KEANE

Pause Safety Campaign

Safe Work Process – enable individuals or supervisors to check that work is ready to be done safely.

Effective Supervisors are leaders engaging workers before, during, and after the job providing immediate feedback.

Step #1

Plan

This is led by the Operations Supervisor with the SSC. This is conducted by asking questions, opening the thinking brain.

Use the JSA to ensure that we are covering all elements of the job in a consistent manner. Consistency will lead to efficiency and will result in Goal Zero.

- Is this JSA current?
- Have there been any incidents in the past doing this particular task?
- What changes should be made if any?

Discuss the Plan (JSA) in full detail.

- Ask crews to name and discuss all of the inherent hazards associated with their task.
- Ask crews to name and discuss all hazards that may not be inherent to the job, other operations in the area that may affect the job, weather, SSE's, etc.
- Ask the crew members who is responsible for each step during the job?
- Are all of the steps of the job covered in this plan (JSA)?

What did I do for Step #1 today?

Meetings	Are all steps covered?
Supervision	Who is the Supervisor leading this job?
Before, During & After	How will the job be monitored through completion?
Safety Alert	What are the lessons learned from similar jobs?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
PICNIC	Praise the Positive / Correct the negative
Focus Areas	What areas are most dangerous and/or in line of fire?

Step #2

Communicate

We communicate to influence behaviors. The most effective ways are by **ASKING** more and **TELLING** less.

Why do we ASK?

- Makes people think
- Get them to understand the expectation
- They take ownership
- Proves competency
- Control the conversation
- Learning begins

Why don't we TELL?

- They will stop listening!

When do we TELL?

- When they ask
- When promoting the positive

We communicate all day on location, Pre-Job Safety Meetings, JSA Meetings, PAUSE Meetings, After Action Reviews, and during Handover. How we communicate is very important.

Make it a picnic out there.

Behavior is controlled by Feedback Loops. Feedback Loops are either

Positive	or	Negative
Immediate	or	Future
Certain	or	Uncertain

Strong Feedback Loops are the key to building our safety culture and provide strong results. Supervisors control behavior by controlling feedback loops.

Feedback needs to be

- Positive, Immediate, Certain
  - Praise the Positive - *Tell*
- Negative, Immediate, Certain
  - Correct the Negative - *Ask*
  - Come to an agreement that the negative will be corrected before going forward.

During STEP #2

While communicating on the job site during meetings, JSA's, PAUSE engagements and Handover, focus on asking the following questions.

- Is everyone Fit for Duty?
- Does everyone understand Stop Work Authority? Have someone explain this, preferably an SSE.
- How will communication be achieved during the task at hand? Radio, Hand Signals, Verbally
- Ask the crew members who is responsible for each step during the job?

What did I do for Step #2 today?

Meetings	What communication method has been discussed?
Supervision	Who is the Supervisor Leading this job?
Before, During & After	How will communication be conducted through completion?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
PICNIC	Praise the Positive / Correct the negative

Step #3

Check Equipment

Checking all equipment prior to conducting the job is vital to our operation. Supervisors MUST conduct a visual check of all pieces of equipment involved in the operation, or, at a minimum, have the responsibility assigned and understood by a crew member.

During STEP 3

Supervisor or assigned responsible person must check if equipment is certified, rated and tested

- Hoses
- Iron
- Pumps – LA's and Roper Pumps

Check equipment for "Fit for Purpose" and Calibration

- Torque wrenches
- Strap wrench
- Hammers
- Chokers
- Lifting Straps
- Harnesses
- Respirators
- Radios

Check equipment for damage and have back-up equipment in place

- Lifting Straps
- Safety Harnesses
- Tools
- Wings – Mushroomed
- Handles on hammers, cracks

What did I do for Step #3 today?

Interventions	Are we taking the tools and equipment that are not rated/ certified out of service?
Supervision	What Supervisor or responsible crew members are verifying that equipment is checked?
Before, During & After	Are we inspecting the equipment throughout the task?
New People/ Green Hats	Ask SSE's what to look for when checking equipment.
Focus Areas	What pieces of equipment show the most signs of wear?

Step #4

Prepare Area

Work area preparation is key to keeping a job safe. This goes beyond just having the area clean and tools ready for the task at hand. Take a step back and get a full picture of what the area actually looks like. For effective use of STEP 4, ask:

Is housekeeping in order?

- Is the working surface area flat?
- Are work platforms/step platforms making solid contact with the ground if used?
- Are there items around the job site that are dangerous or in the way? (flammables, hoses, tools or tools not allowed)
- Are there ruts in the area that need to be marked to keep an employee from slipping and injuring oneself?

Are we working in or near the Red Zone?

- Is a proper permit filled out and approved?
- Are there SIMOPS in the area that will affect our job?
- Is communication with the data van/Frac Supervisor established?

Have we checked above, below, beside and 360 degrees around the equipment?

What did I do for Step #4 today?

Interventions	Are we intervening when areas are not safe to work in?
Supervision	What Supervisor is checking this job?
Before, During & After	How will the job be monitored through completion?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
PICNIC	Praise the Positive / Correct the negative
Focus Areas	What areas are most dangerous and/or in the line of fire?

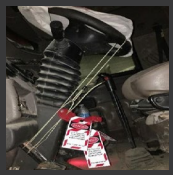
Step #5

Control Energy

There are numerous types of energy that we encounter daily on the job site, Electrical, Hydraulic, Pneumatic, Chemical, Thermal, Mechanical and Gravity. We must properly identify all of the energy sources we are dealing with while doing our daily tasks.

When locking and tagging equipment,

- Prepare for the shutdown
  - Walk the lines and verify the isolation of pump by removing suction hose and disconnecting the iron from the rear of the pump. If pump maintenance is required during stimulated operations, pump must be isolated and taken out of line.
- Machinery or equipment shutdown
- Machinery or equipment isolation
  - After deck engine is shut down, remove the key from the tractors' ignition. This is to be retained by the Pump Operator in the data van.
- LOTO device applications
  - Tags and Locks must be present at all times until LOTO is complete
  - Attach a LOTO label and lock to the steering wheel by affixing clutch cable firmly to both. Every employee participating in maintenance will affix their own lock to the clutch cable hasp and maintain possession of their own key.



  - Turn off and place hasp with locks and tags on battery disconnect switch or disconnect the positive battery cables. If unit is not fitted with a battery disconnect switch or the current battery disconnect switch is unserviceable and cannot completely isolate the energy at the control box, the Positive battery cables may be disconnected and locked out under the same pretense listed prior.

- Every employee participating in maintenance will affix their own lock to the clutch cable hasp and maintain possession of their own key.

- Relieve, disconnect and restrain all potentially hazardous stored or residual energy
- Inspect the work area to ensure that nonessential items have been removed and machinery or equipment components are operationally intact
- Check work area to ensure employees are safely positioned or removed from the area
- After removal of control devices and starting of machinery or equipment, affected employees are notified of the devices removal

What did I do for Step #5 today?

Meetings	Who is responsible for all steps in the task?
Interventions	Who is doing final check to ensure that energy is isolated?
Supervision	Who is the Supervisor Leading, Permitting and approving this job?
Before, During & After	Will the job be monitored through completion?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
Focus Areas	What areas are most dangerous and/or in the line of fire?
Handover	If the LOTO continues past the end of your shift, who is notifying the right people?

Step #6

Final Check

Final check is the last Step before beginning the work. This is a critical element of the PAUSE process, it is the last chance to ensure the job can be done Safely and Efficiently.

The Supervisor plays a key role in this Step by

- Ensuring that the job is 100% ready to be completed Safely and Efficiently
- All contingencies are in place, all barriers are discussed and properly mitigated
- Does one final walk through to double check

What did I do for Step #6 today?

Meetings	Are all steps covered?
Interventions	Is something is not right, are we correcting it before the job begins?
Supervision	Who is the Supervisor Leading this job?
Before, During & After	How will the job be monitored through completion?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
Focus Areas	What areas are most dangerous and/or in the line of fire?
PICNIC	Are we praising the positives?

Step #7

Start Work

This is now the time to begin the work. Through the first 6 STEPS, we should have eliminated all contributing factors to any incidents occurring.

If you cannot positively say that all contributing factors are eliminated from having an incident, you should begin at STEP 1 again.

At this time the Supervisor should

- Comply with all safety processes to complete the task.
- Intervene if the STEPS change or the STEPS are not being followed properly
- Ask, do not TELL, questions of the crew and treat them with respect
- Follow Keane's Lifesaving Rules at all times
- Ensure that barriers are in place
- If there is a change in operation, we use the MOC process
- Ensure that all employees involved in the task know that they have the Authority and Obligation to use STOP WORK AUTHORITY
- Keep everyone clear of Red Zones and work hands free if at all possible

What did I do for Step #7 today?

Meetings	Are all steps covered?
Interventions	Is something is not right, are we correcting it before the job begins?
Supervision	Are Supervisors Leading this job?
Before, During & After	How will the job be monitored through completion?
New People/ Green Hats	Who are the SSE's involved in this task? Who are their mentors?
Focus Areas	What areas are most dangerous and/or in the line of fire?
PICNIC	Are we praising the positives?

Step #8

After Action Review

Once the job is complete, it is very important to our improvement process to discuss how the job went.

This is a very simple meeting with the crew focused on a couple of questions

- Did the job go as planned? Was it completed in a safe efficient manner?
- Is there anything that we can do differently the next time we do this job to make it safer and more efficient?

KEANE

Unlocking American Energy