




CONTRACTOR HSE MANAGEMENT STANDARD SCHSE-GEN-ST-002

Empowered By



HSE SUPREME COMMITTEE

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Acknowledgments

These guidelines aim to provide guidance and clarity on a range of topics relevant to onshore and offshore oil and gas operations in EGYPT and on the Egyptian continental shelf. The Guidelines cover a wide variety of topics, many of them related to health, safety, and environment.

These guidelines and procedures fall under the OMS, while the process safety standards and guidelines fall under the PSM Egypt domain. They are complementary and supplementary to each other.

EGPC has appointed a Standardization Committee, as per EGPC Decree 22 of 2020, to establish the OMS and code of practice documents.


All guidelines were endorsed by the committees and eventually approved by the executive personnel of EGPC. All approved guidelines were published on the MOPMR HSE portal and subsequently maintained in accordance with this guideline.

Standardization Committee team members during the project comprised:


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The HSE supreme committee, established by ministerial decree 1134 of 2023, is responsible for maintaining ownership and ensuring the relevance of the guidelines published by EGPC and holding companies (EGAS, EChem, and GANOPE).


The HSE Supreme Committee Secretariat has appointed a sub-committee for standardization to oversee the various standards and guidelines issued for any of the MOPMR interties, with the aim of unifying and avoiding conflicts.

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1. Executive Summary

In preparation of a new Contract Management Cycle the following needs to be in place to commence with a new contracting process;

- Contract Management Team Appointment Letter
- Contract Holder
- Contracts Representative
- HSE Representative

Contract holder and Contract Management Team shall have the required competencies to write a scope of work and shall be aware of the overall sourcing process as well as their roles and responsibilities associated with each tendering phase (refer to Appendix: A).

As and when Contract holder is replaced, The Contract Owner is responsible to ensure that the Contract Holder receives his/her Appointment Letter. HSE GMs and C&T GMs shall support the Contract Owner in the appointment process shall HSE and/ or C&T representative be replaced.

Hereunder an overview of the typical phases of a contracting process that the appointed Contract Management Team shall be aware of, follow and implement. Tasks and responsibilities are shown with a clear distinction between Company and contractor(s).

2. Purpose and scope


2.1 Purpose

Control the procurement of products and services in order to ensure their conformity to its HSE management system.

Control of HSE risk arising from:

- Contractor activities and operations that could impact the organization or interested parties in Workplace.
- Organization activities that impact contractors' workers.

Implement a robust process to manage those HSE risks to ALARP.

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2.2 Scope

This Procedure is mandatory and applicable to all aspects of Company sites and operations that use the services of external providers to execute COMPANY business where service(s) deemed as high risk. For Medium and low risk contracts, Contract Management Team to define the HSE deliverables in each phase.

Boundaries are for all phases of the contracting process, including Planning, Sourcing, Tender and award, Pre-mobilization, Mobilization, Execution, Demobilization and Final evaluation & close out processes.


In case of differences in HSE requirements between local regulations and the rules imposed by this document, the more restrictive requirements are applied.

3. Abbreviations

MOPMR	Ministry of petroleum
EGPC	Egyptian General Petroleum Corporation
EGAS	Egyptian Natural Gas Holding Company
ECHEM	Egyptian Petrochemicals Holding Company
GANOPE	South Valley Egyptian Petroleum Holding Company
O&G	Oil and Gas Companies
IOC	International Oil Company
OMS	Operating Management system
Entities	Summarizes (EGPC, ECHEM, EGAS, and GANOPE)
COP	Code of Practices
PSM	Process Safety Management
RASCI	Responsible, Accountable, Support, Consulted, and Informed
ALARP	As Low As Reasonably Practicable

4. Definitions

GOOD OPERATING PRACTICE	The application of those methods and practices customarily used in good and prudent oil and gas field practice inside ARAB REPUBLIC OF EGYPT with that degree of diligence and prudence reasonably and ordinarily exercised by experienced operators engaged inside EGYPT in a similar activity under similar circumstances and conditions.
CONTRACT OWNER	COMPANY defines the Contract Owner such as the Operations Manager and/or the Department/Technical Manager if the work involves Engineering. Typically, but not always, the Contract Owner will be at least one level senior to the Contract Holder, with the detailed definition P.44


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CONTRACT HOLDER	The Contract Holder is defined as the primary COMPANY person entering the contract and responsible for governing.
HSE SUPREME COMMITTEE	Formed as Per Ministerial Decree 1134-2023 Head by MOPMRR minister advisor for HSE with a membership of EGPC, EGAS, EICHEM and GANOBH HSE heads
RESPONSIBLE COMMITTEE	The committee that has been appointed by the HSE supreme committee secretariat as the owner of a specific notes and guideline.
TECHNICAL SECRETARIAT	Technical Secretariat for HSE Supreme Committee is the arm of supreme committee.
Contractor	External organization providing services to the organization in accordance with agreed specifications, terms, and conditions.
C&T	Contractor and Tendering Responsible
HSE Risk	Combination of the likelihood of occurrence of a work-related hazardous event(s) or exposure(s) and the severity of injury and ill health that can be caused by the event(s) or exposure(s)
Worker	Person performing work or work-related activities that are under the control of the organization.
Workplace	Place under the control of the organization where a person needs to be or to go for work purposes


For more details, refer to the HSE & Process Safety Definitions and Abbreviations guideline (SCHSE-GEN-GL-002).

5. Overview of the Phases of a Contracting Process

1. Planning
2. Sourcing
3. Tender, Capability Assessment and award
4. Pre-Mobilization Activities
5. Mobilization
6. Execution
7. De-mobilization
8. Final evaluation and close-out

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Joint company / Contractor activities	
Company	Contractor
1. Planning	
Scope of work / context & risk assessment	
2. Sourcing	
Establish evaluation criteria (including HSE) and capability assessment protocol	
Contracting mode	
Create tender list (If required)	
3. Tender, Capability Assessment and award	
Bid documentation preparation & finalize the evaluation criteria	Contractor submits bid, including draft key HSE documentation
Capability assessment	Contractors responds to HSE capability
Bid documents evaluation and clarification	Ensures subcontractors aligned. with HSE requirements
Award contract	HSE Plan including remedial actions as agreed.
4. Pre-mobilization Activities	
Post award planning, including completion of HSE plan including verification plan and bridging documentation if applicable	
Development of monitoring plan (modes 1 & 2)	Preparation and Selection of subcontractors
5. Mobilization	
Communication of HSE plan - commence orientation & site-specific training	
HSE field review or audit	Mobilization including subcontractors
6. Execution	
Joint responsibility for continuous improvement	
Deliver monitoring plan (modes 1 & 2) & performance reporting	Deliver HSE including verification plan & performance reporting
	Monitoring, audits and reporting on subcontractors' activities
7. De-mobilization	
Review of de-mobilization aspects of HSE plan / Reassess de-mobilization risks	
Acceptance of work and restored site	De-mobilization, including subcontractors
8. Final evaluation and close - out	
Review	
Final evaluation and close-out report	Final evaluation and close-out report

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5.1. Planning

5.1.1. Objectives

To assess the HSE risks and related hazards, effect, impacts, and threats associated with the scope of the contracted work and to ensure that sources and types of risk are considered in the contract activities.

The risk assessment should be carried out in conjunction with the HSE, Contracts and Tendering as well as technical functions and should align with Company overall tendering approach and plans.

5.1.2. Scope of Work

Contract Holder is responsible for developing the contractual scope of work to be executed, identify any site specific or scope related HSE risks in coordination with HSE Representative, including risks when multiple contractors will be working together on the same scope or site, and share these with the tenderers within the tender documentation. This may include documentation in the form of design specifications, standards, drawings, etc...

Site or scope related risks may include:

Major Accident Hazards and risk of high severity events and incidents

Context (internal and external) and complexity of the work

Timing and duration of the work

Experience and historical performance of the contractor.

Environmental issues

Governmental or stakeholder requirements

Social and working requirements.

Applicable laws and regulations

Location of the work (Company vs contractor's)


Materials and equipment

Logistics activities

Transfer of learnings from previous bids and executed projects.

Contract schedule.

Contract Holder shall ensure all required documentations are in place to initiate the process and to acquire the necessary approvals prior proceeding on with the tendering process. This includes and not limited to the following documentation.

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Bid Committee Note (BCN) / Sub Bid Committee Note (SBCN)

Decision Gate Control Checklist)- shall be attached to BCN/ SBCN

Contract Risk Register/ Assessment

Initial Evaluation Criteria

Contract Holder to early involve the HSE representative and Contracts and Tendering representatives (assigned by the HSE General Managers and C&T General Managers respectively). It is mandatory to include the HSE signature to the Scope of Work (SoW).

The Scope of Work should include HSE specific requirement according to the risk assessment conducted.

5.1.3. Initial Risk Assessment

Contract Holder is responsible in coordination with HSE representative for identifying the inherent HSE hazards, effects, impacts and threats and assessing the sources and types of risk and opportunities involved in conducting the work. This will aid both the Company and later the contractor in developing risk controls/barriers to reduce risks and ensure protection of all personnel, assets, reputation, and the environment.

In addition to the HSE aspects associated with the scope of work, the focus of this phase should be to evaluate the likelihood and the potential adverse consequences of an event or incident.

The outcome of this process will be identifying and assessing the HSE risks associated with executing the contracted activities, their effects as well as the proper mitigations. This shall define the contract risk level (the highest risk identified in the contract HSE register) i.e. (High, Medium, or Low).

From risk assessment to contracting strategies

The initial Risk assessment should form the basis for choosing fit-for-purpose strategies and the risk mitigating actions to be carried out during the contract phases that will follow:

Sourcing.


Tender, capability assessment and award.

Pre-mobilization activities.

Execution activities.

De-mobilization.

Final evaluation and close-out.

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5.1.4. Contract Schedule

Contract Holder shall develop a preliminary contract schedule with due consideration of the operating risk issues and deliverables involved. Attention should be given for allowing adequate time for tender document preparation, tender response, and this evaluation may well highlight HSE issues that require special emphasis during particular phases of the contract, and revision of the contract documentation and initial risk assessment.

5.1.5. Risk Management

The following risk mitigating actions are typically applied:

COMPANY led- Develop Contract Scope of Work including HSE requirements.

COMPANY led- Conduct an initial risk assessment for the scope of work in Contract Risk Register Template and identify the contract risk level.

COMPANY led-Develop an initial strategy for managing the risks and activities in the sourcing phase.

5.2. Sourcing

5.2.1. Objectives

Contract Holder together with the Contract Management Team establish a list of tenderers who will be invited to bid according to Contracts & Materials Manual, draft the evaluation criteria and identify the contract mode.

5.2.2. Evaluation Criteria

Contract Holder shall in collaboration with HSE representative develop and define a technical evaluation criterion that includes HSE evaluation criteria. HSE evaluation criteria may identify pass/ fail requirement.


5.2.3. Management system applicability / Mode of contracting

Identify Contract Mode (and below an example of the different contract modes)


Identify the responsibilities for managing HSE between COMPANY and contractor (or alliance of contractors). This may be reflected in the contract modes.

The contracting mode determines whose HSE-MS (COMPANY, contractor, or combination) will be used to manage the risks associated with performing the work.

This helps to determine which risk controls and assurance mechanisms listed in the subsequent phases are applicable to ensure good HSE performance is maintained during the work.

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Contract Mode 1	Contract Mode 2	Contract Mode 3
<p>Company Management System applies COMPANY leads and directs the work Hours & HSE data are reported</p>	<p>Contractor's Management System applies Contractor leads and directs the work COMPANYs assures per agreed contract terms & conditions Hours & HSE data are reported</p>	<p>Contractor's Management System applies Contractor leads and directs the work Hours & HSE data are NOT reported When needed, COMPANY can choose to influence per agreed contract terms & conditions</p>
<p>Contractor provides people, processes and/or equipment for the execution of the contract under the oversight, instructions and HSE-MS of COMPANY. The Contractor has a management system to provide assurance that the personnel for whom it is responsible are qualified and fit for the work and that the processes, tools, materials and equipment they provide are properly maintained and suitable for the contract. Contractor reports HSE performance data, including events and incidents.</p>	<p>Contractor provides people, processes, equipment and/or facilities for the execution of the contract, as a main rule, under its own HSE-MS, Contractor provides the necessary instructions and oversight and verifies the proper functioning of its HSE-MS. Requires interfacing or bridging with the COMPANY HSE-MS and also reporting HSE performance data including events and incidents to COMPANY</p>	<p>Contractor provides people, process, equipment, and/or facilities for the execution of the contract under its own oversight, instruction, and HSE-MS. Requires no interfacing or bridging with Company HSE-MS and is not required to report HSE performance data including events and incidents to COMPANY. Other Mode 3 contractors provide services that can have HSE implications on COMPANY such that their service performance and management still require assessing prior to use and ongoing monitoring by COMPANY.</p>

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Contract Mode 1 Examples	Contract Mode 2 Examples	Contract Mode 3 Examples
<p>Typically, this applies to scopes of modification or maintenance/ turnaround work on a COMPANY owned or operated site.</p>	<p>This could apply to scopes of work on contractor, COMPANY or third party owned/operated sites.</p> <p>The work can be fenced off on a separate site, like a drilling location or separate project site.</p> <p>The local situation will typically drive the level of interfacing and bridging required based on risk.</p>	<p>Typically, this could apply to scopes of work on contractor owned/ operated sites or third-party sites, and include examples such as:</p> <p>Manufacturing of products produced for the open market, which COMPANY purchases (e.g. vehicles)</p> <p>Manufacturing of components in a factory together with the manufacture of component for other customers</p> <p>Construction at contractor sites shared by other customers.</p> <p>Delivery of good or products to COMPANY locations by a contractor who is in business to deliver to many other companies.</p>


The outcome of the contract mode identification process can be mode 1, or mode 2, or mode 3, or multi-mode (i.e. mode 1 and mode 2 or mode 1 and mode 3, etc....). Further guidance can be found in “Contractor Mode selection Decision Tree” in (Appendix: C).

5.2.4. Risk management.

The following risk mitigating actions are typically applied in Phase Two of the contracting process:

COMPANY led – Contract mode selection.

COMPANY led- Draft the evaluation criteria.

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5.3. Tender/ Capability Assessment and Award

5.3.1. Objectives

Ensuring that individuals (working within COMPANY team) cover the necessary disciplines to fully contribute to the writing of the tender documentation and establishment of evaluation criteria.

Screening potential contractor(s) and their HSE-MSs to establish that they have the necessary organization, values, leadership, culture, resources, capability, communication, and management systems to undertake the scope of work in a safe, sustainable, and responsible manner, and to identify and mitigate the associated risks.

5.3.2. Risk Based Tender Documentation

The COMPANY team should include:

The Contract Holder

HSE and C&T representatives

Suitable technical/operational subject matter experts (as required) relevant to the scope of work.

In preparing the tender package, the team finalizes the selection of the Contract mode, considers the need, and develops requirements for an HSE plan, and establishes risk based HSE contract specifications (both technical and administrative) i.e. COMPANY understanding of risks associated with the scope of work needs to be shared with the bidders.

Documentation in the tender package should include:

The scope of work, work context and the associated known hazards to be addressed. Scope of work shall also include contract specific HSE requirement.

General HSE requirements.


Copies of the client's HSE documentation relevant to the contract to allow the contractor to satisfy tender requirements in their response.

List of specific HSE risk and risk factors identified, risk controls and compliance issues for the contract.

Contractor HSE Capability Assessment Questionnaire (Fo-HSE-CO-01) based on the contract scope of work, risks, complexity, and previous experience with contractors. Further explanation can be found under HSE capability assessment.

Specifications on the use of HSE-MS's and therefore the mode of contracting.

Company HSE Plan guidelines.

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Template of bridging document- (if required)

5.3.3. Establishing the Tender Evaluation Criteria

The evaluation model should include evaluation criteria, as part of technical evaluation, covering the contractor HSE MS capability assessment, scope of work specific HSE requirements, contract HSE plan and any remedial actions necessary to overcome any short comings in close-out meetings from past or recent contracted activities.

A Contractor's HSE submission may be assessed based upon a Pass / Fail and/ or scoring system method that minimizes subjective judgment of the contractors' responses. This is to be decided by Contract Holder and the Contract Management team.

Contract holder with the Contract Management team shall give the HSE evaluation criteria an appropriate weighting along with other considerations when the technical/commercial criteria are established.

5.3.4. HSE Capability Assessment

The scale of the HSE capability assessment is determined by the scope of work, level of risk associated, whether potential contractors have been recently screened, and the HSE requirements in the contract Scope of Work.

There are two Capability Assessment Questionnaires; the IOGP Inquire and Assess Capability Assessment Questionnaire (Fo-HSE-CO-01).


Contract holder together with the HSE representative can identify the applicable assessment items from the relevant Capability Assessment Questionnaire (Inquire and Assess or Full scale) to be included in the Contractor HSE MS capability assessment based on the scope of work.

Contractor shall self-assess their selves using the relevant assessment questionnaire, then Company Contract holder and Contract Management team will use the Capability Assessment Tool (Fo-HSE-CO-01) to assess the contractor(s) and document the outcome of the assessment. The tool also facilitates developing a gap closure plan that will be developed by the contractor to close those identified gaps (if any). Contract HSE plan shall include the assessment gap closure plan.

5.3.5. Capability Assessment Validity

HSE Contractor's evaluation shall be valid for the contract period or related contract extension (2) years unless;

1. Major changes occur in the Contractor's Management system (such changes Must be shared by Contractor).
2. Contractor services suspended for a duration of six (6) months or more.

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3. Contract main scope of work adjusted, amended, upgraded, or added to the contract.

In the above cases, a new HSE capability assessment needs to be conducted.

5.3.6. Contract HSE Plan Evaluation

Contract holders with HSE representative support shall ensure that the contract HSE plan provided by the contractors manage the contract risk to a tolerable level. It shall define what should be in place during the various phases of the contracted work and the steps that should be taken, by whom and when, to meet Company, contractor, and regulatory requirements.

5.3.7. Contractor Tender Response Team

The tenderer should form a tender response team similar to the client's tender team with contributions from relevant stakeholders, which should include HSE, technical/ operational and contracts representatives. All response team members should have clear responsibilities in respect of the tender response. Company C&T representative is responsible for coordinating between Company and Contractor Contract Management Teams.

5.3.8. Tenderer Response

The contractor should provide relevant HSE-MS information in their tender documentation and their associated HSE plan, at a level that demonstrates that they have thought through the scope of work and associated risk levels.

This should include:

How management system controls, commensurate with the risk, will be in place when required throughout the contract life cycle.


How mobilization and demobilization periods will be treated.

A gap analysis to define relevant gaps (including roles, responsibilities, and actions) of the participants HSE-MS associated with each work activity.

The Contractor should include the provision for the necessary resources, instructions, and supervision to ensure effective functioning of its HSE-MS. The HSE-MS should be appropriate to the complexity of the contractor's activities under the Contract.

Assurance and verification activity by Contractors, both at the Workplace and elsewhere, should be driven by risk and measured against an agreed verification plan. The resulting assurance and verification information (including verification KPI) should be used to drive HSE performance with particular emphasis on non-conformities. The assurance and verification plan (including KPIs) should be an integral part of the HSE plan.

Examples of HSE general KPI's are given in (Appendix: D). Contract Holder in coordination with the Contract Management Team shall develop a contract specific HSE KPIs together with

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the relevant generic HSE KPIs. Contract holder can apply reward/penalty /Bonus) scheme when relevant.

Prior to submitting the tender response, the contractor is responsible for ensuring that all subcontractors are able to satisfy client HSE requirements and are able to safely deliver their portion of the work according to the contract, HSE plan and other activity documentation.

The tenderers should review all the client requirements and formally request an exception when a requirement cannot be fulfilled, together with the proposed remedial actions. Shall the contractor(s) request an exception from any generic or specific HSE requirement, HSE GMs shall review, approve, or reject this exception based on the provided remedial actions.

5.3.9. Pre-award Clarifications

Company contract management team will review the tender submissions including key HSE documents such as the draft HSE plan (including and HSE verification plan), HSE bridging/interface document (if required by Company), and any submitted risk assessment documentation prepared at the tender stage by the contractor.

Company contract management team will assess how effective the contractor has been in providing assurance that all significant hazards and risks have been identified. The client will also assess if the contractor has the capability to undertake the work, and those suitable controls are planned to reduce and manage the risk to an acceptable level.

This provides assurance that the Work (or Scope) may be undertaken in a safe manner, and that adequate provisions are planned for all emergency scenarios relevant to the scope of work.

Company should issue clarification requests to the tenderers when required.

Following the tender clarifications, Company should assess whether the HSE requirements and minimum criteria, as defined in the tender evaluation criteria have been met. This assessment should be documented as it is one of the crucial evaluation criteria for determining the award of the contract.


5.3.10. Contract Award

Once the contract award has been made, joint meetings should be held as soon as possible to agree on contract HSE requirements and the final details of the HSE plan.

5.3.11. Risk Management

The following risk mitigation actions are typically applied:

COMPANY led- Finalize contract mode selection.

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COMPANY led- Develop HSE requirements for an HSE plan within tender documentation.

COMPANY led- Establish risk-based HSE contract specifications (technical and administrative).

COMPANY led- Develop potential contract HSE incentive schemes (To be decided between contract holder and HSE advisor depending on scope and risk profile,

COMPANY led- Share COMPANY understanding of risks associated with the scope of work.

CONTRACTOR led- Develop and submit a bid which is conformant with COMPANY requirements and includes risk assessment, draft HSE plan (including and HSE verification plan), HSE bridging/interface document (if required by Company), and gap analysis of the participants (Contractor and subcontractors) HSE-MS associated with each work activity.

COMPANY led- HSE capability assessment of potential contractors based on risk.

COMPANY led- Tender evaluation process and award of contract.

5.4. Pre-mobilization

5.4.1. Objectives

To ensure that the relevant aspects of the contract risk assessment and the requirements of the HSE plan are understood and communicated by all parties prior to implementation of the Contract and that the contractor and Company are effectively working together before commencing the scope of work.


Remedial actions which are required to be completed before mobilization should be identified, agreed, and verified as completed by holding reviews, meetings and conducting audits, as required.

The amount of detail and effort for pre-mobilization activities should be commensurate with the identified level of risk, contract mode and the maturity of the contractor's HSE MS.

5.4.2. Post Award (Kick-off) Meetings.

A number of post-award meetings – (Kick-off meetings) to be conducted in phases for alignment; an internal Kick-off meeting to be held by the Contract Management Team to discuss the tender outcome, the expectation from Contractor during the Contract lifecycle till close out.

Then a Kickoff meeting between the Contract Management Team and Contractor is to be used as an opportunity for the Contractor(s) to become familiar with the location, facility,

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personnel, and to ensure mutual understanding of risks and Contract requirements. The meeting is generally recognized as an important interfacing step in working together to prevent events and incidents and achieve good HSE performance.

The meeting should be held immediately after contract award, to minimize the effect of any personnel changes to the client or contractor teams, and with sufficient time before execution of any work to avoid delays or unforeseen problems.

For major contracts with increased risk and a long duration, Phase Four may last for several months, in which case a series of regular follow-up meetings should be held to monitor progress during this phase. It is recommended that some kind of action tracking mechanism be utilized during this phase to help monitor progress.

The meeting(s) may be achieved by either integrating HSE aspects into operational pre-mobilization meetings or be structured as a stand-alone HSE workshop, with participation by both client and contractor management and also management from any key subcontractors. The meeting(s) may also provide an opportunity to discuss the need for pre-mobilization audits and for client and contractor management to demonstrate their commitment and engage with each other and the workforce. Propose agenda for Kick off meeting with contractor can be found in (Appendix: E)

5.4.3. Pre-Mobilization Audits

A pre-mobilization audit can provide an opportunity to verify that HSE systems are in place in accordance with the HSE plan and check the competence of people, the condition of the equipment and the state of the worksite. A selection of items listed Company HSE plan Guidelines and Bridging documents can be included in pre-mobilization audits.

Supplemental audits can include the verification of the provision and maintenance of:

- Equipment and locations to be used for the work.

- HSE equipment

- Communication systems and procedures


- Environmental protection systems

- Site and personnel security systems

- Verification of required training and competencies of those individuals who will perform the scope of work.

- Local content/community and social responsibility requirements

- Health hazard identification and assessment, medical facilities, medevac procedures.

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The audit may provide findings to capture in an update to the HSE plan, related to risk and recommendations.

5.4.4. Joint Risk Assessment

A joint risk assessment should be performed early in the Pre-Mobilization phase using the applicable risk management process for the contract activities. This process should incorporate any previous assessments performed by both Company and contractor. Key risk prevention and mitigation controls should be developed for high and medium risks until the residual risk of each can be considered acceptable. Resulting actions should be tracked and closed prior to starting mobilization.

During the contracted work, control barriers may exist. Some barriers may be more effective than others in minimizing the opportunity for risk to materialize. The importance is in having multiple risk controls of layers of protection in existence and operating across the contract life cycle. The intent is to identify opportunities to have these risk control barriers at selected points across the whole contract life cycle.

Adequate time to assess risk and plan for the commencement of operations is critical to the success of contract activities and should not be underestimated. If the time is reduced without adding the necessary resources, some risk controls and barriers may be eventually compromised once operations begin. Management of Change (MoC) process to be used for any changes to the contract schedule.

Many individuals have to identify hazards and quantify risks during the phases of the contract life cycle, and they all, particularly those at the frontline, need appropriate training to perform these tasks well and understand the relationship between hazards and risks. It is important to make the risks, the controls and barriers fully understood by all involved at the different worksites.


The lead contractor has a special responsibility for ensuring that all risks of the contract are known and controlled where appropriate by their contractors based on risks.

5.4.5. Subcontractor Management

To ensure good HSE performance the work that is executed by subcontractors needs to be managed efficiently and effectively.

The lead contractor has a special responsibility for ensuring that all risks of the contract are known and controlled where appropriate by their contractors. Based on risks, a certain level of assurance is needed by both Contractor (verify) and Company (monitor).

The Company should validate the Contractor's capability to manage subcontractors and verify that the Contractor understands the responsibilities of work through all levels of subcontracting. The Contractor is accountable for the performance of all levels of

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subcontracting, and should manage their subcontractors with the same rigor as they would their own HSE-MS. The Contractor should re-allocate work from non-performing parties during contract execution.

Good practices for the Contractor are to:

- Limit the level of subcontracting (preferable only one level down)
- Inform client on use of subcontractors before award.
- Document all subcontractors, tracking activity, risk, and mode, and assessing and managing them accordingly.
- Ensure same contract requirements are cascaded down the layers.
- Establish bridging/interface documents between contractor and subcontractors.
- Organize hsse forums for subcontractors.
- Maximize use of, and share, industry approved good practices.


5.4.6. Finalizing Key Contract Documents

A number of key contract documents may have been submitted with the tender which will have been conditionally accepted at award of contract based on ‘best available’ information. These documents should be finalized in this phase. Work may not proceed beyond this phase to Phase Five: Mobilization until any outstanding issues and documentation have been agreed and rectified.

The Contractor should commit to delivery dates for COMPANY review and dates for final versions, which address any COMPANY comments. This should provide assurance for both parties that the documents will be approved prior to mobilization.

The following should also be finalized and agreed:

- HSE plan, including a verification plan. Depending on the scope of work, the HSE plan may include other supporting documents or plans addressing specific safety, health, environment, emergency response, security, or social responsibility needs.
- One or several bridging/interface documents, as appropriate, which build on the pre-award HSE interface documents and the HSE plan.
- Responsibilities within mobilization and demobilization phases should be defined and agreed as there is a potential for heightened risks during these phases.

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5.4.7. Readiness to Mobilize Review.

At the end of the Pre-mobilization phase, Company may hold a readiness to mobilization review, where Contract Management Team demonstrates to Company management that the contractor is ready to mobilize personnel and equipment and that plans are in place to manage all risks to an acceptable level, or that actions are planned to get to this level before work activities commence.

5.4.8. Risk Management.

The following risk mitigating actions are typically applied in Phase Four of the contracting process:

COMPANY / Contractor jointly led – Conduct a post-award meeting (Kick off meeting)

COMPANY / Contractor jointly led – Risk assessment early in the Pre-Mobilization phase.

COMPANY / Contractor jointly led – Finalize HSE plan specific to the scope of work; including verification plan and associated verification KPIs as assurance mechanisms, schedule with key milestones for the contracted work, and an organization chart for the activity.

COMPANY / Contractor jointly led – Joint Risk Assessment

Contractor led – Implement and verify contractor's process for managing subcontractors.


COMPANY / Contractor jointly led – Establish COMPANY-contractor HSE bridging documents, and all interface issues are resolved.

COMPANY led – Conduct pre-mobilization audits.

COMPANY led – Review and approve all required contract documentation.

COMPANY led – Develop a draft assurance and monitoring plan (to compliment the contractor's verification plan) and associated KPIs.

COMPANY led – Conduct a readiness to mobilize review and document this along with any remedial actions needed prior to mobilization.

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5.5. Mobilization

5.5.1. Objectives

Prior to mobilization, it is likely that the key contractual documentation (the contract itself, HSE plan (including verification plan), Bridging/ Interface document(s) is known only to the principal members of the client's and contractor's contract management teams.

The objectives of this phase are to ensure that the HSE plan is implemented, and communicated to all relevant parties (COMPANY personnel, Contractor personnel, subcontractor personnel, and Third Parties (if any)).

In addition, the objectives will ensure that the agreed remedial action items have been closed out prior to mobilization.

5.5.2. Mobilization Activities

For mobilization acceptance, some of the principal activities are:

- Mobilizing contractor personnel and equipment to the job site(s)

- Reviewing the approved HSE plan (including verification plan), and any other associated plans by those executing them

- Reviewing the joint risk assessment with key personnel

- Completing actions items, including from the joint risk assessment

- Communicating the roles and accountabilities/responsibilities to COMPANY and contractor (and subcontractor) personnel

- Starting induction, orientation and site-specific training which includes communicating the HSE plan.


- Checking equipment certification to ensure it is tested, valid and fit for purpose, and that personnel are competent for the tasks they will perform.

- Performing a mobilization HSE audit if required.

- Verifying of the effectiveness of the emergency response plan.

- Verifying any required government applications or notifications that work is commencing are filed, and permits received.

- Developing a final client led monitoring plan to check on a 'sample and test' basis that contractor led, risk-based verification activity happens during Phase Six: Execution as per the Verification plan. Ideally a simple 'monitoring KPI' should be established to measure performance and provide reporting information in performance meetings.

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A familiarization or start-up meeting can be held during Phase Five: Mobilization to ensure understanding of risk related to planned activities/operations. The meeting also ensures all personnel involved in the operation are aware of the HSE requirements and scope, and that the latest risk assessments, controls, barriers, and HSE-MSs are in place to minimize the risks in accordance with the HSE plan.

Aligning the various interests and areas of responsibility requires good working relationships between the client and contractors, contractor to contractor and between contractors and subcontractors. This is particularly true if the subcontractor activities are difficult to observe.

5.5.3. Mobilization audit / Readiness to Commence Work Review.

Audits or reviews against the HSE plan may be conducted to determine the readiness to commence work on site.

If the audit identifies matters of significant concern, these should be reviewed against the contractual terms and conditions and the HSE plan. Appropriate actions should be taken including rectification, withholding permission to proceed, or ultimately terminating the contract.

The company should be able to withhold permission to start execution and withhold payments until a satisfactory pre-execution audit has shown satisfactory compliance with contract requirements. Before any work is suspended or payment withheld, the Company should liaise with the contractor to allow them the opportunity to rectify any non-compliance.

5.5.4. Risk Management

The following risk mitigating actions are typically applied in Phase Five of the contracting process:


COMPANY/contractor jointly led – Conduct a familiarization or Start-up meeting to ensure understanding of risk related to planned activities/operations.

COMPANY led – Perform pre-start HSE checks or mobilization audits.

COMPANY led – Deploy COMPANY representative personnel with HSE responsibilities.

COMPANY or Contractor led (depending on contract Mode) – Carry out contract related HSE-MS orientation/training.

COMPANY/contractor jointly led – Ensure that all members of the workforce are empowered to **Stop Work** if they feel that safety, security, the environment, or working conditions are being prejudiced.

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5.6. Execution

5.6.1. Objectives

To ensure that the scope of work is conducted according to the associated contract requirements and the HSE plan. The roles, responsibilities and accountabilities within the COMPANY and Contractor organizations should include checking through a systematic, risk-based verification process that ensures proper HSE performance requirements are being delivered in a safe and effective manner. Similarly, within the client organization, this will include checking, via a systematic, risk-based monitoring process, that the HSE requirements are being verified by the contractor in a safe and effective manner.

Any additional risk or HSE requirements identified during implementation of the contract should be properly addressed and the HSE plan updated accordingly.

5.6.2. Roles and Responsibilities

The Contract managers on both sides will delegate responsibilities to suitably qualified and experienced representatives. Generally, monitoring or verification lies with a designated COMPANY representative for Mode 1 contracts, and Contractor representative for Mode 2 and 3 contracts. These representatives may have permanent, or sporadic, presence on site to check and confirm that contract HSE requirements are being met.

Appendix A describes some of the common accountabilities and responsibilities for key roles in client and contractor companies.

5.6.3. Performance Review Meetings

Performance review meetings between COMPANY and Contractor management are an important way to monitor performance. These should typically occur on a quarterly basis (QPR) and all agreed KPIs can be reviewed. In addition, meetings should be held at the work site to review progress such as safety committee meetings, or risk assessment reviews. The Contract owner, Contract holder as well as both HSE and C&T representative should be present at the QPR.


5.6.4. Risk Management

The following risk mitigating actions are typically applied in Phase Six of the contracting process:

COMPANY or Contractor led (depending on contract mode) – Carry out verification activities and reporting as per plan.

COMPANY and/or contractor led – Perform compliance audit(s) of contract, HSE plan and bridging document.

COMPANY led – Monitor activity and report as per plan.

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COMPANY / Contractor jointly led – Carry out event, incident and non-conformity recording, investigation, and follow-up (contract Mode 1 and 2).

COMPANY / Contractor jointly led – Conduct performance management and reviews, at both the worksite and contract manager level, through formal and regular joint meetings (to include reporting and performance monitoring against agreed KPIs).

COMPANY / Contractor jointly led – Ensure line management commitment to HSE issues through participation in plans and assessments of HSE-MS effectiveness, worksite visits, audits, and incident investigations.

COMPANY and/or Contractor jointly led – Develop an effective MoC process for changes to the contractual scope of work, personnel, equipment, or other pre-agreed criteria.

5.7. De-mobilization

5.7.1. Objectives

To assure that the demobilization is conducted according to the HSE requirements and plan, and that the roles and responsibilities are clearly understood and complied with throughout this phase.

The hazards and risks associated with demobilization should be assessed, and any new hazards, effects, impacts, and threats identified, and controls implemented to minimize the risks. The HSE plan should be modified accordingly. De-mobilization can be especially hazardous as experienced personnel are leaving the contract and assets are being decommissioned.


5.7.2. De-mobilization Activities

Management of Change may be particularly relevant at this time. Due consideration should be taken of any lessons learned, particularly from Phase Five: Mobilization, the problems encountered, and solutions found.

De-mobilization often is a phase of a contract having an increased probability of events and incidents as the contract infrastructure and contractor HSE management structures are being dismantled with people moving off the contract to new assignments. Appropriate organizational structures and emergency response equipment / resources should remain intact until associated activities have been completed.

De-mobilization activities may include:

Site restoration and re-instatement

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Waste management and disposal

Closing out litigation and grievances

Making any required government notifications that work has ceased.

5.7.3. Risk Management

The following risk mitigating actions are typically applied in Phase Seven of the contracting process:

Contractor led – Risk assesses de-mobilization activities.

Contractor led – Update the HSE plan or develop a de-mobilization plan including verification activities.

COMPANY led – Monitor de-mobilization for HSE compliance.

5.8. Final evaluation and close-out

5.8.1. Objectives

To conduct a joint evaluation of the contractor's and Company HSE performance and to provide feedback to the contractor(s) and COMPANY management that can serve as a reference for future work.

The aim should provide feedback to both organizations in the context of actively seeking recommendations for continual improvement.

5.8.2. Final Evaluation and Close-out Report

Contracts should be closed out with a report of HSE performance, and lessons learned, providing feedback for future knowledge and improvements. This may take the form of a close-out meeting where all parties are represented.


Throughout the contract, contractor performance should be assessed against the HSE requirements and plan and any deviations, positive or negative, annotated for reference in the close-out report and summary.

The format of the close-out report should reflect the HSE plan and contractual requirements between the client and the contractor.

The analysis and summary of conclusions should address:

Quality of the HSE plan, if used, and its relevance to the overall contract

Performance, stipulating what was learned and how future, similar contracts should be structured.

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Highlighting positive aspects of learning and how they can be applied in the future. This learning should be shared with the contractor and subcontractors.

Incorporating any new hazards, effects, impacts, and threats identified into the risk assessment and management process for future contracts.

Analysis of both the client and contractor's HSE performance against both the HSE plan and KPIs, for mutual improvement

Information on the contractor to be added as a reference for Company bid list and which may provide advice for improvements in future HSE capability assessments.

Critical HSE documentation and records associated with the contract.

HSE close-out data (including client audits, incidents) should be recorded and made accessible for future reference. A documented record of HSE performance should be kept for each contractor.

Analysis of the contract itself and other key documents such as the HSE plan and bridging document, and whether any changes are needed in the future.

Incorporating any lessons learned into improving the HSE-MS of both Company and the contractor(s) as applicable.

Appropriate lessons learned should be considered for sharing with stakeholders.

The contractor should be advised that its overall performance and HSE record may be taken into account when being considered for future work. Based on the overall performance, the rating of the capability assessment may be raised or lowered

5.8.3. Risk Management for Future Work

The following risk mitigating actions are typically useful for future scopes of work, and are part of industry good practice:

COMPANY led – Conduct and document a COMPANY/Contractor close-out meeting.

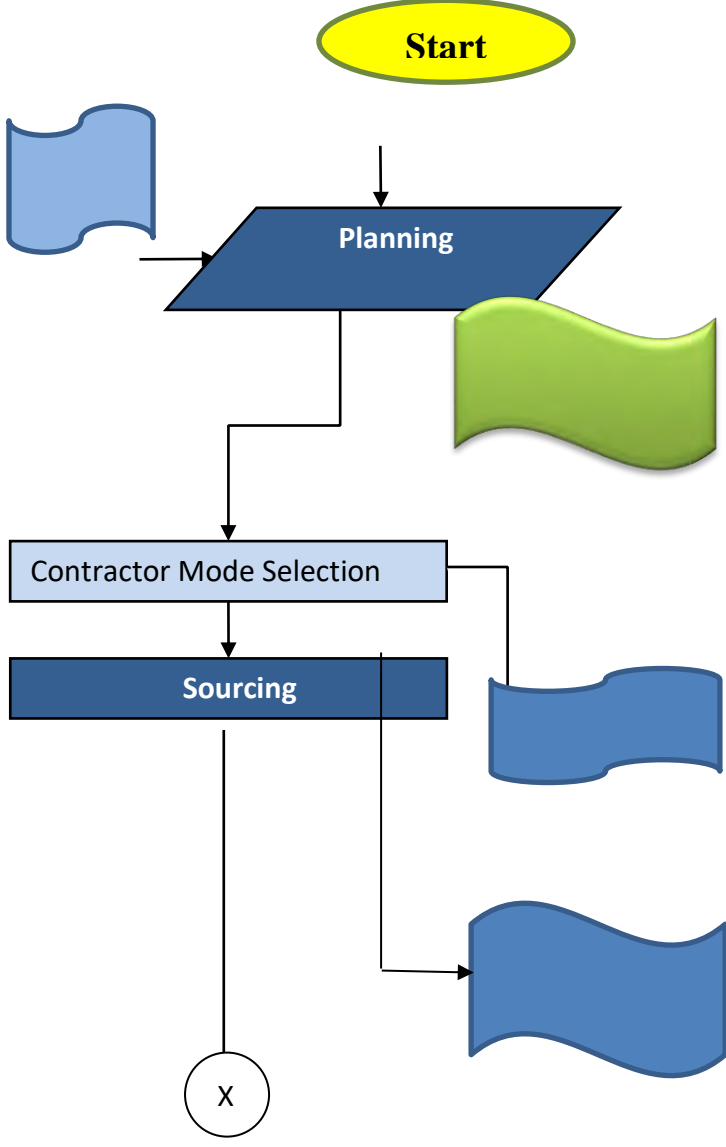
COMPANY/Contractor jointly led – Capture HSE lessons learned


COMPANY/Contractor jointly led – Share appropriate lessons learned with relevant stakeholders.

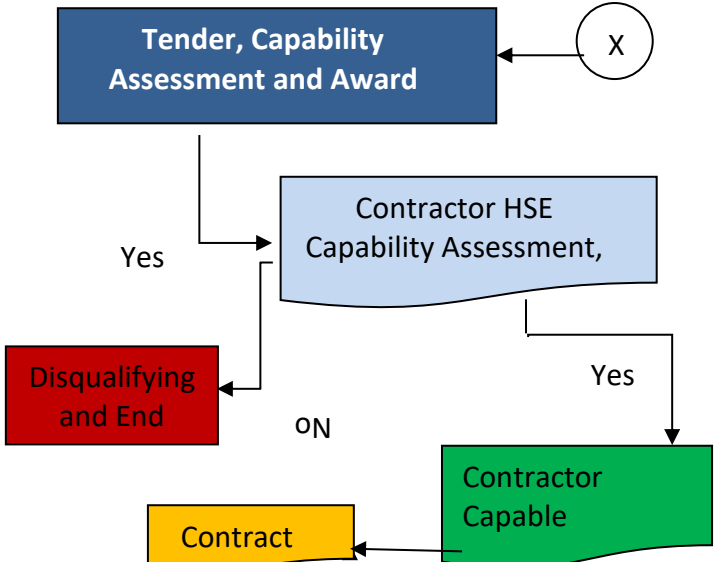
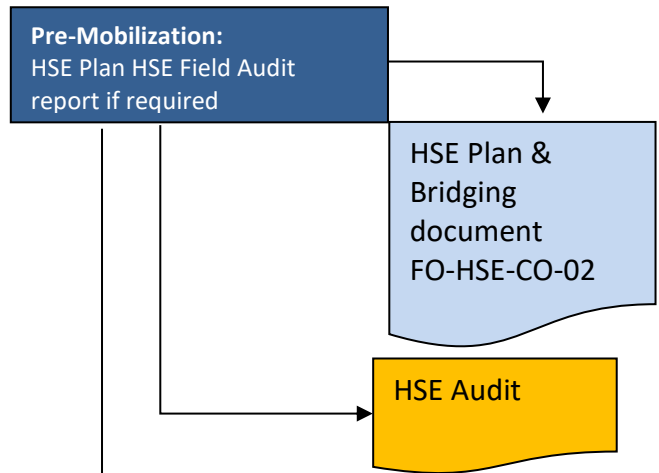
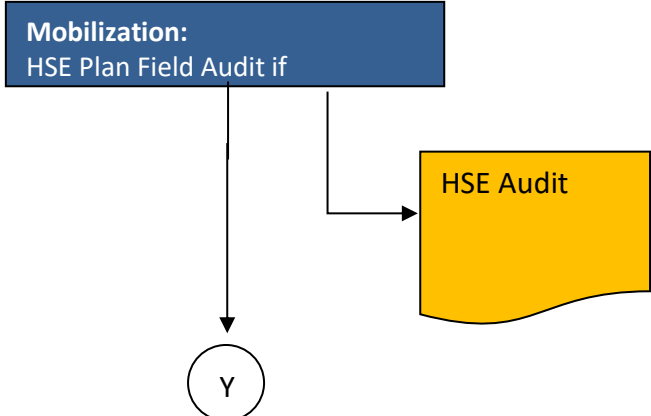
COMPANY led – Maintain a live register of actions for continuous improvement.


COMPANY led – Conduct experience transfer related to contractor performance and impact on contractor capability assessment.

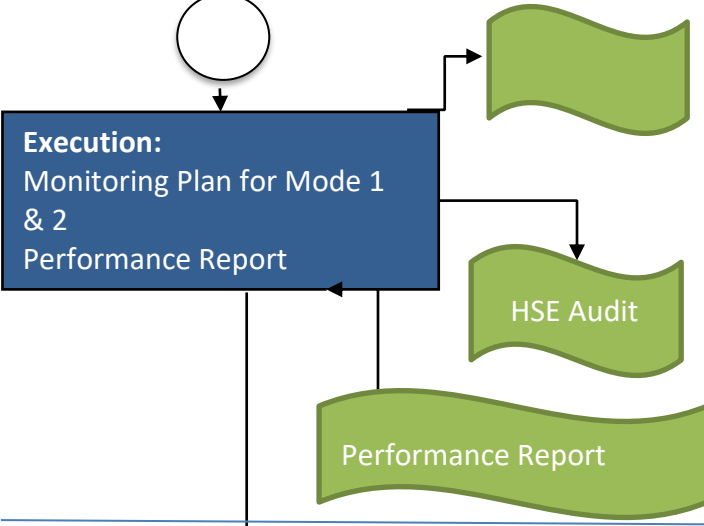
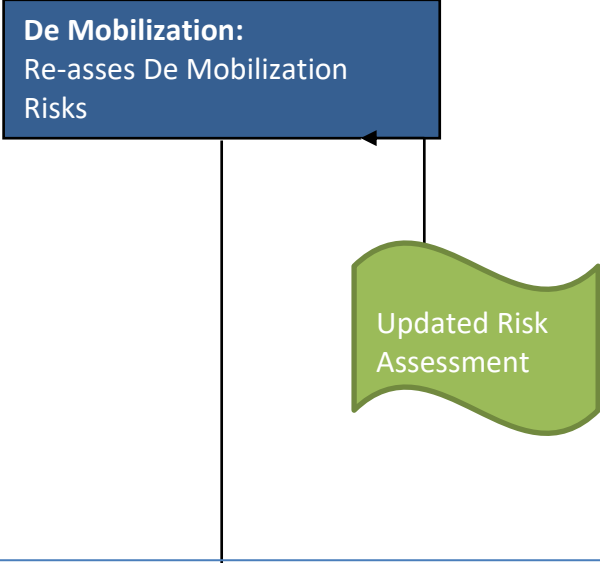
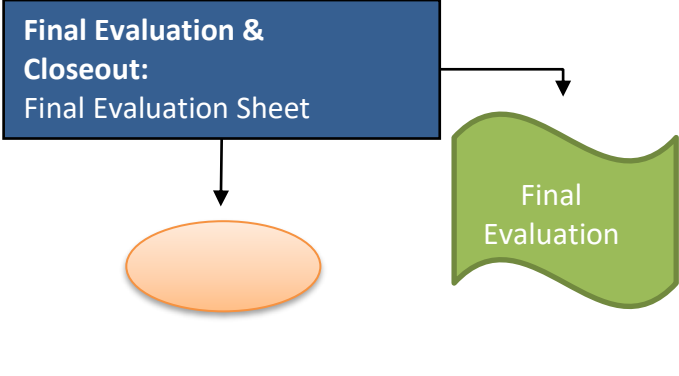
6. Flow Charts:


Flowchart	Details / Responsible
 <pre> graph TD Start([Start]) --> Planning[/Planning/] Planning --> CMS[Contractor Mode Selection] CMS --> Sourcing[/Sourcing/] Sourcing --> End((X)) </pre>	<p>Determine the scope of work, Context and risk assessment, the emergency scenarios, and HSE input</p> <p>CMT- CH led</p> <p>See Contractor Mode Selection Tree (Appendix C) to let CH decide contract mode, CMT identifies list of approved bidders.</p> <p>CMT Preparing all tender documents according to contract mode and send to bidders.</p> <p>CMT- CH led</p>

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Flowchart	Details / Responsible
 <pre> graph TD X((X)) --> A[Tender, Capability Assessment and Award] A --> B[Contractor HSE Capability Assessment,] B -- Yes --> C[Contractor Capable] B -- ON --> D[Disqualifying and End] C --> E[Contract] </pre>	<p>Receive the documents from the bidders and conduct HSE capability assessment, technical evaluation including contact HSE plan evaluation</p> <p>Request clarification from the bidders if required. And if not qualified, send the result to C&T to send to bidder and disqualify.</p> <p>MDs note (Approval about Commercial documents screening)</p> <p>Commercial evaluation and bidder selection.</p> <p>CMT – MDs – Bid Committee</p>
 <pre> graph TD A[Pre-Mobilization: HSE Plan HSE Field Audit report if required] --> B[HSE Plan & Bridging document FO-HSE-CO-02] A --> C[HSE Audit] </pre>	<p>This phase is to ensure that the relevant aspects of the contract risk assessment and other HSE aspects of the contract are communicated and understood by management of all parties prior to implementation of the contract. Several activities such as reviews, meetings and audits (Pre-mobilization audits) are used together.</p> <p>Finalize HSE Plan (including Verification plan) & Bridging Doc (if required)</p> <p>HSE Field Audit (Pre-Mobilization and Mobilization)</p> <p>CMT- CH led</p>
 <pre> graph TD A[Mobilization: HSE Plan Field Audit if] --> B[HSE Audit] A --> C((Y)) </pre>	<p>Both Company and contractor, and that recommendations made during the pre-mobilization audit have been completed and to carry out the required HSE briefing and training identified during the previous phases. One or more mobilization audits may be carried out to determine the degree of implementation of the HSE Plans and MS.</p> <p>HSE Field Audit (Pre-Mobilization and Mobilization)</p> <p>Company and Contactor</p>

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Flowchart	Details / Responsible
	<p>This phase assures that the work to be performed is conducted according to the agreed HSE Plans and MS and that any additional HSE requirements, identified during the work, are properly addressed. Monitoring Plan for Mode 1 & 2 (HSE Field Audit), Risk Assessment updates if needed. Monthly performance Report.</p> <div data-bbox="967 763 1326 837" style="background-color: #cccccc; height: 33px; width: 225px; margin: 10px auto;"></div>
	<p>The hazards associated with demobilization and relevant controls to minimize the risks are identified. The HSE Plan is modified, if needed, to address new or unexpected hazards. The Contract Holder obtains assurance that the appropriate organizational structure remains intact until associated activities have been completed. These should include: risk assessment and control of de-mobilization activities, emergency response, waste management and disposal and site restoration. Review of de-mobilization aspects of HSE plan / Reassess de-mobilization risks Acceptance of work and restored site.</p> <div data-bbox="1007 1417 1326 1491" style="background-color: #cccccc; height: 33px; width: 200px; margin: 10px auto;"></div>
	<p>This comprises a joint evaluation of the contractor and company HSE performance throughout the contract/project and to provide feedback to the contractor(s) and Company, which can be a reference for future work. A closeout report is prepared and submitted to relevant stakeholders to consider feedback in updating the vendor list.</p> <div data-bbox="959 1850 1406 1924" style="background-color: #cccccc; height: 33px; width: 280px; margin: 10px auto;"></div>

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7. Roles and Responsibilities

Lack of accountability is a common cause of failure when implementing standards/guidelines, facilities must create a RASCI matrix for this guideline and submit it to the appropriate holding company. (refer to Appendix: A)

8. Deviation

Deviation from any requirement of any Standard document (Dispensation Form – Appendix H) shall be approved in writing by the CEO of the relevant ENTITY, with the consultation of the relevant HSE Manager.

A written dispensation includes a rationale and detailed description of the alternative robust process will be conducted and shall be assessed through formal risk assessment undertaken in accordance with the requirements of Risk Management Standards (SCHSE-PSM-ST-001).

Dispensation form shall submit to CEO of the relevant ENTITY in order to review and accept / not accept dispensation form.

Approved dispensation shall not apply indefinitely and shall be reviewed annually by the relevant HSE Manager. Except if the residual risk level is 'LOW' OR determined as 'MEDIUM' and the asset has demonstrated that the residual risks are ALARP then the duration of a dispensation may be granted for the life of the asset.

9. References


ISO 45001: 2018 (8.1.4.2)

ISO 14001: 2015 (8.1)

IOGP 423: April 2017

10. List of Appendix

Appendix A	Roles and responsibilities
Appendix B	Define Contract HSE Risk Process
Appendix C	Contractor Mode selection Decision Tree
Appendix D	Examples of HSE general KPI's
Appendix E	HSE Requirements during Kick off meeting (Agenda)
Appendix F	Fo-HSE-CO-01 Contractor Capability Questionnaire
Appendix G	Fo-HSE-CO-02 HSE Plan & Bridging document
Appendix H	Dispensation request Form

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Appendix A: Roles and Responsibilities

Company side:

Company Site Representative:

Where a Contractor may be working in a number of areas it is common for a Company to nominate someone who is responsible for the supervision of the physical work being executed under the contract at a worksite. The Site Representative's HSE responsibilities follow those of the Company Representative but are specific to the site.

Company HSE Advisor:

Where there is access to company HSE Advisors or specialists, it is important that the role of the advisor is understood to be, indeed, that of an advisor. Advice, support, or services may be sought from an HSE Advisor on a routine or periodic basis but the responsibility for HSE matters must remain, unmistakably, with the Contract Holder and Representative.

Normally, the HSE Advisor provides:

- Advice and support in HSE issues as requested;
- Review / audit services as requested;
- Additional advisory support, where needed, to small contractors.


In the case of a small local contractor, a decision may have been taken to provide additional supervisory support and assistance in HSE matters. The company HSE Advisor and related specialists may be tasked with providing support but must exercise care (unless otherwise provided for by the contract or agreed to in the HSE Plan) that this is recognized as a temporary phase and that the contractor must be encouraged to develop quickly to a point where such assistance is no longer required.

Please note that, depending on the mode of the contract, the responsibilities of Company Contract Owner, Company Contract Holder, and Company Site Representative may not need to be performed by different individuals. In fact on a small contract, it is likely that all three roles can be fulfilled, satisfactorily, by one person. In all cases, however, the Company HSE Adviser will be an additional person, independent from the other Company roles identified.

Contractor side:

Contractor Representative:

Prepare, assure and implement quality of contractor HSE Plan;

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Define competencies required for HSE critical positions;

Assign appropriate personnel to HSE critical positions;

Assure adequate resources and time in the schedule to manage the contract in accordance with the contractor HSE Plan;

Notify the Contract Holder in writing of his nominated suitably qualified and experienced delegate and contractor Site Representative;

Provide resources to implement remedial actions following audits in an expeditious manner;

Nominate Contractor HSE Advisor (if required)

Fulfill the Contract phases HSE requirements;

Seek formal approval from the Contract Holder for any proposed deviations from or amendments to the contractor's HSE Plan;

Implement additional requirements as agreed-upon with the Contract Holder.

Contractor Site Representative:

Where a contractor may be working in a number of areas it is common for the contractor to appoint a person or persons to assume responsibility on behalf of the contractor representative to supervise the work being executed under the contract in the specific area. The HSE responsibilities are as for the contractor representative but with responsibility for a specific site.

Contract Owner (CO):

COMPANY defines the Contract Owner such as the Operations Manager and/or the Department/Technical Manager if the work involves Engineering. Typically, but not always, the Contract Owner will be at least one level senior to the Contract Holder.


The Contract Owner will appoint the Contract Holder formally through the appointment letter, and the Contract Holder must be identified and agreed upon at the onset of the Contractor tendering process.

The Contract Owner is responsible for the following:

Must appoint a competent Contract Holder who is available and competent to manage each contract;

Should endorse awarding of the contract and approve Contract HSE Plans; and

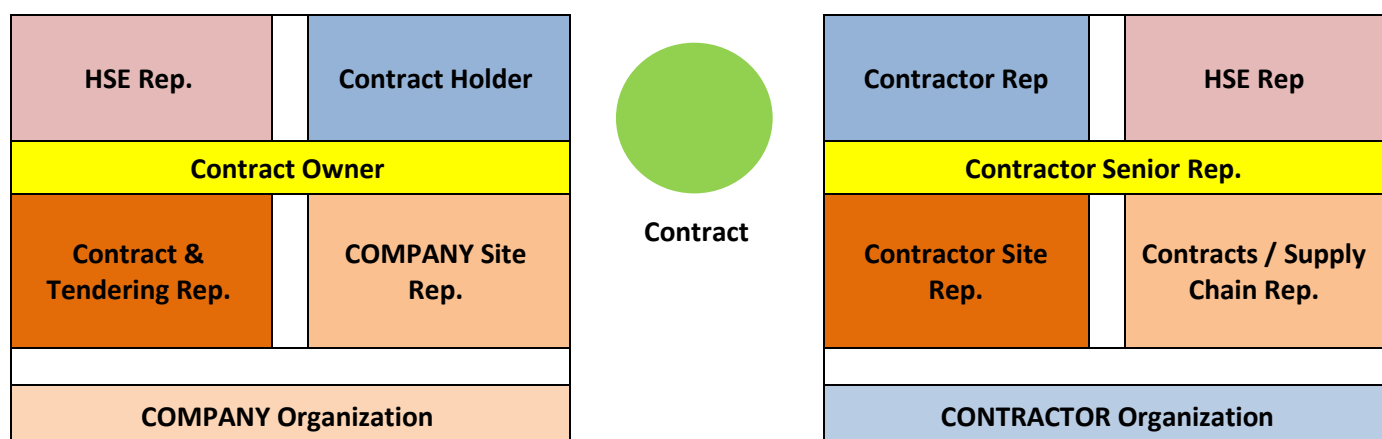
Demonstrate visible HSE leadership and commitment.

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Contract Holder (CH):

The Contract Holder is defined as the primary COMPANY person entering the contract and responsible for governing it. In COMPANY the Contract Holder will typically be the person who has project responsibility or an Operations individual who is managing a contract. The Contract Owner will appoint the Contract Holder, and the Contract Holder will be defined and agreed upon at the onset of the contractor tendering process. The Contract Holder is expected to rely upon their C&T Manager and HSE representative(s) for support during the contractor tendering process.

Generally, monitoring or verification lies with a designated COMPANY representative for Mode 1 contracts, and contractor management representative for Mode 2 and 3 contracts. These representatives may have permanent, or sporadic, presence on site to check and confirm that contract HSE requirements are being met.




COMPANY Contract Holder – Role description

Accountabilities

Tender & award

1. Provide the following input during the tender development activity:
Confirm the invitation to tender/bid includes:

- correct scope of work
- clear HSE requirements in the contract clauses
- requirements to complete HSE capability assessment questionnaire
- submit a contractor-based risk assessment of the work
- draft HSE interface document
- draft HSE plan (including verification plan).

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2. Review the contractor tender submission for quality and completeness and confirm that it covers the risks associated with the scope of work.
3. Provide input into the contractor selection process and contract award decision.
4. Confirm that the verification KPI is included in the contract.

Pre-mobilization


1. Confirm the following are completed satisfactorily prior to contractor mobilization:
 - HSE interface/bridging document
 - HSE plan including contractor owned verification plan with assigned owners, agreed frequencies, and associated KPI
 - COMPANY monitoring plan including monitoring KPI.
2. Confirm the verification plan includes a list of defined activities, assigned owners and agreed frequencies.
3. Ensure a monitoring plan is developed.
4. Confirm the monitoring plan includes list of defined activities, assigned owners and agreed frequencies.
5. Communicate and document the following information to the COMPANY site representative:
 - Representative's role in the execution of the monitoring plan
 - Contractor performance reporting expectations.

Execution

1. Ensure the COMPANY monitoring plan is implemented effectively.
2. Confirm the contractor is managing the key obligations in accordance with the contract for the safe delivery of the scope of work by:
 - checking the COMPANY site representative conducts monitoring in accordance with the monitoring plan
 - confirming that HSE KPIs are correctly measured and recorded (specifically monitoring and verification KPIs)
 - leading regular and formal performance review meetings with the contractor
 - Initiating, developing and closing actions relating to contractor performance issues.

De-mobilization

1. Keep up the focus on HSE risk management and performance also during de-mobilization period activities. The HSE risks associated with demobilization should be

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assessed and controls implemented to minimize the risks. The HSE plan should be modified accordingly.

2. Request the contractor to risk assess de-mobilization activities and update the HSE plan or develop a de-mobilization plan including verification activities.
3. Ensure that experienced personnel are NOT leaving the contract team too early.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.

COMPANY HSE Representative – Role description

Responsibilities

Tender & award

1. Provide the following input during the tender development activity:

Ensure the tender development team has the necessary HSE input and that the HSE requirements are clearly stated in the tender particularly in respect of risk identification and mitigation.

Ensure the following are created:

HSE questionnaire and evaluation/scoring guide to be used upon return of the questionnaires

COMPANY-based risk assessment of the work.

2. Lead the HSE assessment of the submitted tenders including all associated documents such as the contractors risk assessment, draft HSE interface document, draft HSE plan and the verification plan.
3. Lead the preparation and submission of the HSE recommendation to the COMPANY tender team.
4. Provide HSE input into any contract award discussions.


Pre-mobilization

1. Work with contractor on finalizing the following key documents:

HSE bridging document

HSE plan including contractor owned verification plan.

2. Support the development of the COMPANY owned monitoring and audit plan.
3. Help identify and assign an onsite HSE Representative as appropriate to help monitor contractor day-to-day HSE performance. This may be a designated

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4. HSE professional or may be a shared responsibility of the COMPANY Site Representative.

Execution

1. Provide HSE support to the implementation of the COMPANY monitoring plan.
2. Supporting regular and formal performance review meetings with the contractor.
3. Monitoring the close out of HSE related performance actions by the contractor.

De-mobilization

Assist the Contract Manager/Site representative to update the risk profile and follow up plan to encompass the activities. In addition, support with verification/monitoring activities regarding de-mobilization.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.

COMPANY Site Representative – Role description

Responsibilities

Pre-mobilization

1. Communicate to the COMPANY contract manager:

Understanding of the COMPANY site representative role in the pre-mobilization, mobilization, execution and de-mobilization phases of the contract in accordance with HSE plan


Understanding of the COMPANY site representative role in the implementation of the monitoring plan.

COMPANY performance reporting expectations.

2. Support any pre-mobilization audit activity and post award (kick off) meetings.
3. Ensure that the contractor site representative has acquired and confirmed the adequacy of all necessary documentation and has this information available on site – plant and equipment certification and people competency certification.
4. Ensure key contractual documentation such as the HSE plan and the verification plan is shared with key stakeholders where the COMPANY is the primary point of contact.
5. Jointly lead (with contractor) a risk assessment exercise.

Mobilization

1. Undertake mobilization audit/readiness review if required.

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2. Ensure all mobilization activity is in accordance with the HSE plan.
3. Commencement of induction, orientation and site-specific training which includes communication of the HSE plan.

Execution

1. Day-to-day interface with the contractor site representative.
2. Accountable for the implementation of the COMPANY monitoring plan.
3. Supporting regular and formal performance review meetings with the contractor.
4. Ensure contractor closes any agreed actions relating to performance issues.
5. COMPANY site representative should NOT supervise or manage contractor personnel.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.

COMPANY Contract & Tendering Rep. – Role description

Responsibilities

Tender & award


1. Provide the following input during the tender development activity:
 - Ensure the tender development team has the necessary contracts / C&T input and the team follow appropriate company policy and procedures.
 - Facilitate the work of the tender development team acting as the overall coordinator for the development of the tender.
2. Act as the source of communication with all tenderers.
3. Lead the tender evaluation and assessment process.
4. Lead any discussions and/or negotiations with the tenderers.
5. Prepare tender award recommendation to approval body.
6. Award contact and ensure all contractual documentation is finalized.

Execution

1. Provide Contracts / C&T support if necessary to the implementation of the contract.
2. Support regular and formal performance review meetings with the contractor.
3. Monitor the close out of performance actions by the contractor.

Final evaluation

1. Provide input into final performance evaluation meetings.

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2. Confirm that key learnings are identified, documented, and shared with relevant stakeholders.

Contractor Rep – Role description

Accountabilities

Tender & award

1. Provide the following input during the tender development activity:

Confirm the tender submission team has the necessary input from all appropriate specialists.

Confirm the tender submission document conforms to all requirements as stated in the invitation to tender and has all necessary approvals in line with the contractor delegation of authority documents and includes:

correct scope of work

clear responses to the COMPANYs HSE requirements as stated in the tender

completed HSE questionnaire

a completed contractor-based risk assessment of the work

a draft HSE interface document

a draft HSE plan.

2. Provide input into any contract award discussions.

Pre-mobilization

1. Confirm the following are completed satisfactorily prior to contractor mobilization:

HSE interface/bridging document

HSE plan including contractor owned verification plan.

2. Confirm the verification plan includes list of defined activities, assigned owners and agreed frequencies.


3. Communicate and document the following information to the contractor site representative:

representatives' role in the execution of the verification plan

Contractor performance reporting expectations.

Execution

1. Accountable for the effective implementation of the contractor verification plan.

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2. Ensure the contractor is managing the key obligations in accordance with the contract for the safe delivery of the scope of work by:

checking the contractor site representative conducts verification activity in accordance with the verification plan

confirming that HSE KPIs are correctly measured and recorded (specifically monitoring and verification KPIs)

supporting regular and formal performance review meetings with the COMPANY

Initiating, developing, and closing actions relating to contractor performance issues.

De-mobilization

1. Keep up the focus on HSE risk management and performance also during de-mobilization period activities. The HSE risks associated with demobilization should be assessed and controls implemented to minimize the risks. The HSE plan should be modified accordingly.
2. Ensure that experienced personnel are not leaving the contract team and that assets are being decommissioned too early. MOC processes to be used for assessment of risk.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.

Contractor HSE Representative – Role description

Responsibilities

Tender & award


1. Provide the following input during the tender submission activity:

Ensure the tender submission team has the necessary HSE input and the submission conforms to the HSE requirements as stated in the tender particularly in respect to risk identification and controls.

As part of the tender submission, ensure the following are completed with adequate HSE input:

completed HSE capability assessment questionnaire

contractor-based risk assessment of the work

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draft HSE interface document

draft HSE plan, including a draft risk-based, contractor-led.

Verification plan for of the work. Ensure a verification KPI has been proposed.

2. Provide input into any contract award discussions.

Pre-mobilization

1. Undertake a review from an HSE perspective of the following prior to contractor mobilization:

HSE bridging document

HSE plan including contractor owned verification plan.

2. Help identify and assign an onsite HSE Representative as appropriate to help systematic checking (verification) of contractor day-to-day HSE performance.
3. This may be a designated HSE professional or may be a shared responsibility of the Contractor Site Representative.

Execution

1. Provide HSE support to the implementation of the contractor verification plan.
2. Support regular and formal performance review meetings with the COMPANY.
3. Initiating, developing and closing actions relating to contractor performance issues.

De-mobilization

1. Assist the Contract Manager/Site representative to update the risk profile and follow up plan to encompass the activities. In addition, support with verification/monitoring activities regarding de-mobilization.

Final evaluation


1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.

Contractor Site Representative – Role Description

Responsibilities

Pre-mobilization

1. Confirm the verification plan includes a list of defined activities, assigned owners and agreed frequencies.
2. Communicate to the contractor contract manager:
 - understanding of the contractor site representative role in the premobilization, mobilization, execution and de-mobilization phases of the
 - contract in accordance with HSE plan

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understanding of the contractor site representative role in the

implementation of the verification plan

contractor performance reporting expectations.

3. Support any pre-mobilization audit activity and post award (kick off) meetings.
4. Ensure that all required documentation is checked and is available on site – plant and equipment certification and people competency certification.
5. Ensure key contractual documentation such as the HSE plan and the verification plan are shared with key stakeholders (including subcontractors).
6. Jointly lead (with COMPANY) a risk assessment exercise.

Mobilization

1. Undertake mobilization audit/readiness review if required.
2. Ensure all mobilization activities are in accordance with the HSE plan.
3. Commencement of induction, orientation and site-specific training which includes communication of the HSE plan.

Execution

1. Day-to-day interface with the COMPANY site representative.
2. Accountable for the implementation of the contractor verification plan.
3. Ensure the contractor (including any subcontractors) is/are managing the key obligations in accordance with the contract for the safe delivery of the SoW

conducts verification activity in accordance with the verification plan

confirm that HSE KPIs are correctly measured and recorded (specifically the verification KPI)

support regular and formal performance review meetings with the COMPANY

initiating, developing and closing actions relating to contractor performance issues.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders.


Contractor Contracts / C&T manager – Role Description

Responsibilities

Tender & award

1. Provide the following input during the tender development activity:

Ensure the tender response development team has the necessary contacts / C&T input and the team follows appropriate company policy and procedures.

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Facilitate the work of the tender development team acting as the overall coordinator for the development of the tender response.


2. Act as the source of communication with the COMPANY and all subcontractors and suppliers.
3. Lead the tender submission process.
4. Lead any discussions and/or negotiations with the COMPANY and subcontractors and suppliers.

Execution

1. Provide Contracts/C&T support if necessary, during the implementation of contract.
2. Supporting regular and formal performance review meetings with the COMPANY.

Final evaluation

1. Provide input into final performance evaluation meetings.
2. Confirm that key learnings are identified, documented and shared with relevant stakeholders

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Appendix B: Define Contract HSE Risk Process

Contract holder shall assess the HSSE Risks and related hazards, effect, impacts, and threats associated with the Scope of the contracted work to ensure that sources and types of risk are considered in all procurement activities (HSE Capability Assessment, Mode etc.)

The result will aid both client and later the contractor in developing risk controls/barriers to reduce risks and ensure protection of all personnel, assets, reputation and the environment.

The Contract Holder should identify the correct contract HSSE risk using Company Risk Assessment Matrix (RAM) by performing a Hazard Assessment (HAZID) study. CP Lead and HSSE Advisor to support as required.

The result of the Contract risk assessment should be formally documented in a 'Contract Risk register', and used when developing the initial strategy for managing the risks and activities in the next steps of contracting. The risks should also be formally shared with the Contractor during Tender.

Contractors then shall apply their own knowledge and experience to the risk assessment and produce an updated assessment using their own HSE-MS tools, and include this in the tender response as part of a draft Contract Plan or HSE Plan if required.

Company to evaluate Contractor's ability to deliver the scope of work whilst managing the risks, based on an effective HSE plan, including any interface requirements.

Contract HSSE Risk assessment – Step by Step:

1. Identify and Form Risk Assessment Team

The team to develop the Risk Register must include personnel involved with the contract, Minimum attendees:


- Contract Holder
- CP Specialist
- Contract HSSE Specialist or Advisor
- SME, TA, Discipline leads

2. Prepare for Risk Assessment

As part of the preparation the team should review risk assessments for similar contracts to identify all relevant hazards and other relevant sources of information

3. Identify Significant Contract Related Hazards and Effects

- Using Template provided, consider the contract work scope and life cycle of the service and brainstorm the potential condition or event, or sequence of events, which could go seriously wrong and result in damage or failure to achieve (contract) objectives. These are the Contract Risks.
- Determine WHAT COULD HAPPEN (the potential consequences) and provide a description of the CONSEQUENCE of the damage, confirmed by subject matter experts, resulting from the event.

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4. Consider the Risk rating associated with each hazard

- Using the Company Risk Assessment Matrix (RAM) , select SEVERITY of the consequences (1-5)
- Based on previous occurrences, use the RAM Matrix to determine the LIKELIHOOD of the potential consequences. The result will be the risk rating of the potential consequence (A3, B4, C2 etc.)

5. Identify Controls and Recovery measures

Taking each hazard in turn:

- Identify the measure, or measures, to either eliminate or control the hazard (CONTROL)
- Detail where the control measure is specified (CONTROLLED IN)

6. Confirm Controls Reduce Risk to ALARP

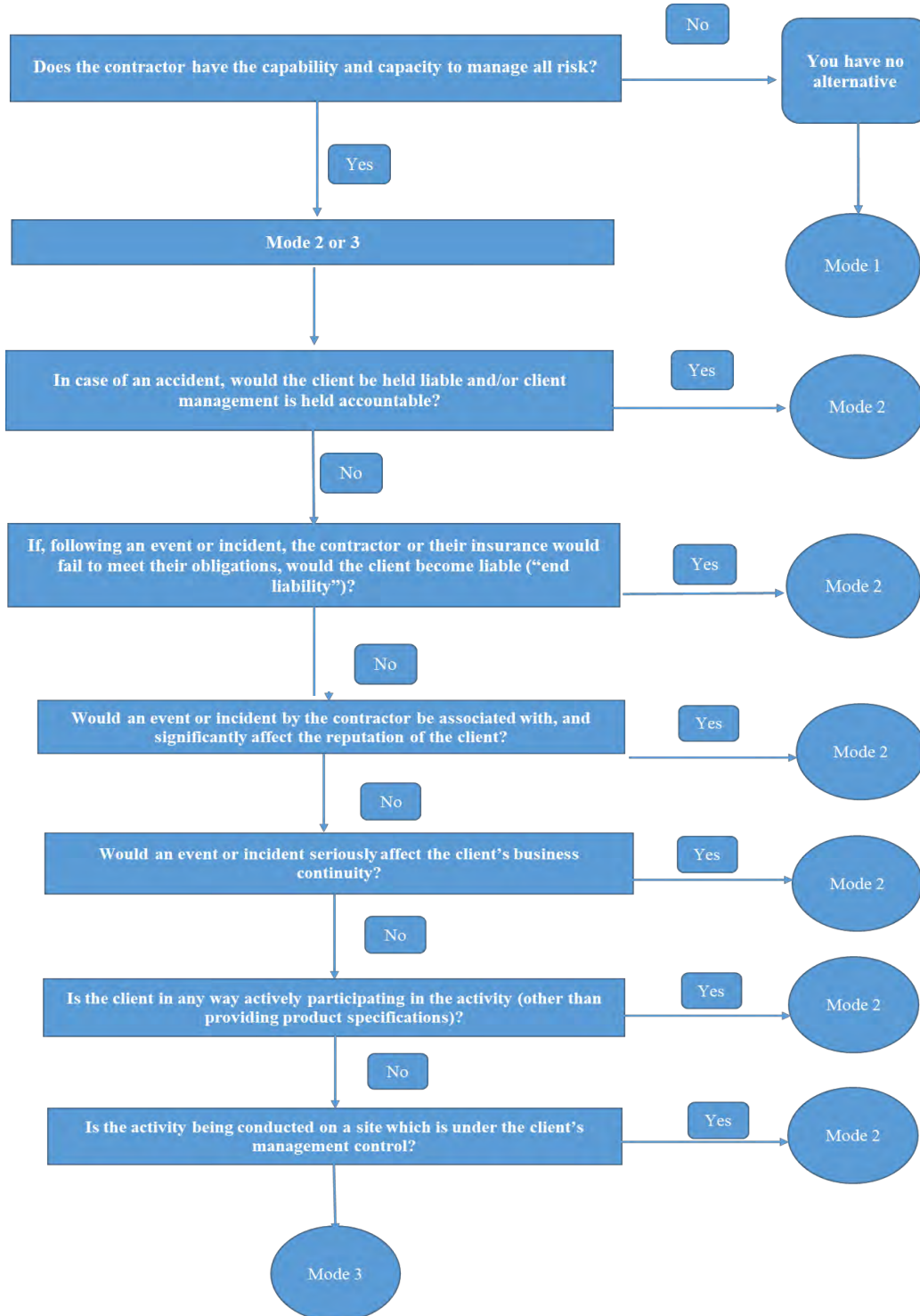
Conduct a Peer review of the completed Contract Risk Register based on the RAM rating, taking each identified hazard in turn:


- For all HIGH (intolerable) risk areas define additional measures. Use 4T's approach (Take, Treat, Transfer, Terminate). Focus on preventive measures (cost in proportion to benefits) following principles of ALARP (As Low As Reasonably Practicable)
- For MEDIUM risk areas review controls to ensure they are appropriate and adequate.

7. Record Outcomes in Contract file

- Position each resultant RAM analysis in the appropriate cell on the electronic version of the Ram.
- The highest HSE risk rating will determine the HSSE risk rating of the contract.
- Document outcomes in the Contract file.
- On any changes in contract status (Variation etc.) or on an annual basis, review the risk register and assess whether existing responses (Controls) are adequate. Remove obsolete measures. Monitor and close out any risk response related action.


Appendix C: Contractor Mode selection Decision Tree



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Appendix D: Examples of HSE General KPI's

Criteria	Target
Significant Injuries and Fatalities	0
Total recordable incidents Frequency (Fatality, Lost time Incident, Restricted work day case, medical treatment case) / million hours worked	Company annual Target
Lost time incident frequency (LTIF)/million hours worked	Company annual Target
Contract HSE Plan in place and Client approved	HSE plan signed before starting activities
All Contractors and Subcontractors completed Fitness to Work Checks as per Client FtW procedure	100%
Contractor Senior Management HSE tours (Recorded & Documented including attendance at Tool Box Talk)	1 per Quarter
HSE Major campaigns delivered by Contractor	2 campaigns per year
Hazard Report Cards submitted	As per the bridging document
Emergency Response Plan including Medical Emergency Response	ER signed before starting activities
Total volume of unplanned releases (liters, gallons, kg)	0

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Appendix E: HSE Requirements During Kick Off Meeting (Agenda)

Minimum Topics guideline:

Life Saving Rules

COMPANY Expectations (Zero Incidents – Safe Execution)

The organization chart for the planned scope of work including nomination of key personnel

Lines of communication between client and contractor; who has authority to issue instructions (client) and to whom they should be issued (contractor)

A review of associated major risk controls

A project schedule, which confirms that the activities/deliverables described in the HSE plan for completion pre-mobilization, can be satisfactorily implemented

Confirmation that roles and responsibilities have been clearly defined and understood

Any pending exceptions, clarification and actions to be closed prior to mobilization (from the capability assessment, audits or past meetings)

Review of relevant regulations and compliance requirements, including required permits or licenses

Confirmation of personnel competency. This includes both client and contract personnel who are exposed to workplace hazards and risks as defined in the scope of work and the performed risk assessments

Confirmation of any SMART (Specific, Measurable, Attainable, Realistic, and Timely) HSE KPIs, including one to measure verification performance

Distribution and explanation of the HSE policies, basic HSE rules and work procedures as defined in the HSE plan


Confirmation of the scope and schedule of HSE activities, e.g. HSE meetings, verification activities, audits and reviews

Confirmation that HSE induction and training plans are in place and ready for start up

Briefing of subcontractors' management on HSE requirements

Event and incident reporting and investigation procedures


Process for agreeing upon, reporting, tracking and closing out non-compliance/conformity

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Interaction of client's and contractors' emergency and response plans (incidents, security, pandemic disease, evacuation, next of kin, etc.)

Contact has been made with third parties to assure their role in emergency and response plans is known.

Mobilization Audit (if needed)

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Appendix F: Contractor Capability Assessment Questionnaire

Contractor information:

Contractor:	
Contractor's address:	
Contractor's Contact Person:	
Contractor's ID Number (if relevant):	
Contractor self-assessment date: Previous capability assessments of the Contractor (if any):	

General guidelines for completion of questionnaire:

- This questionnaire covers the information required to assess the extent to which HSE and its management are organized by the contractor.
- When completing the questionnaire, the contractor should include all associated contractor activities and relevant support functions not only for a specific contract.
- Emphasis should be placed on the need for complete answers substantiated by supporting documentation as indicated in the questionnaire. Responses and any supporting documentation should relate specifically to the contractor's local organization (that is where the contract work will be conducted).
- The questionnaire should be validated by a responsible contractor line manager prior to submission.

COMPANY guidelines for the use of the questionnaire:


- The submissions may be assessed by a scoring mechanism in the evaluation process, such as that provided in HSE capability assessment: overview and scoring system.
- A follow-up discussion with the contractor's management may be needed.
- Contractors may receive feedback on the results of the COMPANY's evaluation (as per company contracting system).

The Contractor's capability assessment questionnaire may be evaluated by attaching a score to the selected response for each category.


A scoring system would be as follows:

The minimum acceptance scoring total is xx (To be defined according the weight of tender)


D	C	B	A
Unacceptable	Poor	Acceptable	Excellent
0	3	6	10

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Element 1: Commitment and Accountability				Written Response	
Questionnaire items					
<div>1.1 Commitment and accountability to HSE aspects</div> <div>(Only applied for Mode 2)</div>	<div>Provide evidence of processes in place to manage documentation ensuring the latest versions are approved, identifiable and available, with defined retention, back-up and archival systems for management of information and related records while answering the following:</div> <div><div>a) Is senior management involved in HSE activities? If yes, please briefly detail how.</div><div>b) How do managers ensure commitment from the workforce to perform activities in accordance with company policies, standards and objectives, and in compliance with external requirements?</div><div>c) How does the contractor ensure learning from internal and external sources and promote continuous risk reduction and performance improvement?</div><div>d) Provide evidence of accountability and commitment at all levels of the organization.</div><div>e) Is there a code of conduct in place to establish behavioral, ethical and compliance obligations for employees? If yes, please provide a copy.</div><div>f) What communication and engagement mechanisms are established?</div><div>g) 1) Provide evidence to show that the HSE-MS is in place across the organization, with priorities established, authorities and accountabilities assigned, and resources allocated.</div><div>2) Who in your organization is accountable for the oversight and co-ordination of activities within the scope of their part of the HSE-MS? Are they also accountable for monitoring effectiveness / Objectives Achievement?</div></div>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
<div>No evidence of personal commitment on the part of all the organization’s managers and workers.</div> <div>None of the personnel who direct and control activities understand their accountability for HSE-MS policies, systems, decisions, and outcomes.</div>	<div>Some evidence of personal commitment on the part of all the organization’s managers and workers.</div> <div>Some of the personnel who direct and control activities understand their accountability for HSE-MS policies, systems, decisions, and outcomes.</div>	<div>Evidence of personal commitment on the part of all the organization’s managers and workers.</div> <div>Accountability based on well-defined authority levels, acceptance of decision making and a clear understanding of job responsibilities.</div>	<div>Evidence of mindfulness and a strong, proactive HSE culture in senior management and at all levels throughout the organization.</div>		


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Element 2: HSE Policies, Standards and Objectives				Written Response	
Questionnaire items					
2.1 HSE Policies and Standards (Only applied for Mode 2)	Who is the most senior person in the organization responsible for authorization of PSOs appropriate to each activity? Provide name and title. 1) Does your company have HSE policies and standards in place which establish risk based requirements, including the commitment to comply with applicable regulatory or other requirements? If the answer is yes, please attach copies. 2) How do you communicate your policies and standards to all of your employees? 3) What are your arrangements for advising employees of changes in the policies or standards? 1) How do you identify new industry standards or regulatory requirements that may be applicable to your activities? 2) Describe the process used for producing, updating and disseminating standards. 3) Are your company standards aligned with HSE MS references (E.g. IOGP/industry guidelines or ISO 45001 / OHSAS 18001 or any recommended practices? If yes, state which. 4) Describe process for review of applicable regulations and standards at the local, national, regional and international levels to ensure Policies and Standards are aligned and remain up-to-date. 5) Where do you define the company standards you require your contractors to meet? 6) How do you ensure these standards are met and verified?				
	2.2 HSE Objectives (Only applied for Mode 2)				
2.3 Policies, Standards and Objectives (PSO) (Only applied for Mode 2)	Does your company have HSE objectives which include measurable success criteria based on continuous improvement; maintaining standards; or compliance with policy, regulatory or other requirements? If the answer is yes, please attach a copy. Describe how you communicate your HSE objectives to all your employees. What initiatives or campaigns have been developed at an appropriate level of the company to meet short and long-term strategic objectives?				
	Referring to the above question # 2.1 (C-3) How do you ensure that the available PSOs address applicable aspects of your business activities throughout their life cycle? Are there different entities operating on the same facilities (including subcontractors) and have PSO been harmonized to ensure a consistent message and application? If yes, please provide an outline of harmonization (Bridging document). Describe the process used to review PSOs, including how these are documented and approved by a competent authority. Please provide an example. How does your organization gather and consolidate feedback on PSO applicability and effectiveness and use this to identify gaps against expectations? (Nonconformity and Corrective action procedure) Describe the process used to risk-assess and approve an exemption or deviation from an HSE MS requirement and how you ensure the approval is by an appropriate level of management.				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score


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No formal HSE training program. No specialized HSE training for managers, supervisors or specialists/personnel.	Verbal instructions on company procedures only. Documents provided for new employees but no on-the-job orientation by supervisor. Some specialized HSE training for managers, supervisors or specialists/personnel.	Capability of managers and workforce is supported by appropriate levels of competence, skills, experience and behavior to work effectively and meet HSE-MS Expectations.	"Acceptable" together with follow-up observation of employee's performance. Additional HSE training provided to address any gaps identified and changes in job responsibilities/function.		
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Element 3: Organization, resources and capability				Written Response	
Questionnaire items					
3.1 Organizational Structure for HSE Management	<p>How is your organization structured to effectively implement the HSE-MS and ensure compliance with legal and other requirements? Please provide an organization chart.</p> <p>When organizational change is necessary, what process is in place to assess, mitigate and review actual and potential risks, as well as impacts on operating activities and the HSE-MS itself?</p> <p>How do you ensure people in roles identified as HSE critical can be replaced e.g. due to retirement, transfer or leaving the role for other reasons?</p> <p>What mechanisms and program for joint participation and management consultation within the workforce do you have?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
The organization has no defined HSE responsibilities, accountabilities and authorities. There is no evidence of equipment, processes and skilled people in place.	Limited organization with defined HSE responsibilities, accountabilities and authorities. They have some equipment, processes and people in place, but limited specialist HSE resources.	The organization with defined HSE responsibilities, accountabilities and authorities is structured to deliver its planned objectives effectively and efficiently. They have the right equipment, processes and people in place, with the right skills at the right time.	"Acceptable" together with a process to ensure extension of HSE-MS consistency towards contractors, who are a key resource when deployed to increase the organization's capability.		
3.2 Resources and capability	<p>What recruitment, deployment, career development, retention and succession plans are in place?</p> <p>What HSE training program do you have in place for the following:</p>				

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	<p>1) Managers and supervisors at all levels, who will plan, monitor, oversee and carry out the work scope?</p> <p>2) HSE specialist personnel within the work scope? Please specify the resources available.</p> <p>3) Employees to ensure they have adequate knowledge of basic industrial HSE?</p> <p>4) Employees to ensure they have been instructed and have received information on any specific risk factors and risks arising out of the nature of their activities e.g. job and site orientations?</p> <p>Describe the process used to periodically review and update HSE training e.g. to meet HSE objectives and applicable legal or other HSE requirements.</p> <p>Where HSE training is given in-house, please describe the content and duration of courses.</p> <p>What tools are used to identify and assess HSE specific resources, skills and knowledge?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No formal HSE training program. No specialized HSE training for managers, supervisors or specialists/personnel.	Limited organization with defined HSE responsibilities, accountabilities and authorities. They have some equipment, processes and people in place, but limited specialist HSE resources.	The organization with defined HSE responsibilities, accountabilities and authorities is structured to deliver its planned objectives effectively and efficiently. They have the right equipment, processes and people in place, with the right skills at the right time.	"Acceptable" together with a process to ensure extension of HSE-MS consistency towards contractors, who are a key resource when deployed to increase the organization's capability.		
3.3 Competence assurance (Only applied for Mode 2)	<p>Does your organization have a competence assurance process in place? If yes, please describe the scope and content of your competence assurance process.</p> <p>What clearly defined HSE competencies are required for the individual roles and jobs within teams? Please provide an example of training matrix.</p> <p>What measures are in place to review individuals' or team's capability and address temporary any gaps?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No evidence of competence assurance in place.	Some general competence profiles available, but not specifying the training needed or HSE	A competence assurance process exists to screen, select, train and conduct ongoing assessment of the HSE qualifications, fitness-	"Acceptable" Column together with Critical roles in terms of operating risk may also be identified,		


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	qualifications for specific job requirements. Records exist but are not kept up to date.	for-task, enabling behaviors, and supervisory needs and abilities of the workforce to meet specified job requirements. Records are retained and kept up-to date to assure that training has been completed and competencies have been assessed as adequate.	documented, tracked and regularly reviewed. This ensures appropriate priority is given to assessment, training requirements, fitness-for task, development plans, mentoring and performance review.		
3.4 Allocation of internal and external resources	<p>What system is in place to allocate appropriate and sufficient internal and external resources to meet HSE objectives?</p> <p>Does your company have a contractor management process or system? If yes, provide an outline of the process.</p> <p>1) How do you assess the HSE capability and capacity internally, and if external resources are needed, of your suppliers and contractors?</p> <p>2) What program have you put in place to enhance opportunities for local sourcing of people, goods and services?</p> <p>How do you ensure that plans are established amongst suppliers and contractors, for personnel identification in HSE critical roles and how they can be replaced if they retire, transfer or leave their role for other reasons?</p> <p>Do you provide HSE specific training, tools and initiatives (HSE Programs) to improve the risk awareness and performance of suppliers and contractors who provide goods and services? If yes, please provide an outline.</p> <p>What HSE training do you provide to managers and workers responsible for contracting activities and oversight of contractors?</p> <p>1) How do you agree upon the interfaces and other bridging mechanisms for activities involving multiple parties using different management systems?</p> <p>2) How do you identify alignment and relevant gaps (including roles, responsibilities and actions) in the different management systems of the participants?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No written process for allocation of appropriate and sufficient internal and external resources.	Basic system in place for allocation of appropriate and sufficient internal and external resources. For management of suppliers and	System in place for allocation of appropriate and sufficient internal and external resources. Contractors are selected	"Acceptable" together with follow-up conducted on the HSE performance of their contractor. Contractor and their contractors working together for achievement of		

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	contractors, selection process limited in HSE criteria.	with consideration of HSE abilities. Relationships are established and verification controls to maintain sufficient and effective supply of goods and services are in place.	HSE objectives.		
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Element 4: Stakeholders and customers				Written Response	
Questionnaire items					
4.1 Stakeholders and Customers (Only applied for Mode 2)	1) How do you identify Stakeholders, including local communities? 2) How are relationships established throughout the activities life cycle? 3) Which significant stakeholder groups does your company have? 4) What is your company’s local community engagement plan and strategy? 1) What processes does your company have to assess, manage and engage with customers and other stakeholders regarding life cycle risks and opportunities associated with the company’s products, assets and activities? 2) Describe how compliance with regulatory requirements is part of these processes. What mechanisms are in place to document, evaluate and address stakeholder and customer expectations and feedback, including concerns and complaints? 1) What kind of relationships has your company established with stakeholders and customers? 2) Describe how communication and engagement is performed?				
	Unacceptable	Poor	Acceptable	Excellent	A,B,C,D
Open and sustainable relationships not established. Contractor not able to manage the risks and opportunities that have potential to affect its stakeholders and customers.	Open and sustainable relationships established. Contractor has identified relevant risks but these are not fully understood.	Effective relationships with stakeholders and customers established. Relevant risks are identified and clearly communicated, addressed and managed. Contractor’s products and services meet the	“Acceptable” together with Contractor gaining short or long-term economic, social or environmental benefits from their relationship with stakeholders and costumers.		


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	addressed and managed.	expectations of its customers in terms of HSE performance and technical support.			
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Element 5: Risk assessment and control				Written Response	
Questionnaire items					
5.1 Risk assessment and Control (Only applied for Mode 2)	1) What processes and methods does your company have in place to manage risks to an acceptable level for the scope of your activities? 2) How does your company ensure no operation is performed without a specific risk assessment? 3) How does your company monitor that all control and mitigation measures are in place before performing any operation? 1) How are conflicting interests dealt with, within your risk management process? 2) Is there commitment to review and improve risk management and associated processes periodically, and in response to an event or change in circumstances? Provide evidence of documentation and communication of the risk management processes for significant risks, including risk acceptance approval at appropriate levels of the organization, scheduled reviews and updating of risk registers. How do you manage changes and assess associated risks, e.g. temporary/permanent changes that affect the organization, activities, assets, operations, products, plans or procedures? How are vulnerabilities and non-conformances recognized, including deviations from operating procedures or weak signals that provide indications of potentially increasing risk? How is learning from incidents, events, non-conformities and good practices from internal and external sources incorporated into risk assessments and their review? Has your company established risk control and regulatory compliance plans to manage 'normal' conditions, allowing the organization to manage HSE risks locally while maintaining full compliance with relevant requirements and legislation? If yes, please specify which areas of risk, context or requirements.				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
Company HSE-MS does not include identification, assessment and treatment of HSE risk considering all potentially	Company HSE-MS makes reference to the need to conduct HSE risk assessment but has no	Company HSE-MS includes techniques for the assessment of task based and specific HSE subject risk	"Acceptable" together with recognition of positive impacts and the optimization of benefits that the business activity may provide.		

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<p>affected parties, including external stakeholders. A culture of risk awareness that supports decision-making at each level of the organization does not exist.</p>	<p>techniques to perform identification, assessment and treatment of risk considering all potentially affected parties, including external stakeholders. A culture of risk awareness that supports decision making at each level of the organization is not established.</p>	<p>identification, assessment and treatment of HSE risk considering all potentially affected parties, including external stakeholders. A culture of risk awareness that supports decision-making at each level of the organization is established.</p>	<p>These could include the development of people, local capacity building, environmental conservation opportunities and infrastructure.</p>		
<p>5.2 Health risk factors and impact (Only applied for Mode 2)</p>	<p>What are the preferred methods for undertaking risk assessments to effectively identify assess and treat risks related to ill health to an acceptable level? What is the organization's reference for managing health risk and determining risk acceptability? Do you have specific objectives, policies and program on specific health risks? (E.g. Noise monitoring procedure, NORM Monitoring procedure) 1) Who is accountable and responsible for managing health risk? 2) Briefly describe the resources available to support those accountable and responsible for managing health issues? 1) What systems are in place to control health risk and monitor the effectiveness of these controls/barriers? 2) Is regular workplace exposure monitoring for individual workers part of these systems? 3) How does the contractor ensure that required restitution time is provided and that extensive use of overtime does not become a working environment burden for its employees? 4) How does the contractor evaluate the health risks presented by use, transport and disposal of chemicals?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
<p>No specific health policies, objectives and risk and control program in place.</p>	<p>Basic Health risk and control program are in place but not for significant health risks, e.g. Occupational related illness, etc. No evidence</p>	<p>Comprehensive Health policies, objectives and program cover occupational and community health risks to personnel associated with the company's activities.</p>	<p>"Acceptable" together with recognition of positive impacts and the optimization of benefits that the business activity may provide. These could include infrastructure (e.g. water wells and clinics) and community health.</p>		

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	of comprehensive health program				
5.3 Safety risk factors and impact (Only applied for Mode 2)	<p>What are the preferred methods for undertaking risk assessments to effectively identify assess and treat risks related to personal and process safety incidents and damage to assets and/or company value to an acceptable level?</p> <p>What is the organization's rationale for managing safety risk and determining risk acceptability?</p> <p>Do you have specific objectives, policies and program on specific safety risks and ensuring compliance with applicable regulations?</p> <p>1) Who is accountable and responsible for managing safety risk?</p> <p>2) Briefly describe the resources available to support those accountable and responsible for managing personal and process safety issues (People, Process, Tools)</p> <p>1) What systems are in place to control personal and process safety risks and monitor the effectiveness of these controls/barriers?</p> <p>2) What systems does your organization have in place for the provision and upkeep of PPE, both standard issue and items required for specialized activities?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No specific safety hazard management program in place.	Basic HSE programs are in place, but not for significant risks, e.g. personnel injury, explosive atmospheres, etc. No evidence of comprehensive safety programs. of comprehensive health program	Comprehensive HSE programs cover safety risks related to injury, process safety incidents and damage to assets and/or company value.	"Acceptable" together with recognition of positive impacts and the optimization of benefits that the business activity may provide. These could include infrastructure (e.g. roads) and road safety.		
5.4 Environmental risk factors and impact (Only applied for Mode 2)	<p>What are the preferred methods for undertaking risk assessments to effectively identify, assess and treat risks related to local and global environmental impact to an acceptable level?</p> <p>What is the organization's rationale for managing environmental risk and determining risk acceptability?</p> <p>Do you have specific objectives, policies and programs on specific environmental risks and ensuring compliance with applicable regulations?</p> <p>1) Who is accountable and responsible for managing environmental risk?</p> <p>2) Briefly describe the resources available to support those accountable and responsible for managing environmental issues?</p>				

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	1) What systems are in place to control environmental risk and monitor the effectiveness of these controls/barriers? 2) How do document and report the usage of chemicals, including new chemicals (SDSs)? 3) What process covers performance of chemical risk (and substitution) assessments, to implement necessary mitigating measures and to confirm relevant permit/license from public authorities? 4) What systems are established for identifying, classifying, managing and reducing waste?				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No specific environmental hazard management programs in place.	Basic environmental programs are in place but not for significant risks e.g. spills, air emissions, pollution prevention, chemical and/or waste management, etc. No evidence of comprehensive environmental programs	Comprehensive environmental programs cover environmental risks associated with the company's activities.	"Acceptable" together with recognition of positive impacts and the optimization of benefits that the business activity may provide. These could include the development of environmental conservation opportunities.		
5.5 Social responsibility risk factors and impact (Only applied for Mode 2)	What are the preferred methods for undertaking risk assessments to effectively identify assess and treat risks related to social impact (social responsibility to employees, the local community and other stakeholders) to an acceptable level? What is the organization's rationale for managing social risk and determining risk acceptability? Do you have specific objectives, policies and programs on specific social risks such as community relations; cultural heritage aspects and inter-cultural sensitivities; and the prevention of human rights violations? Does your organization have workforce strategies and procedures in place to comply with internationally recognized labor standards covering any of the following areas:) Minimum wages, Working hours, Disciplinary practices, Employment Practices,) Working Conditions, Terms of employment for migrant workers, including human trafficking? 1) Who is accountable and responsible for managing social risk? 2) Are there appropriate resources to support those accountable and responsible for managing social risk? What systems are in place to control social responsibility risk and monitor the effectiveness of these controls/barriers?				

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Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No specific Social Responsibility management program in place.	Basic social Responsibility programs are in place but not for significant Social Responsibility Risk factors, e.g. social disturbances, labor action, community impact, etc. No evidence of comprehensive social responsibility programs	Comprehensive Social Responsibility programs cover Social Responsibility Risk factors associated with the company's activities.	"Acceptable" together with recognition of positive impacts and the optimization of benefits that the business activity may provide. These could include local capacity building, education and the development of local people and communities. Have additional initiatives to cooperate across the industry on development of Social responsibility programs. <i>Note: Where applicable laws or requirements prohibit contractor from upholding Human Rights policy, Contractors seek ways to ensure respect for human rights to the greatest extent possible.</i>		


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Element 6: Plans and procedures				Written Response	
Questionnaire items					
6.1 HSE plans and Procedures (Only applied for Mode 2)	<p>Which plans and procedures are established, documented and maintained in accordance with identified HSE legal and other requirements in line with the HSE risk level defined by the organization and the required risk controls? Please provide a list / copy.</p> <p>What process is established to revise and approve plans and procedures at an appropriate level of authority?</p> <p>What guidance and training does your company provide to enable effective implementation of plans and procedures as appropriate?</p> <p>How does your company ensure that the latest version of an approved plan or procedure is available at point of use?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No written HSE plans and procedures as necessary to manage HSE risks.	Basic HSE procedures exist. No details of how things are to be done to ensure accuracy and consistency of approach when applying HSE risk controls. They include some operating/maintenance procedures, action plans, work instructions or other job aids.	Contractor has written HSE plans and procedures as necessary to manage HSE risks. Plans and procedures comprise clearly defined requirements and integrate the results of the risk assessments to prepare for executing work and implementing risk controls/barriers.	"Acceptable" together with plans and procedures as necessary to ensure opportunities. Plans are also developed to optimize HSE performance and drive continuous improvement.		
6.2 Contingency, emergency, crisis and continuity management (Only applied for Mode 2)	<p>1) What arrangements does your company have for:</p> <p>Contingency</p> <p>Emergency</p> <p>Crisis</p> <p>Continuity management planning?</p> <p>2) Provide some examples of situations which are included for each of the above?</p> <p>How does your company ensure that required resources are in place with regular tests and drills, including incorporation of lessons learned?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score

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No evidence of attention paid to contingency, emergency, crisis and continuity management.	Basic emergencies covered by plans, e.g. fire, medical, spill, evacuation. No or irregular drills conducted. Limited attention to contingency, crisis and continuity management	Company has a comprehensive contingency, emergency, crisis and continuity planning processes covering all reasonably foreseeable situations. Required resources available and regular tests and drills are conducted.	"Acceptable" together with systematic incorporation of lessons learned.		
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Element 7: Execution of activities				Written Response	
Questionnaire items					
7.1 Execution and control of activities (Only applied for Mode 2)	1) What processes does your company use to prepare for activities and ensure operational readiness and integrity of systems before commencing work? 2) How does your company confirm that interfaces/handovers are established? How does your company assure consistent application of processes to ensure activities and tasks are executed in accordance with plans? What kind of supervision activities exist to confirm each activity and/or task is executed in compliance with the plans and procedures and delivers the expected outcome? Describe your company culture related to "Stop and intervene"? How does your company manage inadequate performance or unacceptable behavior?				
	Unacceptable No consistent implementation of the plans and procedures, and no intervention when a risk control/barrier proves ineffective or stated requirements are not being met. Inadequate resources allocated or not appropriately prepared for the task. No culture of discipline.	Poor Some plans and procedures implemented. Limited intervention when a risk control/barrier proves ineffective or stated requirements are not being met. Some resources allocated and/or necessary resources	Acceptable Company ensures that activities and associated risk controls are consistently executed with discipline by authorized and competent persons, as defined in the plans and procedures. Each step of the execution of activities leads to the desired result and intervention happens in a	Excellent "Acceptable" together with consistently achieves and/or exceeds specified requirements. Contractor actively seeks and share experience and knowledge across the industry.	A,B,C,D Score


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	not appropriately prepared for the task. Culture of discipline exits.	timely manner when required.			
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Element 8: Monitoring, reporting and learning				Written Response	
Questionnaire items					
8.1 Monitoring and learning (Only applied for Mode 2)	What arrangements does your organization have to ensure the implementation of and compliance with the HSE-MS What arrangements does your organization have to ensure the achievement of its HSE objectives? Please describe which processes your company has for: 1) learning from incidents, events and non-conformities from both internal and external sources 2) benefitting from learning opportunities and good practices within the organization, your industry, and from other public sources 3) implementation of appropriate remedial actions (with application of Management of Change processes as appropriate) to address event/incident causes, strengthen risk controls/barriers and prevent recurrence 4) verification of closure of actions or plans How does your company communicate the learning from monitoring and reporting processes?				
	Unacceptable No system for formally monitoring HSE performance, risk controls/ barriers function and that operation are delivering planned performance. No system established for information for sharing and learning.	Poor Performance monitoring limited to incident statistics, i.e. reactive only. Monitoring of risk controls/barriers function and that operation are delivering planned performance not in place. Limited availability of information for sharing and learning.	Acceptable Company has a system for monitoring effectiveness of the HSE-MS and act on reliable and accurate data. They actively seek positive learning from activities, feedback, innovation and experience. They ensure immediate learnings and corrective actions are applied and communicated.	Excellent "Acceptable" together with monitoring of performance in all specified subjects with formal review, follow up and communication for continuous improvement.	A,B,C,D Score

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8.2 Incidents, events and non-conformities (Only applied for Mode 2)	How does your company report, record, classify and investigate Incidents, events and non-conformities (with actual and/or potential consequences) to determine direct and underlying causes? Does your company have established some sort of voluntary public reporting? If yes, please specify. Please provide the following Company work-related activities statistics for each year for the last five years, including work performed by Contractor personnel: Number of fatalities Number of lost time injuries Number of Lost Workday Cases Number of Medical Treatment Cases Number of First Aid Cases Number of Near Miss Incidents Fatal Accident Rate (per 100 million hours worked) Lost Time Injury Frequency (per million hours worked) Total Recordable Incident Rate (per million hours worked). Please provide company work-related Environmental performance statistics (as relevant to your operations) for each year of the last five years for: Gaseous emissions Energy Consumption Flaring Aqueous discharges Non-aqueous drilling fluids retained on cuttings discharged to sea Spills of oil and chemicals. Please provide Tier 1 and Tier 2 Process Safety Event statistics (as relevant to your operations) for each year of the last five year.				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No system for reporting, recording and classification of HSE Incidents, events and non-conformities. Company supplied insufficient information to establish trends.	Limited reporting, recording and classification of HSE Incidents, events and non-conformities. Data set is not complete. Trends show performance is not improving.	System in place for reporting, recording and classification of HSE incidents, events and non-conformities. Events/ incident trends steadily improving and evidence of mature reporting culture.	“Acceptable” together with Voluntary public reporting. Company transparently engages stakeholders on its operating management approach, progress and performance. Complete information to analyze performance is delivered		


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8.3 HSE performance (Only applied for Mode 2)	<p>1) Which processes does your company use to define and establish leading and lagging key HSE performance indicators (KPIs) using measures designed to improve performance and behaviors?</p> <p>2) How often does your company review HSE KPIs to ensure they provide meaningful information?</p> <p>How does your company ensure quality in terms of consistency, accuracy and completeness of monitored and reported data (KPIs)?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No system for HSE performance monitoring and/or analysis of the data reported to produce useful indicators is established.	Limited HSE performance monitoring is carried out. Limited analysis of the data reported to produce useful indicators.	System in place to report data and information (e.g. leading and lagging indicators) that provide a clear understanding of HSE performance to meet both company and stakeholder needs.	“Acceptable” together with cultural reporting and surveys to ensure understanding of organizational HSE culture. Leading indicators are fostered in the company.		
8.4 HSE events and incidents investigation and follow-up (Only applied for Mode 2)	<p>Briefly describe types of HSE events and incidents which are investigated?</p> <p>Briefly describe the processes used for the investigation of HSE events and incidents?</p> <p>Briefly describe the processes used for the follow up of HSE events and incident investigations, including the communication of lessons learned and required actions?</p> <p>Briefly describe the processes used for the analysis of HSE events and incident investigation findings?</p>				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No system for formally investigating HSE events/ incidents and/or analysis of data and information.	System in place for investigation of some HSE incidents. Limited event (near miss) investigation. Limited analysis of data and information to identify causes and suitable actions to address weaknesses and opportunities for improvement.	System in place to investigate events/incidents and analyze data and information to identify causes and suitable actions to address weaknesses and opportunities for improvement.	“Acceptable” together with follow up of remedial actions and communication of incident learning for effective prevention. Near miss incidents investigated in the same manner as other incidents.		

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8.5 Statutory notifiable incidents or noncompliance notices (Only applied for Mode 2)	1) How does your company ensure compliance with any statutory requirements for reporting and investigation in the jurisdictions you operate within? 2) Has your company suffered any statutory notifiable events/incidents in the last five years (safety, security, occupational health, environmental or social performance)? Answers with details including dates, country and location, summary of event/incident and follow-up of remedial actions taken.				A,B,C,D	Score
	Unacceptable No system in place for compliance with statutory requirements for reporting and investigation.	Poor Limited compliance with statutory requirements for reporting and investigation.	Acceptable System in place for compliance with statutory requirements for reporting and investigation.	Excellent "Acceptable" together with active experience transfer within industry.		

Element 9: Assurance, review and improvement					Written Response	
Questionnaire items						
9.1 Assurance process, including audits (Only applied for Mode 2)	1) Briefly describe your company's assurance process to evaluate conformity with expectations; organizational capability; effectiveness of the HSE-MS in meeting objectives, stakeholder and business needs; and also identify areas for improvement? 2) Do you have a written procedure for HSE auditing? If yes, please attach a copy. Who is involved in conducting HSE audits? How is the audit team selected to provide specific expertise and independence from the activities being audited? What qualifications are required for auditors? How are HSE audits scheduled and what scope of auditing is covered? e.g. internal, regulatory compliance, supplier/contractor, HSE management system implementation. 1. How does your company monitor trends? 2. What does trend monitoring include? How does your company track that audits are executed as per plan, with timely implementation of action items?				A,B,C,D	Score
	Unacceptable No systematic assessment of the HSE-MS to ensure effectiveness, suitability and fitness-for-purpose is sustained	Poor Some assurance mechanisms established to assess that the HSE-MS	Acceptable Company systematically assesses the HSE-MS to ensure effectiveness, suitability and fitness-for	Excellent "Acceptable" together with a learning culture from assurance processes and performed audits.		

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and improvement plans are developed at each level of the organization.	expectations and related processes are properly understood, implemented and executed.	purpose is sustained and improvement plans are developed at each level of the organization.			
9.2 Management review and follow-up (Only applied for Mode 2)	Briefly describe your HSE MS management review process. What is assessed in management review meetings to ensure understanding of risk control/barrier weaknesses and identify opportunities for improvement? How are improvements planned, communicated and embedded within the HSE-MS to drive continuous improvement? Provide evidence of managers formally reviewing the effectiveness and fitness-for purpose of the HSE-MS. Please provide a copy of minutes from management review meeting.				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No systematic review of the HSE-MS to ensure effectiveness, suitability and fitness-for-purpose is sustained and improvement plans are developed at each level of the organization.	Limited review of the effectiveness and adequacy of the HSE-MS in controlling significant risks associated with current and future activities. Limited improvement in the HSE-MS from assurance findings, reviews, investigations of events/incidents and weak signals from any level of the organization.	Those with accountability for the HSE-MS seek assurance on its implementation to deliver desired performance. They assess the strengths and weaknesses of the system via regular review to determine actions for continuous improvement.	“Acceptable” together with a process in place to follow up on action items to ensure effective completion.		

HSE management - additional features				Written Response	
Questionnaire items					
(i) Certification of HSE-MS		Please provide information on third party verification or any certification which you have received from certification bodies.			
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score

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No evidence of Management system developed to a level comparable to international standards	Some evidence of working towards compliance with recognized international standards, e.g. ISO 9001, ISO 14001, OHSAS 18001 (or ISO 45001), ISO 29001, API Q1	Management system developed to a level comparable to international standards but not certified.	Externally certified to one or more recognized international standards e.g. ISO 9001, ISO 14001, OHSAS 18001 (or ISO 45001), ISO 29001, API Q1		
(ii) Memberships of Associations	Describe the nature and extent of your company's participation in relevant HSE industry, trade, and governmental organizations.				
(iii) Additional Features of HSE-MS	Does your organization (globally, regionally or locally) have any HSE features or arrangements not described elsewhere in your response to the questionnaire?				
Unacceptable	Poor	Acceptable	Excellent	A,B,C,D	Score
No involvement with HSE through industry or trade associations. No additional features to HSE-MS.	Company has membership of industry bodies/association little involvement with HSE initiatives. Some additional HSE-MS features with value.	Company is an active member of industry bodies/associations related to HSE. Several HSE-MS features which add value.	"Acceptable" together with industry or client recognition/awards for HSE initiatives and/or performance.		

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Appendix H: Dispensation Request Form

DISPENSATION REQUEST FORM		
Entity (EGPC/EGAS/EChem/GANOBE):		Date:
Company / Facility:		Location:
Mandatory Requirement: <i>[Identify the specific management system document / clause for which dispensation is being requested]</i>		
Reason for Dispensation: <i>[List and fully describe the benefits to the Asset / Entity that are expected to follow from approval of the proposed Dispensation. Provide technical justification as appropriate]</i>		
Impact of Dispensation: <i>[A Risk Assessment for the proposed Dispensation shall be undertaken in accordance with the requirements of Risk Management Standards (SCHSE-PSM-ST-001)]</i>		
Duration of Dispensation: <i>[Following the risk assessment of a particular issue, if the residual risk level is 'LOW' OR determined as 'MEDIUM' and the asset has demonstrated that the residual risks are ALARP then the duration of a dispensation may be granted for the life of the asset]</i>		
Mitigation Measures <i>[to state what mitigation measures have been put in place for the duration of this dispensation]</i>		
Name / Signature:	Position:	Date:
REVIEW / APPROVAL		
APPROVED / NOT APPROVED	<input type="checkbox"/> APPROVED	<input type="checkbox"/> NOT APPROVED
Dispensation is granted for the period / life of asset:	<input type="checkbox"/> Start date: End date:	<input type="checkbox"/> Life of the asset.
Name / Signature:	Position:	Date: