



**Heritage**

**PETROLEUM**  
COMPANY LIMITED

# Control of Work

## Handbook

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# What is Control of Work?

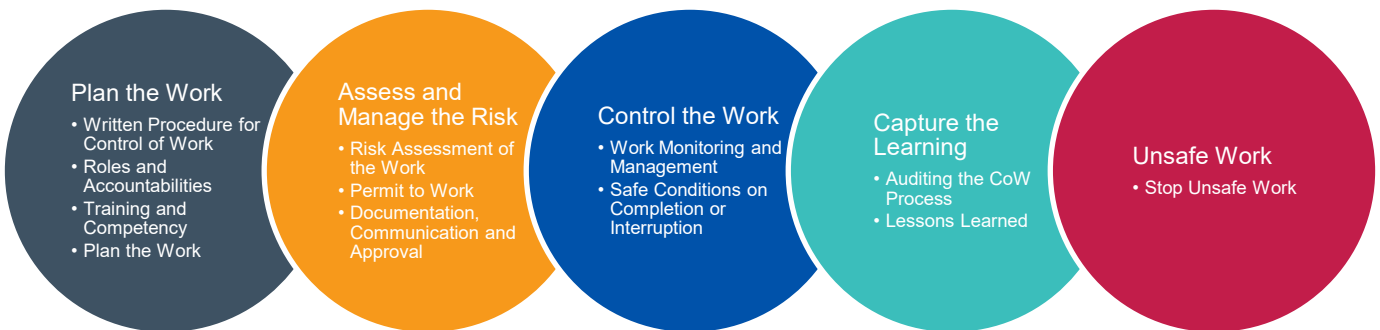
At Heritage Petroleum Company Limited (Heritage), ensuring personnel safety and operational integrity is paramount.

This Control of Work Handbook guides the systematic management of work activities, crucial for achieving these objectives.

## What is Control of Work?

Control of Work (CoW) is a comprehensive framework of processes, procedures, and responsibilities for managing and mitigating risks. This proactive approach ensures all work is planned, hazards are identified and risks are assessed, resources are appropriate, execution is safe, and monitoring is continuous.

There are 12 Elements in the Control of Work Standard.



Effective CoW provides a clear, auditable trail ensuring hazards are identified and specific control measures implemented before work begins. It cultivates a proactive culture where planning is an inherent part of working.

# Element 1

## The Control of Work Procedure

At Heritage, safety is paramount.

Our **Control of Work (CoW) Procedure** is the cornerstone of this commitment, serving as the definitive manual for our CoW framework. It details the principles, processes, and responsibilities for all work activities, proactively identifying, assessing, and mitigating risks to ensure every job is planned, authorized, executed, and closed out safely.

### Why is the CoW Procedure crucial?

- **Comprehensive Guidance:** It outlines every step of the CoW process, from risk assessment to permits and isolation.
- **Clear Roles:** It defines who is accountable for what, ensuring seamless and safe operations.
- **Consistency:** It promotes standardized safety across all departments and sites.
- **Dynamic Document:** We regularly review and update it to reflect changes in legislation, technology, and experience.

### Your Role in Control of Work

This handbook provides a high-level overview. However, everyone involved in work at Heritage must be thoroughly familiar with, and adhere to, the detailed requirements in the CoW Procedure.

**We strongly encourage you to reference the Control of Work Procedure for detailed guidance on all CoW issues.** Whether planning, permitting, assessing risk, or executing a task, the Procedure is your primary resource for compliance and maintaining our safety standards.

By applying its principles, you play a vital role in upholding our safety culture and achieving our goal of zero incidents. Your diligence ensures our collective safety.  
valuable.



## Element 2

### Roles and Accountabilities Performing Authority

The Performing Authority (PA) **performs the Task and/or Supervise** the executing work party performing the job/task.

- Initiates Heritage's Permit(s) by identifying the details of the Work Description, Location/Work Area, Area Classification, Activity Level and Duration.
- **Shall visit the worksite** with the Approving Authority (AA) or Issuing Authority (IA) to identify the Hazards and SIMOPS Activities
- **Identify control measures** and precautions for the task being planned
- **Prepare and Lead** Task Based Risk Assessment for the identified task.
- **Must be onsite before, during and end** of the Permitted task and confirm the job is performed as per the requirements of the Permit.
- Shall ensure all isolations of equipment are at a **zero state and verified**
- **Hold Toolbox meetings** as necessary to ensure that all other persons involved in the task fully understand the scope of the work, the identified hazards, and associated controls.
- **Provide the culture to "STOP the Job"** if anyone feels unsafe or uncertain about any aspect of the task.

## Element 2



### Roles and Accountabilities Issuing Authority

- Has **overall responsibility** for the safe control of all activities within their defined operational area in accordance with Heritage's Permit to Work System (PTWS), including the issue of all Work Permits and associated Supplementary Certificates.
- **Review and implement the isolation design**, confirm the agreed isolations are in place (reflected on the supplementary isolation certificates) prior to allowing an associated permit to be issued.
- Demonstrates isolations & LOTO for equipment are in place and at **zero energy state** or "**Dead**".
- Participates in the **mandatory joint site visit** with the Performing Authority for the planned task before completing a Level 1 and 2 Risk Assessment.
- Finalizing and ensuring the PA and Executing Party for the task/job **understands the Scope of Works**, associated hazards, and control measures for the job/task, inclusive of competency levels required for job/task execution.
- Management of the PTW activities in the designated area controlled by an AA, which includes the **issuing of Permits/Supplementary Certificates** to a competent PA.





## Element 2

### Roles and Accountabilities Approving Authority

- AAs are **accountable** for task, process and worksite Hazard Identification and Risk Controls associated with work performed in areas of their responsibilities.
- **Shall visit the worksite** with the Performing Authority (PA) and/or Issuing Authority (IA) to identify the Hazards and SIMOPS Activities, inclusive of Hazard Controls, Bridging Documents, for the task being planned before completing the Level 1 or Level 2 Risk Assessment.
- **Manages** weekly, daily, and monthly scheduled and Emergent job/task worklist for their area of responsibility.
- Controls SIMOPs in their area of responsibility.
- **Reviews and Validates** the Permit(s) and Supplementary Certificates, including and not limited to Scope of Works and Competency for the task/job.
- **Authorizes, Approves, Suspend, Revalidate** and Close the Permit(s) and Supplementary Certificates.
- Daily Review and Re-issue of all permits in COW meeting.

# Element 3

## Training and Competency

The safe execution of work relies fundamentally on the knowledge, skills, and abilities of our people. Our commitment to robust Control of Work (CoW) practices is inseparable from our dedication to **training and competency**. These are critical pillars in effectively managing the risks inherent in our operations.

Carefully managing Training and Competency, both technical and Control of Work competencies, enhances operational excellence, ensures compliance, and empowers our workforce. Crucially, training improves understanding of potential hazards associated with our work, enabling accurate risk assessment and implementation of controls.

Finally, where safety critical work is being performed, it becomes especially crucial the training and competency is verified before work begins to ensure effective management of risk.

### Heritage's Control of Work Training Programs:

| Facilitator Lead:                                                                                                                                                                                                                                                                                                                                     | Computer Based:                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Permit to Work</li><li>• Permit to Work Refresher</li><li>• Hazard Identification Task Based Risk Assessment (HITRA)</li><li>• Safe Isolation and Return to Service Level 1 (SIRS L1)</li><li>• Safe Isolation and Return to Service Level 2 (SIRS L2 – Process and Electrical and Instrumentation)</li></ul> | <ul style="list-style-type: none"><li>• Control of Work Awareness</li><li>• Permit to Work Awareness</li><li>• HITRA Awareness</li><li>• Job Safety Analysis</li><li>• Toolbox Talk</li><li>• Lockout Tagout</li><li>• Stop Work Authority</li></ul> |



Scan the QR Code to access the Online Booking Tool  
for Facilitator Led Training Programs



## Plan the Work

At the heart of every safe operation lies **effective work planning**.

Proper planning allows for proactive hazard identification & mitigation, and the establishment of clear roles, responsibilities & communication

How Proper Work Planning Creates Safer Work Conditions?

- Eliminates Surprises: By anticipating challenges and pre-planning solutions.
- Reduces Exposure: By designing out hazards and minimizing time spent in hazardous environments.
- Empowers Workers: By providing them with the knowledge, tools, and clear instructions to perform their tasks safely.
- Builds Resilience: By preparing the team for potential deviations and ensuring rapid, effective response.

In essence, effective work planning transforms potential chaos into controlled, predictable, and ultimately, safer operations.

**Proper planning entails the following (but not limited to):**

- Review of Work Scope
- Conduct Mandatory Joint Site Visit
- Conduct thorough TBRA
- Develop Work Pack including procedures, PTW, Lift plans, method statements etc.
- Allocate appropriate resources including fit for purpose/certified equipment and competent personnel
- Work Scheduling
- Management of SIMOPS

## Element 5

### Risk Assess the Work

In every task we undertake at Heritage, understanding potential hazards and controlling associated risk is critical. Our **Control of Work (CoW) framework** places the **risk assessment** at its core – it is known as the "Brain Box" of the permit to work system and is the cornerstone of safe work planning and execution.

A risk assessment is a careful examination of what, in our work, could cause harm to people, property, or the environment. It's not just a bureaucratic step; it's a critical, proactive process designed to prevent incidents before they happen.

A robust risk assessment demands the right knowledge at the table. Engaging **Subject Matter Experts (SMEs)** is vital. These individuals, having a deep understanding of specific tasks, equipment, and hazards, bring invaluable experience and specialized knowledge. Their involvement ensures a comprehensive risk identification, accurate evaluation, and the development of the most effective, practical control measures. This expert input makes assessments thorough, reflecting real-world complexities, and leading to truly fit-for-purpose controls that genuinely enhance safety.

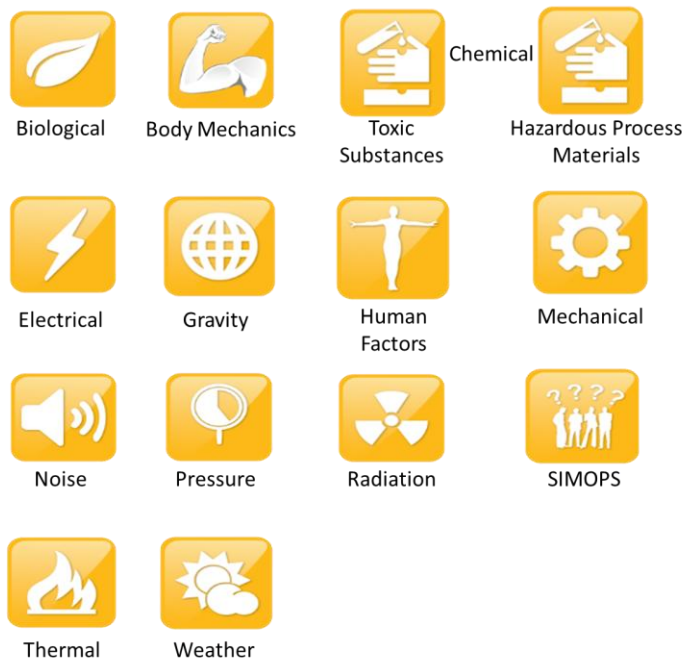
## Hazard Identification

**Hazard identification:** is the process used to determine all possible situations, events and circumstances using your senses; that may expose people to injury, illness, disease or death or may cause damage or loss of equipment and property, or contamination to the environment.

**Proper hazard identification allows for accurate assessment of risk and development of specific control measures to reduce risk.**

### How do we get it right?

- Engage the right SME's
- Break the job into tasks and the tasks into task steps
- Conduct the mandatory joint jobsite visit
- Use the 14 Sources of Energy (in alphabetical order as prompts so no hazards are overlooked or missed – see below) to help identify the hazards
- Describe the hazard clearly and specifically



## Element 5

### Level 1 TBRA / Job Safety Analysis (JSA)

A Level 1 risk assessment is a simple yet crucial step for identifying and controlling hazards associated with low-risk routine tasks. It helps ensure everyone understands potential dangers and takes necessary precautions before starting work, fostering a safe and proactive work environment.

#### How to Do a Level 1 TBRA

1. Joint site visit must be conducted with the PA, IA and AA.
2. Breakdown the job into tasks and the tasks into task steps
3. Identify hazards associated using the 14 Sources of Energy
4. Determine the Hazard Effect.
5. Identify the relevant specific control measures
6. Review the document.
7. Sign off the Level 1 TBRA by PA, IA and AA.

Note : A level 1 TBRA can escalate to a level 2 TBRA if there is a change or expansion of the scope.

### Level 2 Task Based Risk Assessment

Level 2 Task Based Risk Assessments are conducted for high-risk or non-routine activities.

Building upon the principles of Level 1, they involve a more detailed analysis of potential hazards, risk evaluation, and the implementation of specific control measures.

This process ensures robust safety protocols are in place before commencing complex or hazardous work.

The facilitator does not dictate the technical aspects of the TBRA but rather ensures that the process is conducted in accordance with the TBRA Procedure.

They provide assurance that:

- Site visit must be done prior to conducting the TBRA
- The right people (competencies) are participating
- The job has been clearly defined, broken down into tasks and then task steps
- The 14 Sources of Energy are used as prompts, in alphabetical order, to ensure no hazards are missed.
- Hazards and controls are adequately described. They must be clear and specific. The right technical expert must also be engaged in these activities.
- Verify that control measures are selected, reducing both severity and likelihood where feasible (ALARP – As Low as Reasonably Practicable)
- TBRA is sent to the relevant approval level for signature.

## Element 5

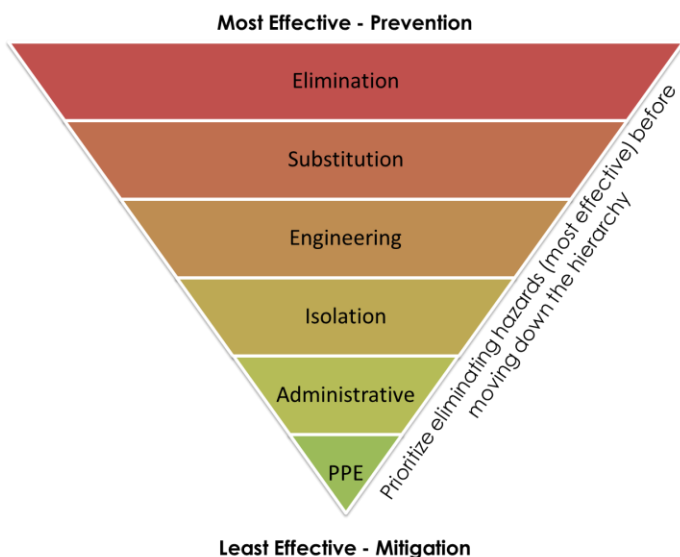
# Implementation of Specific Safety Control Measures

The implementation of specific safety control measures allows us to reduce the risk associated with the diverse work activities at Heritage.

- Identifying hazards is the first step, true risk reduction depends on the effective and consistent application of robust safeguards.
- Each control measure—whether it's an engineering solution, administrative procedure, or behavioral control—plays a vital role in preventing incidents and protecting people.
- Validate and verify that these controls are not only in place, but also fully operational before work begins.
- Continuous monitoring is required to ensure these measures remain effective, especially as work conditions evolve.

### When selecting control measures make sure to:

- Be Specific!!!
- Prioritize high value controls that won't easily fail
- Target a good mix of control measures that help reduce both severity and likelihood – Use the **Hierarchy of Controls** (see below)
- Be guided by subject matter experts, standards and policies



Request

Plan & Prepare

Permitting

Issuing & Implementing

Closeout

# Element 6

## Permit to Work

A key tool within CoW is the Permit to Work system.

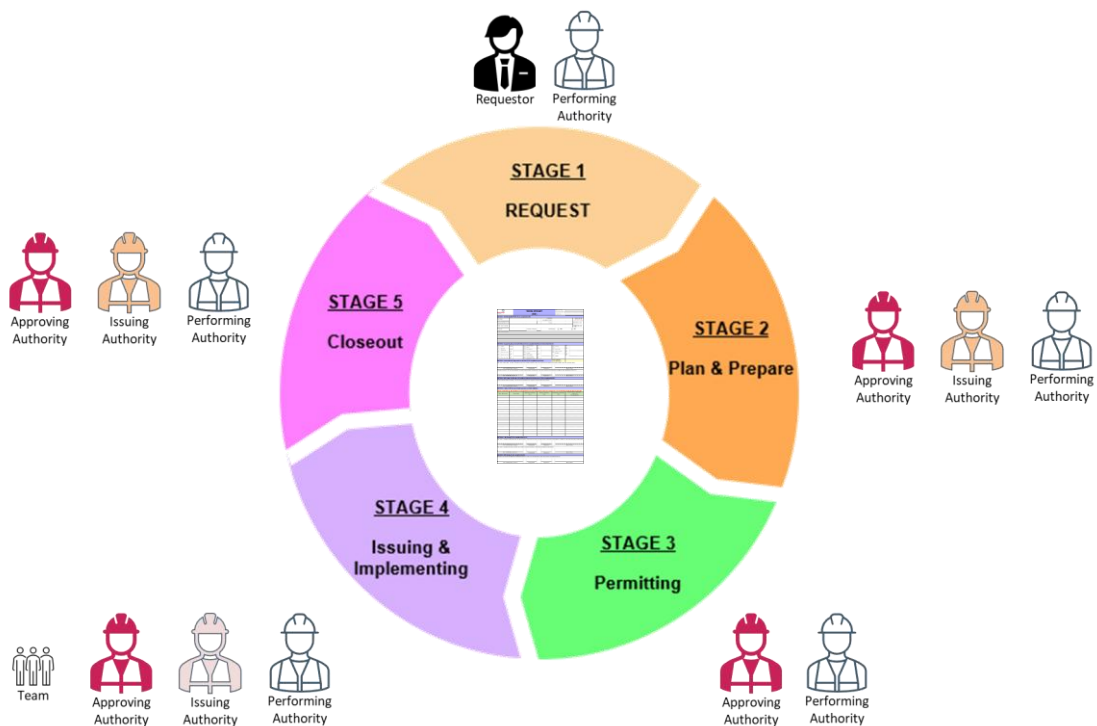
A PTW is a formal written authorization required *before* work begins.

The permit to work:

- Identifies hazards and required controls.
- Ensures clear communication and coordination.
- Verifies isolations and preparations.
- Formally authorizes work and assigns accountability.
- Provides records for auditing and improvement.

Understanding and applying CoW and PTW principles is a fundamental commitment to safety and operational excellence.

The following image is the Permit to Work Life Cycle:



Request

Plan & Prepare

Permitting

Issuing & Implementing

Closeout



# Element 6

## Work Pack Development

A well-developed work pack, defining scope, hazards, and controls, is developed by the Performing Authority with input from key roles like the Isolation Authority and Authorized Gas Tester, following the task-based risk assessment.

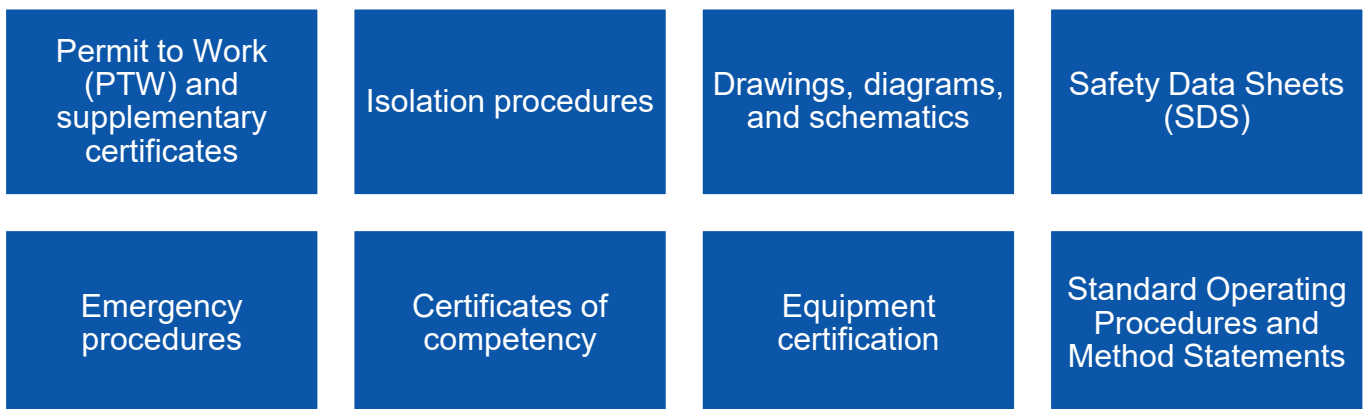
It ensures the work team possesses necessary certificates, procedures, tools, equipment, and personnel to safely complete the activity, minimizing incidents and promoting a safe, efficient environment. The work pack must be readily available at the worksite for auditing or reference.

The work pack is developed after the completion of the TBRA.

To build a work pack use the following steps:

1. **Review the TBRA**
2. **Identify and compile the required documentation:** Determine the specific documents needed to safely execute the work and obtain the necessary approvals.
3. **Obtain Approvals** – Submit the work pack for approval. Ideally this should be done at least 2 weeks before the start of the job.

The work pack or permit package can contain the following documents, for example:



## Approving a Permit

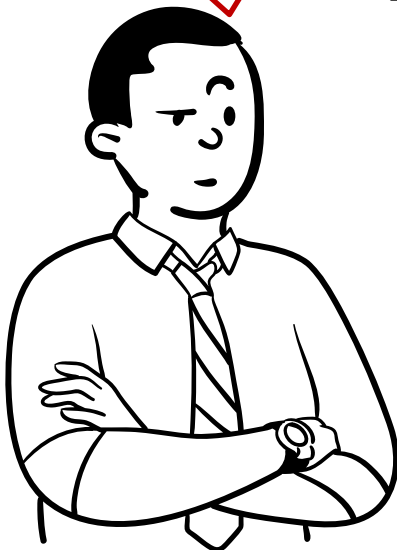
The approval of a Permit to Work is more than just a procedural step; it's a critical decision point that underpins the safety of every task we undertake.

This entails verifying that the work has been thoroughly assessed, the risks are understood and mitigated, and all necessary precautions are in place *before* work commences.

A robust approval process is our commitment to ensuring that no task proceeds without proper scrutiny and authorization, safeguarding our people and our assets.

1. Review the scope of works (nature of the activity) – ensure a good understanding of the work to be conducted, and any Simultaneous Operations
2. Review the Approved TBRA – Special focus on the hazards and **specific** control measures to be implemented
3. Check the supplementary certificates to confirm all necessary certificates have been presented - this is determined based on the hazards associated with the work
4. Check other supplementary documents to confirm they have been supplied – this is based on the hazards and controls associated with the work. For example:
  - a) Competency certificates for drivers, scaffolders, equipment operators etc.- Confirm if PA(s) were successful at the CoW PTWS Training
  - b) Certification for equipment – hoses, hiab trucks, calibration for gas monitors, etc.
  - c) Standard Operating Procedures and Method statements for high-risk work
  - d) Isolation/De-isolation Plans where applicable

*How is this task going to be completed safely?*



# Element 6

## Isolation Confirmation

Before commencing any work that could be impacted by hazardous energy, the positive confirmation of isolation and verification of a zero-energy state is paramount.

**Absolute certainty** regarding isolation is non-negotiable for the safety of our personnel and the integrity of our systems.

Understanding and diligently executing these verification procedures ensures that potential energy sources are effectively controlled, creating a safe environment to proceed with the work.

1. Review the isolation plan/procedure and supplementary certificates
  - Identify the isolation points
2. Conduct visual inspection
  - **For Valves:** Verify that the correct valves are closed and locked/tagged out according to the isolation plan. Check the valve position indicator (if applicable) and physically attempt to operate the valve to confirm closure. Check gauges to verify 0 energy.
  - **For Blinds/Blanks:** Visually confirm the correct installation of blinds or blanks at the specified locations. Check the blind/blank tag for identification and material compatibility. Ensure all securing fasteners are correctly tightened. Check gauges to verify 0 energy.
  - **For Electrical Isolation:** Verify that the correct electrical breakers or disconnects are in the open (OFF) position and locked/tagged out. Where applicable, confirm that stored energy (e.g., capacitors) has been safely discharged.
  - **For Mechanical Disconnections:** Visually confirm the physical separation of pipelines or equipment. Ensure any open ends are appropriately plugged or capped.
  - **For Other Isolations:** Follow specific verification procedures for other isolation methods.
3. Perform Verification Testing
4. Sign permit and document confirmation

### What is an Isolation?

Energy Isolation involves separating or disconnecting plant or process equipment, which contain dangerous sources of energy (e.g. chemical, mechanical, process, pressure and electrical); so that work involving people, can be conducted safely.

Dangerous Energy sources include:

- Mechanical (both Kinetic and Potential) Energy
- Hydraulic Energy
- Pneumatic Energy
- Chemical Energy
- Pressurised Fluids
- Electrical Energy
- Thermal Energy
- Radiation Energy



## Element 6

### Key Steps of an Isolation?

1. Hazard Identification.
2. Risk Assessment and Selection of Isolation Method.
3. Planning and Preparation of Equipment (isolation design, PTW & Process Isolation Certificate).
4. Draining, Venting, Purging, Flushing and installation of Energy Isolation and LOTO.
5. Testing (proving) and Monitoring the Integrity of the Isolation.
6. Executing the Work Activity.
7. Reinstatement of Plant equipment.

**An isolation is not considered an isolation when the **Integrity** of the Isolation is **NOT proven!****

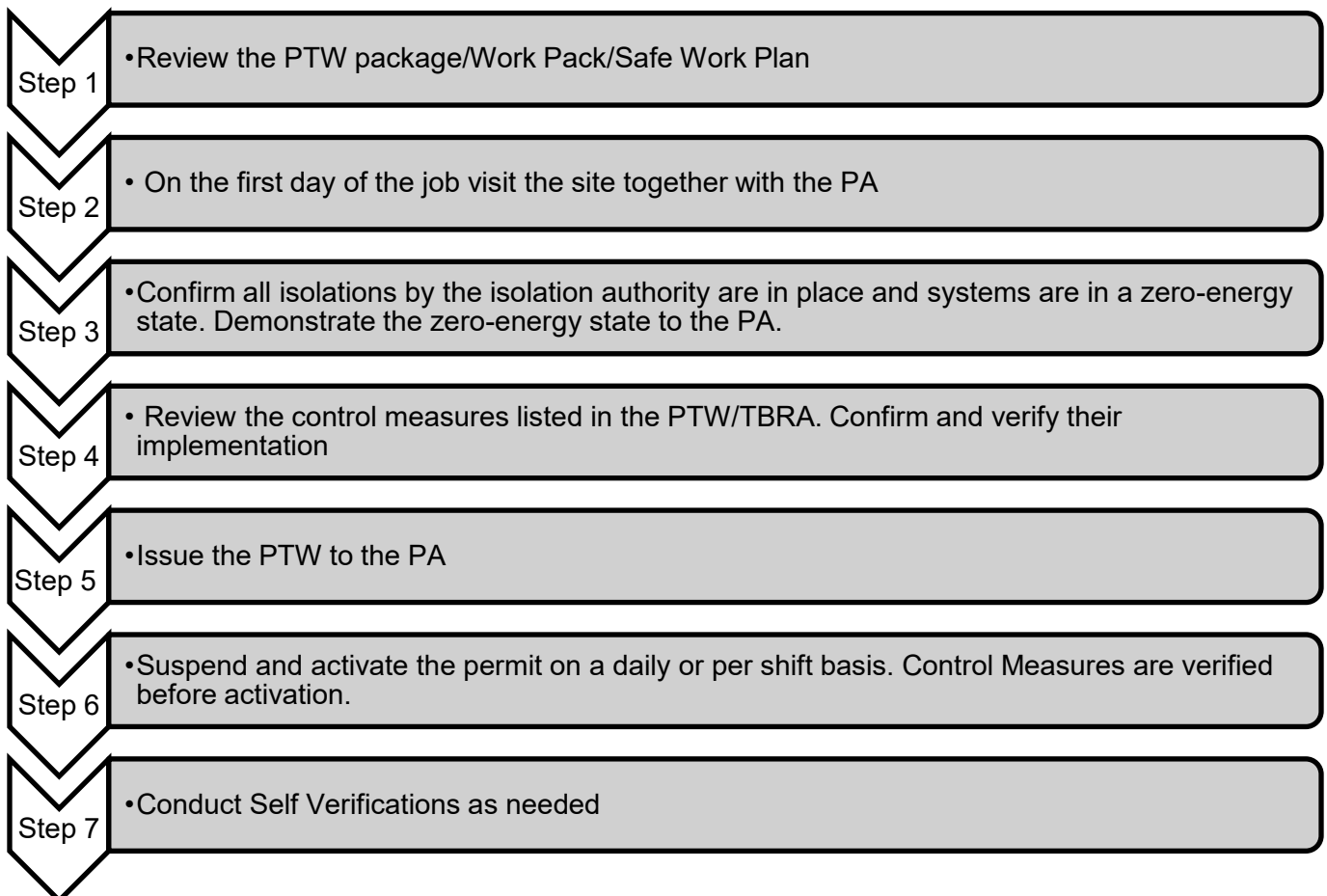
### Issuing an Approved Permit

The formal issuance of a Work Permit signifies the crucial transition from planning and preparation to the active execution of work.

The act of issuing a permit confirms that all necessary checks and specific control measures have been verified and are in place.

The issued permit serves as the formal authorization to commence work, ensuring that all parties are aligned on the scope, conditions, and precautions required for a safe and controlled operation.

It is the tangible confirmation that 'it is safe to proceed,' provided all conditions of the permit are strictly adhered to.



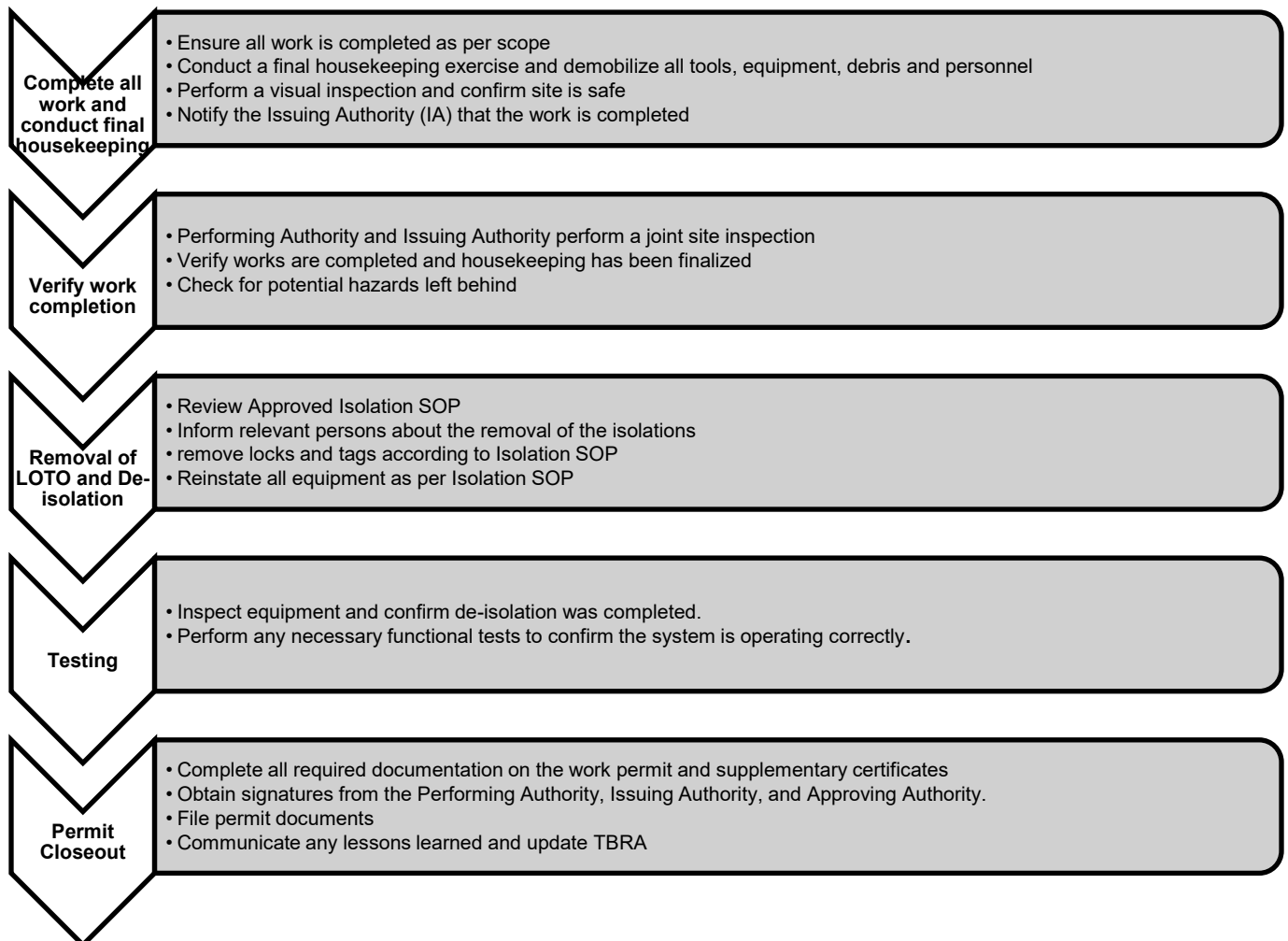
# Element 6

## How to Closeout a Job

The proper closeout of a work permit is the vital final step in our Control of Work process. It's a formal verification, not just a signature, ensuring the work area is fully safe for reinstatement of equipment or systems.

This critical step confirms all work is complete, temporary controls are correctly removed or managed and ensures safe re-alignment to prevent incidents like accidental re-energization or uncontrolled start-ups.

Skipping this thorough process risks severe consequences. Everyone involved shares responsibility for this closeout is done effectively.



Request

Plan & Prepare

Permitting

Issuing & Implementing

Closeout

# Documentation, Communication and Approval Toolbox Meeting

Just before work begins, the toolbox talk stands as a vital final checkpoint in our Control of Work process.

The toolbox talk is more than just a formality; it's an opportunity to reinforce the specific hazards, controls, and safe work practices directly relevant to the task at hand.

This dedicated time ensures that every member of the work team has a clear and shared understanding of what needs to be done safely, fostering open communication and collective responsibility right at the worksite.

The PA leads the toolbox talk however participation from the IA, AA, HSE advisor and others is strongly encouraged.

1. Call work team together and gain their attention
2. Explain the nature of the day's work activity and roles and responsibilities for the task
3. Present the relevant elements of the Task Based Risk Assessment and Permit to Work including but not limited to hazards present on the job, control measures and emergency response arrangements and stop work authority.
4. Entertain questions, concerns and feedback from the participants
5. Ask the participants open ended questions to confirm their understanding.  
Examples of open-ended question are:
  - What is the scope of works (nature of the activity)?
  - What are the hazards associated with this activity?
6. Allow any final comments to be shared
7. Close meeting

Another toolbox talk must be held where there are significant changes or disruptions during the course of the activity. PA should observe the body language of the team members as a method of confirming work readiness



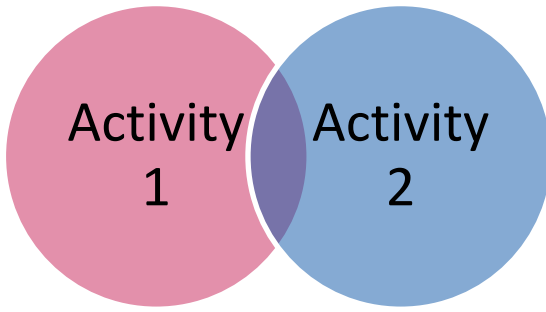
## Element 8

# Work Monitoring and Management

Within our Control of Work (CoW) framework at Heritage, the planning and authorization of work are crucial, but our commitment to safety doesn't end there. **Work monitoring** is the vital, ongoing process of regularly checking work activities to ensure that conditions remain safe, and that all control measures are still in place and effective.

Work environments are dynamic. Conditions can change unexpectedly, equipment can malfunction, new hazards may emerge, or even our understanding of a task can evolve during its execution. Without continuous oversight, the robust planning and control measures established at the outset can quickly become compromised.

This continuous oversight is also critical throughout the defined validity periods for our work authorizations. A **Work Permit** is valid for a maximum of seven (7) consecutive days and cannot be extended beyond this period. Similarly, a **Supplementary Certificate** is also valid for a maximum of seven (7) consecutive days but holds the provision for one extension of a further seven (7) consecutive days. Without continuous monitoring, ensuring adherence to these validity periods and the integrity of controls within them would be impossible.



# Simultaneous Operations (SIMOPS)

When different work activities occur at the same time or in the same vicinity, the potential for hazards to interact and escalate significantly increases. This is known as Simultaneous Operations (SIMOPS).

Without careful planning, clear communication, and strict adherence to procedures, the risks associated with overlapping tasks can compound, jeopardizing the safety of our personnel.

This section emphasizes the proactive measures and collaborative approach necessary to identify, assess, and effectively control the unique challenges presented by SIMOPS, ensuring that all concurrent activities are conducted safely and without conflict.

### 1. Identify the potential SIMOPS

- This is done during the initial work planning and scheduling

### 2. Gather Information

- Collect all relevant details about the job including location details, plans drawings, TBRA details, etc.

### 3. Risk Assessment

- Identify SIMOPS as a hazard in the TBRA
- Determine specific safety control measures to de-conflict the activities.

### 4. Communicate and Coordinate:

- Consider having a SIMOPS meeting according to the magnitude of the job
- Share updates quickly
- Use a suitable mechanism for infield communication e.g., mobile phones, radios, email, etc.

## Element 9

### Safe Conditions Upon Completion or Interruption (Housekeeping)

Housekeeping is more than just tidiness; it's a critical Control of Work (CoW) safety measure. It means maintaining an organized, orderly, and clean work environment, directly impacting our ability to work safely and efficiently.

#### Why is Housekeeping Crucial for Controlling Work?

- **Prevents Accidents:** Poor housekeeping causes slips, trips, and falls. Clear areas prevent injuries and allow free movement.
- **Facilitates Emergency Response:** Ensures clear exits and easy access to emergency equipment.
- **Reduces Fire Hazards:** Proper storage of flammables and waste removal minimizes fire risks.
- **Enhances Efficiency:** An organized space reduces time wasted, improves productivity, and minimizes errors.
- **Supports Equipment Integrity:** Prevents debris from damaging machinery, extending its life.
- **Improves Hazard Identification:** A clean environment makes potential hazards visible and easier to address.
- **Fosters a Safety Culture:** Demonstrates a commitment to safety, promoting discipline and a proactive approach to risk management.

Every individual is responsible for maintaining excellent housekeeping. By doing so, we actively contribute to a safer, more organized, and more productive workplace, strengthening our CoW framework and protecting everyone.

## Auditing the CoW Process Self Verification Audit (SV)

Maintaining Control of Work effectiveness demands continuous vigilance throughout the work execution. Self-Verification Audits (SV's) are checks, done by those accountable for safe work execution, that verify permit conditions and specific safety control measures remain in place and effective. SV's empower teams to address deviations and hazards immediately, reinforcing continuous safety. Data collected from SV's is further analysed and used as an input into the high level HSE planning process.

### Step 1 – Planning the SV

Select the SV's to be done: (PTW, TBRA, AA, IA, PA, SOP, TBT, Isolations )

Print the applicable SV's

Identify the site personnel s to be engaged

### Step 2 – Conducting the SV

Observe the activity being done

Engage (open dialogue) with workers to validate their understanding of the job including relevant hazards and associated control measures

Review relevant documentation: (Work Permit, supplementary certificates, TBRA, SOP's, etc.)  
Confirm the implementations of control measures listed in the TBR

Document observations (Positive and Negative) on the relevant checklist

### Step 3 – Record the SV and Closeout

Provide coaching and feedback

Agree and develop actions (SMART Actions) to address

Enter on SV database

Communicate to the relevant parties

Follow up actions until closure

# Element 11

## Lessons Learned

Every job we undertake offers valuable insights that can make future work safer and more efficient.

Reflecting on past experiences – both positive and negative – and actively applying those learnings to a job can lead to more robust risk assessments, more effective controls, and ultimately, a safer outcome for the current work.

By making the incorporation of lessons learned a tangible part of our job preparation, we ensure that our experience directly informs and improves how we execute each task.

**Before starting the job, let's learn from what happened before:**

- **Read the "Lessons Learned".** This tells us about a problem that happened before. Read it to understand what happened.
- **Identify the hazards.** What things caused the problem? Look at the job you're about to do. Could those same hazards cause problems for you and your work team?
- **Identify the improvement recommendations.** The sheet also has ideas to make things safer. Can we include those safety control measures in the current work activity?
- **Update the risk assessment.** Inform the AA/IA of the new hazards and control measures identified from the **Lessons Learned**. Request that they be included into the TBRA.
- **Communicate the Lessons Learned.** Communicate the Lessons Learned via the toolbox talk. Highlight the new hazards and control measures to the work team and confirm they understand.



## How to Capture and Share a Lessons Learnt

Learning from every task and incident is crucial for achieving our goal of protecting people. We have to be deliberate in effectively capturing, sharing, and applying **lessons learned**.

By embedding past experiences into our processes, we proactively prevent recurrence, enhance safety protocols, and drive continuous operational improvement.

Embracing this cycle of learning ensures a safer and more reliable working environment for everyone involved in our operations.

### **Develop Lessons Learnt Communication:**

- AA to document the Lessons Learnt and share with the organizations
- Other teams to review Lessons Learnt and determine if it should be incorporated into additional TBRA's
- Where applicable, teams can communicate the Lessons Learnt via toolbox talks.

### **Conduct a post Job Review:**

- Identify what went well
- Identify what didn't go well and options for improvement
- PA to identify any additional hazards encountered during the execution of the work activity
- Were there any unexpected events or near misses

### **Update the TBRA:**

- AA/IA to record the additional hazards and arrange for the TBRA to be updated to incorporate the additional
- TBRA team to analyze the additional hazards and update the TBRA including adding additional specific control measures where needed
- TBRA to be sent for approval in accordance with approval guidelines

# Element 12

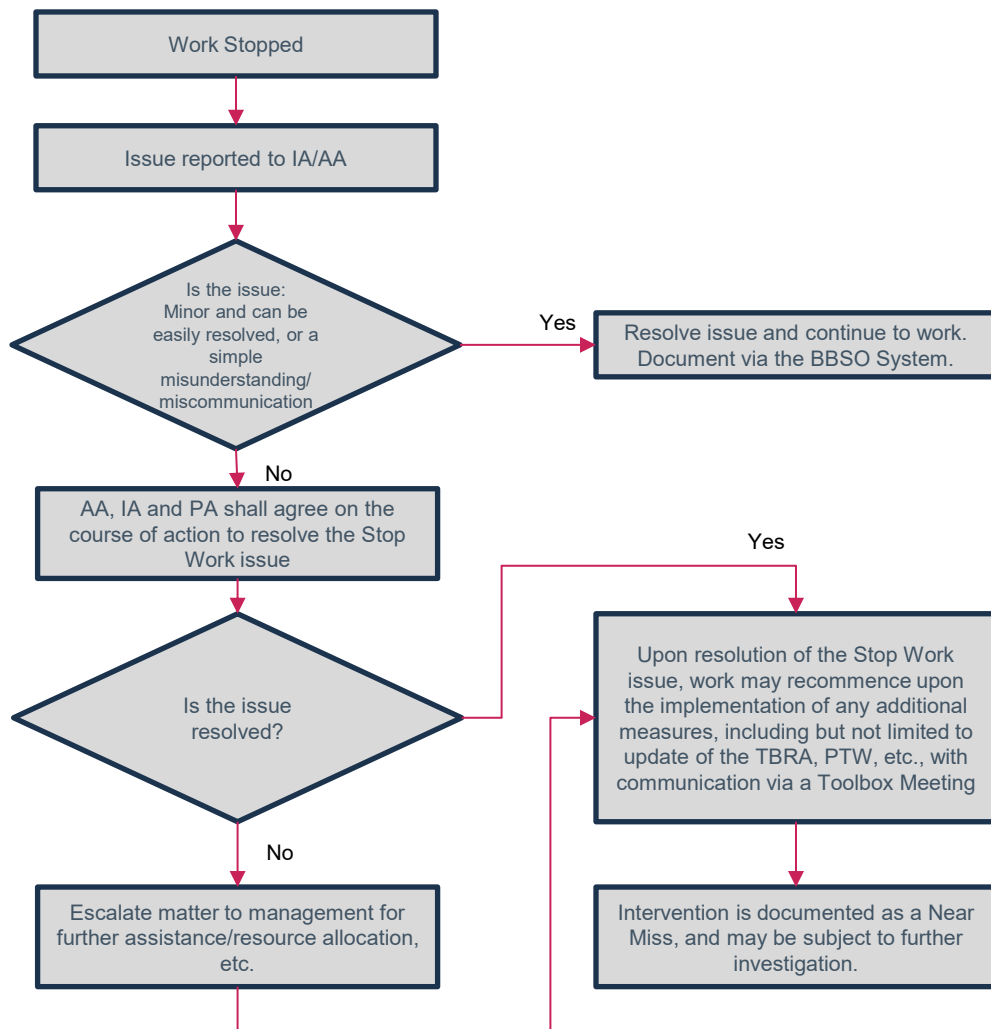
## Stop Work Authority

Safety is everyone's right and responsibility.

The **Stop Work Authority** empowers anyone to immediately halt work upon observing unsafe conditions or acts, without fear.

This critical control mechanism ensures potential incidents are stopped before causing harm.

This section outlines how to confidently exercise this authority, emphasizing that your intervention is valued and can save lives, prioritizing safety above all.



## Down

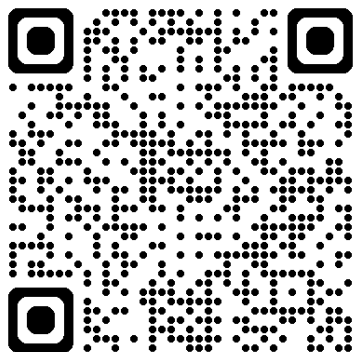
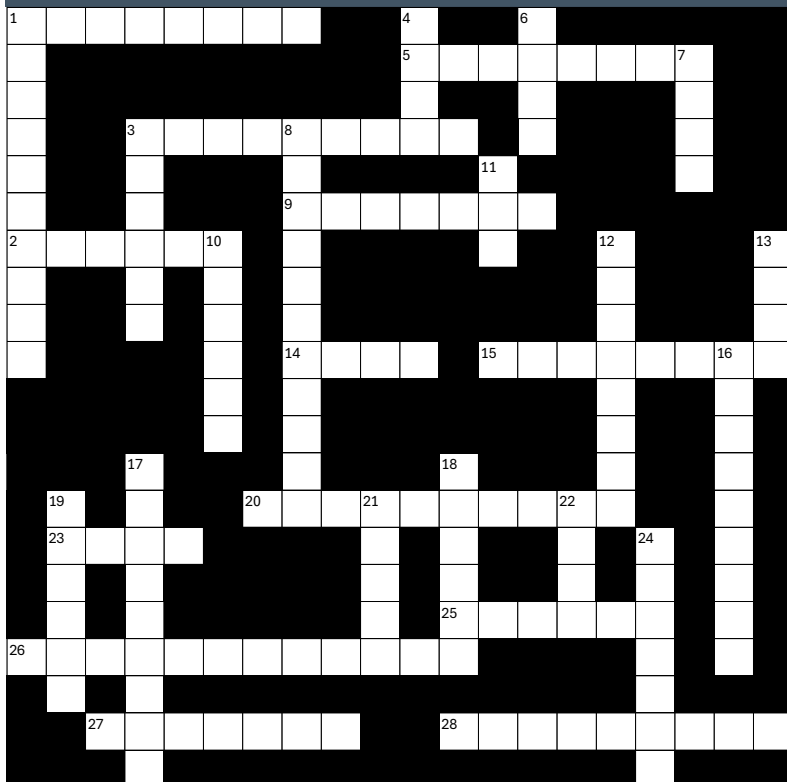
- 1 The \_\_\_\_\_ Authority is the individual who is the doing the job or Supervising the job
- 3 Anything which has the potential to cause harm
- 4 An A2 Level TBRA is completed for \_\_\_\_\_ risk activities
- 6 A mandatory \_\_\_\_\_ visit must be completed as part of the Plan and Prepare stage
- 7 \_\_\_\_\_ hazards are hazards associated with the job
- 8 The Approving Authority is an HPCL employee \_\_\_\_\_ for the day-to-day management of the CoW process within their defined area
- 10 There are 14 Sources of \_\_\_\_\_
- 11 A JSA is an A1 (\_\_\_\_ Risk) TBRA
- 12 \_\_\_\_\_ hazards are hazards associated with the work environment
- 13 The likelihood that an event will occur.
- 16 The IA issues a Permit to a \_\_\_\_\_ PA
- 17 This is control measure intended to establish a physical separation with a hazardous energy source
- 18 Abbreviation for Simultaneous Operations
- 19 The Issuing Authority is the person who \_\_\_\_\_ the Permit
- 21 Activity executed for determining opportunities for improvement
- 22 Group included in Stage 4 Issuing & Implementing
- 24 A Life Saving Rule

## Across

- 1 Key component of an effective Permit to Work System
- 2 We \_\_\_\_\_ risk
- 3 The \_\_\_\_\_ of Controls is the tool used for guiding Control Measures
- 5 An unplanned, unwanted event that may or may not have resulted in physical harm
- 9 A \_\_\_\_\_ measure is a specific safety measures to reduce / mitigate the level of risk identified to acceptable or workable levels
- 14 Task Based Risk Assessment
- 15 The TBRA is used in the development of this
- 20 The AA/IA & PA are responsible to \_\_\_\_\_ the Work Permit
- 23 Anyone can \_\_\_\_\_ the job if they feel it's unsafe!
- 25 The Work \_\_\_\_\_ is the document which gives authorization for the execution of the task/activity
- 26 There are eleven (11) supplementary \_\_\_\_\_
- 27 A \_\_\_\_\_ Meeting is an on-site discussion held prior to the start of a task/activity
- 28 Heritage's Permit to Work System (PTWS) is a formal documented system used to control work that has been identified as potentially \_\_\_\_\_

# CoW Crossword

## Test your knowledge



For more information on Heritage's Control of Work process, visit our page for easy access to procedures, quick reference materials, templates and more.





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