



PERMIT TO WORK (PtW) Elements

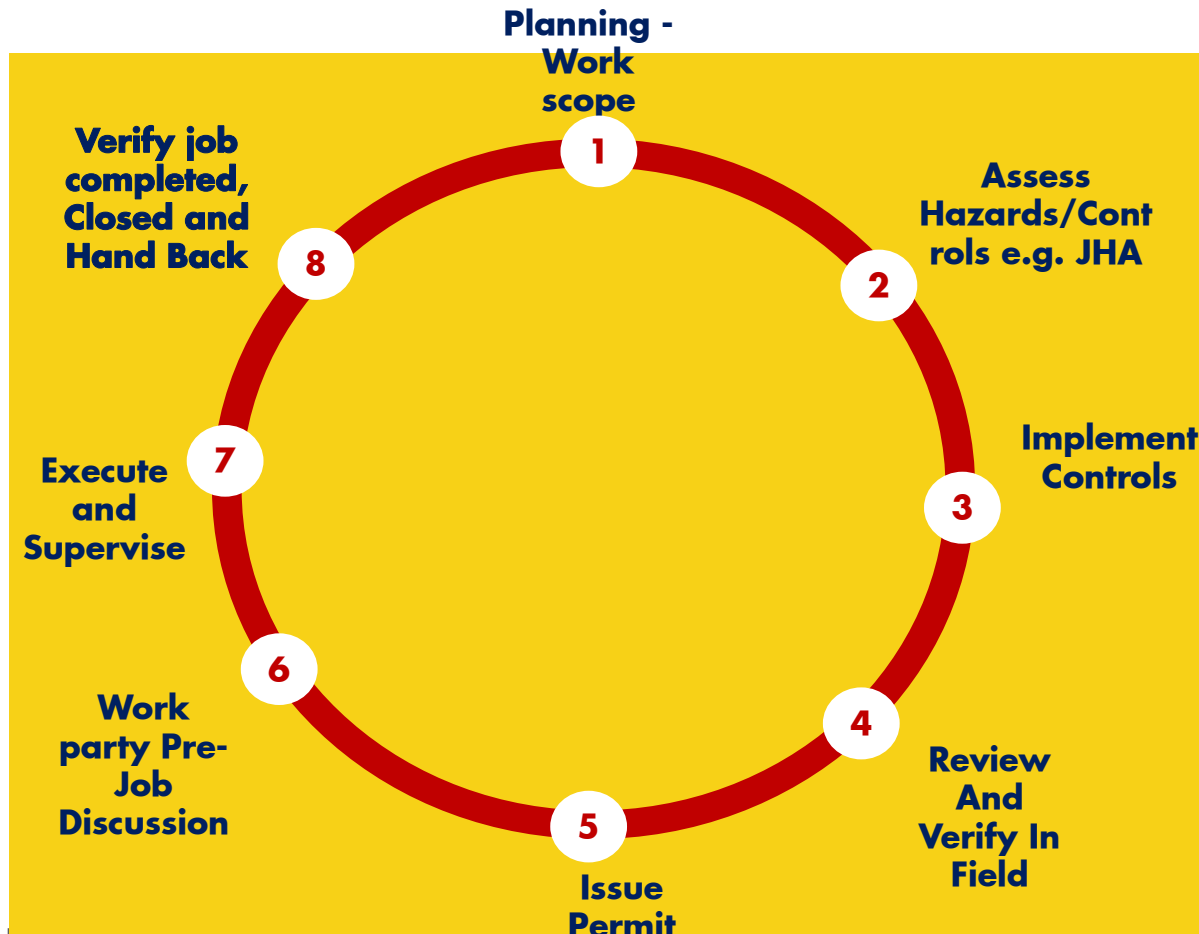
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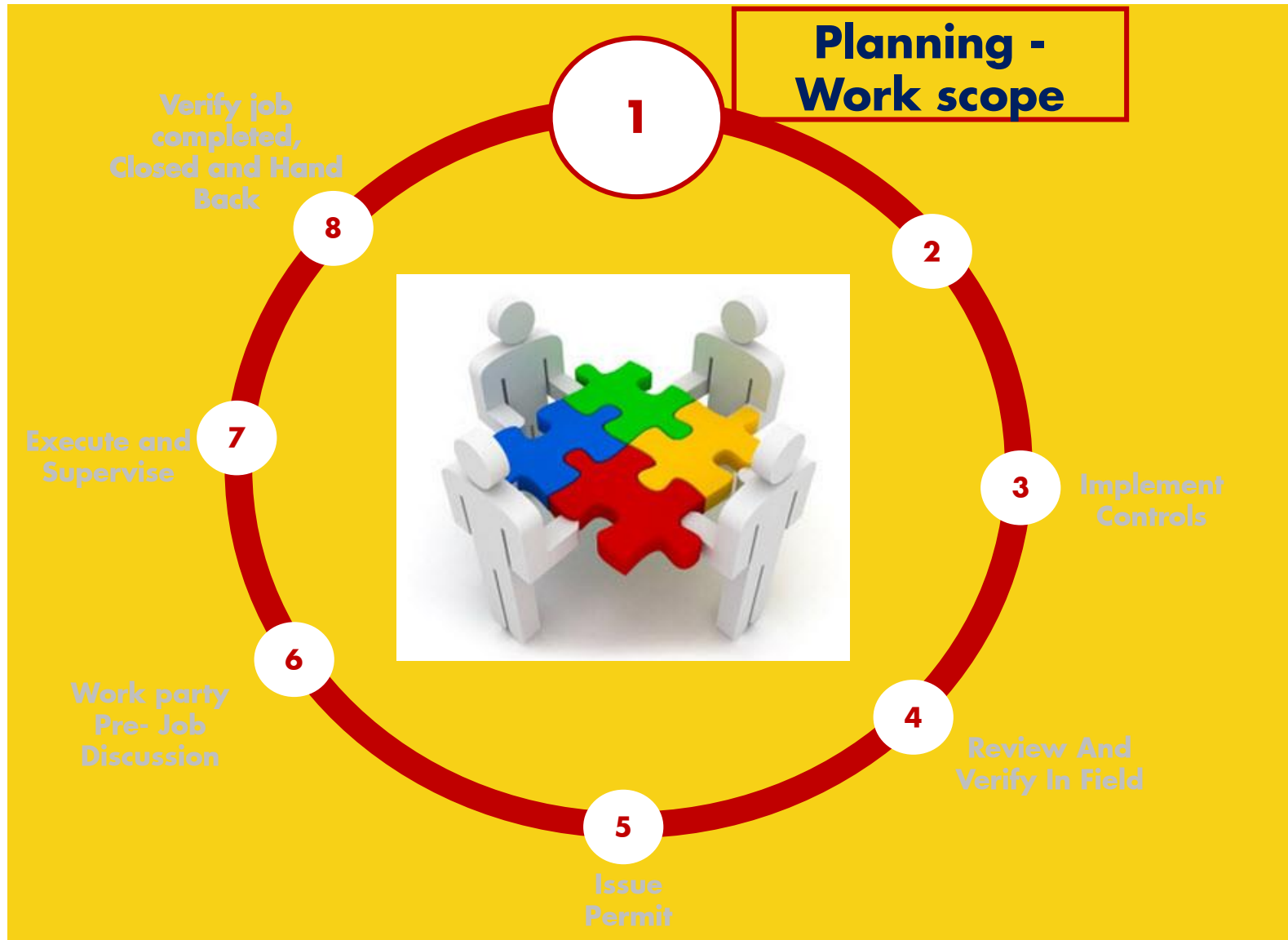
Fast. Brave. Together.

Permit Issuer (PI or LPI): Roles and Responsibilities

- Responsible for managing the overall PTW process including issuing (approving) the Work Permit



Step 1: Planning



Exercise: Characteristics of a Good Planner

- Think of someone you know who is a good planner and identify three things that they do that you think makes them a good planner.

PLAN FIRST!

- What is desired in this step: The **permit issuer assures and coaches the permit stakeholders to perform fit for purpose planning** during PTW implementation.

This includes:

- 1. **Involving the appropriate stakeholders** (permit holder, contractor company representatives, workers, operations, maintenance),
- 2. having a **grasp for pre planning activities** such as meetings and understanding the work scope
- 3. Recognizing the **threat of concurrent work and mitigating measures.**

Exercise: The Threat: Concurrent work activities

- What can go wrong when concurrent work activities exist?
- How does one manage concurrent work activities?

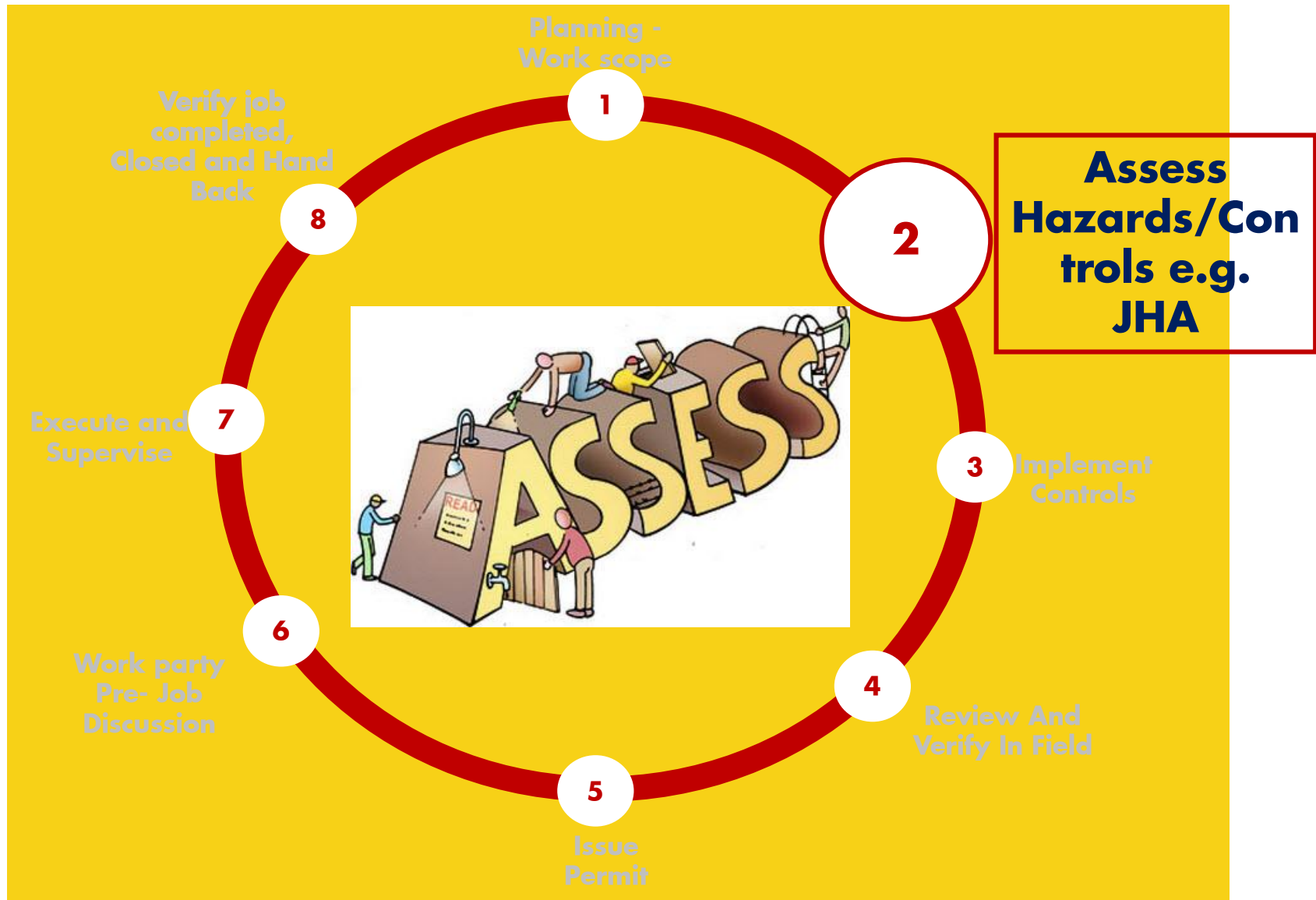
Planning and Work Scope:

- Understand and manage the **risks of permitted work activities** that may interfere with concurrent operations.
- Assure during planning that the **number of live permits** do not exceed the maximum capacity of the site to manage risks effectively.
- Assure that there is **adequate time for permit preparation** by stakeholders prior to permit approval.
- Understand the importance of- and **allow adequate time** to review permits prior to approving

Planning and Work Scope

- Assure that there is a **planned daily PtW coordination meetings** with **attendees from Operations and Maintenance** disciplines to review planned work activities for that day and identify changes.
- Understand and apply the need of **specialist involvement** and sign off. This would include diving related work, scaffolding, cranes, shoring of excavations, and other high risk low frequency work that exceeds on site expertise.
- Assure **shift handover communications** take place at least daily or sooner if needed
- Planning to make sure proper **number of workers and supervision** are in place

Step 2: Assess Hazards and Controls



Assess Hazards and Controls: The Big Picture Expectations

- The permit issuer is expected to assure that a fit for purpose risk assessment is performed including establishing when a Job Hazard Analysis is required for the work.
- What is desired in this step is for the permit issuer to **coach and assure proper application of hazard and risk assessments.**

Assess Hazards and Controls: Permit Issuer responsibility

- Understand and **apply the hierarchy of controls** starting with avoiding or removing the hazards as a priority and then progressing to utilization of barriers to prevent harm.
- Recognize **typical site hazards**
- Assure that **barriers are clearly communicated** to the permit holder on approved permits
- Assure that all **PPE** appropriate to the activity are identified and made mandatory

Assess Hazards and Controls: Permit Issuer Responsibilities

- Understand when (high and medium risk jobs) Job Hazard Analysis (JHA) are required
- Demonstrate a process of inclusion of appropriate stakeholders in the JHA as well as an understanding for the necessary rigor and analysis consistent with the work being performed

Exercise: Risk assessment tools

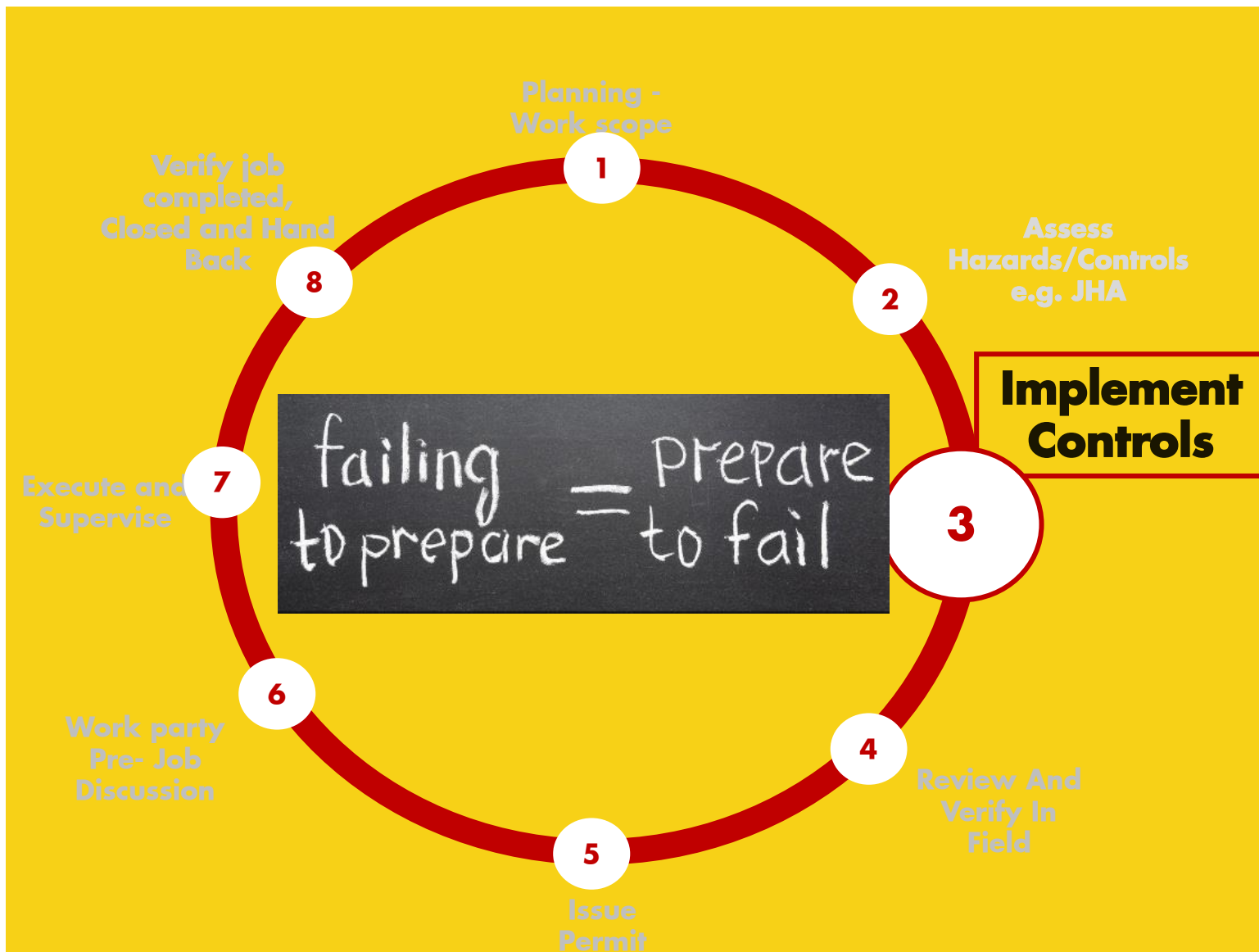
- What are some of the risk assessment tools that we use in Shell that may not be directly named “risk assessment” but are a work aid to achieve a risk assessment?



What does a good JSA include?

- The **HEMP** process!
- Identification of the hazards.
- Identification of the threats and risks
- Identification of the barriers (control and recovery)
- Assurance that barriers will work when needed

Step 3 : Implement Controls



Step 3 Implement Controls: The Big Picture Expectations

- This is about making sure that:
 - preparation work is done in **advance** of actual permit approval

- Preparation includes:
 - Completing PTW base form and certificates
 - Communications with Operations
 - Obtaining any special authorizations
 - Barriers are in place per the JSA/JHA including PPE
 - Emergency response measure in place

Step 4: Review and Field Verify



Review and Field Verify: The Big Picture Expectations

- This is the step just before permit approval.
- This step is intended to review in the field & to verify that permit controls have been put in place. This focuses on:
 - 1) **Joint worksite visit** by permit issuer (or her delegate) and Permit Holder to check if controls are in place;
 - 2) **Ability to determine adequacy of isolations;**
 - Confirm isolation is in place, for example, locks and tags, separate pipes with spades, or lock access doors;
 - - Able to confirm no stored energy or other dangers remain;
 - - Able to confirm that it is safe to start work.

Review and Field Verify : Field Visits

- Visit the worksite with Permit Holder before starting the job, to confirm compliance with the specified controls. This should happen with each permit that is medium or high risk.
- For isolation related permits, assure that specified isolations are in place and have been demonstrated to the Permit Holder, to ensure that the correct equipment is isolated and there is no stored energy or other hazards remaining and that locks and tags are in place.
- Field visits happen **before work** commences.
- Field visits include checks on Operational readiness and awareness of the work activity.

Exercise

- Go and see
- Identify 3 barriers and determine if they are functioning correctly

Step 5: Issue Permit



Issue Permit: The Big Picture Expectations

- The act of approving the permit is one of ownership by the permit issuer that assures that Operational readiness exists, barrier plans are in place, and the workers are prepared to work in a safe manner.

Issue Permit: The Big Picture Expectations

- A typical activity of issuing a permit would include:

Face to face discussions between the Permit Issuer and Permit Holder

1) The permit holder, Operations, and any Special Signatories **confirm by signature** that:
All control measures have been implemented.

2) The Permit issuer confirms:

- The **Operational controls and isolations are in place** and checked;
- the **requirements and conditions** of the permit to the requestor / Holder have been **communicated**;
- **all people who may be affected by the work** (Concurrent Operations /Work) have been informed;
- the validity **period / duration** for the permit.

3) The Permit Issuer **assures 2 copies** of the permit are made available;

- One copy must be with the holder at the worksite, One copy at the issuing

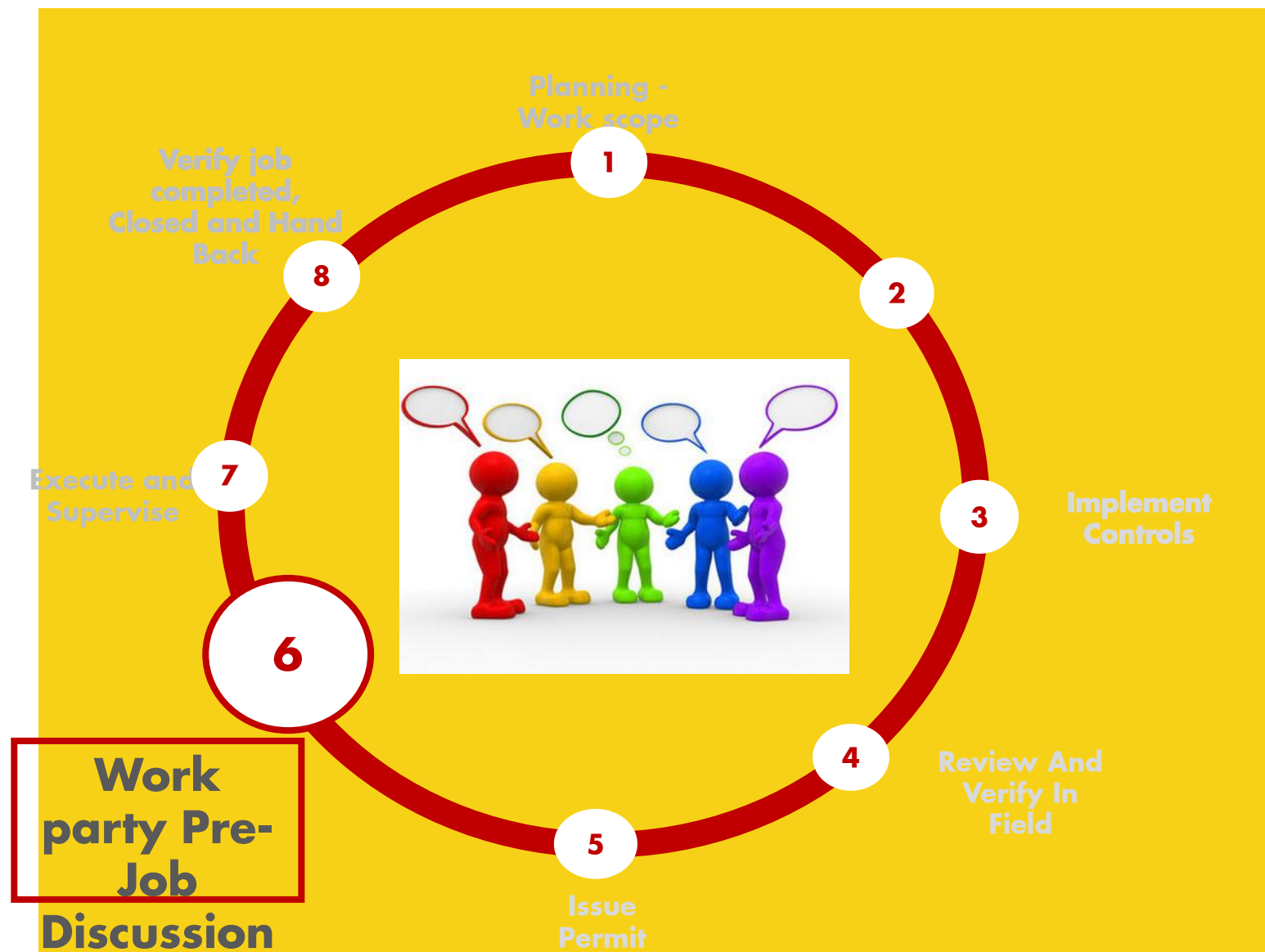
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Permit Issuer: Responsibilities

- Assure that Operational and Permit **authorizations** have been obtained
- Assure that supporting **documents/certificates** are **completed properly** (no missing information) and made a part of the permit and readily available to the worksite and the issuing point
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- Assure that the permits are **legible**
- Use a consistent and organized **numbering and filing system** for their permits.

Step 6: Pre Job Discussions



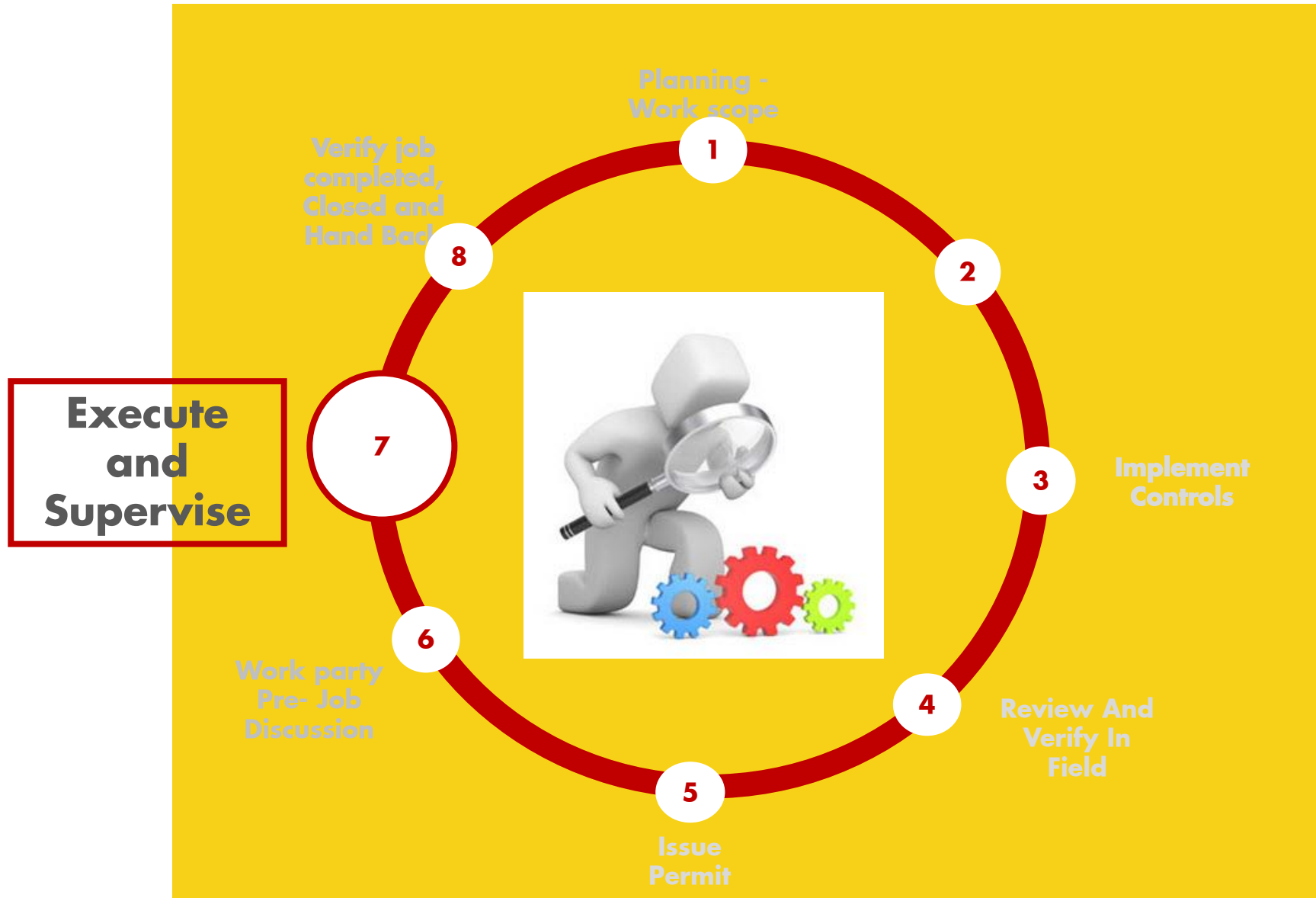
Pre job Discussions: Big Picture Expectations

- The permit issuer plays a role in assuring that **communications take place to enable the workers to understand the job** related threats and to be in compliance with the barrier plans. Some examples of things the permit issuer is responsible to make happen:
 - 1) Pre-work communication to the point of understanding by the workers of the threats and barrier plans
 - 2) **Regular worksite checks** to determine if there are any changes to the workplace situation; and update the JHA and/or Permit as needed
 - 3) Confirm it is **safe to start the work**;
 - 4) **Communicate concurrent work activities** and appropriate measures, and communications to prevent unintended consequences.

Pre-job Discussions: Responsibilities

- Assure the workers are communicated with in a manner that assures their understanding and responsibilities related to barrier compliance and emergency plans.
- Issuer to be **approachable and available** to the permit holder when unforeseen circumstances require changes to the permit or barrier plan.
- Understand the importance of **keeping Operations people informed** during the work activity involving a PTW. Use of **shift change logs** enforced, good relationship and communication with Operations.

Step 7: Execution and Supervision



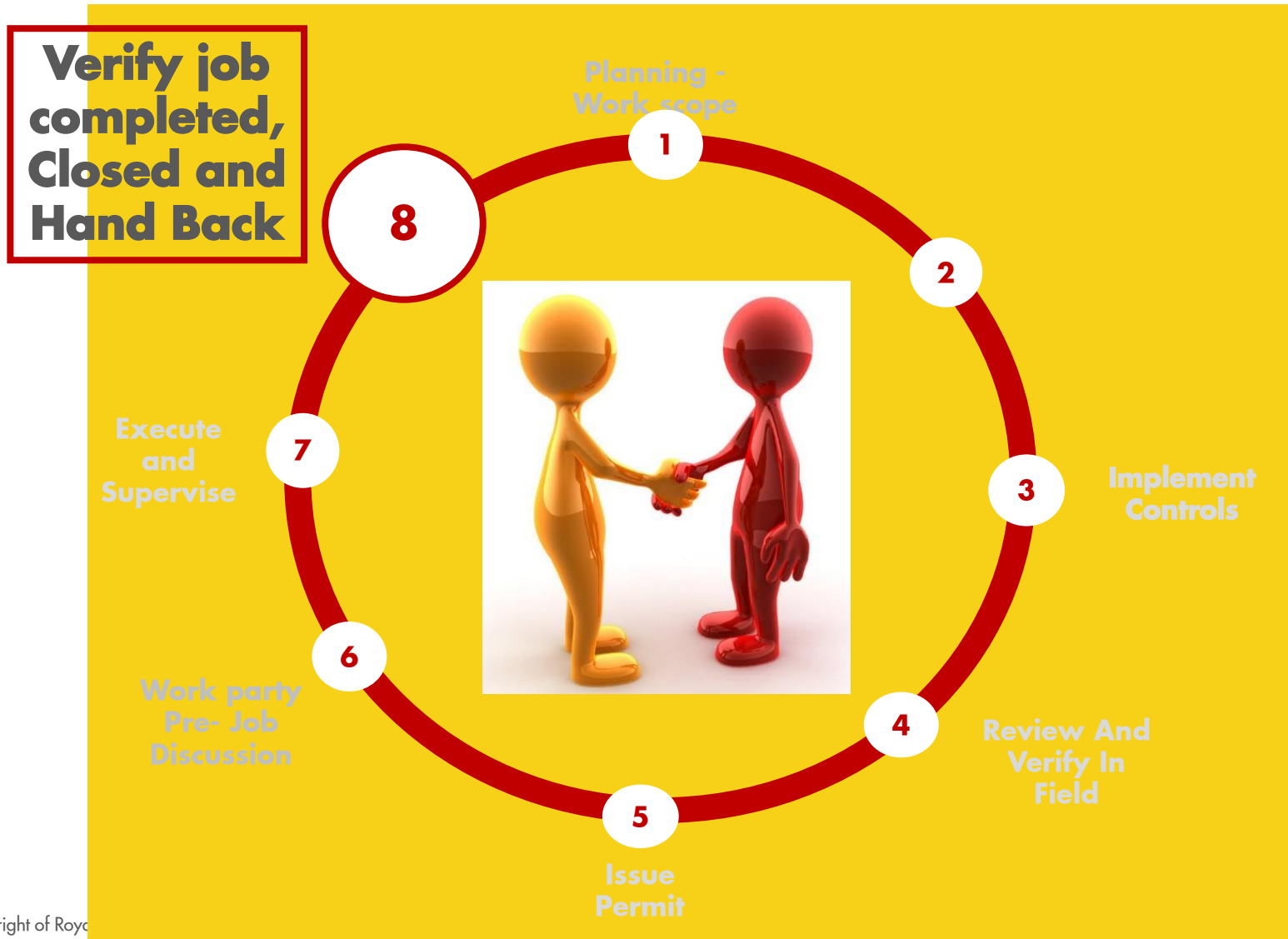
Execution and Supervision: The Big Picture Expectations

- Assure that **barriers are complied with and maintained** during the execution of work.
- The following conditions are to be in place:
 - 1) One **copy of the permit** is displayed at the worksite and issuing or operating office;
 - 2) The **holder is at the worksite**, or is present for designated periods;
 - 3) The HSSE precautions (**Controls / Barriers**) are adhered to and conditions checked at regular intervals;
 - 4) The required frequency of **gas tests** or for continuous gas monitoring are complied with when gas testing is performed.
- All required / specified **PPE** is being used
- The work being completed is within the **validation period** listed on the permit?

Execution and Supervision: Responsibilities

- Understand the importance of and check for **appropriate level of job Supervision**.
- Permit issuers should go outside (taking the time) and check and verify risk controls and compliance to PtW requirements, as well as coach and train on PtW application when they are out there. **Go & See**.
- Understand the importance of and assure that mechanisms are in place for daily operations to understand permit-specific warnings **between shift changes**. Typical tools include shift handover logs / PtW Boards / Ops Tracking, etc.

Step 8: Verify and Hand back



Verify and Hand Back: Big Picture Expectations

- A proper hand back to Operations is intended to assure that **communications** have taken place with stakeholders, operational checks are made, and that it is **safe to return to normal operating** activities.
- **F2F hand back** process with effective communication between Permit Holder and Permit Issuer. The worksite is expected to be checked and clean (**Housekeeping**) .
- When isolation is used: Communicate plans to **remove Isolations** should be agreed upon with Operations

Verify and Hand Back: General expectations

- 1) Confirmation that re-instatements of **isolations** are completed;
- 2) **Communicate** what equipment has been put back into service:
 - Use of daily / shift handover log/ Daily PTW meeting
- 3) **Close out and archiving of permit** in line with retention policy:
 - Evaluate and **capture lessons learned** on permit;
 - Ensure that all **close-out signatures** are placed on the permit.
- 4) Utilize a **system of retention/access for completed permits** which include certificates as attachments when issued.

