

The National Safety Association for Canada's Energy Industry

A Procedure for Implementing the Program - Attachment A

Line of Fire Program

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**E N E R G Y
S A F E T Y
C A N A D A**



Disclaimer

This document is intended to be flexible in application and provide guidance to users rather than act as a prescriptive solution. Recognizing that one solution is not appropriate for all users and situations, it presents generally accepted guidelines that apply to industry situations, as well as recommended practices that may suit a company's needs. While we believe that the information contained herein is reliable under the conditions and subject to the limitations set out, Energy Safety Canada does not guarantee its accuracy. The use of this document or any information contained will be at the user's sole risk, regardless of any fault or negligence of Energy Safety Canada and the participating industry associations.

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Preface

Purpose

This procedure outlines a process for implementing the Line of Fire program as part of a robust health and safety management system.

Scope

This procedure includes:

- Gaining leadership alignment
- Getting the sites ready
- Rollout of the program
- Post-program review and continual improvement activities

Target audience

The target audiences for this procedure are leaders, employees and/or contractors responsible for developing, implementing, managing, reviewing or sustaining some or all of the Line of Fire program.

Expectations

This use of this procedure in whole or in part is at the discretion of each company. The leaders, sponsors and program managers of companies that choose to use it are expected to conform to this procedure.

Conformance is demonstrated through an annual management review or audit process that tests actual performance against the standards contained within this document.

Program Implementation and Review

Program Preparation

Getting Leadership Alignment

First, alignment must be achieved between the respective leadership teams regarding the goals and objectives of the program. Several resources are available at EnergySafetyCanada.com

The Line of Fire program is divided into three categories:

- Stored Energy: Contact with store energy including pressure releases.
- Striking Hazards: Struck by or striking against an object, includes dropped objects.
- Crushing Hazards: Caught in, on or between an object, includes hand injuries.

To achieve alignment:

1. Develop a draft level of effort proposal using the template in Appendix A.
2. Review the draft level of effort proposal with leadership teams.
3. Agree on the level of effort with leadership teams.
4. Identify the following roles:
 - » Sponsor for the program and/or
 - » Program Manager(s)
5. Advise Energy Safety Canada of the names of the:
 - » Sponsor and/or
 - » Program Manager(s)

Once this step is complete: leaders are aligned on the goals and objectives of the program, and are ready to prepare the sites.

Getting the Sites Ready

By identifying site-specific requirements, the Sponsor and/or Program Managers can prepare the sites for the program.

1. Use the Implementation Readiness Checklist in Appendix B to verify that the appropriate departments are engaged and prepared with any materials.
2. Verify that a document retention process is in place.
3. Verify that the appropriate systems, processes, equipment and personnel competencies are in place for each component of the Line of Fire program as detailed in the Getting the Sites Ready Checklist in Appendix C.
4. Integrate Line of Fire into your existing health and safety management system. This could include modifications, or creating a new observations programs, data fields within your incident data collection system and formal and field-level hazard assessments.
5. If not already in place, consider the adoption of Energy Safety Canada's 10 Life Saving Rules. Although not required as part of the Line Fire Program, the rules - specifically the Line of Fire rule - are well aligned to support the program.

6. Order additional resources and tools needed for the work site/work area from Energy Safety Canada's program store: <https://escsafety.devcogroup.com/>
7. Create a central repository for Line of Fire materials, e.g. website

Once this step is complete: the company is ready to rollout of the Line of Fire Program.

Program Rollout

The following is a suggested approach to engage leaders and workers in the implementation of this program.

1. Deliver the program materials based on the rollout schedule below (use the checklist in Appendix D). Tailor the timing of the meetings to fit the company (may vary from day to day or month to month to cover the materials).
2. Capture learnings or questions from the discussion at the end of each activity package using the form in Appendix E. Ensure follow-up on each item and implement corrective actions to mitigate risks as appropriate. Conduct inspections and hazard hunts using the inspection templates in Appendix F.

Timing	Activity Package and Resources
Meeting 1	<ul style="list-style-type: none"> • Leadership Engagement, Case for Change, Roles and Responsibilities
Meeting 2	<ul style="list-style-type: none"> • Hazard Identification and Control Refresher • Activity Package Follow-up and Learnings
Meeting 3	<ul style="list-style-type: none"> • Package Moving Vehicles/Mobile Equipment Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 4	<ul style="list-style-type: none"> • Mechanical Lifting/Hoisting Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection

Meeting 5	<ul style="list-style-type: none"> • Working at Height (Falls & Dropped Objects) Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 6	<ul style="list-style-type: none"> • Tensioned Lines/Spring Loaded Devices/Stored Energy Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 7	<ul style="list-style-type: none"> • Objects with Uncontrolled Roll, Slide, or Fall Potential Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 8	<ul style="list-style-type: none"> • Pressurized or Vacuum Systems/Equipment Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 9	<ul style="list-style-type: none"> • Machinery & Tools Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 10	<ul style="list-style-type: none"> • Electrical Equipment/Exposure Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 11	<ul style="list-style-type: none"> • Projectiles/Explosion/Jet Fire Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 12	<ul style="list-style-type: none"> • Natural Environmental Events/Extreme Weather Activity Package • Activity Package Follow-up and Learnings • Hazard Hunt/Inspection
Meeting 13	<ul style="list-style-type: none"> • Program Learnings and Continuous Improvement • Activity Package Follow-up and Learnings

3. Maintain the company's Line of Fire webpage, which includes links to relevant program materials listed on the <https://escsafety.devcogroup.com/> website.

Once this step is complete, the company is ready for ongoing review and improvement of the Line of Fire program.

Program Review and Improvement

Following the completion of the activity packages throughout a worksite or organization, leaders will review the program to ensure continuous improvement and act on any learnings.

1. Plan a post-program review using the summary of post-program roles and responsibilities in Appendix G and record your findings in the worksheet in Appendix H.
2. Request input from all delegated representatives (Sponsor, Leaders and Program Managers).
3. Focus on the following areas:

Focus Area	Specific Topics for Inclusion
Communications	<ul style="list-style-type: none"> • Safety stories • Statistics • Safety tweets
Program Effectiveness	<ul style="list-style-type: none"> • Serious injury and fatality statistics • Near misses with the potential for serious incident (PSI) • Data trends, including: <ul style="list-style-type: none"> » Mechanism of injury » Sub-mechanism of injury » Body parts involved » Locations
Program Management	<ul style="list-style-type: none"> • Positive findings • Negative findings • Areas for process improvement

4. Assess any changes identified during the lessons learned process to determine the value of these changes to future campaigns using a cost/benefit evaluation.
5. Communicate these learnings to Energy Safety Canada:
 - » Program performance
 - » Future program improvements

Once this step is complete, the results should be used to improve the program each year.

Roles and Responsibilities

Role	Responsibilities
Energy Safety Canada	<ul style="list-style-type: none"> • Act as an industry champion for the Line of Fire program. • Provide strategic guidance and support to leadership teams. • Collect, analyze and report to leadership teams on Line of Fire data. • Work with leadership teams to incorporate learnings where appropriate.
Sponsor	<ul style="list-style-type: none"> • Serve as the sponsor for the Line of Fire program. • Oversee preparation and delivery of the Line of Fire through all steps and activity packages. • Provide guidance and support to leaders.
Leaders	<ul style="list-style-type: none"> • Maintain the Line of Fire program. • Support the business during the “Leadership Alignment” phase (Appendix A). • Provide specialist advice to sponsors and/or program managers as required/requested during “Getting the Sites Ready” phase (Appendices B and C). • Oversee delivery of material during the “Supporting Communications” phase (Appendices D, E and F). • Initiate “Improving the Program” after implementation of the program (Appendices G and H). • Provide a summary of program results to leaders.
Program Managers	<ul style="list-style-type: none"> • Act as champions for the Line of Fire program in their respective business through all phases. • Support the operational delivery of the Line of Fire program as required. • Work with the business to support and resolve line of fire issues identified in the workplace. • Facilitate input into the annual lessons learned process. • Communicate results of the Line of Fire program to their respective leadership teams.

Appendix A: Leadership Alignment Checklist

A fillable version is available [here](#).

Description			
Date Started:		Date Completed:	
Main Purpose for this planning checklist: Effective implementation and on-going support of the Line of Fire program			
Facilitated By: (Team Member)		Position: (Team Member)	
Leader:		Associated Functional Area(s):	

1.0 Leadership Engagement

#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
1.1	Leadership team and Sponsor meeting to draft upcoming year's level of effort proposal				
1.2	Area business unit leadership team meeting				

2.0 Level of Effort Identification

#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
2.1	Review draft level of effort and agree on upcoming year's program				

3.0 Resource Allocation					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
3.1	Identify leaders; allocate resources and sponsor and communicate expectations				
4.0 Communication Materials Ordered					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
4.1	Leaders to identify communication material needs and order as needed https://escsafety.devcogroup.com/				

Appendix B: Readiness Checklist

A fillable version is available [here](#).

	Yes	No	N/A
Leadership team engaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of change plan developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications plan developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Internal communications plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholders engaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Health and safety team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Communications team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Learning and training teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Key service providers (contractors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change leaders identified per Functional Area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Rollout team identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Identified materials to be changed
- Training materials
- Standards/procedures
- Stickers
- Signs
- Banners
- Other materials
- Rollout materials identified
- Rollout materials developed

Appendix C: Getting the Sites Ready Checklist

A fillable version is available [here](#).

Description			
Date Started:		Date Completed:	
Main Purpose for this planning checklist: Ensuring that the sites are able to participate in each activity package.			
Facilitated By: (Team Member)		Position: (Team Member)	
Leader:		Associated Functional Area(s):	

Document Retention Policy and Program						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
A Document Retention Policy and Program is used						

Field Level Hazard Assessment

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Field Level Hazard Assessment (FLHA) includes line of fire						
Formal Hazard/ Risk Assessment Program includes line of fire. This may also include other formal risk assessment processes such as Hazop, Layers of Protection Analysis, etc.						
Line of fire and dropped objects can be reported within incident management systems						
Safety critical has been defined (equipment, procedures, etc.)						
Fit for duty policy is in place						

Moving Vehicles/Mobile Equipment

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date

There are designated routes and segregation between personnel and moving vehicles/mobile equipment in the workplace.						
Systems are in place to prevent unexpected movement (e.g. parking brakes and wheel chocks).						
Use of proximity cameras/sensors when manoeuvring or reversing instead of people (signaller) being in the line of fire						
The driver/operator have a clear view of personnel in the immediate area and understand where the blind spots are.						
NOTE: The principles for mobile equipment also apply to water vessels, boats, barges, railway rolling stock, and helicopters.						

Mechanical Lifting/Hoisting

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
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Unauthorized individuals are restricted from entering exclusion/red zones, and the zone access are controlled during lifting and hoisting activities.						
Loose objects are secured or removed prior to the lifting operations.						
If a load could swing when being lifted or lowered.						
Rigging equipment is not being loaded to more than its maximum safe limit.						
Approved forklift lifting attachments are used instead of free-rigging (direct loading onto the forks).						
Hands free tools will be used to avoid contact with the load. E.g., tag lines, push pull sticks.						

Working at Height (Falls and Dropped objects)

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
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Work areas at height are protected by guard rails, or people are adequately secured when working at height. E.g., harness, lanyard.						
People are adequately protected from falling through a working surface to a lower level. E.g., openings in grating surfaces, or roof work on fragile walking/working surfaces.						
A drop zone has been established under any work being performed at height.						
All tools, equipment and materials have been secured or prevented from falling during use or transfer. E.g., tool lanyards, netting, or tool bags.						
Anchor points are approved for the intended purpose.						

Tensioned Lines/Spring Loaded Devices/Stored Energy

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
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Workers are aware of, and stay clear of, tensioned lines (e.g., chain, cable, mooring line, rope), strapping, coiled tubing, and coiled or spring-loaded devices.						
Hands and body of workers are clear of rigging equipment. E.g., cables and shackles.						
Workers have considered the potential for pipe/equipment/sheeting movement when cutting, unbolting, or releasing items under tension or compression.						
Workers have established exclusion/red zones where there is a potential for stored energy release. E.g., 'snap back' zones.						

Objects With Uncontrolled Roll, Slide, or Fall Potential

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
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<p>Any items or objects that can roll, slide, or fall are adequately secured or restrained. E.g., top heavy pipes, steel sheets, items installed/stored at height, trench walls, or transported items</p>						
<p>Exclusion/red zones are in place and access controlled where there is potential for drops or uncontrolled movement. E.g., by barriers.</p>						
<p>Exclusion/red zones consider dropped objects that could potentially bounce, ricochet, or roll after first impact.</p>						
<p>Loads are adequately secured before lifting, loading, unloading, or transporting, on land or by water. E.g., transport headboards, side stanchions.</p>						
<p>Items to be transported are properly packaged to prevent uncontrolled movement. E.g., baskets, cradles, pipe chocks, support saddles, load securing devices.</p>						

Pressurized or Vacuum Systems/Equipment

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Zero energy before breaking containment (e.g. cutting into or opening equipment or pipeline).						
Effective isolation for correct piece of equipment or pipeline is in place.						
Body of any worker is out of line of fire.						
All compressed gas cylinders are secured and upright with caps installed.						
Line of fire risks are identified and documented when working with pressurized equipment or tools (e.g. pressurized hoses, pressure testing, or tyres)						
Areas where vacuum or suction can impact people are identified and documented (e.g. divers near seawater pump suction).						

Machinery & Tools

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Clothing or body parts (e.g., hands/fingers) cannot be trapped when working near equipment with moving parts or machinery that can move unexpectedly.						
Safety devices designed for your tools/equipment are in place and working effectively. E.g., dead man's switch, guards, sensors, and/or interlocks.						
Equipment cannot move or rotate unexpectedly or continue to move when de-energized.						
When pushing, pulling, or hammering, primary workers and others remain out of the line of fire. E.g., when using a wrench or cart.						

<p>If there is potential for equipment to become loose or unstable, when dismantling or unbolting workers remain out of the line of fire.</p>						
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Electrical Equipment/Exposure

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
<p>Zero energy and isolation (lock out tag out) are in place and effective E.g., test before touch.</p>						
<p>Workers know and maintain the safe distance from overhead or underground powerlines to avoid contact or potential for arcing.</p>						
<p>Effective controls are in place, when servicing energized equipment, or when switching a breaker into position. E.g., anti-static/arc rated PPE, grounding/ earthing mats.</p>						

Workers consider positioning when working on energized equipment, in relation to the equipment movement as well as the power source.						
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Access to electrical rooms, panels, switch gear, etc. is restricted to authorized personnel only.						
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Projectiles/Explosion/Jet Fire

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
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People and combustible materials are kept out of the line of fire during tasks in the workplace that generate sparks, flying debris, or projectiles. E.g., grinding, chipping, abrasive blasting, hydro-blasting, pigging, etc						
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Effective controls are in place to protect personnel from exposure to explosion/projectiles. E.g., barricade and restrict access, area containment, blast walls.						
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Safe pathways and shelter-in-place are available, known, and their use practiced, in case of explosion or jet fire.						
Hot work has been adequately controlled, including gas test, if required.						

Natural Environmental Events/Extreme Weather

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
The effects of weather conditions and natural events when determining how and when to conduct tasks have been considered. E.g., tides, waves, wind, earthquake, landslide, lightening, snow, ice, flooding, wildfire, storm.						
Controls are in place to ensure people are not endangered by extreme weather conditions or natural events. E.g., stop work conditions, shelter available, securing loose items.						

Permanent and temporary structures are designed, effectively secured, and maintained, for natural events or extreme weather.						
Natural hazards have been identified, and response and recovery plans put in place to manage these.						

Source: [IOGP Line of Fire Hazard Prevention](#). See more details by visiting the link.

Appendix D: Supporting Communications

A fillable version is available [here](#).

Description			
Date Started:		Date Completed:	
Main Purpose: to support effective communication, which is essential to the success of the program. High levels of employee awareness and engagement will drive measurable and sustainable improvements in workplace safety.			
Facilitated By: (Team Member)		Position: (Team Member)	
Leader:		Associated Functional Area(s):	

Case for Change Activity Package (Meeting 1)				
Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 1				

Hazard Identification and Control Activity Package (Meeting 2)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 2				

Moving Vehicles/Mobile Equipment Activity Package (Meeting 3)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 3				

Mechanical Lifting/Hoisting Activity Package (Meeting 4)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 4				

Working at Height (Falls and Dropped Objects) Activity Package (Meeting 5)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 5				

Tensioned Lines/Spring Loaded Devices/Store Energy Activity Package (Meeting 6)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 6				

Objects With Uncontrolled Roll, Slide, or Fall Potential Activity Package (Meeting 7)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 7				

Pressurized or Vacuum Systems/Equipment Activity Package (Meeting 8)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 8				

Machinery & Tools Activity Package (Meeting 9)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 9				

Electrical Equipment/Exposure Activity Package (Meeting 10)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 10				

Projectiles/Explosion/Jet Fire Activity Package (Meeting 11)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 11				

Natural Environmental Events/Extreme Weather Activity Package (Meeting 12)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 12				

Program Review (Meeting 13)

Item Description	Not Planned and /or not on schedule	Planned and /or on schedule	Complete	Timing and Comments
Review and share learnings at all levels of business				

Appendix E: Items for Follow-Up

Activity Package Title:

A fillable version is available [here](#).

Meeting Description

Meeting Date:		Time:	
Location:		Supervisor:	
Number in Crew:		Number Attended:	

Review Items from Previous Meeting and Any New Learnings

Topics Discussed

Workers' Concerns			
Corrective Actions to Be Taken			
Closure of Corrective Actions			
Supervisor:		Manager:	
Date:		Date:	

Appendix F: Inspection Sheets

Build inspection sheets for each site using the DROPS Guide and Template titled "[Common Guidelines for Dropped Object Survey and Inspections](#)".

Appendix G: Post-Program Review Roles and Responsibilities

Role	Responsibilities
Sponsor	<ul style="list-style-type: none"> • Initiate and manage a lessons-learned exercise across all participating groups • Analyze the results of the lessons-learned exercise and provide to Energy Safety Canada • Analyze the overall trend in lien of fire incidents and non-compliances and related recordable incidents for the period of the program (Q1-Q4) and communicate trends to Energy Safety Canada. • Identify any required changes based on statistics and lessons-learned feedback • Prepare and deliver organizational communications describing the impact of the program to Energy Safety Canada

Leaders	<ul style="list-style-type: none"> • Work with the Sponsor and/or Program Manager to identify lessons-learned from the program • Act as a local subject matter expert to support the Sponsor and/or Program Manager as required • Provide ongoing statistical analysis of workplace injuries as part of program evaluation process • Provide Sponsor and/or Program Manager with lessons-learned and other observations on the program as requested • Provide ongoing stewardship of resource use, program success and challenges, associated work orders and/or corrective actions
Program Managers	<ul style="list-style-type: none"> • Work with the Sponsor and team lead to identify lessons-learned from the program • Work with the Sponsor to identify and implement any corrective actions • Work with the Sponsor to escalate any other issues or highlight opportunities as required • Work with the team lead to act as area subject matter experts

If you have any suggestions about how to improve the Line of Fire program, please send an e-mail to Safety@EnergySafetyCanada.com

Appendix H: Post-Program Review Worksheet

Lessons Learned Log

A fillable version is available [here](#).

Description				
Origin				
Date Logged				
Logged By				
Priority (High/ Medium/Low)				
Recommended Action				
Assigned To				
Target Date				
Status (Open/Closed)				