COIMS
Cenovus Operations
Integrity Management System

COIMS Standard

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1 Purpose

The *Safe Control of Work* standard sets the requirements for workers so that they perform their work safely and without occupational or process safety incidents or adverse environmental impact. This standard is intended for individuals accountable or responsible for hazardous work.

2 Application

This standard applies to hazardous work performed in Cenovus entities.

3 Requirements

Entities shall create site-specific procedures and processes that conform to the requirements in this standard. *Appendix A* provides a sample process. Where the requirements of this standard conflict with the requirements of local, federal, or other regulatory bodies, the most stringent shall apply.

3.1 Components

This standard applies 11 components used to set the requirements for work safety, from task identification to work closeout:

- roles and responsibilities
- planning and scheduling
- hazard and risk assessment
- safe work procedures
- communication methods
- work authorization
- supervision and monitoring
- stopping unsafe work
- equipment turnover and return to service
- lessons learned
- remote work

3.2 Roles and responsibilities

Entities shall assign the control of work roles and associated responsibilities according to *Table 1*. Different titles and multiple roles may be assigned to individuals, provided:

- individuals are competent for the role
- the Issuing Authority and Performing Authority are not the same individual
- a single Person in Charge is assigned for concurrent work.

Table 1: Roles and responsibilities for control of work

Role	Description
Area Manager	• accountable for all work activities and for conformance to the control of work process within their entity or asset • accountable for ensuring all work in their entity or asset is approved at the appropriate authority level
Area Authority	• accountable for all work in a defined work area, defined either geographically or by process • responsible for simultaneous operations in their area • responsible for ensuring the control of work process is not bypassed for emergency work or break-in work
Issuing Authority	• responsible for issuing required work clearances and permits and for participating in hazard assessments • responsible for identifying the affected hazards and required controls in an area
Performing Authority	• trained and competent worker performing a task • responsible for identifying applied hazards, ambient hazards and required controls for the task they are performing
Person in Charge	• assigned as the immediate supervisory role for concurrent work • ensures the control of work process is followed • responsible for communicating hazards and controls for concurrent work

3.3 Planning and scheduling

Entities shall plan work that includes:

- reviewing, risk-ranking, and approving work
- identifying tasks and their interactions with each other as they relate to safe and efficient work execution
- identifying simultaneous operations, including concurrent work
- defining required training, competencies, and certifications for work
- applying safe control of work requirements to all work, including emergency and break-in work
- planning meetings for all work involving High and Extreme risk tasks or simultaneous operations, or as requested by a Planner, Area Authority, Issuing Authority, or Performing Authority
- site visits for High and Extreme risk tasks
- involving subject matter experts, when applicable

Entities shall maintain a schedule that:

- encompasses all functions performing work within an area of responsibility
- involves stakeholders from all functions

- groups tasks and coordinates work to reduce the frequency of applying isolations or starting or unnecessarily stopping equipment
- is approved by the Area Authority

3.4 Hazard and risk assessment

Work requests shall be risk-ranked by applying the *Cenovus Risk Matrix*. A work request with a risk ranking of:

- **Extreme** requires approval by the applicable Cenovus Leadership Team Direct Report and will have increased requirements over and above the requirements of this standard. All efforts should be made to reduce the risk below Extreme before proceeding.
- **High** shall be reviewed in a task risk assessment led by a competent facilitator
- **Medium** shall apply a procedure or task risk assessment, and where these already exist, the hazards and controls shall be validated

A task risk assessment shall:

- apply the Cenovus Risk Matrix
- identify hazards and assess the risk of the tasks within a scope of work
- consider fitness-for-task requirements
- identify the controls required to perform the work
- include an overall risk-ranking of the work to be performed
- be documented and communicated to workers

All work shall be subject to a field level hazard assessment that shall:

- be completed at the worksite immediately before executing the work
- be conducted jointly by the Performing Authority and workers involved in the work
- be attended and/or reviewed by the Issuing Authority or a competent Operator, as determined by the risk of the task being performed.
- list concurrent work hazards and controls
- be attended by the Person in Charge when there is concurrent work
- include a walkaround and survey of the site conditions to identify ambient hazards
- include a review of the work scope, hazards, and controls
- verify the hazards and controls of any accompanying task risk assessment.

3.5 Safe work procedures

For tasks ranked as Medium risk or higher, either a task risk assessment or safe work procedure is required for work execution.
When safe work procedures are used, they shall:

- identify the hazards and the controls required to safely perform work
- be risk-ranked
- be available at the worksite and reviewed during the field level hazard assessment for High risk tasks
- be issued in accordance with a document control management system

During work execution, when incorrect or unsafe guidance, steps, sequence, or similar concerns are identified in a safe work procedure, a deviation may be proposed. A deviation from the procedure shall be approved by the Area Authority before proceeding. The addition of hazards and controls during a field level hazard assessment is not considered a deviation.

3.6 Communication methods

Entities shall provide means to communicate hazards and controls to workers, including written communication, regular meetings, and logs.

Entities shall track and communicate the status of permits to workers.

Entities shall maintain an operations shift handover process that shall include a review of:

- the daily logbook
- tasks and activities being carried over from the previous shift
- process conditions, stability of the process, and actions required
- significant work activities completed
- upcoming work
- status of energy isolations
- initial assessment of incoming workers for fitness-for-task

3.7 Work authorization

Work performed on Cenovus sites shall be authorized by the Issuing Authority using work permits or field level hazard assessments.

The following shall require a work permit as part of the work authorization:

- simultaneous operations
- confined space entry
- work on energy systems
- impairing or disabling safety-critical equipment
- lock-out tag out
- hot work
- working at height
- working in or near water
- ground disturbance
- lifting and hoisting
- handling of hazardous materials or radioactive source
- other potentially High hazard tasks

Entities may maintain a list of Low-risk tasks not requiring a permit. Where such a list exists, it shall be controlled and approved by the Area Manager. This work shall be authorized by the Area Authority.

Entities shall:

- set the criteria and the process for suspending, revalidating, and cancelling permits
- define fitness-for-task assessment requirements

- require that Performing Authorities verify parts, tools, and equipment are available prior to requesting permits
- require the Performing Authority to verify that risk controls for applied hazards are in place and effective before work commences
- require the Issuing Authority to verify that risk controls for affected hazards are in place and effective before work commences
- provide for the transfer of custody of work supervision between the Issuing Authority and Performing Authorities via hazard assessment or permit
- describe the process and requirements for transferring the roles and responsibilities of Area Authorities

3.8 Supervision and monitoring

Entities shall supervise and monitor work. The monitoring frequency and supervisory level shall be consistent with the risk of the work. Monitoring intervals shall be established and documented on the field level hazard assessment or permit before authorizing the work.

In concurrent work situations, a Person in Charge shall be assigned to communicate hazards and controls between work groups and monitor control of work requirements.

For all permitted work, the effectiveness of controls shall be reviewed:

- any time a work scope change occurs
- in the event of a work interruption
- as required by an entity or by corporate standards and procedures

Issuing Authorities shall:

- inspect the area for ambient and affected hazards
- ensure the controls to address hazards are effective during work execution
- establish initial atmospheric monitoring requirements
- visit the worksite at the start of the work and at work closeout

The Issuing Authority does not need to be onsite for the duration of the task.

The Performing Authority shall:

- be present for the duration of the task or delegate another competent Performing Authority when absent
- monitor the area for hazards
- assess the effectiveness of controls before work commences and during work execution
- assess fitness-for-task of workers for the duration of the work
- complete the work within the communicated and documented scope

3.9 Stopping unsafe work

Every worker shall stop unsafe work and empower other workers to do so thoughtfully and freely. This is foundational to an incident- and injury-free workplace. Workers should not fear retribution and shall not be subject to retaliation or disciplinary action for stopping work.

The obligation to stop unsafe work is not limited to those directly working on a job or task. Workers may encounter or observe a perceived unsafe situation in a job they are not involved in. The worker(s) who observes shall intervene or immediately notify a supervisor.

Conditions requiring work stoppage shall be discussed during the pre-job hazard assessment discussion and documented on the hazard assessment.

Following a work stoppage, the Performing Authority shall determine if the scope, hazards, or controls have changed to require permits and other work authorizations to become void, temporarily withdrawn, and revalidated.

The Performing Authority shall consider the nature of work stoppages and determine if they are to be reported.

3.10 Equipment turnover and return to service

Prior to returning equipment to service:

- The Performing Authority shall perform a walk-through of the work area to ensure the work is complete and the equipment is ready to be returned to service.
- The Performing Authority may leave the area after verifying work is complete, the equipment is safe to return to service, and the status has been communicated to the Issuing Authority.
- The Issuing Authority shall perform a walk-through of the work area to ensure the work is complete and the equipment is ready to be returned to service.
- The Issuing Authority and Performing Authority may perform walk-throughs separately.
- Hazards and deficiencies shall be addressed immediately or documented and addressed later.
- Status changes in isolations and equipment shall be communicated to affected workers.

Where tasks have involved breaking the integrity of, or the pressure envelope of, piping, process systems, or rotating equipment, the integrity of the systems shall be confirmed to be restored.

Prior to returning equipment or processes to service:

- Safety controls shall be confirmed to be operational.
- All bypasses, jumpers, blocks, inhibits, and impairments applied to Safety Critical Equipment shall be removed and car seals installed, as applicable.

3.11 Lessons learned

Each entity shall have a process to capture lessons learned, including but not limited to:

- creation of work requests
- planning and scheduling of work
- completion of field level hazard assessments and task risk assessments
- issuance of Safe Work Permits
- preparation and execution of isolations
- work execution
- use of procedures
- work closeout

Contractor performance shall be communicated by the Performing Authority to the Planners and Schedulers, Supervisors, and when applicable to the Vendor Management Team.

3.12 Remote work

For Low and Medium risk remote work, an entity work authorization process may provide Issuing Authorities the ability to remotely:

- conduct field level hazard assessments
- issue permits
- authorize work

Each entity shall define a remote work location to align with the needs of their business.

The Issuing Authority and Performing Authority shall agree on the frequency and method of monitoring for remote work. The Performing Authority shall contact the Issuing Authority at the beginning and completion of the job and at intervals established in the field level hazard assessment.

Working alone is managed separately through an approved work-alone process and is not a substitute for work supervision or work monitoring.

4 Related information

4.1 References

Table 2: Internal governing references

Document title or link	Relevance
COIMS Framework	Element 9 - Safe control of work
Simultaneous Operations Standard	COIMS Element 9 Standard - COIMS-000007
Operations Shift Handover Standard	COIMS Element 9 Standard - COIMS-000009
Energy Isolation Standard	COIMS Element 9 Standard - COIMS-000008

5 Revision history

Table 3: Revision history

Version	Date	Description
1.0	June 1, 2022	Issued for use
1.1	November 14, 2022	Amended language in section 3.4 Field Level Hazard Assessments to address confusion around the when an Issuing Authority is required to review and FLHA at the worksite.
1.11	March 18, 2024	• Fixed wording in table 1 under performing authority to state “applied hazards, ambient hazards and…” • Changed applied hazards to ambient hazards in section 3.4 • Added effective date to cover page and revision history table

Appendix A: Control of work process flow

Figure 1 illustrates a high-level step-by-step workflow for the control of work process.

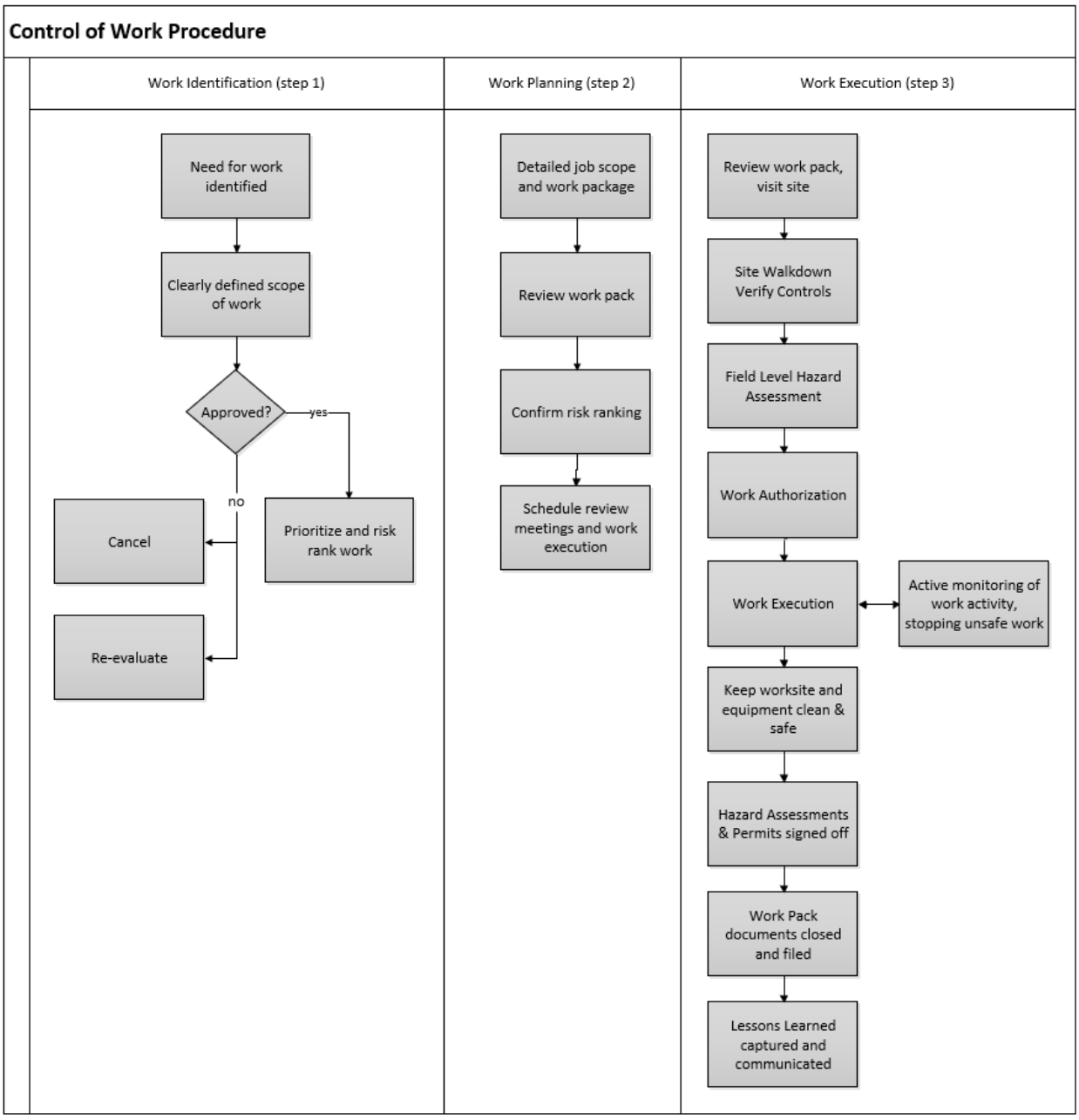

Figure 1: Control of work process workflow