

CONTROL OF WORK GUIDE

FOR HIGH-RISK ACTIVITIES





























THE HESS RULES

This Control of Work Guide supplements information related to the Hess Rules. Use the QR code below to download and review the Hess Rules poster and/or booklet.



This Control of Work Guide ("Guide") is prepared exclusively for use by Hess and its affiliates. It is not intended to be used or relied upon by any other person or entity. This Guide is not intended to constitute advice or a recommended course of action in any given situation but rather is intended to support applicable safety policies, procedures, rules, tools or practices.



Delivering Operational Excellence through "Start-Work" Readiness

This Control of Work Guide, based primarily on Hess Rules, is intended for use by onsite leaders to provide verification on work planning and execution activities with specific emphasis on barriers and controls for highrisk work.

The checklists contained herein may be used as a tool to confirm the presence of critical barriers or controls necessary to reduce the likelihood of severe incidents from occurring. Onsite leaders are encouraged to use these checklists proactively prior to starting work.

TABLE OF CONTENTS

- 5 CONTROL OF WORK CYCLE PRE-JOB PLANNING PRACTICES DYNAMIC RISK ASSESSMENT AFTER-ACTION REVIEW
- 9 START WORK CHECKS APPLYING THE HESS RULES
- 21 ADDITIONAL CRITICAL WORK CONTROLS PERSON IN CHARGE SIMOPS MANAGEMENT PROCESS SAFETY MANAGEMENT STOP WORK AUTHORITY
- 27 SUPPORT MATERIALS HAZARD RECOGNITION HIERARCHY OF HAZARD CONTROLS HESS RULES

FIELD NOTES

Findings derived from using these checklists should be discussed in appropriate forums to raise worker awareness of critical barriers and controls, and improve work planning and execution practices.

It is important to understand that the barriers or controls identified within each checklist for each Hess Rule are not a complete list. Every situation is unique and may have additional hazards and barriers to consider.





Control of Work Cycle





Control of Work Cycle PRE-JOB PLANNING PRACTICES

START WORK REQUIREMENTS	YES	NO	N/A
Are workers fit-for-duty, physically and mentally, to perform the job tasks to which they are assigned?	•	\bigcirc	•
Has a Person-In-Charge (or other nominated task leader) been identified to oversee the work team/task?	•	\bigcirc	•
Is the scope of work clear and have pre-job walk- downs been performed?	•	\bigcirc	•
Have the Hess Rules and appropriate controls been considered during the planning process? <i>See Hess Rules pages for applicable work tasks</i>	•	0	•
Are there proper and sufficient resources to perform the tasks, including properly trained, competent, and where applicable, certified personnel?		0	
Are there proper and sufficient resources to oversee and manage Short Service Employees and Subcontractors?	•	0	•
Are JSAs developed as a team to identify work steps, associated hazards and proper controls?	•	\bigcirc	•
Are permits-to-work in place, where required?		\bigcirc	
Have inspections on PPE, tools and equipment been performed?	•	\bigcirc	•
Have start-work checks been performed prior to the commencement of work?	•	\bigcirc	•
Are SIMOPs being managed, if applicable?	0	0	
Have workers discussed specific actions to take in the event of an emergency?	•	0	•



Control of Work Cycle DYNAMIC/EMERGING RISK ASSESSMENT

START WORK REQUIREMENTS	YES	NO	N/A
Can workers identify possible dynamic / emerging risks during their course of work, and provide examples?		\bigcirc	•
Can workers discuss the actions they would take if the work plan changes?		\bigcirc	
Do workers recognize their obligation to use Pause or Stop Work Authority when conditions emerge that may pose a danger to personnel or the environment?	•	0	•

AFTER ACTION REVIEW

START WORK REQUIREMENTS	YES	NO	N/A
Are structured After Action Reviews planned for after the job has been completed?		\bigcirc	
Is there a process to ensure improvements are captured and included within the future work activities?	•	\bigcirc	•
Is there a process for sharing operational learnings across relevant work groups?	•	\bigcirc	•



Start Work Checks Applying the Hess Rules

WHICH HESS RULES APPLY TO YOUR TASK?

Check applicable box(es) and use corresponding checklist(s)





START WORK CHECKS (1) ENERGY ISOLATION			
START WORK REQUIREMENTS	YES	NO	N/A
Have all potential energy sources been identified and communicated on JSAs, HAZIDs, etc.?	•	\bigcirc	•
Have components been isolated with Lockout/ Tagout devices or removed to make it non- energized or non-operational?	•	\bigcirc	•
Have all energy sources been isolated or discharged by testing, to include residual or stored energy?	•	\bigcirc	•
Have all affected personnel been made aware of the isolation(s)?	•	\bigcirc	•
Have the isolation(s) been verified by a second person, where required?	•	\bigcirc	•
Does the work have the appropriate permits and isolation certificates, where applicable?	•	\bigcirc	
Where applicable, do all affected departments/ disciplines/vendors have their own representative lock?	•	\bigcirc	•
Is there a plan to monitor isolations periodically for presence, effectiveness and function?	•	\bigcirc	•
Is there a process/plan to notify affected personnel before the isolation is removed and components are re-energized?	0	0	•



SIARI WURK CHECKS ()2 LIFTING & HOISTING			
START WORK REQUIREMENTS	YES	NO	N/A
Has the lift been properly planned and documented?	•	\bigcirc	•
Do riggers, lifting operators and other personnel understand what is being lifted, the path it will take and where it will be placed?	•	\bigcirc	•
Has all lifting equipment been inspected and certified for use?	•	\bigcirc	•
Has an exclusion or restricted zone been established to prevent unauthorized entry into the lift area?		\bigcirc	•
Has the load been inspected before the lift to ensure its rigging, integrity and dropped object potential(s)?	•	0	•
If required by the lift plan, are tag lines available to safely control the lift(s)?	•	\bigcirc	•
Does the JSA (or other document) identify safe practices for personnel working around/ near the lifts (e.g., not walking or working under suspended loads)?	•	0	•



START WORK CHECKS () WORKING AT HEIGH	TS		
START WORK REQUIREMENTS	YES	NO	N/A
Have all people, tools and equipment that will be working or used at heights been identified?	•	\bigcirc	•
Do elevated work platform(s) have handrail(s) and toe board(s)?	•	\bigcirc	•
Are suitable personal fall protection devices (including body harness, shock absorber and lanyard) available for use when required?	•	0	•
Is there a plan, including suitable securing devices available, for tools and work material(s) to prevent dropped object(s)?	•	\bigcirc	•
Are anchor points available for workers to properly tie off when working outside of an elevated protected area?	•	0	•
Have inspections been performed for handrails, toe boards, fall protection equipment, tie-off points and tool/equipment securement devices?	•	0	•
Has scaffolding been inspected and deemed safe for use by a competent person?	•	\bigcirc	0

Always refer to local regulations and/or industry standards that govern specific tie-off requirements when working at height.





START WORK CHECKS (1)4 CONFINED SPACE EI	NTRY		
START WORK REQUIREMENTS	YES	NO	N/A
Has the work been evaluated for alternative options for completing the task other than entering the confined space?	•	0	•
Has a permit with proper signatories been obtained prior to performing the confined space work?	•	0	•
Has a designated attendant whose sole responsibility is to control the entry and exit of the confined space and to notify others in the case of an emergency been appointed?	•	0	•
Has a rescue plan been developed and communicated to all parties involved?	•	\bigcirc	•
Is the confined space rescue kit/equipment on site, inspected and ready for use?	0	\bigcirc	•
Have all potential energy sources that could enter the confined space been confirmed as being isolated?	•	0	•
Has the atmosphere of the confined space been tested prior to entry and planned for periodically testing thereafter?	•	\bigcirc	•
Is appropriate respiratory protection available, properly tested and planned for use by qualified personnel when required?	•	\bigcirc	•



START WORK CHECKS (🗮 5) HOT WORK			
START WORK REQUIREMENTS	YES	NO	N/A
If applicable, has a designated Hot Work area been identified and communicated to all personnel?	•	0	•
Has a permit-to-work been obtained, reviewed, and signed prior to performing Hot Work outside of designated Hot Work areas?	•	0	•
Have all potential ignition sources been identified and controlled?	•	\bigcirc	•
Have all flammable materials been removed or isolated from the Hot Work activity in accordance with local regulation, policy or procedure?		0	
In areas where flammable gas sources may be present, is there a plan to test the atmosphere prior to performing the work and continuously thereafter?	•	0	•
Has a designated fire watch been identified to continuously monitor the Hot Work activity during and at least 30 minutes after the work is completed?	•	0	•
Is fire extinguishing equipment readily available and has it been inspected prior to commencing the Hot Work?	•	0	•



START WORK CHECKS (EXCAVATION AND TR	RENCI	HING	
START WORK REQUIREMENTS	YES	NO	N/A
Have underground piping and cables been located and identified using One Call (811), Hess P&ID and Hess Ground Disturbance, as applicable?	•	0	•
Have pipelines and electrical lines been properly isolated before the excavation activity begins?	•	\bigcirc	•
Have overhead powerlines, utility lines, signs, or other obstructions been identified and mitigated prior to the work activity?	•	\bigcirc	•
If digging below 4', has a permit-to-work and excavation certificate been obtained, reviewed and signed?		\bigcirc	
If the excavation is expected to be deeper than 4' or if a person must enter the excavation, has appropriate benching, sloping or shoring been planned or executed?	•	0	•
If a person is required to enter an excavation of 4' (or deeper), has a confined space permit-to-work been obtained reviewed, and signed?	•	\bigcirc	•
Has the movement of heavy equipment been planned in accordance with Hess/Asset governance?	0	0	0



START WORK CHECKS 🕞 🔼 land transportat			
START WORK REQUIREMENTS	YES	NO	N/A
Is the trip necessary and planned in accordance with local journey management procedures, as applicable?	0	0	•
Is the driver qualified, rested and capable of operating the vehicle?	•	\bigcirc	0
Has the vehicle been inspected prior to its use?		\bigcirc	
Are all seatbelts available for use and functional?		\bigcirc	
Is the vehicle operator aware of local laws and driving regulations?	•	\bigcirc	•
Is the vehicle operator fully compliant with Hess Land Transportation training requirements?	•	\bigcirc	•
Is the operator aware of Hess distracted driving requirements such as phone usage?	•	\bigcirc	•
Is all equipment secured inside the vehicle, and are exterior loads properly secured?		\bigcirc	•
Has the movement of heavy equipment been planned in accordance with Hess/Asset governance?	•	0	•



START WORK CHECKS (SAFETY SYSTEM BYP	ASS		
START WORK REQUIREMENTS	YES	NO	N/A
Are workers properly trained in the use of the required safety critical equipment and fully aware of the governing procedures?	•	\bigcirc	0
Are safety critical emergency management systems such as: • Fire extinguishers and suppression systems • Emergency access and routes • Emergency shutdown devices • Emergency power accessible, verified, inspected, and functional?	•	\bigcirc	•
Is it necessary to perform the work with the safety system in bypass? If so, are the minimum number of safety systems being bypassed?	•	\bigcirc	•
Has authorization been obtained before disabling or overriding any safety equipment?	•	\bigcirc	•
Has authorization been obtained when deviating from any safety procedure or process?	•	\bigcirc	•
Has the bypassed safety system or equipment been logged and communicated to all affected parties?	•	\bigcirc	•



SIARI WURK CHECKS () Sheepeefice inclusion	REVEN		
START WORK REQUIREMENTS	YES	NO	N/A
Has the work been evaluated to ensure personnel are positioned to avoid line-of-fire potential(s)? (e.g., moving objects, vehicles, pressure releases, dropped object potentials, etc.)	•	0	•
Has the work been evaluated for the requirement for the use of spotter(s)? (e.g., moving equipment, releasing pressure, or during lifting operations, etc.)	•	0	•
Is planning in place to control or mitigate line-of- fire hazards through the use of exclusion zone(s)?		\bigcirc	•
Have dynamic forces that can lead to collisions or snagging during lifting or movement of equipment been identified, and prevented or mitigated?	•	\bigcirc	•
Have all loose objects that have the potential to impact people or equipment been properly secured or removed?	•	0	•
Have all fixtures and fittings on overhead equipment and structures been inspected particularly those that are subject to vibration?	0	0	•







Additional Critical Work Controls

Stampede, Gulf of Mexico



Additional Critical Work Controls PERSON-IN-CHARGE (PIC)

START WORK REQUIREMENTS	YES	NO	N/A
Has a Person-In-Charge (or other nominated task leader) been identified to oversee the work team / task, and understands their roles and responsibilities?	•	0	•
Is the PIC knowledgeable and competent on the work being performed?	•	\bigcirc	•
Has the PIC reviewed and signed JSAs, PTWs and other documentation, as applicable?	•	\bigcirc	•
Has the PIC determined what, if any, site control access needs are required for the work site?		\bigcirc	
Does the PIC have a plan or process to engage all parties on site and discuss hazards, controls and other site activities?	•	0	•
Is there a method to clearly identify the PIC?	0	\bigcirc	
Is the PIC aware of the criticality of enforcing Safety Policy and Procedures (e.g., PPE, SWIs, etc.) for the work being performed?	•	0	•
If applicable, does the PIC understand the Worksite Safety Coordinator role (or equivalent) under SIMOPS Conditions?	•	\bigcirc	•
Does pre-job planning activities include Stop Work, Pause Work obligations and is the PIC prepared to champion these expectations?	0	0	•



Additional Critical Work Controls SIMOPS MANAGEMENT

START WORK REQUIREMENTS	YES	NO	N/A
Is the SIMOPs definition clearly understood by workers?	•	0	•
Has a Worksite Safety Coordinator (WSSC) or equivalent been designated, and do they understand their roles and responsibilities?	•	\bigcirc	•
Does the SIMOPS team consists of relevant craft Persons-In-Charge (PIC)?	•	\bigcirc	•
Have SIMOPs activities been evaluated for overall risk(s), and has a plan been put in place to mitigate those risk(s)?		0	•
Have Site Access Control needs been identified (e.g., control point, greeters, EHS reps, materials, etc.)?		0	•
Is there a plan to perform Hazard Identification (HAZID) prior to commencement of SIMOPs activities?	•	0	•
Are the mandatory conditions for Shut-down/ Shut-in of facilities known by relevant parties?	•	0	•
Has SIMOPS safety equipment been procured and put in-place? (e.g., exclusion barriers, cones, etc.)		\bigcirc	
Are daily SIMOPs meetings planned?		0	
Is there a plan to verify, monitor and assure critical activities by the WSSC or equivalent?	0	0	0



Additional Critical Work Controls PROCESS SAFETY MANAGEMENT

START WORK REQUIREMENTS	YES	NO	N/A
Is there any safety critical equipment operating in this area, and if so, how is that equipment being managed?	•	0	•
What safeguards are in place to prevent a leak around the equipment you use, operate or maintain?	•	\bigcirc	•
How do you know if equipment you use, operate or maintain may be leaking, and what do you do if it is leaking? Do you report leaks or near misses?	•	0	•
Does the equipment you use, operate or maintain have any operating limits, and if so, how are those limits managed?	•	\bigcirc	•
What actions do you take when preparing to perform maintenance on equipment or when taking equipment offline?		0	
What process do you follow if you have to deviate from an operating or maintenance procedure as written, and how are you informed when procedures are changed or updated?	•	0	•
Have you participated in a Hazard and Operability (HazOp) study or risk assessment for this area? Have the results been communicated to you, and if so, how?	•	0	•
How do you know that changes have been made to equipment, and how do you know that changed equipment is ready to startup?		\bigcirc	
What would you consider to be an emergency on this site, and what actions would you take?	•	\bigcirc	0



STOP WORK AUTHORITY



FIELD NOTES

24 HOME SAFE EVERYONE EVERYWHERE EVERYDAY



Support Materials





HAZARD RECOGNITION

WORKPLACE HAZARDS



KINETIC ENERGY Moving or rotating parts, cutting blades, pressurized systems, pall potential, drop potential



BIO-MECHANICAL ENERGY Poor body positioning, awkward posture, repeated movement



BIO-HAZARDS Blood borne pathogens, viruses, insects, animals



PSYCHO-SOCIAL HAZARDS Terrorism, malicious intent, divorce, depression, fatigue



HAZARDOUS SUBSTANCES Chemicals, fumes, poisons, toxins



ELECTRICAL EQUIPMENT High voltage, static electricity



RADIATION SOURCES Hot/cold, x-rays, lasers, sunlight, NORMs, ignition sources



NATURAL HAZARDS Wind, weather, earthquakes, rain, lightning



HIERARCHY OF HAZARD CONTROLS

Elimination, substitution, and engineering controls are generally more effective at controlling a hazard than administrative controls or personal protective equipment.

Workers should always consider implementing controls at the upper end of the hierarchy before relying on administrative controls or worker PPE to control a hazard.









DOWNLOAD THIS POSTER







OUR VALUES

HESS IS COMMITTED TO THE HEALTH AND SAFETY OF OUR WORKFORCE AND THE COMMUNITIES WHERE WE OPERATE AND THAT COMMITMENT IS EMBEDDED IN THE HESS VALUES. OUR SAFETY CULTURE IS CONTINUOUSLY REINFORCED BY EXECUTIVE LEADERSHIP, WITH OVERSIGHT FROM OUR BOARD OF DIRECTORS.





