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Project Development and Planning Process Plan



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Project Development and Planning Process Plan

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Project Development and Planning Process Plan

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Project Development and Planning Process Plan

1.0 PURPOSE

The purpose of this procedure is to outline the requirements to provide the minimum acceptable criteria for ensuring appropriate Health, Safety Security and Environment HSSE considerations during the Project Development and planning process.

2.0 SCOPE

The scope of this procedure applies to all works performed under all Government Construction Contracts executed throughout the Kingdom of Saudi Arabia.

3.0 DEFINITIONS

Definitions	Description
ALARP	As Low as Reasonably Practicable
CECP	Construction Environmental Control Plan
HAZID	Hazard Identification (High Level Assessment)
HSSE	Health Safety Security and Environment
JHA	Job Hazard Analysis
KPIs	Key Performance Indicators
MSPR	Monthly Safety Performance Report
PPE	Personal Protective Equipment
STARRT	Safe Task Analysis Risk Reduction Talk
SWMS	Safe Work Method Statement

4.0 REFERENCES

- EPM-KS0-PR-000001 Project Incident Notification, Investigation and Reporting Procedure
- EPM-KS0-PR-000002 Project HSSE Assessment Process Procedure
- EPM-KS0-PL-000002 Project Sub-contractor HSSE Evaluation, Selection & Monitoring Procedure
- EPM-KSS-PR-000014 Project Emergency Preparedness Procedure

5.0 RESPONSIBILITIES

5.1 Project Manager

The Project Manager shall be responsible for the following:

- Providing Project Management support for the implementation of this procedure.
- Providing resources and support for the development and implementation of HSSE processes.

5.2 Project Site Manager

The Project Site Manager shall undertake the following responsibilities:

- Provide input to the development and implementation of HSSE Plans and Procedures participating in the meetings defined in this Procedure.
- Facilitate and verify the completion of action items or changes in plans and that they are communicated throughout the organization.
- Be accountable for the participation of discipline superintendents in meetings, as needed.

5.3 Contractor Superintendents

The Superintendents shall undertake the following responsibilities:

- Participate in the meetings defined in this Procedure.



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- Verify that Subcontractors have approved HSSE plans, procedures, and processes prior to mobilization.
- Verify that Subcontractors are implementing approved plans, procedures, and processes on-site.
- Prepare the Subcontractor Pre-Mobilization Checklist with the requirements for mobilization.

5.4 Contractor HSSE Manager

Contractor Project HSSE Manager is responsible for the following:

- Utilize the master/milestone schedule, as the guiding document, to develop the “just in time” approach to the development of the HSSE execution time line and plan.
- Revise the Project time line and execution plan, as defined in the review meetings called for as part of this Procedure.
- Assist in the scheduling and preparation for each meeting, as well as supporting the Project Manager and Construction Site Manager with technical support.
- Lead and participate in the development of HSSE awareness, education and communication packages that support the phases of risk in the execution time line.

5.5 Subcontractors

Subcontractors shall be responsible for the following:

- Develop site-specific HSSE Management Plans that include a mobilization plan for their scope of work.
- Participate in the meetings, training, and other processes, as defined in this procedure.

6.0 RISK ASSESSMENT

An integral aspect of the work planning process is the performance of a proper risk assessment. Risk Assessments must be conducted at the Planning Stage to identify the hazard risks and determine control measures.

The Risk Assessments that shall be conducted at the Planning Stage are as follows:

- Project Risk Assessment.
- Work Method Statements (WMS)
- Job Hazard Analysis (JHA).
- Safety Task Analysis and Risk Reduction Talk (STARRT)

It is imperative that prior to beginning of any Project, all “High Risk Activities” shall be identified and that these are captured in the overall Project Risk Assessment. Specific high level controls shall be documented. No activity will commence until WMS have been completed and approved by the relevant Supervisor.

The contents of the WMS, including mitigations for any other hazards noted, shall be communicated to the crew at the jobsite. The discussion shall also include job steps, expected hazards associated with the activity, and the mitigation and protection methods that shall be implemented to prevent incidents.

No work is to commence until the above has been implemented and signed by the relevant Supervisor in charge.

7.0 REQUIREMENTS

7.1 Path of Risk

A Project Path of Risk diagram (Attachment 3 - Path of Risk (Sample)) should be developed for use as an implementation planning tool. This diagram is based on the master/milestone schedule and includes time frames for each type of risk.



7.2 Project HSSE Management Plan Development

The Project HSSE Management Plan, specific to the job site, shall be developed based on Contractor Processes, and Safety Procedures, as well as any special requirements called for by the local governing bodies. The Project HSSE Management Plan shall include execution strategy to implement applicable requirements.

The Project Environmental Safety and Health Management Plan shall be modified periodically, as necessary, to stay current with changing Project conditions.

The Path of Risk diagram is used in conjunction with the Project milestone schedule to develop an HSSE Implementation Timeline to guide the implementation of HSSE activities, such as the development of Project HSSE plans and procedures, the implementation of certain training activities, the staffing of HSSE Advisors, and the mobilization of specific-safety related resources.

The HSSE Implementation Timeline will serve as a “roadmap” to sequencing HSSE activities during the planning, mobilization, and execution of the Project and to the deployment of staff and resources to manage risks related to the phases of Project development. The HSSE Implementation Timeline will be further developed and revised as the Project progresses.

7.3 Project HSSE Organization

HSSE implementation on an operational level is conveyed in an organization chart that provides a summary level of the Contractor Project HSSE organization. The organization chart identifies program leads (e.g., Industrial Hygiene, Environmental, Emergency Response, Medical Services, and Training Manager) and depicts the deployment of HSSE Advisors and teams to areas (i.e., Camp, Inside and Outside facility boundary limits) and module fabrication yards with oversight provided by designated HSSE Supervision reporting to the HSSE Manager.

The Roles and Responsibilities for the positions shown in the organization chart are briefly described in the HSSE Management Plan (the information is not intended to describe the entire list of duties for each position and is not to be used as a complete job description).

Subcontractors will provide qualified HSSE Advisors for their scope of work. The number of HSSE Advisors and the timing for staffing of these advisors shall be included in the Subcontractor's Project Specific HSSE Management Plan. Subcontractor HSSE Advisors will be approved by the Contractor.

The Contractor Project HSSE Manager will complete a documented review of the resumes, and an interview, for potential candidates. The qualifications and competencies of HSSE personnel will be verified and documented on an HSSE Staff Competence Matrix (Attachment 4 – HSSE Staff Competency Matrix (Sample)).

8.0 PRE-MOBILIZATION ACTIVITIES

In preparation for mobilization to the Project site, Contractor HSSE personnel will coordinate, facilitate and complete multiple procurement, subcontracting, and program development activities to provide HSSE services, HSSE equipment, and HSSE programs for the construction of the Project.

The Contractor Project HSSE Manager will use the Project Startup Checklist (Attachment 5 - Project Startup Checklist (Sample)) to identify key activities and deliverables that must be completed prior to mobilization. The Project HSSE Manager will participate in Project Readiness Review Meetings held prior to mobilization, and provide weekly updates to communicate the status of any outstanding HSSE mobilization requirements.

8.1 HSSE Risk Assessment of Planned Construction Activities

Construction activities will be reviewed, planned, and sequenced to maintain HSSE risks, as low as reasonably practicable (ALARP). The Construction organization in coordination with the HSSE organization



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will review the proposed construction activities to identify high-risk activities. The risk evaluation process included in the Hazard Identification and Control will be used to evaluate each risk. Each subcontractor is required to perform a Hazard Identification "HAZID" risk assessment before mobilization.

Additionally, The Project HSSE Manager and the Contractor Construction Superintendent will work with the Subcontractor to produce an acceptable Risk Assessment. The Risk Assessment process and subsequent phases of hazard identification and control of those hazards shall be reviewed as the Project progresses. It shall also be reviewed if, or when a serious incident occurs. This is to ensure that the controls can be updated from the findings of the root cause of the incident.

8.2 Construction Scheduling

Key HSSE activities required for the safe completion of specific construction activities will be incorporated into the construction schedule for planning purposes. These activities shall be identified by the Contractor Project HSSE Manager in coordination with the construction and site managers, and may be extracted from the HSSE Plans, HSSE Procedures, Contractor's mobilization plan, Subcontractors' mobilization plans, the risk register, or 90-day work reviews. The Contractor Project HSSE Manager will provide the identified activities to the scheduler, and provide status updates on a weekly basis.

8.3 HSSE Mobilization Readiness

Contractor will verify that all required preparations have been completed prior to construction work force mobilization at the site. The Contractor Project HSSE Manager and Contractor Site Manager will coordinate with department leads and subcontractors regarding activities to be completed, services to be in place, equipment required, and processes to be implemented for safe and effective mobilization on-site.

Project mobilization will proceed after the Contractor and Client have agreed that the Project is ready for mobilization.

Note: There may be specific items outstanding that will require completion upon mobilization. These items will be noted on the Mobilization Readiness Checklist (see example in Attachment 5 - Project Startup Checklist (Sample))

9.0 MOBILIZATION AND EXECUTION

Prior to mobilization to Site, Project personnel shall complete the following:

- Personnel assigned to the Site shall have completed a pre-employment medical fitness for work assessment.
- Project personnel will be issued Personal Protective Equipment (PPE) prior to going to the Site. PPE includes safety helmet, two pair safety glasses (tinted and clear), safety boots, hi visibility vest and gloves.
- Project personnel shall complete and submit an updated Emergency Contact Form to their employer.
- Project personnel that will drive must have an approved license.
- First Aid Training / refresher meeting the requirements, will be completed by HSSE Advisors, Emergency Response Team Members, camp staff, and marine workers.
- Project personnel shall complete all Project reading assignments prior to going to the Site.
- Project Personnel shall complete Project HSSE Induction (Orientation).
- Project Personnel shall complete construction safety awareness training prior to going to Site.

9.1 Medical Facilities

Medical response facilities will be in place from the start of construction though the end of the Project. The level of facilities, equipment and services will be implemented in phases based on Project progress, Project man-power, and temporary facility installation.



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Buildings for these facilities will be provided by the Contractor. Specialty medical equipment for the buildings and operations of the facilities will be provided by the medical services Subcontractor.

9.2 Job Site Medical and First Aid Facilities

The medical facility will be located to the job site to be used as the job site medical building. The first-aid trailers will mobilize, wherever required, at the start of site work and will serve the workforce population with limited medical supplies and medical assistance.

9.3 Fire Prevention and Protection

Each office unit shall come equipped with smoke detectors and fire extinguishers along with a water unit attached always for fire protection.

The site shall have fire extinguishers, a water truck, and a fire-alarm system that will show all alarms on a fire panel located at the main gate and the operation's office.

The job site will have a fire-protection system (including fire hydrants).

9.4 Incident Response and Management

Project personnel will be responsible for immediately reporting all incidents to their Supervisor to provide for timely and appropriate incident response, investigation, corrective actions, and the protection of Project personnel, the environment, and Project equipment. The most senior HSSE staff member available on site at the time of report shall make sure required notifications have been made per the Emergency Response Call Tree and Instructions. Each Project will develop their own call tree for incidents/emergencies. The reporting and investigation of incidents is detailed in the EPM-KS0-PR-000001 Project Incident Notification, Investigation and Reporting Procedure.

Contractor Project HSSE Advisors, Contractor Superintendents and other key individuals will be trained in the use of Project Incident Investigation tools. Specific individuals will be designated and trained as Qualified Incident Investigators for the "Why Tree" Root-Cause Analysis Process. All Supervisors will receive an overview of the Incident Reporting, Investigation & Management Procedure through Supervisor Training. All Project Personnel will be made aware of incident reporting requirements through the Project Site Induction.

Contractor, shall provide qualified and trained personnel and equipment for proper First Aid response and the efficient transportation of sick or injured employees to medical centers, in accordance with applicable legislated occupational health and safety requirements.

Contractor will also provide emergency response procedures, trained responders, and equipment required to provide the appropriate response to the various types of incidents that could occur on the Project. These incidents may include:

- Personal or Occupational Illness and Injury
- Fires
- Property Damage
- Marine Based Incidents
- Environmental Incidents
- Severe Inclement Weather
- Other Incidents Requiring Response

Details regarding emergency response are included in the EPM-KSS-PR-000014 – Project Emergency Preparedness Procedure.

Subcontractors, when prescribed by contract scope (e.g., Marine works), shall be responsible to provide trained personnel and emergency equipment for initial emergency response, and provide transitional support for stabilization of an injured or ill person, while Medical Personnel and Rescue Teams are notified and mobilize to the location. In the case of marine based Subcontractors, the Subcontractor shall have arrangements in place to transport injured or ill personnel to shore and transfer care to the Project Emergency Response Team.



9.5 Implementation and Management of Project HSSE Plans and Procedures

Applicable portions of Project HSSE plans and procedures developed for the Project will be implemented by Contractor and Subcontractors. The Project will implement the Project plans and procedures in phases, as applicable, to each stage of Project construction. HSSE plan and procedure implementation is based on phased Project activity and scope of work. Subcontractors will be provided with a copy of each HSSE Plan and Procedure.

Subcontractors will incorporate the Project requirements and the results of their HAZID into their site specific HSSE plans. Subcontractors shall then implement applicable components of the HSSE plans and procedures and any regulatory requirements that apply to their specific scope of work.

9.6 Daily Work Planning

Contractor and Subcontractor Superintendents and supervisors will plan and sequence work activities to foster safe completion of construction activities. Work planning shall include development of a Safe Work Method Statement (SWMS), Job Hazard Analysis' (JHA), and use of the Safe Task Analysis Risk Reduction Talk (STARRT). Area HSSE advisors will participate in work planning through 90-day Look-Ahead meetings, participating in the development and review of SWMSs, JHAs, and the STARRT process.

9.7 Audits and Assessments

Implementation of Project HSSE plans and procedures will be monitored via multiple types of audits and assessments. Audits and assessments will be conducted, as indicated, in individual plans and procedures, and as indicated in the EPM-KS0-PL-000002 Project Sub-contractor HSSE Evaluation, Selection & Monitoring Plan, and EPM-KS0-PR-000002 Project HSSE Assessment Process Procedure.

Superintendents, Supervisors and HSSE Advisors will conduct daily walk-throughs to assess field activities and overall HSSE performance.

Supervisors, who direct the work activities of other employees, which include Subcontractors, will conduct routine assessments of work processes within their area to verify compliance with HSSE requirements and maintain safe working conditions. Supervisors will also supervise personnel to perform activities using safe work practices and safe behaviors.

Contractor HSSE advisors shall, as a primary responsibility of their field-monitoring role, be required to assess compliance levels of HSSE activities among Project personnel and Subcontractors.

9.8 HSSE Performance Reporting

The Project will collect data and information to track Key Performance Indicators (KPIs). Monthly reports are developed based on information collected on a weekly basis through audits and assessments, and from weekly Subcontractor performance reports. Reports are generated by the Project HSSE department and generally include the following:

- HSSE reports that are included as part of or referenced as part of the Project's monthly report, summarizing key HSSE activities and milestones, and Key Performance Indicators Incident Reports and related investigations.
- Monthly Safety Performance Report (MSPR) – monthly injury, illness, job hours, and causal data will be generated by the safety data system and delivered to the corporate MSPR coordinator with a spreadsheet data file distributed to the Project management.
- External Reports – reporting of serious incidents to the authorities.

An HSSE Performance Dashboard shall be developed and updated monthly to provide a summary of Project safety performance monthly.

9.9 90-Day Reviews



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90-Day Reviews are formalized reviews of Project activities to be conducted during the upcoming three months. This review is intended to generate corrections to the HSSE plans and procedures, Project timeline, and drive Project HSSE actions, as needed. After Project initiation, a review will be held monthly addressing the critical activities to be conducted during the next 90 days. The review shall include the Site Manager, Site Superintendent, Project HSSE Manager.

The actions identified during the 90-day review shall be captured on a review action item list. Changes shall be made to the Project execution plan and Project timeline based on the review.

9.10 Balance of Work Review

The Balance of Work Review is a formalized review managed by Construction and is held as the Project enters the final phase of construction (generally less than three months remaining). This review shall be a formal meeting of functional HSSE Managers, Site Management and Supervision. It is intended to identify the critical activities through the de-mobilization of the construction phase of the Project, and ensure that adequate plans and activities are developed for safe completion.

The balance-of-work review meeting will include the Contractor Site Manager, Project HSSE Manager, the Site Superintendent, and any applicable discipline superintendents. The review shall be a close look at work tasks to be conducted during the remainder of the Project and current tasks in situation of eroding performance.

An action items list will be generated capturing the overall demobilization plan and specific hazard mitigation actions.

10.0 PROJECT CLOSURE AND DEMOBILIZATION

During the Completion stage, upon completion of the balance of work review, a comprehensive Project close-out plan shall be developed. The close-out plan shall be coordinated with and agreed upon by the functional HSSE Manager for the Project. The following shall be items included in this plan:

- Construction HSSE staff final release dates.
- Safety equipment and material inventory and distribution plan.
- Schedule for final environmental review.
- Project manual labor de-staffing plan strategy.
- Archiving plan and actions.
- Project Historical and Lessons Learned.
- Project records shall be archived and/or retained in accordance with the requirements established in the Project Execution Plan.

11.0 TRAINING

Initial HSSE training for Project field personnel will primarily be completed prior to mobilization to the site. After initial mobilization, training will be transitioned to the site, to the extent that facilities and resources can support the effort. After the training facilities are complete, all HSSE training provided by the Project will be available on-site.

A phased HSSE Training Implementation Matrix will depict the order and timing of training courses on the Project. The HSSE Training Manager will manage this matrix and update it as appropriate.

Training for Initial Mobilization and for Early Works may include an Early Works HSSE Induction, specific to the information needed for the initial site activities.

Subcontractors will verify that all employees are competent to perform their required tasks and will adequately supervise all employees. Subcontractors will maintain copies of training records and certifications on-site and will provide such records to Contractor upon request.

All Subcontractor employees and sub-tier employees will successfully complete all training required for working on-site, and Supervisors will successfully complete all training requirements regarding their HSSE responsibilities prior to assuming supervisor duties on the Project.



12.0 RECORDKEEPING

Records and documents generated during the implementation of Project HSSE plans and procedures will be maintained by Contractor and Subcontractors. Records shall be made available to Contractor for audit.

Ample copies of Forms for the documentation of safety related activities (inspections, audits, assessments, incident reports, etc.) will be available and kept readily accessible for use.

A secure file storage system will be procured and maintained by the HSSE Manager. HSSE documentation shall be filed in an organized manner and be made readily available for audit.

To facilitate a common method of recordkeeping on the Project, the following filing system shall be implemented by each company performing construction activities on-site:

- HSSE Mobilization and Management Plan.
- Risk/Hazard Registers.
- Employee Training Records.
- Safety Meeting Topics and Attendance Rosters.
- Safe Work Method Statements (SWMS) / Job Hazard Analysis (JHA).
- STARRT forms.
- Incident Log.
- Incident Reports.
- HSSE Action Tracking Register.
- Audit and Assessment Reports.
- Inspection Records.
- Government Agency Visits.
- Monthly Reports.
- KPI List.

13.0 ATTACHMENTS

1. Kick off Meeting Agenda
2. Project Start Up Flow Chart
3. Path of Risk
4. HSSE Staff Competency Matrix
5. EPM-KS0-TP-000012 - Project Startup Checklist



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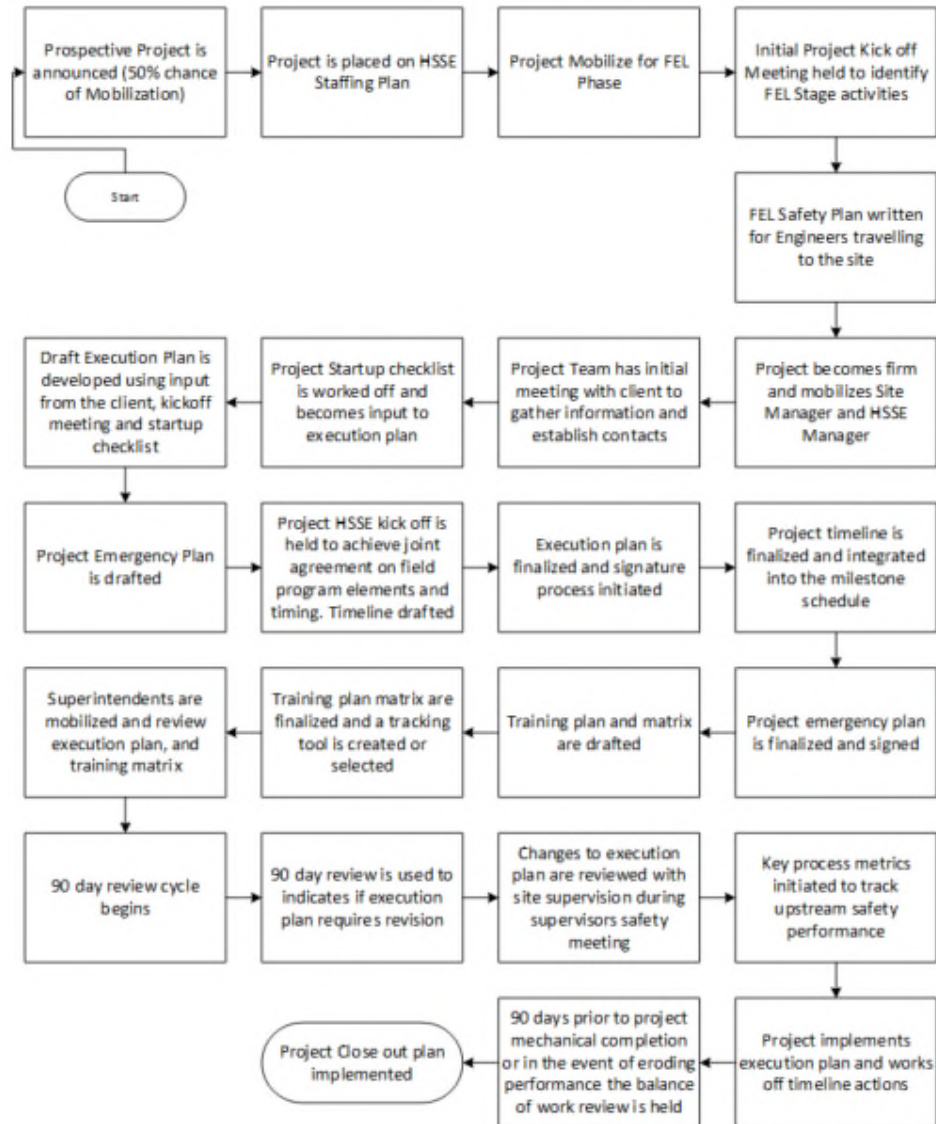
Attachment 1 - Kick off Meeting Agenda

Activity	Responsible Person	Required Documents	Expected Deliverable	Time
Welcome and Introduction	HSSE Manager		Nil	5 minutes
Project Scope Overview	Site Manager	Project Scope documents and Project Execution	Nil	30 minutes
Prime Contract Review. Emphasize Safety Incentives	Contract Manager	Confirmed Contract	Nil	15 minutes
Review of sub-contracting strategy and schedule for Project	Contracts Manager	Subcontracts Schedule	Subcontractor qualification and mobilization strategy, contractor bid process, bid approval process	45 minutes
HSSE Budget review with discussion of control	Site Manager	HSSE Section of budget	Nil	15 minutes
Project staffing	HSSE Manager	Project manpower curves	Project Safety Staffing curve and decision of craft ratio	30 minutes
Presentation of safety processes to be used on Project	HSSE Manager	Draft menu of processes	Finalized menu of processes	30 Minutes
Division of responsibility	HSSE Manager	Draft list of responsibilities based on procedures	Finalized list of responsibilities. Create flowcharts of main processes.	60 minutes
Review of draft execution plan. Focus on any deviation to procedures.	HSSE Manager	Draft Execution Plan	Distribution and Training plan. Agreement on review cycle.	30 Minutes
Review of Medical and Emergency Plans	HSSE Manager	Nil	Nil	15 minutes
Review of Project Metrics Strategy	Site Manager	Draft metrics plan including strategy and responsibilities	Finalized metrics plan	30 minutes
Review outstanding startup lists items	HSSE Manager	Startup checklist	Assigned actions on list	10 minutes
Close – Review of actions	HSSE Manager	Nil	Nil	5 minutes



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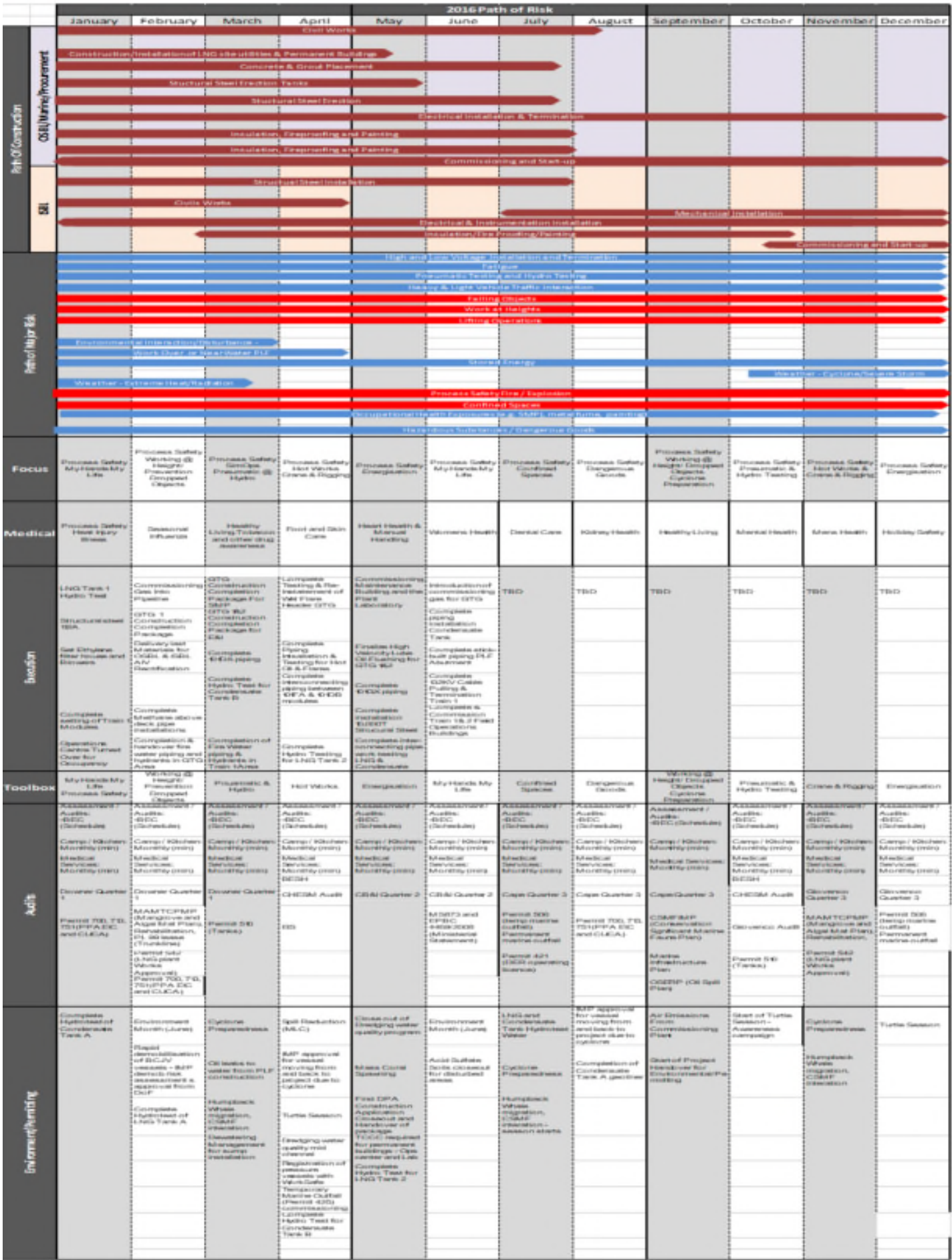
Attachment 2 - Project Start Up Flow Chart





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Attachment 3 - Path of Risk





Attachment 4 - HSSE Staff Competency Matrix

HSSE Staff Competency Matrix

W	Working Knowledge
S	Skilled
M	Mastery
D	Desired, but Not Essential

Functional Role	Background Qualification			OH&S Qualification				Experience			Knowledge & Ability Portfolio															
	Graduate Engineering	Diploma Engineer	Science Graduate	Recognized Diploma in	Any Other Safety Qualification, e.g., NEBOSH Certificate	NEBOSH Diploma	Minimum Total ES&H Experience	Minimum WA Experience	LNG Experience	ES &H Management	ES&H Policy & Strategy	ES&H Risk Management	Incident Investigation and	ES &H Auditing	Occupational Medicine	Human Factors	ES&H Legal Framework	Technical Safety Engineering	Safety System of Work	Behavioral Safety	Permit-to-Work System	Emergency Response and Preparedness	Environmental Management	Waste Management	Managing Change in ES&H	Instructor / Training Capacity
HSSE Manager																										
HSSE Assistant Manager																										
Sr. HSSE Advisor																										
HSSE Officer																										
Training Manager																										
Incident Investigator																										
Emergency Coordinator																										
Safety Watches																										



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Attachment 5 - EPM-KS0-TP-000012 - Project Startup Checklist

PROJECT:		PROJECT NUMBER:		DATE:	
HSSE SUPERVISOR:			PROJECT MANAGER:		
+					
I. MANAGEMENT TEAM AND HSSE SUPERVISOR ACTIVITIES					
ACTION	REFERENCE	RESPONSIBILITY	COMMENTS	STATUS	
1. Initial project management team meeting (should include Project Site Manager, Site Superintendent, Contract Administer, etc.) discuss and or address:					
• Scope of project					
• Project expectations and strategies					
• Contractual agreements/specifics					
• HSSE budget					
• HSSE staffing plan					
• Project management roles & responsibilities					
• Sub-contractor qualification/mobilization protocol*					
• Project medical case management/ modified duty (Explain the "One-Stop-Shop" concept)					
• Required reading and sign-off of HSSE Execution Plan by non-manual discipline leads prior to Project mobilization (Roles and Responsibilities)					
• Key Process Metrics Strategy					