**

This element provides the criteria for setting up and implementing an effective Personal Protective Equipment program.

It includes criteria for the identification of need for Personal Protective Equipment (PPE), choice of equipment, instruction of people in the use of PPE, and compliance with these requirements.

This element does not, as such, provide the rules for use of Personal Protective Equipment which are part of section 4 " Procedures, Standards and Practices" of the XYZOil Management Guide to Safety and Loss Prevention.

### **RESPONSIBILITIES**

It is the responsibility of each Manager/Facility Supervisor to identify the need for Personal Protective Equipment in his area of operation, to provide the necessary equipment for all XYZOil employees, to instruct his people on the proper use and to insure that Personal Protective Equipment is used appropriately by contractor personnel.

It is also the responsibility of each Manager/Facility Supervisor to see that compliance with mandatory and company requirements is obtained at all times.

It is the responsibility of all employees to use, at all times, the Personal Protective Equipment that is provided for their protection.

### **GUIDELINES**

Personal Protective Equipment often forms the last barrier between the incident and injury. Although they are sometimes considered as an infringement on the personal freedom, they often are necessary.

The use of Personal Protective Equipment should be limited as far as possible and practical. They should be considered as back-up for engineering controls where those controls are not entirely reliable, possible or practical. PPE should not replace sound engineering practices directed at the elimination or reduction of risk.

Once PPE are selected as a means to protect people from harm, its' use becomes of prime importance. Compliance with PPE can be obtained, provided certain points are taken into account:

- use PPE if other controls are not reliable, possible or practical
- if possible, use personnel concerned in the setting up of PPE rules
- involve the personnel concerned in the choice of PPE
- instruct new and transferred employees on applicable PPE rules
- test the effectiveness of this instruction, as applicable
- support PPE compliance by setting the example,
- encourage compliance by complimenting personnel for using PPE equipment,
- emphasize importance of PPE compliance through consistent support and supervision.

Personal Protective Equipment could include:

- head protection
- eye protection
- foot protection
- proper clothing
- face protection
- hand protection
- hearing protection
- respiratory protection
- etc

## **PROCEDURES**

### **Personal Protective Equipment Need Identification and Selection**

1. Each Manager/Facility Supervisor will identify the need for Personal Protective Equipment, in his area of operation.

This identification will be done by:

- identifying needs for general PPE applicable to all people in his area of responsibility, based on the general exposures
- identifying specific need for PPE for particular occupations or during specific tasks. This identification will be done per job title or occupation and the tasks that will have to be carried out. This will also include tasks that are not carried out regularly.

This identification will be documented. The PPE identification form may serve as a reference.

The need for PPE equipment will be communicated to the Safety and Loss Prevention Coordinator, for proper action.

2. The PPE identification process will be reviewed regularly by the Facility Supervisor and the people concerned.

Any changes in the need for PPE will be communicated, by the Facility Supervisor, to the Safety and Loss Prevention Coordinator, for proper action.

3. Selection of PPE will be the ultimate responsibility of the Safety and Loss Prevention Coordinator.

Whenever possible and practical, this selection will be done in cooperation with the people who are supposed to use the equipment.

Once the proper PPE is selected, the Safety and Loss Prevention Coordinator will obtain purchasing authorization from the Production Superintendent and communicate specifications to the Purchasing Manager (XYZOil / XYZOil Transportation B.V. Recommended Specifications for Fire, Safety and Personal Protective Equipment). The buying outside those specifications is not permitted, unless special approval has been obtained from the Safety and Loss Prevention Coordinator.

## **Personal Protective Equipment Standards**

1. All XYZOil personnel, contractor personnel and visitors will comply with the applicable general and specific PPE rules.

As far as possible and practical, the existence of those rules will be made visible through the use of signs at the locations where these rules apply.

If this is not possible or practical, the requirements to use PPE will be made known in rule booklets, work procedures, etc.

2. All XYZOil personnel and visitors will be provided with the proper PPE for carrying out their work.

All contractors will be required to provide their personnel with Personal Protective Equipment in compliance with XYZOil Standards.

3. If necessary, PPE will be fitted to the persons who are supposed to use them.

4. All PPE distributed will be maintained in good condition by the responsible person(s).

The maintenance of Personal Protective Equipment requiring special knowledge, such as certain types of respirators, will be documented by the people responsible for the maintenance.

## **Instruction in need and use and maintenance of PPE**

Each Facility Supervisor will instruct all new and transferred employees, contractor personnel and visitors in the applicable Personal Protective Equipment Rules.

This instruction will include relevant rules, the need for, and the use of Personal Protective Equipment and the proper maintenance of the equipment, as applicable. This instruction will also include explanation of consequences in case of not following the PPE rules.

The instruction to new and transferred employees and to contractor personnel will be recorded by the Facility Supervisor.

## **Personal; Protective Equipment Record Keeping**

If necessary, depending on size of platform, the issuance of all Personal Protective Equipment, other than consumables, will be registered by the Facility Supervisor who will maintain a record of issuance.

The PPE Issuance Form may serve as a sample for record keeping purposes.

The issuance of Personal Protective Equipment will be reviewed by the Safety and Loss Prevention Coordinator, once every six months, for analysis purposes.

## **Compliance to Personal Protective Equipment Rules**

1. To obtain compliance of rules the Facility Supervisor (and Manager as applicable) will:
  - . recommend the use of PPE only if other controls are not reliable, possible or practical
  - . if possible, use personnel concerned in the setting up of PPE rules
  - . involve the personnel concerned in the choice of PPE
  - . instruct new and transferred employees on applicable PPE rules
  - . test the effectiveness of this instruction, as applicable
  - . support PPE compliance by setting the example,
  - . encourage compliance by complimenting personnel for using PPE equipment,
  - . emphasize importance of PPE compliance through consistent support and supervision.
2. All employees will follow all general and specific PPE rules applicable to them, at all times.
3. If an employee does not follow applicable rules, his Facility Supervisor or Manager will immediately investigate the cause for this substandard behavior.

If the employee cannot follow rules, the cause will be eliminated immediately.

If the employee's knowledge of rules appears to be inadequate, the Facility Supervisor or Manager will provide retraining of applicable rules, including testing. This retraining will be documented by the Facility Supervisor or Manager.

**IN CASE EMPLOYEES ARE KNOWINGLY NOT FOLLOWING RULES, THE XYZOIL DISCIPLINARY POLICY WILL APPLY AND BE EXECUTED BY THE FACILITY SUPERVISOR OR MANAGER.**

4. All general and specific PPE rules will also apply to contractor personnel and visitors and the Facility Supervisor will be responsible for compliance along the lines indicated above.

If contractor personnel or visitors are not willing to follow applicable PPE rules, they will be removed from XYZOil premises immediately or as soon as possible. They will not be allowed to continue their work.

5. PPE compliance observations will be made by the Safety and Loss Prevention Coordinator of each department or unit, at least once per quarter.

The Safety and Loss Prevention Coordinator will report his findings to the Management Safety Committee and to related management, on a quarterly basis.

## **FORMS AND PROGRAM AIDS**

1. XYZOil PPE Need Identification Form
2. XYZOil Employee Safety booklet
3. XYZOil Contractors Safety booklet
4. XYZOil Supply Base Safety booklet
5. XYZOil Disciplinary Policy

6. XYZOil/XYZOil Transportation B.V. Recommended Specifications for Fire, Safety and Personal Protective Equipment.

**ASSESSMENT**

1. Have PPE needs been identified in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Has this identification been registered, using records similar to the PPE Need Identification Form? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Has proper PPE been selected in this department or unit, with cooperation of the employees involved? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Are UNI/UTBV Recommended Specifications for PPE being used when ordering new equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have employees been involved in identification of the need for PPE? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Have proper PPE been issues to the people concerned? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Have PPE rules been established in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Have all new and transferred employees been instructed on the need for, and use of, PPE and has this instruction been recorded? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Is issuance of PPE in this department or unit recorded? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. What is the compliance to PPE rules in this department or unit?
  - head protection \_\_\_\_\_ %
  - foot protection \_\_\_\_\_ %
  - hand protection \_\_\_\_\_ %
  - eye protection \_\_\_\_\_ %
  - fall protection \_\_\_\_\_ %
  - hearing protection \_\_\_\_\_ %
  - face protection \_\_\_\_\_ %
  - proper clothing \_\_\_\_\_ %
  - respiratory protection \_\_\_\_\_ %
  - other:
    - \_\_\_\_\_ %
    - \_\_\_\_\_ %
    - \_\_\_\_\_ %

## **03-12 HEALTH CONTROL AND SERVICES**

### **PURPOSE**

This element provides the criteria for setting up and maintaining an effective program related to the control of occupational health hazards.

The element deals with the identification of health hazards, the setting up of controls, identification of hazardous materials, provision of instruction and information to people concerned, monitoring of exposures, and first aid capabilities.

### **RESPONSIBILITIES**

It is the responsibility of each XYZOil Manager/Facility Supervisor to make sure that all health hazards related to the work being carried out under his or her supervision are identified and that, if hazards cannot be eliminated, control measures are taken. It is also the responsibility of each Manager/Facility Supervisor to inform people in his area of responsibility about the work related health hazards and to instruct these people on how to prevent themselves from being exposed to the hazards involved.

### **GUIDELINES**

Work can provide undesired hazards to people. These hazards can affect the health of the people involved and include:

- hazards related to the material with which the work is carried out. This includes chemicals, fumes, dusts, gases, etc. These may be toxic, corrosive, irritating, radiating, etc.
- hazards related to the work environment, such as extreme temperatures, noise, light, etc.
- hazards related to man-work relation such as bending, stretching, lifting etc.

These hazards could kill people and cause permanent or temporary disability, depending on the hazard, the exposure and the exposure time.

If possible these hazards should be eliminated by choosing a different material, process, or work environment. If this cannot be accomplished, the risks shall be reduced or controlled through:

- replacement by less hazardous material
- change in process or operations
- engineering design
- reduction of exposure time
- work procedures
- personal protective equipment

Controls also include:

- information of people shall about the work related hazards and instruction on how to carry out the work to eliminate or reduce the hazard to an acceptable level.
- proper identification of hazardous materials in the workplace.

- monitoring work situations for exposures in order to take proper action if exposures reach an unacceptable level.
- provision of a health maintenance program including regular medical checks to identify any developing health problems that may require further attention.

Notwithstanding all control measures, a 100 % accident free environment cannot be guaranteed and First Aid capabilities are required, in line with the exposures and the emergencies that may arise.

## **PROCEDURES**

### **Identification of Work Related Health Hazards**

1. Each Manager/Facility Supervisor will identify the health hazards that exist in his area of responsibility.

This identification will be carried out per department and per job title or occupation and will be documented. The XYZOil Health Hazard Identification Form may be used as reference.

This identification will be carried out in cooperation with the personnel involved and include assistance from the Safety and Loss Prevention Coordinator and from others as deemed necessary by the Safety and Loss Prevention Coordinator.

2. This identification process will be reviewed at least annually by the Facility Supervisor and the people concerned, in order to identify any new hazards.

This review will be documented by the Facility Supervisor.

The Safety and Loss Prevention Coordinator will verify this review once per year and report his findings to the Management Safety Committee.

### **Control Measures for Hazards Identified**

Each Manager/Facility Supervisor will develop proper control measures for the hazards identified, with the assistance of the Safety and Loss Prevention Coordinator and others as determined by the Safety and Loss Prevention Coordinator.

These control measures will at least include the consideration of the following items in descending order:

- elimination of hazard by selecting a different, non-hazardous material or process.
- reduction of hazard by selecting a less hazardous material or process.
- engineering controls to reduce exposure
- work practices to reduce exposure time
- administrative controls or work procedures
- use of personal protective equipment

The selection of the control measures will be documented by the Facility Supervisor.

This selection process will be reviewed at least annually, by the Facility Supervisor and the people concerned, in order to evaluate the adequacy of the control measures selected.

The Safety and Loss Prevention Coordinator will verify this review annually and report his findings to the Management Safety Committee.

### **Proper identification of hazardous materials in the workplace**

1. A Hazard Identification System will be used to identify hazardous materials in used, stored or handled under the supervision of XYZOil
2. The Supply Base Supervisor will make sure that all materials received at the Supply Base will carry proper identification when entering the facility.

If materials are not identified properly, the Supply Base Supervisor will make sure that materials are properly identified before storage and shipping to the offshore facilities. For storing of unidentified materials, a separated area of the warehouse will be used.

3. Each Facility Supervisor will make sure that all packaging containing chemicals will carry the proper identification upon arrival at his facility and during all times this material is under his supervision.
4. Relevant Material Safety Data Sheets will be available at all XYZOil facilities where these materials are being used, stored or handled.

These Material Safety Data sheets will also be made available to those organizations that are using, storing or handling these materials for XYZOil.

The Purchasing Manager will obtain the required Material Safety Data Sheets from the suppliers of the material involved.

The Purchasing Manager will distribute the relevant Material Safety Data Sheets to the Facility Supervisors and third parties concerned with the use, storage or handling of the material.

The Purchasing Manager will supply one copy of each Material Safety Data sheet to the Safety and Loss Prevention Coordinator who will keep a central file of all Material Safety Data Sheets for reference purposes and who will inform the Management Safety Committee about any new hazardous material being introduced.

The Safety and Loss Prevention Coordinator will, in cooperation with the Purchasing Manager, review all available MSDS on an annual basis in order to identify any need for updating. A list with all applicable MSDS will be distributed to all MSDS manual holders.

Each Facility Supervisor will make sure that Material Safety Sheets are available and updated for all the materials in his area of responsibility.

### **Disposal of Hazardous Waste**

1. All waste materials leaving XYZOil facilities will be evaluated, by the Facility Supervisor in cooperation with the Safety and Loss Prevention Coordinator, to identify any hazardous material that may require special disposal procedures.

This identification will be documented by the Facility Supervisor. The XYZOil Hazardous Waste Identification Form may be used as a reference.

This identification will be reviewed by the Facility Supervisor and the Safety and Loss Prevention Coordinator at least annually, to identify any new hazardous waste.

The Safety and Loss Prevention Coordinator will inform the Management Safety Committee about any new hazardous waste material and the actions taken or suggested for proper control.

2. For all hazardous waste, including packaging materials having contained hazardous materials, safe disposal procedures will be set up by the Safety and Loss Prevention Coordinator in cooperation with the Facility Supervisors involved.
3. Each Facility Supervisor will make sure that proper procedures to handle hazardous waste in his area of responsibility are followed.

### **Information Training and Instruction**

1. Each Facility Supervisor will instruct new or transferred employees under his supervision, and contractor employees as applicable, about the health hazards related to the work to be carried out.

This instruction will take place prior to commencement of work by the employee involved.

This instruction will be part of the instruction/orientation program for new or transferred employees (element 03-10 and 03-15) and will be documented.

Working with hazardous materials will be part of the refresher-training program for employees (element 03-10).

2. Each Facility Supervisor will discuss the contents of new Material Safety Data sheets with his people, before the material is used, handled or stored. This discussion will be registered, also indicating people present.
3. The Safety and Loss Prevention Coordinator will review safety and health literature to identify any information relevant to the use of hazardous materials by XYZOil facilities and distribute this material to the Managers and Supervisors involved, including members of the Safety Committees.

### **Monitoring**

1. The Safety and Loss Prevention Coordinator will set up, in cooperation with the Facility Supervisors involved, a program for regular monitoring to measure exposures to hazardous materials and working conditions, to make sure that the controls established operate as intended and required.
2. The monitoring results will be documented and evaluated by the Safety and Loss Prevention Coordinator for any further action. This will be reported to the Management Safety Committee. The information obtained from the monitoring will also be provided to the people of the facility involved.

3. A program of regular medical examinations will be set up to identify any work related health hazards and to verify that controls established provide adequate protection against the hazards involved.

The Manager of Administrative Services will make sure that such a medical examinations program is set up in accordance with the identified work hazards and legal and company requirements.

This program will include information of people involved about examination results, on a confidential basis.

### **Evaluation of Health Hazards**

1. All new processes, process changes and process modifications will be evaluated by the Production Superintendent and the Safety and Loss Prevention Coordinator to identify potential health hazards for the establishment of proper controls.

This evaluation will be documented and initialed by the Safety and Loss Prevention Coordinator.

2. All new tasks or modifications of existing tasks will be evaluated by the Facility Supervisor(s) involved and the Safety and Loss Prevention Coordinator to identify potential health hazards that may require control measures.

This evaluation will be documented and initialed by the Safety and Loss Prevention Coordinator.

### **Professional Medical Assistance}**

XYZOil will at all times maintain a contract with a Medical Doctor, for advice and assistance on health matters.

### **Medical First Aid**

1. As a minimum standard, each XYZOil facility will have a First Aid organization as required by the MRCS (offshore) and/or other applicable legislation or as determined by the hazards present at the Facility concerned.
2. Each Facility Supervisor will make sure that adequate First Aid facilities are available in his area of responsibility, in line with exposures, company and legal requirements.

The advice of the Safety and Loss Prevention Coordinator and the Company Medical Doctor will be obtained to make sure that First Aid facilities are adequate.

3. Each Facility Supervisor will make sure that an adequate number of people with valid First Aid certificates are available as determined by exposures, company and legal requirements.

### W/3 Platforms:

Orange Cross Certificates will be held by Production Foreman, Operator 1 and Maintenance Technician.

Rules of Thumb training will be provided to all other regular crewmembers.

### Z/3-B Platform:

Orange Cross Certificates will be held by all regular crewmembers.

The Safety and Loss Prevention Coordinator will make sure that the First Aid training is given as required and as determined by the annual Safety, Environmental and Health Plan. This will include any specific training as required by exposures and include any particular treatment due to exposure to chemicals used within XYZOil

4. Each First Aid treatment rendered by the Medic aboard the XYZOil platforms, the Guard Services at the Supply Base or the Office, will be registered by the person providing First Aid.

The Medic, Guard Service or Office Supervisor will evaluate the potential of the accident for serious injury, using the Minor Injury Summary Form.

If the injury could have resulted in an "A" or "B" case (Hazard Classification), the Supervisor of the facility concerned will complete an Accident/Incident Investigation Form (element 03-05).

The Safety and Loss Prevention Coordinator will analyze all First Aid cases, on an annual basis, to determine any common causes or areas for attention and action. The results of this analysis will be included in the January Safety and Loss Report.

## **FORMS AND PROGRAM AIDS**

1. XYZOil Health Hazard Identification Form
2. XYZOil Hazardous Waste Identification Form
3. XYZOil MSDS Manual
4. XYZOil Weekly Minor Injury Summary Form
5. XYZOil Accident/Incident Investigation Form
6. Mine Regulations Continental Shelf, Special Rule 13: Guidelines for rendering First Aid on Mining Installations.
7. Mine Regulations Continental Shelf, Special Rule Medical Examinations of persons at Mining Installations.

## **ASSESSMENT**

1. Have health hazards been identified in this department or unit, using the Health Hazard Identification Form? \_\_\_\_ yes, \_\_\_\_ no.
2. Has this evaluation been carried out in cooperation with the people involved? \_\_\_\_ yes, \_\_\_\_ no.
3. Has this identification been reviewed during the last 12 months? \_\_\_\_ yes, \_\_\_\_ no.

4. Have controls been established for all identified Health Hazards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have the following solutions been considered in following order:
  - elimination of hazard? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - reduction of hazard? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - engineering controls? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - work practices? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - administrative controls? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - personal protective equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Are all materials in this department or unit identified to indicate potential hazards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Are Material Datasheets available for all materials used in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are these Material Data Sheets also made available to third parties, as applicable? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Has hazardous waste been identified in this department or unit, using the Hazardous Waste Identification Form? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Have procedures been established to dispose of any hazardous waste identified in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Have new or transferred employees been instructed about the health hazards as related to their work? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Has this department or unit received any material related to hazardous materials used, during the last period? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. If applicable, has a monitoring program been set up to measure adequacy of controls established? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. Have any new processes or process modifications in this department or unit, during the last 12 months, been evaluated for health hazards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
15. If yes, has the Safety and Loss Prevention Coordinator been involved in this evaluation? \_\_\_\_\_ yes, \_\_\_\_\_ no.
16. Have any new tasks or task modifications in this department or unit, during the last 12 months, been evaluated for health hazards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
17. Have First Aid facilities been provided in this department or unit, in line with exposures, company and legal requirements? \_\_\_\_\_ yes, \_\_\_\_\_ no.
18. Is there a sufficient number of persons with valid First Aid certificates available in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-13 PROGRAM EVALUATION**

### **PURPOSE**

The criteria are given, in this element, to set up a monitoring or program evaluation system to serve as a feedback on the effectiveness of the XYZOil Safety and Loss Prevention program.

### **RESPONSIBILITIES**

The continued success of the XYZOil Safety and Loss Prevention program is the result of the combined efforts of XYZOil Management and Employees.

It is, in particular, the responsibility of all Managers and Facility Supervisors to make the Safety and Loss Prevention program effective as intended by the Safety and Loss Prevention Policy.

It is the responsibility of XYZOil Senior Management to verify the operation of the Safety and Loss Prevention program in line with the Safety and Loss Prevention Policy.

### **GUIDELINES**

The effectiveness of the Safety and Loss Prevention activities of the company can be determined through periodic evaluations of management performance. These evaluations have to be carried out by people knowledgeable on the subject concerned and verify the way the Safety and Loss Prevention is being implemented.

Basically there are three ways to evaluate the effectiveness of the Safety and Loss Prevention activities:

1. by measuring the consequences in terms like accident frequencies and -severities. This measurement, although widespread has distinct disadvantages and is not the subject of this element.
2. by evaluating the compliance to (management) activities, as indicated in the Management Guide to Safety and Loss Prevention, Policies section.
3. by evaluating the physical conditions through inspections of Safety and Loss Prevention related items.

These evaluations are to be carried out by XYZOil Management and also by qualified unbiased people who would normally be external to the organization being evaluated.

### **PROCEDURES**

#### **Evaluation of Management Compliance with Program Standards**

The compliance with Program Standards as laid down in the Policies section of the XYZOil Management Guide to Safety and Loss Prevention will be evaluated annually by (a) unbiased person(s) external to the Company.

This evaluation will include all elements of the XYZOil Safety and Loss Prevention program.

Following the evaluation a report will be made by the external evaluator. This report will include an objective evaluation of compliance to standards and suggestions for further attention, as applicable.

Following the evaluation, and as applicable, an action plan will be developed by the Management Safety Committee to correct deficiencies noted in the evaluation report.

The Safety and Loss Prevention Coordinator is responsible to see that this evaluation or audit is being carried out in accordance with the planning made in the annual Safety, Environmental and Health Plan.

The Safety and Loss Prevention Coordinator will verify follow-up on actions suggested by the Management Safety Committee and report on status to the Committee.

### **Evaluation of Management Compliance with Standards for General Physical Conditions**

A comprehensive technical audit will be carried out by (a) qualified unbiased person(s), external to the Company.

This evaluation will be carried out annually and include all XYZOil facilities.

This evaluation of General Physical Conditions will at least include safety related aspects of the following items:

- Electrical
- Tag-out and lock-out
- Mechanical power transmission
- Machine guarding
- Walking and working surfaces
- Compressed gas cylinders
- Flammables
- Exits
- Deluge showers and eye baths
- Ladders and climbing devices
- Hand tools
- Materials handling equipment and lifting devices
- Scrap and refuse
- Aisle ways and storage stacks
- Stacking and storage
- Life saving appliances

Following the evaluation a report will be made by the external evaluator. This report will include an objective evaluation of compliance to standards and suggestions for further attention, as applicable.

Following the evaluation, and as applicable, an action plan will be developed by the Management Safety Committee to correct deficiencies noted in the evaluation report.

The Safety and Loss Prevention Coordinator is responsible to see that this evaluation or audit is being carried out in accordance with the planning made in the annual Safety, Environmental and Health Plan.

The Safety and Loss Prevention Coordinator will verify follow-up on actions suggested by the Management Safety Committee and report on status to the Committee.

### **Evaluation of Management Compliance with Fire Prevention and Control Standards**

A comprehensive technical audit will be carried out by (a) qualified unbiased person(s), external to the Company.

This evaluation will be carried out annually and include all XYZOil facilities.

This evaluation of Fire Prevention and Control Standards will at least include safety related aspects of the following items:

- Fire detection and alarm systems
- Sprinkler systems
- Fire evacuation
- Portable extinguishers
- Fire prevention
- Fire containment
- Fire retardation
- Fire notification
- Fire services
- Fire equipment
- Sub-surface and surface safety systems
- Life Saving Appliances
- Environmental spill prevention controls and countermeasures

Following the evaluation a report will be made by the external evaluator. This report will include an objective evaluation of compliance to standards and suggestions for further attention, as applicable.

Following the evaluation, and as applicable, an action plan will be developed by the Management Safety Committee to correct deficiencies noted in the evaluation report.

The Safety and Loss Prevention Coordinator is responsible to see that this evaluation or audit is being carried out in accordance with the planning made in the annual Safety, Environmental and Health Plan.

The Safety and Loss Prevention Coordinator will verify follow-up on actions suggested by the Management Safety Committee and report on status to the Committee.

### **Evaluation of Management Compliance with Occupational Health Standards**

A comprehensive technical audit will be carried out by (a) qualified unbiased person(s), external to the Company.

This evaluation will be carried out annually and include all XYZOil facilities.

This evaluation of Occupational Health Standards will at least include safety related aspects of the following items:

- Caustic, corrosive and toxic materials
- Ventilation
- Noise exposure
- Radiation exposure
- Temperature extremes
- Hazardous substances
- Illumination
- Ergonomics
- Personal protective equipment
- External environmental protection
- Hygiene conditions

Following the evaluation a report will be made by the external evaluator. This report will include an objective evaluation of compliance to standards and suggestions for further attention, as applicable.

Following the evaluation, and as applicable, an action plan will be developed by the Management Safety Committee to correct deficiencies noted in the evaluation report.

The Safety and Loss Prevention Coordinator is responsible to see that this evaluation or audit is being carried out in accordance with the planning made in the annual Safety, Environmental and Health Plan.

The Safety and Loss Prevention Coordinator will verify follow-up on actions suggested by the Management Safety Committee and report on status to the Committee.

## **FORMS AND PROGRAM AIDS**

1. Cover sheet technical evaluations
2. XYZOil Safety and Loss Prevention Checklists
3. International Safety Rating Manual (ILCI)
4. Weekly Offshore Hygiene Inspection Report Form
5. XYZOil Preventive Maintenance Program

## **ASSESSMENT**

1. Has an evaluation been made, concerning this department or unit, to verify compliance with the guidelines given in the Policies section of the XYZOil Management Safety and Loss Prevention Guide? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Has this evaluation been carried out during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Has an evaluation been carried out during the last 12 months, concerning this department or unit, to verify compliance with safety standards of General Physical Conditions? \_\_\_\_\_ yes, \_\_\_\_\_ no.

4. Has this evaluation been carried out by a qualified unbiased person, external to this department?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Has an evaluation been carried out during the last 12 months, concerning this department or unit, to verify compliance with Fire Prevention and Control Standards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Has this evaluation been carried out by a qualified unbiased person, external to this department?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Has an evaluation been carried out during the last 12 months, concerning this department or unit, to verify compliance with Occupational Health Standards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Has this evaluation been carried out by a qualified unbiased person, external to this department?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-14 PURCHASING AND ENGINEERING CONTROLS**

### **PURPOSE**

The purpose of this element is to provide criteria to prevent the introduction of unnecessary Safety and Health hazards through purchasing and design functions.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil Managers, Facility Supervisors, and Staff Functions to prevent the introduction of Safety and Health hazards through the purchasing and design of equipment, material, services, etc. that incorporate unnecessary risks.

It is the responsibility of the Purchasing and Logistics Manager to prevent the purchasing of materials or equipment that do not comply with design specifications of approved requisitions, or which do not comply with XYZOil Safety Policies. It is his further responsibility to prevent the use of logistical and associated services that represent unnecessary risks.

It is the responsibility of the District Production Engineer and the Production Superintendent to prevent the design of additions and modifications to existing installations that represent unnecessary risks. It is their further responsibility to prevent the use of installation services for those additions and modifications that represent unnecessary risks.

It is the responsibility of the Project Manager to prevent the design of new platforms or new sub sea equipment that represent unnecessary risks. It is his further responsibility to prevent the use of any services for construction, installation or start up of those new facilities that represent unnecessary risks.

It is the responsibility of all Managers/Facility Supervisors to prevent the use of work methods/procedures that represent unnecessary, and unwanted, risks.

### **GUIDELINES**

Purchasing and engineering controls are designed to control unwanted risk, before it enters into the organization.

For proper control it is important that key personnel in the organization know in what way purchasing and engineering is to be carried out, along which channels. For ease of control, the number of people involved with these activities should be limited. It becomes the responsibility then of these persons to take steps such that necessary Safety and Health criteria are incorporated in the activity concerned.

Safety and Health aspects and the assessment of risks require a particular state of mind, which may not be found with the average engineer, buyer or manager. It may therefore be necessary for expert capabilities in the field of Safety and Loss Prevention to be used in the evaluation of risks, in order to take to steps to prevent these risks from entering into the company.

## **PROCEDURES**

### **Purchasing Directive**

It is the policy of XYZOil to purchase only those installations, materials, apparatus, equipment, tools, services, etc. that comply with legal, industry, and company requirements as related to Safety and Health aspects.

It is therefore imperative that Safety and Health criteria are being considered prior to making a purchase.

In order to do so:

1. All purchases other than petty cash will be made by requisition to the Purchasing Department.
2. No items of hazardous nature, including those with danger or warning labels, will be purchased from petty cash.
3. Items requisitioned must comply with all applicable Safety and Health standards, codes, regulations and XYZOil specifications.
4. Where applicable, Safety and Health information must be provided by the person making the requisition, or by the Vendor supplying the goods or service.
5. The Purchasing and Logistics Manager, or his designated representative, will establish that all Safety and Health criteria have been considered prior to making the purchase.
6. Critical designs and purchasing specifications must be coordinated by Engineering with the Safety and Loss Prevention Coordinator and Purchasing, before purchase or contracting.
7. If necessary, to be determined by the Safety and Loss Prevention Coordinator, Safety and Health information will be requested from the supplier, by the Purchasing and Logistics Manager or his designated representative. Such information will be requested on all chemical products and materials, using the Material Safety Data Sheet form.
8. All new products, including chemicals, will be subject to approval by the Safety and Loss Prevention Coordinator who will be available to review these products for Safety and Health related aspects. Request for such approval should be originated by the person or department responsible for the introduction of the new product.
9. Safety and Health specifications will be developed on all regular purchases requiring such. This will be done by the Safety and Loss Prevention Coordinator in cooperation with Engineering.
10. Once Safety and Health specifications for regular purchasing are set up, the purchasing of products other than specified is subject to approval by the Safety and Loss Prevention Coordinator.
11. Purchases of toxic or otherwise hazardous products will be brought to the attention of the Management Safety Committee by the Safety and Loss Prevention Coordinator, for assessment and control action.
12. In case of toxic materials records will be kept, on quantities purchased by the Purchasing Manager.

### **Identification of Need for Safety and Health Specifications in Purchasing**

Each Facility Supervisor will make an inventory of all major or hazardous products, materials, equipment and chemical substances which are purchased on a regular basis, in order to identify which items require purchasing specifications for the control of potential Safety and Health problems. If practical this inventory can be coordinated through the prevention maintenance.

This inventory will be documented by the Facility Supervisor and will be reviewed by him, on an annual basis.

The results of the inventory and the reviews will be forwarded, by the Facility Supervisor, to the Purchasing Manager and the Safety and Loss Prevention Coordinator, for further action.

### **Purchasing of Contractor Services**

1. Prior to obtaining major contractor services (those exceeding a value of \$ 150,000,- per year on XYZOil facilities), the XYZOil employee initiating the contract will have obtained information about the contractors' safety performance as indicated on the XYZOil Contractor Safety Checklist.
2. Prior to selecting these major contractor services, approval by the Safety and Loss Prevention Coordinator will be obtained.
3. Safety and Health aspects will be included as part of each agreement for obtaining major contractor services.

### **Design Engineering Directive**

It is the policy of XYZOil to design only those installations, or modifications to installations, that comply with all applicable legal, industry, and company requirements as related to Safety and Health aspects.

In support of this policy:

All designs will be announced to, and made available for review by, the Safety and Loss Prevention Coordinator at the blue print stage, at important intermediate stages and at the end of the design stage and prior to installation. All designs will also be open to review at any point requested by the Safety and Loss Prevention Coordinator.

NB. It is not the intention of this directive that the Safety and Loss Prevention Coordinator will be entirely and solely responsible for the Safety and Health aspects in the design. Rather his involvement is intended to make sure that Safety and Health aspects are being considered by the engineers involved.

### **Work Methods Design Directive**

It is the policy of XYZOil to design and implement only those work methods that comply with all applicable legal, industry, and company requirements as related to Safety and Health aspects.

In support of this policy:

All Managers/Facility Supervisors will obtain approval of the Safety and Loss Prevention Coordinator on critical work methods, procedures, etc, prior to implementation.

NB. It is not the intention of this directive that the Safety and Loss Prevention Coordinator will be entirely and solely responsible for the Safety and Health aspects in the design of work methods,

procedures, etc. Rather his involvement is intended to make sure that Safety and Health aspects are being considered by the persons preparing methods and procedures to guide the work to be carried out.

### **Evaluation of Purchasing, Design Engineering and Method Engineering Controls**

1. The Safety and Loss Prevention Coordinator will evaluate controls set up to prevent introduction of unnecessary Safety and Health Risks through Purchasing, Design Engineering and Work Method Engineering.

These evaluations will be carried out once every six months and the findings will be reported to the Management Safety Committee.

2. The evaluations related to Purchasing will include a review with the Purchasing Manager on all purchases of hazardous materials and all major purchases done in the past period. This review will be on a random sampling basis and include regular purchases (within specifications) as well as incidental purchases needing specific approval of the Safety and Loss Prevention Coordinator. This evaluation will include materials purchased for the Supply Base warehouse and the Platforms.
3. The evaluations related to Design Engineering will include a review of randomly sampled design engineering drawings prepared during the last period as well as any new projects started or being considered.

These evaluations may include a visit to work sites, to verify that work is being carried out from, and in accordance with approved drawings.

4. The evaluations related to the development of work methods, procedures, etc. will include review of all critical work methods, procedures, etc. prepared during the last period at all XYZOil Facilities.
5. The results of these evaluations will be reported, by the Safety and Loss Prevention Coordinator, to the Management Safety Committee.

### **FORMS AND PROGRAM AIDS**

1. Purchasing Specifications Need Inventory Form

### **ASSESSMENT**

1. Has an inventory been made in this department or unit to identify materials, products, substances, equipment, etc. that need Safety and Health purchasing specifications? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Have any new installations, or modifications to existing ones, been implemented in this department or unit during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no. If yes, have the drawings for this work been initialed by the Safety and Loss Prevention Coordinator? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have any new work methods or procedures been introduced in this department or unit, during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no. If yes, have these methods/procedures been reviewed by the Safety and Health Coordinator? \_\_\_\_\_ yes, \_\_\_\_\_ no.



## **03-15 PERSONAL COMMUNICATIONS**

### **PURPOSE**

Criteria are given in this element to guide the communication about Safety and Health matters towards individual employees.

### **RESPONSIBILITIES**

It is the responsibility of each Manager/Facility Supervisor to provide proper Safety and Health communication to each individual employee under his supervision.

### **GUIDELINES**

Personal Communication about Safety and Health is directed at the individual employee, when starting to work in the assigned department. This includes new employees as well as employees transferred from other parts of the Company. It also includes temporary employees and employees of contractors, as applicable. It involves Job Orientation, Task Instruction and Planned Personal Contacts.

The Job Orientation takes place when an employee enters the Department. This Job Orientation is intended to provide general Safety and Health information to the employee, concerning the department. It includes such things as general rules, use of protective equipment, accident reporting, emergency procedures, etc.

Task Instruction is the planned instruction of people concerning the specific tasks or work they will have to carry out. It spells out the required work and the acceptable level of performance and includes primary considerations such as: productivity, quality, safety and cost control.

Planned Personal Contacts are the daily routine contacts between a supervisor and his individual employees. It includes such things as Coaching and Key-point Tipping.

Communication is not a matter of being a good communicator by nature. It follows certain basic principles that can and must be learned and practiced.

### **PROCEDURES**

#### **Training in Personal Communication Techniques**

1. Each Manager will see to it that all Facility Supervisors and all other persons under his supervision that provide instruction to employees, are given instruction in Personal Communication Techniques.

This includes all experienced employees who will be asked to provide On-The-Job training to inexperienced employees and who will be selected for this purpose.

2. This instruction will be given to the Facility Supervisors and other selected personnel prior to the beginning his work as an instructor and will include a practical application of at least the following items:

- Task Instruction - how to instruct people on doing a specific Task or work assignment.
- Coaching - how to develop and improve the work of a person.
- Concise Task Assignments - how to give clear and consistent Task Assignments to employees.
- Key-point Tipping - how to give hints, suggestions, reminders, tips, about critical aspects of work, including quality, safety, production, cost control.

### **Job Orientation**

1. Each Facility Supervisor will establish an orientation program to inform new and transferred employees, and others as applicable, about general Safety and Health aspects that apply in his department.
2. Each Facility Supervisor will prepare a checklist to guide the orientation and to make sure that no relevant items are overlooked.
3. This Job Orientation will include all relevant aspects as related to the Department and include at least:
  - Hazard exposures in the department
  - Occupational Safety
  - Occupational Health
  - Fire Safety
  - Security
  - Emergency Procedures
  - Life Saving Appliances
4. There will be at least one organized follow-up session with each new or transferred employee, within one month after the initial orientation.
5. The initial and the follow-up Job Orientation will be provided by the Facility Supervisor and will be registered in the personnel file of the employee concerned.

### **Task Instruction**

1. Each Manager/Facility Supervisor will set up a program of Task Instruction for new and transferred employees under his supervision, in order to prepare the employee concerned for the work to be carried out.
2. Each Manager/Facility Supervisor will provide of Task Instruction each time an employee is assigned a new Task.
3. Each Manager/Facility Supervisor will assure that the proper people are assigned to provide the Task Instruction.

These people will be selected on their knowledge of the work involved and their capabilities to transfer this knowledge to others. These people will have received the Personal Communication Techniques training, prior to providing the Task Instruction.

## **Planned Personal Contacts**

1. Each Facility Supervisor will have routine contacts with each of his employees, whenever a Critical Task is assigned to the employee but at least daily.

These contacts will be planned and will be registered by the Facility Supervisor on the Planned Personal Contacts Register.

2. These planned contacts will include key Safety and Health/Loss Prevention tips and other critical items related to the work such as Quality, Production and Cost Control.

## **Evaluation of Program Effectiveness**

1. The Safety and Loss Prevention Coordinator will, at least annually, evaluate the Personal Communication efforts of each department, including:

- Job Orientation being given, initial and follow-up,
- Task Instruction program being carried out,
- Planned Personal Contacts.

2. The evaluation will include such items as:

- Orientations and Instructions provided, compared with the number of new and transferred employees.
- Training in Personal Communication Techniques of the people providing Task Instruction/On-The-Job training.
- Use of written materials for Orientation and Instruction.
- Random Sampling the effectiveness of the Planned Personal Contacts program.
- Random Sampling knowledge of Instructors on proper instruction techniques.

3. The Safety and Loss Prevention Coordinator will report his findings to the Management Safety Committee.

## **FORMS AND PROGRAM AIDS**

1. Facility Supervisor's New and Transferred Employee Job Orientation Checklist.
2. Planned Personal Contacts Register.
3. Offshore Safety Orientation Video Program

## **ASSESSMENT**

1. Have people been selected., in this department or unit, to provide Task Instruction to new or transferred employees? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Have these people, and the Facility Supervisor, been given instruction in Personal Communication Techniques? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Did this instruction include at least the following:
  - Task Instruction? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - Coaching? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - Concise Task assignments? \_\_\_\_\_ yes, \_\_\_\_\_ no.

- Key Point Tips? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Has a Job Orientation program been set up by the Facility Supervisor ? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  5. Has a checklist been made to guide the Job Orientation of new and transferred employees?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.
  6. Are the following subjects included as part of this orientation:
    - . hazard exposures in department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - . Safety? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - . Occupational Health? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - . Fire safety? \_\_\_\_\_ yes, \_\_\_\_\_ no.
    - . Security? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  7. Is there a follow-up session within one month of the initial Job Orientation? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  8. Is attendance at Job Orientation and Follow-up registered? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  9. Have programs been established in this department or unit to provide Task Instruction to new and transferred employees? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  10. Are Planned Personal Contacts made by the Facility Supervisor, with each of his employees, at least daily? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  11. Is the Planned Personal Contact Register used to guide the Planned Personal Contact efforts?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-16 GROUP SAFETY AND GOOD OPERATIONS MEETINGS**

### **PURPOSE**

The purpose of this element is to provide criteria for the setting up and maintenance of a group communications program.

The purpose of these Group Meetings is to discuss Good Operations, including Safety and Health subjects, to introduce and discuss any new Safety and Health issues and to maintain group knowledge and motivation on a desired level.

### **RESPONSIBILITIES**

It is the responsibility of each Manager/Facility Supervisor, to set up and maintain a regular program of meetings with his subordinates, to discuss relevant Safety and Health subjects, to introduce new Safety and Health issues and to maintain knowledge and motivation in relation to Safety and Health at a desired level.

### **GUIDELINES**

Group Safety and Good Operations Meetings are an important method to ensure effective Supervisor-Employee communications.

Group Safety and Good Operations meetings shall take place in accordance with a planned program to ensure a minimum number of meetings to enable at least the coverage of a number of subjects as determined by the exposures.

The meeting subjects will depend on the exposures present. These shall be planned in advance to guarantee that a minimum number of subjects is covered to maintain the required level of knowledge and motivation. Meetings may also be used to introduce new Safety and Health issues but this shall be supplemental to the planned program and not replace it.

In holding Group Safety and Good Operations Meetings, the following point will serve as reminders:

- |             |                                                                                                                                                            |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prepare     | meetings shall be well prepared by the person introducing the subject. Read about the subject, prepare visual aids. Know what you are going to talk about. |
| Pinpoint    | keep the number of subjects limited.                                                                                                                       |
| Personalize | make the subject relevant for the people involved. Avoid talking about things that do not relate to them.                                                  |
| Picturize   | use visual aids, models, pictures, etc. to things visual for them. It helps people to understand, maintain attention, and to remember.                     |
| Prescribe   | tell people what you expect from them in relation to the subject. Ask them to contribute to something, ask for their action, help and support.             |

## **PROCEDURES**

### **Group Safety and Good Operations Meetings**

1. The following Safety and Good Operations Meetings will take place:
  - Offshore Group Meetings, with a frequency of once per week (each shift).
  - Onshore Facility Supervisors Meetings, with a frequency of once per week (each shift)..
  - Supply Base Group Meetings. with a frequency of once per month.
  - Terminal Staff Meetings, with a frequency of once per month.
2. The Facility Supervisor will, in cooperation with his people and support from his direct Manager and the Safety and Loss Prevention Coordinator, set up a program to discuss critical subjects during the Safety and Good Operations Meetings. These critical subjects will be planned at least 12 months in advance, and be part of the annual XYZOil Safety, Environmental and Health plan.

The Safety and Loss Prevention Coordinator will, upon request, supply the Facility Supervisors with relevant support material that will enable the Facility Supervisors to present the critical subjects planned.

3. The Safety and Good Operations Meetings will be guided by an agenda to include at least the following items:
  - follow-up on last meetings' action points
  - presentation of critical subject according to planning
  - discussion of any current issues/questions, including suggestions or points raised by the Management Safety Committee and/or the safety Program Committee.
  - setting up of action list
4. All meetings will be documented through minutes which will include at least the following points:
  - date of meeting and people present
  - status on actions from last meeting
  - subjects presented and/or discussed
  - any materials provided to participants
  - action list indicating what action(s) will be taken by whom.
5. The Facility Supervisors will forward copies of the meeting minutes to the Production Superintendent and the Safety and Loss Prevention Coordinator.

### **Follow-up on Meeting Suggestions**

1. The Facility Supervisor will be responsible to see that actions suggested during the Safety and Good Operations Meetings will be properly carried out by the people indicated.

2. The Safety and Loss Control Coordinator will verify completion of actions as suggested through the Safety and Good Operations Meeting minutes, on a random sampling basis and in accordance with the importance of the suggestions.

The Safety and Loss Prevention Coordinator will report his findings at the Management Safety Committee meetings.

### **Management Involvement**

1. The General Manager, the Manager of Operations and the Manager of Production will participate in at least four Safety and Good Operations Meetings per year at each platform and at the Supply Base.
2. The Production Superintendent or Senior Production Supervisor will participate in at least four Safety and Good Operations Meetings at each platform.
3. The Purchasing & Logistics Manager will participate in at least four Safety and Good Operations Meetings at the Supply Base.
4. The participation of these Managers will be active and relate to compliance with program standards, introduction of new Safety and Health issues, and topical items.

### **Evaluation of program effectiveness**

1. During each onshore Facility Supervisors meeting, the offshore group meetings will be evaluated and follow-up will be discussed as a standard agenda item.
2. The Safety and Loss Prevention Coordinator will evaluate the Safety and Good Operations Meetings, on a random sampling basis.

This evaluation will take place every three months and will be based on the following items:

- . meetings held, according to minutes received.
- . quality and relevancy of meetings by evaluating meeting minutes and actual presence at meetings taking place.

### **FORMS AND PROGRAM AIDS**

1. XYZOil annual Safety, Environmental and Health Plan.
2. Safety and Good Operations Meeting Minutes Form.
3. Monthly Safety and Loss Report

### **ASSESSMENTS**

1. Are Safety and Good Operations Meetings held at this facility, and in accordance with scheduled frequencies? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Have critical subjects been discussed according to the planning in the annual Safety, Environmental and Health plan? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have support materials been provided to the Facility Supervisor for presentation of the critical subjects? \_\_\_\_\_ yes, \_\_\_\_\_ no.

4. Have minutes been prepared for all meetings that took place during the last 12 months? \_\_\_\_\_  
yes, \_\_\_\_\_ no.
5. Have suggested actions mentioned in the minutes been carried out as required? \_\_\_\_\_ yes,  
\_\_\_\_\_ no.
6. Which Managers, above Facility Supervisor level have participated in the Safety and Good  
Operations Meetings during the last quarter, as indicated by the minutes made?  
\_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_

## **03-17 GENERAL PROMOTION**

### **PURPOSE**

The purpose of this element is to provide criteria to set up an effective program of promoting general awareness for Safety and Loss Prevention.

### **RESPONSIBILITIES**

It is the responsibility of all Managers and Facility Supervisors to maintain a high level of awareness for Safety and Loss Prevention amongst all XYZOil employees, contractor employees and visitors.

### **GUIDELINES**

The promotion of general awareness for Safety and Loss Prevention includes such items as:

1. A program of information sharing through bulletin boards. This could involve all types of information affecting all or a main part of people working for XYZOil including general rules, posters, etc.
2. Use of Safety and Loss Prevention statistics (Monthly Safety and Loss Report).
3. Promotion of critical themes that require special attention, based on exposures. These may include, for example: Fire Prevention, Safe Work Permits, Personal Protective Equipment Use, Damage Control, etc.
4. Use of personal awards/recognition to promote individual interest, knowledge and safe behavior.
5. Use of group awards/recognition to promote group performance in Safety and Loss Prevention, including housekeeping competition .
6. Provision of information through company publications, Safety Bulletin, etc.

### **PROCEDURES**

#### **Safety Bulletin Boards**

1. An adequate number of safety bulletin boards will be maintained at all XYZOil facilities.

The location of these safety bulletin boards will be such that every employee, contractor employee and visitor will be able to see the information provided through the boards, at least once every work shift.

They will be placed conveniently in such a way that people can read their contents easily.

They will be adequately illuminated for easy reading during all shifts.

2. The Facility Supervisor will determine what information will be displayed on the safety bulletin boards in his area of responsibility.

This will be done in cooperation with the Safety and Loss Prevention Coordinator, as applicable.

This will include one selected safety poster each month, in accordance with a planning made for this purpose, between Safety and Loss Prevention Coordinator and Facility Supervisor.

3. Each Facility Supervisor will be responsible for proper maintenance of the bulletin boards in his area of supervision.

The Facility Supervisor will, at least monthly, see to it that the material on the safety bulletin boards will be reviewed and any outdated material removed.

### **Use of Program Statistics**

Accident statistics (Monthly Safety and Loss Report) will be provided to all Managers and Facility Supervisors monthly.

These statistics will also be supplied to the members of the Management Safety Committee and the Safety Program Committee.

### **Promotion of Special Topics**

1. As necessary, special Safety and Loss Prevention subjects will be selected as a campaign theme.

The selection of the subjects will be done by the Safety Program Committee and will be part of the annual Safety, Environmental and Health Plan.

The selection of these special subjects will be based on exposures, past incidents, new program items, etc. They will be of special interest for the group concerned. They may differ per facility.

2. The preparation of the special subject campaign will be done by a Safety Campaign Committee, under the supervision of someone above Facility Supervisor level. The team may include a Facility Supervisor and further people as deemed necessary by the committee chairman. The Safety and Loss Prevention Coordinator will act as an advisor to this committee.

The committee members will rotate on an annual basis. Committee chairmen will be selected in advance and indicated in the Annual Plan.

3. The activities of the special subject campaigns will at least include consideration for:

- introduction of subject through Safety and Good Operation Meetings and selection of handout material.
- selection of posters.
- selection of reading materials to be distributed to people concerned.
- support memo or publication from the General Manager.

### **Program information Publications**

1. A regular Safety News Bulletin will be distributed amongst all XYZOil personnel and contractor personnel, to maintain an adequate knowledge of exposures present and to inform about relevant safety items.

This News Bulletin will appear at least every 2 months.

2. The contents of this News Bulletin will be the responsibility of the Safety and Loss Prevention Coordinator.
3. A regular monthly Safety and Loss report will be distributed amongst all Managers and Facility Supervisors.

The report will include all information deemed relevant by the Managers and Supervisors concerned. The report will, however, include information on program compliance by the various facilities.

The Safety and Loss Prevention Coordinator will be responsible for the preparation of the report.

### **Individual Recognition**

1. An annual contest will be organized by the Safety Program Committee to stimulate individual interest in Safety and Loss Prevention activities.

These contests will be directed at the improvement of Safety and Loss Prevention knowledge.

Participation in these contests is not open for persons in a supervisory capacity and will be on a voluntary basis.

2. Annual recognition will be given to the Facility Supervisor with the best Safety and Loss Prevention program.

The selection of the Facility Supervisor will be done by the Management Safety Committee.

The selection will be based on the results of the Management Audits carried out, using the Assessment questions provided at the end of each element in the POLICIES section of this manual.

### **Group Recognition**

Group interest will be stimulated through the recognition of Facilities based on:

- results of the Management Audits conducted.
- housekeeping evaluation following regular Management Safety and Loss Prevention visits.
- accident rates.

The selection of the Facility will be done by the Management Safety Committee.

This recognition will be on an annual basis with recognition presented by the General Manager.

### **FORMS/PROGRAM AIDS**

1. Poster series Safety Institute
2. Monthly Safety and Loss Reports

3. Various Magazines/Brochures/Leaflets, including:

**ASSESSMENT**

1. Does this department or unit have an adequate number of safety bulletin boards? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are these safety bulletin boards adequately located and illuminated? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are these safety bulletin boards in good conditions with outdated materials removed? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Are posters used and relevant for the exposures in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Are poster subjects planned in advance? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Does the Facility Supervisor regularly receive accident statistics applicable to his department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Have at least four special safety campaigns been organized during the last twelve months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Have four campaigns been planned for this department or unit and for this calendar year? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Do all people in this department receive the quarterly Safety and Loss Prevention Newsletter? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Does the Facility Supervisor receive the monthly Safety and Loss Prevention report? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Has this department or unit ever received any recognition in the Group Recognition program? \_\_\_\_\_ yes, \_\_\_\_\_ no. When was this? \_\_\_\_\_

## **03-18 HIRING AND PLACEMENT**

### **PURPOSE**

This element outlines the procedures to ensure that people are hired without undue potential problems related to their physical capabilities to carry out the work required as well as to their previous performance in similar jobs.

### **RESPONSIBILITIES**

It is the responsibility of all Managers and Facility Supervisors to make known the work situations in their area of responsibility that dictate the physical, mental and psychological criteria of people to do the work correctly and safely.

It is the responsibility of the Manager of Administrative Services to properly carry out and supervise the screening and selection of personnel, in accordance with the requirements established to carry out the work correctly safely.

### **GUIDELINES**

There are several possible causes of substandard performance in a job:

1. Lack of physical capability to do the work properly and safely. A job physical capability analysis will identify possible physical stresses. Such an analysis forms the basis of the pre-job medical examinations and include such aspects as:
  - Posture and body positions while performing the work: standing, sitting, leaning, etc.
  - Movement required when doing the work: walking, running, twisting, climbing stairs, ladders, etc.
  - Coordination of muscles, hands, feet, etc.
  - Use of major muscles: lifting, pulling, pushing, etc.
  - Use of senses: hearing, seeing, depth perception, color discrimination, smelling, feeling, etc.
  - Use of Protective Equipment: type, weight, material, etc. (including self-contained breathing apparatus)
  - Working Surfaces: high or confined
  - Temperatures and changes thereof.
  - Environment: humid or dry, dusty, windy, etc.
  - Exposures to health hazards: chemicals, noise, radiation, etc.
2. Lack of mental capability to do the work required. Job requirements analysis can assist to identify the mental stresses of the work. Such analyses become then the basis for pre-placement review of education and testing.

Things to consider while doing the job requirements analysis include:

- Job instruction reading requirements. The complexity and reading ease index of written materials used in the job.
- Interpretation and application of instructions. The degree to which the job requires decisions.

- Record and report requirements. The degree to which the job requires written communications abilities.
3. Lack of knowledge or skill. Job experience and education analysis can identify the qualification entry level of the job being considered. This includes the basic knowledge, the ability to enter a formal training program or the capability to do the job, if training is not required.

Things to consider in these analyses are:

- Type of elementary training required for placement.
  - Certifications or licenses required by law or by industry standards.
  - Type and extent of experience required.
  - Recent experience needed to sustain proficiency or knowledge level for entry into job.
4. Lack of interest or motivation in doing the job to performance standards required. This refers to self-motivation. The required degree of it is determined by such things as the normal amount of supervision available, interaction with other people, job performance level required, etc. A review of the job and the circumstances should provide a subjective basis for review of individual performance records of applicants. Reference checks may further help in determining the level of self-motivation of the applicants concerned.
  5. Deliberate deviation from established work standards. This refers to the intention of bringing damage to the organization.

The reasons for this may be several, including:

- dissatisfaction with present work situation, including reimbursement, dislike of management, supervision, or colleagues,
- political motivation

## **PROCEDURES**

### **Physical Capability Requirements**

1. Each Manager/Facility Supervisor will carry out physical capabilities analyses of all functions under his supervision, to identify factors that could cause physical stress.

The analysis will be recorded. The XYZOil Physical Capabilities Analysis form may be used as a reference and for recording purposes.

2. The Facility Supervisor will, on an annual basis review all Physical Capabilities Analysis Forms, to identify any deviations or changes that may require further action.

This review will be carried out in cooperation with the people concerned.

This review will be documented by the Facility Supervisor.

The Offshore Personnel Coordinator will verify annual reviews by Facility Supervisors.

## **Physical Examinations**

Each XYZOil employee will receive a pre-employment medical examination.

This medical examination will include all requirements as established by the physical capabilities analysis, regulatory requirements (MRCS), and others as applicable but will at least include:

- general physical examination
- eye examinations
- hearing examinations

## **Orientation Program**

Each new XYZOil employee will, upon entering the Company receives a general orientation program on:

- hazard awareness and reporting
- general rules and procedures
- organization safety and health policy
- legislative requirements

These subjects will be provided by the Safety and Loss Prevention Coordinator for onshore staff and the Facility Supervisor for offshore crews.

The orientation will take place according to a prepared plan and will take at least one half of one day.

## **Reference checks**

Whenever possible and feasible, reference checks with previous employers will be made, by the Manager of Administrative Services, concerning all persons applying for work within XYZOil

In particular, these reference checks will be made for all people applying for work as operator of mobile equipment and critical machinery. If necessary, certifying agencies will be contacted with regards to the validity of certificates presented by the applicant.

## **FORMS/PROGRAM AIDS**

1. XYZOil Physical Capabilities Analysis form.
2. Medical Forms
3. XYZOil New Employee Orientation Program
4. Safety Introduction Video
5. Management Guide to Safety and Loss Prevention
6. Employee Safety Booklet
7. Supply Base Safety Booklet

## ASSESSMENT

1. Have Physical Capabilities Analyses been performed for all functions in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Has the Physical Capabilities Analysis form been used for this purpose? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Has a review been made of these analyses during the past 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Have Job Requirements Analyses been performed for all functions in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have Job Experience and Education Analyses been made of all functions in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Have all people in this department or unit been checked medically, before hiring? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Have all persons in this department or unit received a general orientation program, including:
  - hazard awareness and reporting? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - general rules and procedures? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - organization safety and health policy? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - legislative requirements? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Have reference checks been carried out on any of the new people joining the department or unit during the last 12 months? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-19 RECORDS AND REPORTS**

### **PURPOSE**

This element provides criteria for the registration of important Safety and Loss Prevention activities.

### **RESPONSIBILITIES**

It is the responsibility of the Safety and Loss Prevention Coordinator (Safety and Training Supervisor) to set up and maintain files concerning important Safety and Loss Prevention activities.

It is the responsibility of all Managers and Facility Supervisors to set up and maintain files of important Safety and Loss Prevention activities regarding their area of responsibility. Such responsibilities are not limited to line functions and include such activities as purchasing, engineering design, personnel selection and training, work method development. etc.

### **GUIDELINES**

Recording and maintaining information on Safety and Loss Prevention aspects is of importance for proper program control. Maintenance of proper files is also of importance in such cases where information may be requested by authorities, for example in case of accidents/incidents.

The information that is of importance includes:

- safety and health considerations in initial design and modifications of installations, buildings, etc.
- safety and health considerations in purchasing of installations, materials, machinery, tools, equipment, contractors, etc.
- safety and health considerations in the development of work methods and -procedures.
- safety and health aspects in selection of personnel
- safety aspects in orientation and training of new and transferred personnel, job instruction, refresher training program .
- Certificates, permits
- Safe Work permits (1 year file)
- inspection programs, reports
- hazard reporting by personnel
- accident/incident reports
- promotion activities
- occupational health monitoring
- minutes of committee meetings, safety and good operation meetings, meetings with authorities
- program audits

### **PROCEDURES**

#### **Accident/Incident Reports**

1. A central file will be kept by the Safety and Loss Prevention Coordinator on all accidents/Incidents reported.

A special file will be kept for the HIPO accidents/Incidents.

2. These files will contain all relevant information, including description of accident/incident, causal analysis, remedial actions taken and verification thereof.

These files will be kept active for a period of at least two years, after which period they will be stored as inactive files for a period as indicated by legislation, but at least twenty years.

### **Planned General Inspection Reports**

1. Files will be maintained, by the Safety and Loss Prevention Coordinator, per department, of all planned general inspections carried out.
2. These files will contain all relevant information, including remedial action taken and verification thereof.

These files will be kept active for a period of at least two years, after which period they will be stored as inactive files for a period as indicated by legislation.

3. A check-off list will be kept and maintained by the Safety and Loss Prevention Coordinator, regarding all inspections required by law.

This list will be used as a checklist to verify inspections made and will determine the location of the inspection report.

### **Hazard Reporting by Employees**

A central file will be kept by the Safety and Loss Prevention Coordinator on all hazards reported by employees.

These files will include information on action taken.

### **Occupational Health Monitoring**

1. A central file will be kept, by the Safety and Loss Prevention Coordinator, including information on all hazardous chemicals used and stored within XYZOil facilities.
2. Records will be maintained, by the Purchasing and Logistics Manager, on the quantities of identified toxic products used, stored and disposed of within XYZOil facilities.
3. A central file will be kept by the Safety and Loss Prevention Coordinator, on all results of monitoring for occupational health hazards.

### **Material Safety Data Sheets**

1. A central file will be kept, by the Safety and Loss Prevention Coordinator, regarding all valid Material Safety Data Sheets, covering all chemical products and substances used, stored or handled within the XYZOil organization.

2. This file will also include the Material Safety Data sheets regarding all Material Safety Data Sheets, covering all chemical products and substances used, stored or handled within the XYZOil organization, during the last 5 years.

### **Accident Statistics and Analyses**

1. A central file will be kept by the Safety and Loss Prevention Coordinator, on all accident statistics and analyses.
2. This file will be kept active for at least two years, after which it will be stored inactive for a period as requested by law.

### **Program Audits**

1. A central file will be kept by the Safety and Loss Prevention Coordinator on all Safety and Loss Prevention audits carried out.
2. These files will be kept active for at least two years.

### **Promotion Activities**

1. A central file will be kept by the Safety and Loss Prevention Coordinator on all Safety and Loss Prevention promotion activities.
2. This file will be kept active for a period of at least two years.

### **Safety and Rescue training**

1. A central file will be kept by the Safety and Loss Prevention Coordinator on all Safety and Rescue Training provided.
2. This file will be kept active for at least two years.

### **FORMS/PROGRAM AIDS**

(NONE PROVIDED)

### **ASSESSMENT**

1. Is there a file regarding all accidents/incidents that occurred in this department or unit? \_\_\_\_\_  
yes, \_\_\_\_\_ no.
2. Is there a file concerning all planned inspection reports carried out in this department or unit?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Is there a file concerning the identification of critical tasks in this department or unit? \_\_\_\_\_  
yes, \_\_\_\_\_ no.
4. Is there a file concerning the analyses of critical tasks and the preparation of task procedures,  
work methods or work practices? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Is there a file on all task observations carried out in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_  
no.
6. Is there a file on all emergency exercises in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

7. Is there a file on the applicable rules and regulations in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Is there a file on all instruction/training provided to people of this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Is there a file on the issue of Personal Protective Equipment in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Is there a file on all chemical products used and stored, and their related hazards, in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Is there a file on all safety orientations provided to new employees in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
12. Is there a file on all Safety and Good Operations meetings in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
13. Is there a file on all safety promotion activities concerning this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
14. Is there a file on the Physical Capabilities Analyses in this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
15. Are there files on the following items, in this department or unit:
  - establishing need for fire fighting equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - establishing need for detection systems? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - establishing need for rescue equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - establishing need for special fire fighting procedures? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - establishing need for spill control? \_\_\_\_\_ yes, \_\_\_\_\_ no.
16. Is there a file on hazards reported by employees of this department or unit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **03-20 OFF-THE-JOB SAFETY**

### **PURPOSE**

This element provides criteria to identify off-the-job accident problems and to provide employees with information to limit this type of loss.

### **RESPONSIBILITIES**

In case of identified existing or potential problem areas, XYZOil Management will inform their employees about ways to prevent accidents that may occur to them (and to their families), while away from work.

### **GUIDELINES**

Accidents off the job occur at a much higher frequency than accidents during work activities. These accidents include traffic accidents, accidents at home, during recreational activities, etc. These accidents overcome employees as well as their families and the suffering from these, as well as the monetary loss, may be dramatic to the individuals as well as to the Company.

While it is not the intention of XYZOil to interfere in the personal lives of her employees, Management has realized that many on-the-job safety related items could also help their employees to prevent and control accidents and loss while away from work. Often too, people do not realize the extent of hazard outside their work environment or do not have sufficient information to prevent the accidents from happening. This is particularly true for family members of employees, who do not experience the safety environment at work.

The Management of XYZOil encourages employees to share information about accidents that have occurred to them, so that this information can be used by their colleagues to prevent similar accidents from happening. It is bad enough when an accident happens to one of us. It is often unnecessary when it happens again; because we can learn from each other.

### **PROCEDURES**

#### **Problem Identification and Analysis**

1. All absentee cases will be investigated by the Administrative Services Department, in conjunction with the Safety and Loss Prevention Coordinator, to discover to what extent these were caused by accidents off the job.
2. If a problem has been identified, a realistic cost factor will be established to enable calculation of off-the-job accident results in monetary figures.

This information will be provided to all Managers and Facility Supervisors by the Safety and Loss Prevention Coordinator in conjunction with the Manager of Administrative Services.

#### **Off-The-Job Accident Information Sharing by employees**

1. Each Manager/Facility Supervisor will encourage people under his supervision to report accidents that occurred off the job, for sharing this information with others in the company.

2. Each Manager/Facility Supervisor will, after an employee under his supervision has returned from being absent, discuss with this employee the reasons for his absenteeism. Should this have been caused by an accident that occurred to the employee or one of his family members, the employee will be encouraged to share information about the accident with others in the company.
3. Information about reported off-the-job accidents will be provided using the XYZOil Accident/Incident Investigation report. The information may be provided anonymously, if so desired by the person(s) involved. The report will be forwarded to the Safety and Loss Prevention Coordinator who will arrange for proper distribution of the information.

**Off-The-Job Safety Information Sharing by the Company**

1. Based on the information received, the Administrative Services Department, in conjunction with the Safety and Loss Prevention Coordinator, will provide half-yearly information to all employees, on critical aspects of off-the-job accidents that occurred to employees of the Company.

This information will highlight any areas that may require special attention.

2. The Safety and Loss Prevention Coordinator will distribute regular information from outside sources, on topical off-the-job safety aspects to all XYZOil employees and contractor personnel.

This information sharing will be done as often as deemed necessary, but at least quarterly.

The information will be such as to assist employees in the control of accidents while not at work.

3. Facility Safety and Good Operations meetings will be planned such as to include a minimum of two off-the-job safety subjects per year.

These subjects will be planned in advance and materials, to properly conduct these meetings, will be made available, by the Safety and Loss Prevention Coordinator, to the Facilities.

These meetings will be recorded as all Safety and Good Operations meetings.

**FORMS /PROGRAM AIDS**

1. XYZOil Safety News Bulletins
2. Magazines/Brochures/Leaflets, including:

**ASSESSMENT**

1. Are absentee cases in this department or unit analyzed to determine if off-the-job accidents were involved? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are people in this department or unit encouraged to report off-the-job accidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.

3. Do all persons in this department or unit regularly receive information on how to prevent off-the-job accidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Is the Facility Supervisor of this department or unit informed about cost aspects of off-the-job accidents? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Have at least two Safety and Good Operations meetings in this department or unit been devoted to off-the-job safety? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **XYZOIL**

### **MANAGEMENT GUIDE TO SAFETY AND LOSS PREVENTION**

This is manual II containing section 04 "Procedures, Standards and Practices" of the XYZOil Management Guide to Safety and Loss Prevention.

This manual, which is an integral part of the Safety and Loss Prevention program, contains the more detailed directives, guidelines, rules, procedures, etc. that guide the safe performance of work within the XYZOil organization, while manual I contains more general guidelines related to performance of management and personnel. Both manuals should be consulted to obtain a thorough knowledge of the Safety and Loss Prevention program.

This manual provides minimum standards for safe work on XYZOil Installations and Facilities. They shall be followed at all times and by all persons.

**XYZOIL**  
**Management Guide to Safety and Loss Prevention**  
**VOLUME II**

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## **04-01 GENERAL**

### **Authority**

1. At all times the Facility Supervisor or his designated alternate has the authority to implement and enforce the practices, procedures and standards described in this manual.
2. Drilling and construction operations may be conducted simultaneously with production operations. This requires close cooperation between the supervisors concerned, in order to assure safe and efficient operations.

In these cases, the Facility Supervisor will be in charge of the total operations and will consult with the Drilling and Construction Supervisors regarding safety and emergency situations relative to drilling and construction operations.

### **Responsibilities**

1. It is the responsibility of all persons working on or in XYZOil Facilities, to work in accordance with the minimum requirements provided in this manual.
2. It is the responsibility of the Facility Supervisor and his designated Alternate to see that the minimum requirements provided in this manual are followed at all times.

If necessary the Facility Supervisor may appoint other persons to oversee safe performance of work. These other persons may include Drilling and Construction Supervisors. Such appointment may only be done after the Facility Supervisor has satisfied himself about the capabilities and knowledge of the persons to be appointed.

3. It is the responsibility of all XYZOil Managers to make sure that the minimum requirements set forth in this manual are followed at all times and during all work carried out.

Each Manager and Supervisor is responsible for the safety of the work carried out within his area of responsibility.

All senior Managers will support their subordinate Managers to obtain desired results and enable them to properly exercise their responsibilities.

4. Each Manager and Supervisor will be held accountable for any deviations from accepted work standards, resulting in accidents/incidents.

## **04-02 WORK PERMITS**

The purpose of a Work Permit system is to obtain safe working conditions for those jobs that require the special attention that will be the result of proper implementation of the system.

Essential to the system is the defining of duties and responsibilities of all persons involved and to establish a method for documenting that each person has carried out his responsibilities.

Permits guide the carrying out of otherwise dangerous work or work that has to be carried out under conditions that may become hazardous during the time that work is being performed.

It will always be preferred to work under such conditions that work permits are not required. Therefore, for each work to be carried out and for which a permit appears to be required, the following points should be considered:

- Is it necessary to do it at this time?
- Is it necessary to do it at this place?
- Is it necessary to do the work at all?

Answering these questions may indicate that the work can be done at a different time or place, not requiring a work permit.

Whenever it can not be avoided to work under circumstances requiring the use of the Permit System, the requirements as put forward by the system shall be followed at all times and by all persons.

In general, Work Permits cover the following activities:

- Work with, or having the change of providing, elevated temperatures, open flame, sparks, etc., such as welding, grinding, cutting, etc. requires a permit for HOT WORK as indicated by the Safe Work Permit form.
- Work in confined Areas, having the possibility of oxygen deficiency and/or presence of toxic or flammable gases, requires a permit for ENTRY, as indicated by the Safe Work Permit form.
- All work involving electrical tools, electrical equipment, electrical circuits, etc., having the possibility of sparking, electrocution or injuring people when electrical circuits are being re-energized after work, requires a Safe Work Permit.

In addition to a Safe Work Permit, an Electrical Isolation/De-Isolation Permit may be required.

- All work involving the separation of production equipment, pipes, etc. having the possibility of undesired escape of fluids, gases, high pressure, low pressure, etc., and the placing and removing of blinds, requires a Line Breaking/Blinding Permit.
- All other work on or within XYZOil Installations that would otherwise be dangerous, such to the opinion and judgment of the Facility Supervisor or his designated Alternative, requires a Safe Work Permit for cold work.

Such work may include (but is not limited to):

- o work at or on equipment in motion or process
- o working at heights
- o working with or on scaffolds (see Scaffolds)
- o working on safety equipment, including fire protection
- o excavation (more than 20 cm below grade)
- o working with flammable or toxic materials
- o working with radio active sources or materials
- o working over open water

In general: ALL WORK, OTHER THAN OPERATIONAL WORK, SHALL BE CARRIED OUT WITH THE USE OF A PROPER AND VALID PERMIT. For this purpose operational work is defined as: all work necessary for the continuation of the operation without making any modifications, however small, to the installations, processes or parts thereof.

## **04-021 SAFE WORK PERMIT**

### **PURPOSE**

This standard provides guidelines for the application of the Safe Work Permit system.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil and contractor personnel to obtain a Safe Work Permit before starting work requiring such a Permit.

It is the responsibility of all XYZOil Management and Facility Supervisors to control work requiring the application of the Safe Work Permit system and to supervise the proper use of the system.

### **GUIDELINES**

A Safe Work Permit is required for all work to be carried out, other than operational work and which activities do not require a hot work or an entry permit.

Such work may include (but is not limited to):

- work at or on equipment in motion or process
- working at heights over 2,50 meters
- working with or on scaffolds (see Scaffolds)
- working on safety equipment, including fire protection
- excavation (more than 20 cm below grade)
- working with paints, solvents, flammable or toxic materials
- working with radio active sources or materials
- working over open water or below the cellar deck
- removal of floor gratings or handrails
- use of personnel basket

### **PROCEDURES**

#### **Work Performance Responsibilities**

1. The request for the Permit will be initiated by the person who is responsible for getting the work done. This may be the Facility Supervisor or the employee who will be responsible for the performance of the work.
2. The employee who initiates the request for the permit will fill out the top portion of the permit and will be responsible for the following:

Note: If the work will be done by a contractor, the XYZOil employee who initiates the request for the permit is responsible for items "a" and "e" below. The contractor supervisor is responsible for items b and c and will initial the permit accordingly.

- a. Contact the supervisor or operator responsible for the area where the work will be carried out and coordinate the work with this person (or: these persons).

Each Facility has a Work Permit Book and all Work Permits shall be entered into the Permit Book of that Facility.

- b. Make sure that the persons carrying out the work understand the work to be done, the related hazards and the controls taken to eliminate or reduce the hazards involved.
- c. Make arrangements, after coordinating with the Supervisor concerned, for the following items, as applicable:
  - erection of scaffolds
  - removal of insulation
  - installation of blinds (obtain Blinding Permit)
  - installation of piping for steaming or purging
  - covering of drains
  - cleanup of area
  - erection of fireproof shields, tarpaulins, etc.
  - proper ventilation of equipment
  - fresh air or other safety equipment
  - stand-by fire equipment
  - fire watch or stand-by personnel
- d. Place his signature on the Permit, after all the above items, as necessary, have been accomplished.
- e. Arrange for inspection of the work area before the actual work is started and for re-inspections as necessary.

### **Operating Group Responsibilities**

1. After coordinating with the person(s) who will carry out the work, the person initiating the Permit will make arrangements with the operating group or personnel to assure that:
  - equipment to be worked on has been properly prepared, cleared, separated or blinded, etc. and that equipment and area has been properly prepared for safe performance of work.
  - the area is clean and clear.
  - all known hazards are eliminated or properly controlled.
2. The person initiating the Permit will coordinate with the operator in charge to make certain that the above is accomplished.
3. After he has determined that the above has been accomplished properly and that it is safe to proceed with the work, the person initiating the Permit will sign the Safe Work Permit accordingly.

### **Operator Responsibility**

The operator in charge is responsible for coordinating with the Facility Supervisor and other operating personnel involved, to accomplish the following:

1. Determine that no operation is being performed or being planned, or is likely to occur, that will cause the area or equipment to be unsafe while the permit is in effect.
2. Warn all other operating personnel in the vicinity not to perform any operation that is likely to change conditions sufficiently to void the Permit.
3. Instruct all concerned to void the Permit and to stop work if a change occurs that creates an unsafe condition. Indicate and explain which changes will create such condition.
4. Instruct all operating personnel to make sure that their reliefs are aware of all Permits in effect in their area. All operating personnel coming on duty will be responsible for reviewing the Permit book to determine the Permits that are in effect.

### **Permit Issuer**

The Facility Supervisor or his Alternate will be the final signer of the Permit. Before signing, he will:

1. verify that the person(s) responsible for the work performance and operating personnel understand and have carried out all their responsibilities as indicated above.
2. review the work situation to identify if any requirements or precautions have been overlooked and take action accordingly.
3. verify that all necessary gas testing, for explosiveness, possible toxic gasses or other hazardous conditions, have been properly carried out.
4. verify that all necessary fire and safety equipment is on hand and that all persons involved have been properly trained or instructed in its use.
5. list possible restrictions and indicate the expiration time of the permit.

Permits issued for drilling operations under a mobilized rig shall also be signed by the Drilling Foreman.

### **General Responsibilities**

1. One of the most important aspects of the Permit system is that the operating, and other personnel involved, are aware of, and accept the responsibility for the Permits that are in effect at any time. This responsibility includes the cancellation of Permits when condition changes require such.

### **Duration of Permits**

The validity of a Permit shall not be longer than one continuous work period of the person requesting the Permit. After expiration, to continue the work, a new Permit shall be secured following the guidelines provided above.

All work that continuous after a meal break shall be covered by a new Permit, or a proper re-inspection of the old Permit shall be made.

All Permits become void when conditions, on which the Permit is granted, change.

### **Distribution of Permit copies**

1. Permit books containing the pink copy of all Permits shall be kept in the Production Office. The white copy shall be posted at the work site. The yellow copy shall be posted in the Facility Supervisor's office and shall be forwarded to the Safety and Loss Prevention Coordinator (Fire & Safety Supervisor) on the day following expiration of the Permit.
2. The Facility Supervisor will arrange for blank Permits to be available at all times.

### **FORMS AND PROGRAM AIDS**

1. 1.XYZOil Safe Work Permit

### **ASSESSMENT**

1. Have all personnel of this department been properly instructed in the application of the Safe Work Permit system? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are Safe Work Permit books available and readily accessible? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have responsibilities for issuance of Permits been clearly identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Does this include Alternates, in case this individual is not available? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Are proper inspections and tests being carried out of the jobsite, before issuance of Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Are copies of the Permit properly used:
  - pink copies in Permit Book? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - yellow copies in Facility Supervisors' Office? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - white copies at job sites? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Are yellow copies forwarded to Safety and Loss Prevention Coordinator on the day following expiration of the Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **04-022 HOT WORK PERMIT**

### **PURPOSE**

This standard provides guidelines for the application of the Hot Work Permit system.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil and contractor personnel to obtain a Hot Work Permit before starting work requiring such a Permit.

It is the responsibility of all XYZOil Management and Facility Supervisors to control work requiring the application of the Hot Work Permit system and to supervise the proper use of the system.

### **GUIDELINES**

A Hot Work Permit is required for all work to be carried out outside the designated welding area and during which activities it can be anticipated that open flames, sparks and/or increased temperature will be produced.

Such work may include (but is not limited to):

- welding and cutting
- grinding
- use of open flame for roofing/isolation

### **PROCEDURES**

#### **Safe Work Permit**

The procedures for the Hot Work Permit system are basically the same as those for the Safe Work Permit system and those shall be followed.

#### **Hot Work Permit requirements**

Before a Hot Work Permit will be issued:

1. All necessary requirements for the Safe Work Permit will be fulfilled.
2. An inspection shall be made of the job site and the surrounding areas (on the same level and above and below the work area) to identify any hazards created by combustible materials. Necessary precautions shall be taken to prevent ignition of those materials by sparks, flames, heat radiation and/or- convection, by removal of the material, covering with fire resistant tarpaulins, placing non combustible barriers, etc.
3. A satisfactory combustible gas test shall be performed and continuous gas testing shall be carried out at the job site, during the entire duration of the Permit.

4. Welding and cutting instructions (see 04-24) are familiar to the people involved and can and will be followed including a designated helper and a fire watch equipped with necessary fire extinguisher.
5. Immediately after the job has been finished, the work area and the surrounding areas (on the same level and above and below the work area) shall be inspected for 30 minutes to identify any signs of fire, smoldering materials, etc. This inspection shall be carried out after one hour after the job has been finished.

## **FORMS AND PROGRAM AIDS**

1. XYZOil Safe Work Permit system 04-021
2. Welding and Cutting guidelines 04-24

## **ASSESSMENT**

1. Have all personnel of this department been properly instructed in the application of the Hot Work Permit system? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are Safe Work Permit books available and readily accessible? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Have responsibilities for issuance of Permits been clearly identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Does this include Alternates, in case this individual is not available? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Are proper inspections and gas tests being carried out of the jobsite, before issuance of Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Are persons involved familiar with welding and cutting guidelines:
  - supervision and operating personnel? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - welders/cutters? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Are fire extinguishers provided during hot work? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are helper and fire watch provided during hot work? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Are work sites properly inspected after job has been finished? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Are copies of the Permit properly used:
  - pink copies in Permit Book? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - yellow copies in Facility Supervisors' Office? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - white copies at job sites? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Are yellow copies forwarded to Safety and Loss Prevention Coordinator on the day following expiration of the Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **04-023 ELECTRICAL ISOLATION/DE-ISOLATION**

### **PURPOSE**

This standard provides guidelines for the application of the Electrical Isolation/de-isolation Permit system.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil and contractor personnel to obtain a Safe Work Permit before starting work on or involving electrical equipment.

It is the responsibility of all XYZOil Management and Facility Supervisors to control work requiring the proper application of the Safe Work Permit system concerning all work on or involving electrical equipment.

### **GUIDELINES**

Plant equipment and operating systems require regular maintenance and the work involved is often carried out by persons other than the operators of the plant. Coordination between maintenance, construction and operating personnel is essential to ensure safe working.

No person except the Electrician or (a) competent person(s) acting under his immediate supervision may undertake any work on electrical equipment. This does not mean to imply that the Electrician must be present during the entire period that the work is being carried out. He does have to be present, however, when the work is started and when it is completed.

**NO WORK ON ELECTRICAL EQUIPMENT MAY BE STARTED WITHOUT THE PRESENCE OF THE ELECTRICIAN.**

**NO ELECTRICAL EQUIPMENT MAY BE RE-ENERGIZED AFTER MAINTENANCE OR REPAIR, WITHOUT THE PRESENCE OF THE ELECTRICIAN.**

No person shall carry out work on any electrical equipment unless such parts are:

- dead
- isolated
- earthed
- provided with barriers placed where necessary to prevent danger and with danger notices and caution notices properly secured.
- released for work by the issuance of a Safe Work Permit.

### **PROCEDURES**

#### **Safe Work Permit**

1. The basis for work on or involving electrical equipment is the Safe Work Permit and the guidelines provided in section 04-021 shall be followed.

#### **Safety Standard No 6**

All work on, involving, or in the vicinity of electrical installations shall be carried out in accordance with UNI Safety Standard No. 6, provided at the end of this manual.

### **Supervision by Electrician**

1. The Electrician will verify that the person(s) involved in carrying out the job is/are competent and properly instructed.
2. The Electrician will verify that proper precautions have been taken.
3. The Electrician will make himself familiar with all the details of the work to be carried out.
4. The Electrician will keep himself readily available and exercise proper supervision of the work.

### **Lockout and Tagging**

1. As determined by the Electrician, the First Operator or the Senior Production Operator, and in accordance with the guidelines provide in UNI Safety Standard No 6, the Safe Work Permit shall be supplemented by an isolation lockout and tagging procedure as described in 04-04.
2. NO ISOLATION LOCKS SHALL BE REMOVED WITHOUT THE PROPER AUTHORIZATION OF THE ELECTRICIAN OR HIS DESIGNATED ALTERNATE.

### **FORMS AND PROGRAM AIDS**

1. XYZOil Safe Work Permit system 04-021
2. XYZOil Safety Standard No. 6 "Safe Working on or in the Vicinity of Electrical Installations."

### **ASSESSMENT**

1. Have all personnel of this department been properly instructed in the requirements for carrying out work on, or involving, electrical equipment, or work in the vicinity of Electrical Installations? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. In particular, is Safety Standard No 6 known to the people of the department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are Safe Work Permit books available and readily accessible? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Have responsibilities for issuance of Permits been clearly identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Does this include Alternates, in case this individual is not available? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Is a sufficient number of isolation locks available in this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
7. Is there proper key control of isolation locks? \_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are isolation locks properly used in this department? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Is proper control exercised over the removal of isolation locks and the re-energizing of equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.
10. Are proper inspections and tests being carried out of the jobsite, before issuance of Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.
11. Are copies of the Permit properly used:
  - pink copies in Permit Book? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - yellow copies in Facility Supervisors' Office? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - white copies at job sites? \_\_\_\_\_ yes, \_\_\_\_\_ no.

12. Are yellow copies forwarded to Safety and Loss Prevention Coordinator on the day following expiration of the Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.

## **04-024 VESSEL ENTRY**

### **PURPOSE**

This standard provides guidelines for the application of the Vessel Entry Permit system.

### **RESPONSIBILITIES**

It is the responsibility of all XYZOil and contractor personnel to obtain a Safe Work Permit before starting work requiring the entry of an enclosed space.

It is the responsibility of all XYZOil Management and Facility Supervisors to control work requiring the proper application of the Safe Work Permit system concerning all work on or involving electrical equipment.

### **GUIDELINES**

Vessel entry is related to the work in storage tanks, process vessels, platform legs, etc. where enclosed areas, in which dangerous conditions may develop, have to be entered. It also applies to furnace boxes, ducts and flues, or any other enclosed location from which ready escape of persons may be difficult or in which toxic or flammable materials may be present.

Some of the factors that have to be considered, before starting to work in an enclosed space, are:

- Condition of the atmosphere, in the enclosed space, for safe breathing.
- Two persons, with self-contained apparatus readily available, must be standing by with proper rescue equipment, during the time that a person or persons are in the enclosed location.
- Prevention of fire and explosion.
- Provisions for ready entry and exit of enclosed space.
- Avoidance of contact with toxic and/or corrosive substances.
- Prevention of hazards from objects falling into the enclosed area.
- Safe working temperatures.
- Isolation of enclosed space to prevent unwanted inflow of materials or unwanted movement of equipment parts in the area.

### **PROCEDURES**

#### **Safe Work Permit**

The basis for work in enclosed locations is the Safe Work Permit and the guidelines provided in section 04-021 shall be followed.

#### **Blinding of Enclosed Space**

1. The enclosed space must be disconnected or properly blinded, following the guidelines provided in 04-025.
2. Every line connecting into the enclosed space must be blinded as close to the enclosed space as possible.

3. If neither blinding nor disconnecting is possible, a double block and bleeder may be used if valves are locked in the proper position and if the bleeder can positively be checked to see if it is open.
4. The line between any blind and the enclosed space must be self-draining, either into the vessel, by means of a bleeder valve, or through wedged-open flanges.

### **Electrical Lockout**

Any electrical connections related to equipment within, or attached to the enclosed space, other than those required for carrying out the intended work, shall be locked-out and tagged, following the guidelines provided in 04-023 and in Safety Standard No. 6.

### **Preparation of Enclosed Space**

1. Tests for oxygen content and for the presence of toxic and/or flammable gasses shall be made to identify the atmosphere in the enclosed area or vessel.
2. If necessary, the enclosed space shall be purged, steamed, washed, etc. to free the enclosed space of possible contaminants.
3. Positive fresh air ventilation shall be provided into the vessel. Natural ventilation will not be considered adequate.
4. A continuous monitor for gas and oxygen shall be installed in the enclosed space while work is being carried out. The detector shall provide a clearly audible and/or visible alarm if hazardous conditions are detected.
5. Whenever entering an area in which oxygen is deficient or in which toxic gasses are present, self-contained breathing apparatus shall be used.

### **FORMS AND PROGRAM AIDS**

1. Safe Work Permit system 04-021
2. Electrical Isolation/De-isolation 04-023
3. Line Breaking/Blinding Procedures 04-025
4. Lock-out and Tagging Procedures 04-04
5. Safety Standard No. 6 "Safe Working on or in the Vicinity of Electrical Installations."

### **ASSESSMENT**

1. Have all personnel of this department been properly instructed in the requirements for carrying out work in confined areas? \_\_\_\_\_ yes, \_\_\_\_\_ no.
2. Are line breaking/blinding procedures known by the people in this area? \_\_\_\_\_ yes, \_\_\_\_\_ no.
3. Are Safe Work Permit books available and readily accessible? \_\_\_\_\_ yes, \_\_\_\_\_ no.
4. Have responsibilities for issuance of Permits been clearly identified? \_\_\_\_\_ yes, \_\_\_\_\_ no.
5. Does this include Alternates, in case this individual is not available? \_\_\_\_\_ yes, \_\_\_\_\_ no.
6. Is proper control exercised over the removal of isolation locks and blanks and the re-energizing of equipment? \_\_\_\_\_ yes, \_\_\_\_\_ no.

7. Are proper inspections and tests being carried out of the jobsite, before issuance of Permit?  
\_\_\_\_\_ yes, \_\_\_\_\_ no.
8. Are copies of the Permit properly used:
  - . pink copies in Permit Book? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . yellow copies in Facility Supervisors' Office? \_\_\_\_\_ yes, \_\_\_\_\_ no.
  - . white copies at job sites? \_\_\_\_\_ yes, \_\_\_\_\_ no.
9. Are yellow copies forwarded to Safety and Loss Prevention Coordinator on the day following expiration of the Permit? \_\_\_\_\_ yes, \_\_\_\_\_ no.