

control of work

key roles and questions

pre-control of work

Pre-CoW questions:

- What risk assessments are needed?
- What training or certifications are needed?
- Who will be performing the work, and is JO oversight required?
- Do activities require specialized plans, procedures or equipment?
- What is the Short Service Employee (SSE) Policy and crew makeup?
- Any regulatory approvals required before work begins?
- What are assurance requirements?



plan

Roles that may be involved:

- Facility/Area Supervisor
- Frontline Supervisor/Work Team Lead
- HSE Rep
- Permit Approver
- Permit Holder
- Planner/Scheduler

Plan phase questions:

- How can we leverage past operational learning during the planning of this task?
- Will approved procedures be used for the task and available at work site?
- How will worker competency be verified?
- What resources, workers and equipment will be required to perform the task?
- How have control of work requirements been considered and documented for the task?



prepare

Roles that may be involved:

- Frontline Supervisor/Work Team Lead
- HSE Rep
- Permit Approver
- Permit Holder
- V&V Coach
- Work Team/Person Performing Work

Prepare phase questions:

- Who needs to be involved in the pre-task discussion and what should be discussed?
- Is this task new for anyone? How long has it been since you last completed this task?
- What are the safeguards, and are they sufficient?
- How are you confirming safeguards are in place and functioning?
- If job spans multiple shifts or days, how are you ensuring critical information is shared?
- Has work authorization been obtained to start the work?



deliver

Roles that may be involved:

- Frontline Supervisor/Work Team Lead
- HSE Rep
- V&V Coach
- Permit Holder
- Work Team/Person Performing Work

Deliver phase questions:

- What could cause a serious injury or fatality during this task?
 - What is in place to protect you, and is it enough?
 - Ask the worker to show you the controls/safeguard(s) in place.
- How and when were Start Work Checks used for this task?
- What will the team do in the event of an emergency?
- What situations might come up where work **must** stop?



learn

Roles that may be involved:

- HSE Rep
- Permit Approver
- Permit Holder
- Work Team
- Planner/Scheduler

Learn phase questions:

- What differences were there between how work was completed as compared to how it was planned?
- What operational lessons learned were identified during this task?
- What error likely situations were identified during this task?
- How will this learning be communicated and applied the next time this task is done?
- Can this learning be applied in the future to similar tasks?



Wafra Joint Operations



control of work

Control of Work (CoW) Process was created to consistently manage workplace safety and health hazards and to prevent workforce Serious Injuries and Fatalities.

key requirements across all 4 phases of CoW:

1

Workforce shall meet training and competency requirements that apply to their role.

2

Implement a verification to assess CoW activities and assure controls are in place and functioning.

3

Define expectations for leader to engage with workforce on SIF prevention.

4

Communicate Stop Work Authority (SWA) expectation to workforce and leaders to reinforce.

control of work phases and requirements

pre-control of work

Before Control of Work begins, significant pre-work occurs in the planning for types of work such as:

- Wells
- Construction
- Turnarounds
- Routine maintenance

Pre-CoW (pre-planning) includes:

- Define scope
- Select contractors/suppliers
- Plan project delivery
- Facilities design and construction
- Identify applicable technical codes, standards and procedures
- Identify and complete required risk assessments
- Develop project delivery plans and work packs

Pre-CoW also includes Contractor OE Management (COEM) activities:

- Assess consequences
- Assess capabilities
- Deliver pre-work



plan

Occurs prior to arriving at jobsite

Planning phase identifies and evaluates the steps and controls required to prevent workforce injuries and fatalities while achieving the desired outcome in an efficient and cost-effective manner.

Key requirements:

- Incorporate operational learning in design of task
- Assess task for SIMOPs
- Determine hazard analysis required for task (Level 1 or 2)
- Identify permits, people and equipment needed (refer to CoW resources)
- Determine work authorization required for task



prepare

Occurs at jobsite

Preparation phase authorizes work as defined in the planning phase, assesses site conditions for unplanned changes, and verifies controls are in place and functioning immediately prior to the work starting.

Key requirements:

- Conduct start-of-shift discussion
- Conduct or verify hazard analysis (if already completed)
- Obtain work authorization
- Assess jobsite: verify controls are in place and functioning, and identify and mitigate job hazards not identified in hazard analysis
- Conduct engagement (pre-job brief) with person performing work to communicate hazards and confirm agreement



deliver

Occurs at jobsite

Delivery phase is where the work is conducted as planned, monitored for variability and stopped if unsafe conditions arise.

Key requirements:

- Maintain access to CoW documentation at task location
- Provide appropriate monitoring of the task
- Conduct applicable Start Work Checks
- Assess task for changing conditions
- Stop work if approved boundaries/conditions are no longer met
- Return jobsite to safe condition



learn

Occurs at jobsite and/or off site

Learning phase captures operational learning to increase C's performance and reliability for future tasks. Work authorizations are closed out.

Key requirements:

- Conduct post-job review
- Report operational learning opportunities (from post-job review)
- Close out work authorization