

1. Introduction

This standard sets out requirements for the management of new to site contract workers.

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2. Definitions

Short Service Worker (SSW): Any new-to-site Contractor worker with less than 6 months of satisfactory full-time (continuous) and relevant experience (for the task they have been hired to perform) for the specific business unit/site for whom the worker is going to work. This worker has not yet graduated to a Site Safety Mature Person (SSMP).

Site Safety Mature Person (SSMP): A Contractor worker who has demonstrated their knowledge and skills with regard to site hazards, hazard management, and safe working practices to the Mentor/Coach and Supervisor, and is qualified to act as an SSMP. Competency must be demonstrated and can be acquired in less than 6 months with a quick learner, with a maximum of 6 months to reach graduation.

Mentor/Coach: A designated person(s) at the site who is responsible and accountable for guiding and monitoring the performance of the SSW in the field. The Mentor/Coach is an employee of the Contractor Company for which the SSW is working. He/she can be a member of the same working team. He/she is a SSMP and has demonstrated knowledge and skills with regard to site and task related hazards, hazard management, and safe working practices and is able to communicate with the SSW. The Mentor/Coach is capable of practicing Safety Leadership skills, but does not necessarily have to be the SSW's Supervisor or Foreperson. The Mentor/Coach must have received appropriate training and be certified for the role by the management of the Contractor company.

3. Procedure for SSW onsite

- a) Contractor to ensure training requirements are satisfied (Employer satisfies internal and site training requirements)
- b) Identifying Short service workers: All SSW's hard hats must be orange, if not required to wear a hardhat they must be identified by other means, i.e. arm bands or hats, all of which will be managed by the individual contractor companies. This is intended to allow other people in the field to visually recognize SSWs, monitor their performance, and provide assistance when needed.
- c) Complete worker assessment to determine when the worker can be graduated. The Mentor must have a role in providing feedback / input on the SSW's progress and status and will contribute to when / if the SSW can be graduated.

SSW Program/Procedure

- d) Once the SSW graduates to SSMP, the identification (orange coloured hat) shall be removed.
- e) If the SSW cannot graduate in a maximum 6 months, then the worker shall leave the site.
- f) SSMP status is valid for a period of 6 months after leaving the business unit/site. An individual's status as an SSMP must be reassessed upon their return after 6 months, any period of time if returning under a different employer, while recognizing their past experience and current performance.

4. SSW Program Role of Contractor Company

Contractor companies shall have a Short Service Worker (SSW) program that meets or exceeds the requirements outlined in this standard and limit the number of SSW's on site as much as practical.

- a) **Assure field supervision at site:** The Supervisor of the SSW shall be responsible and accountable for SSW's competency, safety behaviour, and performance. The Mentor/Coach shall be accountable for guiding the SSW's safety behaviour throughout the work shift.
- b) **Training/Mentoring and Graduation plan:** A training/mentoring plan shall include assessment of competency, graduation to SSMP, and/or removal from site for people who do not graduate within 6 months.

If the SSW: SSMP ratio exceeds 15% Special measures shall be implemented by the Contractor Company and be approved by the site. Examples of such special measures may include:

- c) Deploying extra trained resources (both Contractor and site) several days in advance of the commencement of work such that they become familiar with the work, its hazards, and the Contractor workforce capabilities.
- d) Providing more comprehensive orientation/training for a "core group" of Contractor personnel. This "core group" can be graduated in a timely manner into the SSMP role prior to the mobilization of the workforce on the site.
- e) Intensive interaction with SSWs, such as through frequent safety observations and interventions.
- f) A trained and certified Mentor/Coach shall be present in the field where SSWs are working, and be responsible for a maximum number of SSWs depending on the potential hazards and nature of the task, e.g.,
 - Some civil work may have one Mentor/Coach for 10 SSWs digging a ditch,
 - For some electrical work it may not be appropriate to have SSWs at all.
- g) Refinery maintenance turn-arounds and major projects will typically require higher numbers of SSWs. Extra resources and activities are needed to arrange for adequate supervision, coaching, and counselling. These considerations shall be included) in the turn-around/project safety plan.
- h) Special measures shall be considered to guide contractors with a short presence on the site, such as truckers and specialty SSWs.
- i) A list of SSWs shall be maintained, including date of entry and graduation to Site Safety Mature Person (SSMP). i.e. This could satisfied by tracking within a contractor Companies training profiles or matrix's.

- j) Graduation criteria the supervisor will decide when graduation is appropriate within consideration of the Mentor's feedback, the tables (below in section 6) are good tools to leverage to align with the intent of this standard for the evaluation of graduation readiness

5. SSW Program Role of Refinery Site, site management will:

- a) Endorse / Review Contractor companies' Short Service Worker (SSW) program and plans where 15% SSW: Mature worker ratios must be exceeded.
- b) Verify that the contractor's work planning and scheduling process includes provisions for a Supervisor and/or Mentor/Coach. The Mentor/Coach works together with (e.g., trade/higher potential hazards) or is closely monitoring (e.g., support contractors like cleaners) SSWs
- c) Utilize Buddy Managers or an equivalent process and associated stewardship to monitor field performance, with focus on:
 - Supervisors and Mentors/Coaches guide, monitor, and steward SSWs.
 - Supervisor and Mentors/Coaches ratio versus SSWs is in line with expectations,
 - SSWs perform tasks which they can perform based on potential hazards/risks,
 - SSWs behave as expected in field activities and in their contributions to field-based risk assessments and in safety awareness meetings (e.g., Tool box talks).
 - Graduation is carried out as expected

6. SSW Program Special Situations/Waivers/Deviations, Temporary waivers from the elements in this SSW practice can be granted by Refinery Site Turnaround Management and / or Project Management if compensating measures are taken such that SSW risks are appropriately managed.

Examples of compensating measures include the following:

- a) The Contractor Company may decide to deploy more supervisors or field BBS observers to compensate for the higher ratios of SSWs in the workforce
- b) Deploying extra trained resources (both Contractor Company and Refinery Site) several days in advance of the commencement of work such that they become familiar with the work, its hazards, and the Contractor Companies workforce capabilities.
- c) Providing more comprehensive orientation/training for the workforce (ex T/A training).
- d) Intensive interaction with SSWs, such as through frequent safety observations and interventions.

7. SSW Graduation Criteria Assessment Tool

SHORT SERVICE WORKER SAFETY EVALUATION

Date: _____

Employee Name: _____

Company: _____

PART A

	Agree	Disagree	Don't Know
I am confident that the employee has the trade skills necessary to complete the work I've assigned <u>SAFELY</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the employee demonstrates high compliance to IOL/company safety rules and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the employee demonstrates a high level of compliance to and appropriately uses Personal Protective Equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the employee will take action to ensure that their co-worker(s) work safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PART B

	Exceeds Expectations	Meets Expectations	Inconsistent Performance	Expectation Not Met
Safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Craft Knowledge and Skill	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation and Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Name: _____

Please print name

Date: _____

Supervisor: _____

Please print name

Date: _____

SSW Program/Procedure

Exceeds Expectations	Meets Expectations	Inconsistent Performance	Expectations Not Met
<ul style="list-style-type: none"> Initiate actions to help others to prevent exposure to potential hazards, reports hazards that need follow-up Originates safety suggestions. Actively encourages safe practices in others. Improves safety in work area and/or other parts of the site. 	<ul style="list-style-type: none"> Is always aware of potential hazards from the process, work area and task. Able to list hazards and tell how exposure will be prevented. Consistently works safely by following rules and procedures. Properly uses and maintains safety equipment. Demonstrates concern for others. 	<ul style="list-style-type: none"> Is sometimes not able to list hazards and demonstrate how exposure to potential hazards is being prevented. Occasionally needs to be reminded to follow/use safety procedures/safety equipment. Has received counseling for safety infractions. 	<ul style="list-style-type: none"> Is often not able to list hazards and is often not able to explain/demonstrate how exposure to these potential hazards is being prevented. Received written warning for safety infractions. Must be frequently reminded to use safety equipment. Needs to improve safety awareness.
CRAFT KNOWLEDGE & SKILLS			
Exceeds Expectations	Meets Expectations	Inconsistent Performance	Expectations Not Met
<ul style="list-style-type: none"> Demonstrates exceptional ability to apply skills and knowledge required for safe work execution. Effectively communicates craft knowledge to others to improve their skill level. 	<ul style="list-style-type: none"> Demonstrates the ability to utilize the skills and knowledge required to apply safe working practices. Capable and willing to help others learn the skills required to work safely at their level. 	<ul style="list-style-type: none"> Occasionally have problems in the ability to apply skills and knowledge required to safely execute work. 	<ul style="list-style-type: none"> Consistently fails to demonstrate the ability to apply the skills and knowledge required to safely execute tasks.
COOPERATION AND TEAMWORK			
Exceeds Expectations	Meets Expectations	Inconsistent Performance	Expectations Not Met
<ul style="list-style-type: none"> Boosts group morale. Consistently volunteers to help and encourage others. Readily accepts and suggests new safe work processes. 	<ul style="list-style-type: none"> Complies with directives. Cooperates well with others. Willing to support team effort. Openly discusses problems. Uses new/safer work processes. 	<ul style="list-style-type: none"> Occasionally causes or encourages conflict among co-workers or supervisors. Reluctant to follow directives. Helps only when asked. Shows limited ability to adapt. 	<ul style="list-style-type: none"> Rarely helps others. Causes conflicts and disrupts the work of crew members. Refuses to use new work processes.