

2018

LIFE SAVING RULES



An Industry Accepted Standard

A Procedure for Managing the Program

SETTING THE STANDARD IN OIL AND GAS SAFETY

**ENERGY
SAFETY
CANADA**

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Energy Safety Canada is the national safety association for the oil and gas industry. We develop and support common industry safety standards, deliver effective learning systems, share data analysis and safety expertise with workers and employers, and advocate for worker health and safety. Our goal is the same as industry's – zero injuries, zero incidents.

AVAILABILITY

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1.0 INTRODUCTION

1.1 PURPOSE

The purpose of this procedure is to outline a process for developing, managing and sustaining the Life Saving Rules personal safety program as part of a robust Health and Safety Management System.

1.2 SCOPE

This procedure includes:

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

1.3 TARGET AUDIENCE

The target audience of this procedure is leaders and employees or contractors responsible for developing, implementing, managing, reviewing or sustaining some or all of the Life Saving Rules program.

1.4 EXPECTATIONS

This use of this procedure in whole or part is at the discretion of each company. The Leaders, Sponsors and Program Managers of companies that choose to use this procedure are expected to conform to this procedure from the effective date.

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

2.0 PROGRAM IMPLEMENTATION AND REVIEW

2.1 PROGRAM PREPARATION

2.1.1 Getting Leadership Alignment

First you must create alignment with your respective leadership teams on the goals and objectives of the program. A variety of resources are available to assist you in starting the conversation with your organization. See www.EnergySafetyCanada.com.

The success of Life Saving Rules in any company is a function of a strong commitment to the program and thorough implementation of Life Saving Rules. The Program is based on a set of Guiding Principles:

- **Standardization:** companies agree to adopt and not alter the rule's logos or descriptions
- **Support:** companies will support workers and supervisors in the adoption, use and on-going management of the rules
- **Accountability:** companies acknowledge that any breach of the rule is unacceptable and will investigate infractions and take appropriate action when rules are violated
- **Continuous Improvement:** companies will monitor, report and evaluate their programs for improvement in safety performance
- **Shared Learning:** companies will report, share lessons learned and best practices through Energy Safety Canada

To achieve alignment:

1. **Develop** a draft level of effort proposal for change using the template located 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 completed: Leaders are aligned on the goals and objectives of the program and are ready to prepare the site.

2.1.2 Getting the Sites Ready

By identifying the site-specific elements that will benefit most from the program materials, the Sponsor and/or Program Managers can prepare the sites for the program.

1. Use the Implementation Readiness Checklist in Appendix B to verify the appropriate departments are engaged and have the right materials.
2. Verify that a document retention process is in place.
3. Verify that an accountability model is in place. Two example accountability models are provided in Appendix C.
4. Verify that you have the appropriate systems, processes, equipment and personnel competencies in place for each rule as detailed in the Getting the Sites Ready Checklist located in Appendix D.
5. Integrate the Life Saving Rules into your existing Health and Safety Management System so that the rules and your program compliment each other to obtain the best possible safety outcomes. This could include modifications or creating new observations programs or data fields within your incident data collection system.
6. Establish a committee to review potential Life Saving Rule violations, make recommendations for possible disciplinary action and make recommendations for program enhancement.
7. Order additional resources and tools needed for the work site/work area from Energy Safety Canada's Program store. <https://escsafety.devcogroup.com/>
8. Create a central repository for Life Saving Rule material, i.e. website

Once this step is completed: The company will be ready for the rollout of the Life Saving Rules program.

2.2 PROGRAM EXECUTION

The following is one approach to engaging leaders and workers in a company.

1. **Deliver** the program materials based on the following rollout schedule below (use the checklist in Appendix E). The timeline for each meeting can be tailored to fit your company and as such may vary from day to day or month to month to cover the materials.

Timing	Activity Package
Meeting 1	<ul style="list-style-type: none">• Leadership Engagement, Case for Change, Rules Overview, Roles and Responsibilities, Accountability Model and FAQ
Meeting 2	<ul style="list-style-type: none">• Confined Space
Meeting 3	<ul style="list-style-type: none">• Working at Height
Meeting 4	<ul style="list-style-type: none">• Work Authorization
Meeting 5	<ul style="list-style-type: none">• Energy Isolation
Meeting 6	<ul style="list-style-type: none">• Line of Fire
Meeting 7	<ul style="list-style-type: none">• Bypassing Safety Controls
Meeting 8	<ul style="list-style-type: none">• Driving
Meeting 9	<ul style="list-style-type: none">• Hot Work
Meeting 10	<ul style="list-style-type: none">• Safe Mechanical Lifting
Meeting 11	<ul style="list-style-type: none">• Fit for Duty
Meeting 12	<ul style="list-style-type: none">• Program Learnings and Continuous Improvement

2. **Maintain** a Life Saving Rules webpage, which includes links to relevant program materials listed on the <https://escsafety.devcogroup.com/> website.

Once this step is completed: The company is ready for ongoing review and improvement of the Life Saving Rules program.

2.3 PROGRAM REVIEW AND IMPROVEMENT

Following the completion of the activity packages, leaders will lead a review of the program to ensure continuous improvement.

1. **Plan** a lessons-learned process using the checklist in Appendix F and record your findings in the worksheet in Appendix G.
2. **Engage** all delegated representatives to provide input in the review process (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 injury or fatality statistics• LSR violation statistics<ul style="list-style-type: none">○ Counts of specific rule violations○ Reasons for violations
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:
 - The program goals
 - Program performance
 - Future program improvements

Once this step is completed: The results should be used to improve the program each year.

3.0 ROLES AND RESPONSIBILITIES

Role	Responsibility
Energy Safety Canada	<ul style="list-style-type: none"> • Act as an industry champion for the “Life Saving Rules” program • Provide strategic guidance and support to the leadership teams • Collect, analyze and report to Leadership Teams on Life Saving Rule data • Work with leaderships teams to incorporate any learning where appropriate
Sponsor	<ul style="list-style-type: none"> • Serve as the Sponsor for the Life Saving Rules program • Oversee the preparation and delivery of the Life Saving Rules program through all steps and activity packages • Provide strategic guidance/support to the leaders
Leaders	<ul style="list-style-type: none"> • Maintain the Life Saving Rules program • Support the business during “Leadership Alignment” phase (Appendix A) • Provide specialist advice to Sponsors and/or Program Managers as required/requested during “Getting the Sites Ready” (Appendix B, C and D) • Oversee the delivery of the material during the program “Supporting Communications” (Appendix E) • Initiate “Improving the Program” after implementation of the program (Appendix F) • Provide a summary of the results of the program to leaders
Program Managers	<ul style="list-style-type: none"> • Act as the champion for the Life Saving Rules program in their respective business through all phases • Support the operational delivery of the Life Saving Rules program as required • Facilitate input into the annual lessons learned process • Communicate the results of the Life Saving Rules program to their respective leadership teams

APPENDIX A: LEADERSHIP ALIGNMENT CHECKLIST

DESCRIPTION					
Date Started:	Year	/	Month	/	Date
Date Completed: (targeted Sept 1 st)	Year	/	Month	/	Date
Main Purpose for this planning checklist:	Effective implementation and on-going support of Life Saving Rules				
Facilitated By: (Team Member)			Position: (Team Member)		
Leader:			Associated Functional Areas:		

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				Initial Area Integration team meeting may be required if applicable
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/ website				

APPENDIX B: READINESS CHECKLIST

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
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"/>
• External 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"/>
• Human Resources Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Contracts Management Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Learning and Training Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Facility Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Legal Team	<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 Area/Function	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Installation Team Identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Identified Materials to be Changed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Integration with H&S Management System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Training Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Standards/Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• ID Cards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Stickers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Signs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Banners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• HR Policy and Accountability Model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Service Provider Contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Other Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Installation Team Identification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rollout Materials Identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rollout Materials Developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX C: EXAMPLE ACCOUNTABILITY MODELS

APPENDIX D: GETTING THE SITES READY CHECKLIST

DESCRIPTION						
Date Started:	/	/	Date Completed:	/	/	
	Year	Month	Date	Year	Month	Date
Main purpose for this planning checklist: Ensuring that the sites are able to comply with each of the 10 Life Saving Rules.						
Facilitated By: (Team Member)			Position: (Team Member)			
Leader:			Associated Functional Areas:			
DOCUMENT RETENTION POLICY AND PROGRAM						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Verify that a Document Retention Policy and Program is present and being used						
ACCOUNTABILITY MODEL						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Verify an accountability model is in place that deals with workers and management in a fair manner						
CONFINED SPACE LIFE SAVING RULE						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
All confined spaces have been identified and are listed for each site or activity type						
All workers have been trained and have been deemed competent on confined spaces and if appropriate for confined space entry						
Adequate hazard assessment processes are in use						
Adequate work permitting system is in use						
Adequate lock-out/tag-out system is in use						
Adequate atmospheric testing and monitoring equipment is in use						
Emergency response plans are in place for each site or activity and that adequate breathing apparatus is present						

WORKING AT HEIGHT LIFE SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
There are no design deficiencies that would deem an area unprotected						
A fall protection plan is in place						
Workers are trained in fall protection and are competent						
Adequate number of approved anchor points are present in the work environment						
Adequate fall protection equipment exists, and an inspection program is in place						
Equipment lanyards and other means of securing equipment are present to prevent dropped objects						

WORK AUTHORIZATION LIFE SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
It is clear at each site or activity type when a permit is required						
Workers understand the permit requirements, and those who issue permits are competent to do so						
Adequate systems and equipment are in place for effective communication; this may include two-way radios, horns, beacons, etc.						

ENERGY ISOLATION LIFE SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Adequate lock-out/tag-out system is in use						
Workers have been deemed competent in lock-out/tag-out and understand when and what life-protecting equipment is required						
Adequate life-protecting equipment such as respirators, gloves, suits, etc. is available						
Gas and other testing and monitoring equipment is available						

LINE OF FIRE LIFE SAVING RULE						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Verify that line of fire hazards, barriers and exclusion zones are identified in work permits, hazard assessment, work procedures and equipment design processes (e.g. Hazop)						
Verify that workers are competent in line of fire assessment and control						
Verify that vehicles are equipped with wheel chocks and a functioning park break						
Verify that line of fire and dropped objects can be reported within your incident management systems						

BYPASSING SAFETY CONTROLS LIFE SAVING RULE						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Safety critical equipment for each site or activity area is identified and is functioning properly						
Workers are informed of the safety critical equipment present in their work areas						
A procedure and authorization process for bypassing safety critical controls exists						

DRIVING LIFE SAVING RULE						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Vehicles are equipped with functioning seat belts						
A vehicle preventative maintenance program is in place						
A journey management program is available and in use						
Vehicles are equipped with cargo securement to prevent flying objects in the event of a collision						
A pre-trip inspection program is available and in use						

HOT WORK LIFE SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Workers are competent in the identification and control of hot work						
Gas and other testing and monitoring equipment is available						
Designated smoking areas are identified						

SAFE MECHANICAL LIFTING LIFE SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Workers operating mechanical lifting equipment are competent						
A lift plan is in place						
Barriers for creating exclusion zones such as barrier tape, bollards, etc. are available						
A lift inspection and certification program are in place						
Tag lines are available						

FIT FOR DUTY SAVING RULE

Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
An alcohol and drug policy and program are implemented						
A physical demands analysis has been conducted						
Supervisors are competent to recognize when a worker is not fit for duty						

APPENDIX E: SUPPORTING COMMUNICATIONS

DESCRIPTION				
Date Started:	/	/	Date Completed:	/
	Year	Month	Date	Year
Month	Date		Year	Month
Date			Date	
Main purpose for this planning checklist:	Effective communication is essential to the success of the Life Saving Rule 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 Areas:		
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				
CONFINED SPACE 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				
WORKING AT HEIGHT 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				
WORK AUTHORIZATION 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				
ENERGY ISOLATION 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				
LINE OF FIRE 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 Activity Package 6				
BYPASSING SAFETY CONTROLS 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				

DRIVING 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				
HOT WORK 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				
SAFE MECHANICAL LIFTING 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				
FIT FOR DUTY 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				
PROGRAM LEARNINGS AND CONTINUOUS IMPROVEMENT 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				

APPENDIX F: POST-PROGRAM REVIEW

WHAT DOES SUCCESS LOOK LIKE?

If you have any suggestions about how to improve the Life Saving Rules program, please send an e-mail to Safety@EnergySafetyCanada.com

Role	Responsibility
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 life saving rule violations 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

