

PURPOSE & STATUS

Plan safe work before work starts.

An intended management approach for planning and supervising work, protecting people and the environment, and recording follow-up.

How to use this framework

This is a public management overview and implementation starting point. It is not an approved HSE plan, task risk assessment, permit, rescue plan or technical work instruction. Competent HSE and technical personnel must review and adapt it to the actual scope, location and client requirements before work begins.

Adoption and authority

The General Manager should appoint the project/HSE responsibilities, confirm sufficient competent supervision and resources, and establish communication and reporting routes. Workforce and subcontractor briefings should cover how to stop unsafe work and escalate concerns without retaliation.

Scope and limitations

Building works, fit-out, supply and maintenance interfaces are considered at management level. Hazardous electrical, lifting, height, pressure, radiation, medical-gas, offshore or other specialist work requires its own approved arrangements and competent authorised personnel. This overview gives no authority to perform those activities.

Function	Intended responsibility
General Manager	Provide resources and oversight; resolve escalated risks and appoint competent personnel.
Project lead / supervisor	Plan and coordinate the work, verify pre-start conditions and stop work when controls are absent or conditions change.
Competent HSE reviewer	Review risk assessments and project HSE arrangements; advise, inspect and track actions. Actual appointment and authority must be documented.
Workers / subcontractors	Follow the approved briefing and controls, report changed conditions and concerns, and stop/escalate work they cannot carry out safely.

No ISO 45001 certification, client HSE approval, incident-rate achievement or established staffing level is claimed by this document.

PROCEDURE HSE-01

Mobilisation and the pre-start gate.

01 / Understand the site and contract

Identify the work boundaries, client HSE requirements, affected operations, public/occupant interfaces, emergency arrangements and required permissions. Review the site information and clarify uncertainties before mobilisation.

02 / Prepare the project arrangements

Assign named supervision and HSE responsibilities; prepare the project HSE plan and schedule of task risk assessments, work methods, permits, training and inspections. Agree interfaces with the client and other contractors.

03 / Verify competence and resources

Check task competence, necessary authorisations, equipment suitability, inspection/certification status, welfare provision and emergency support. Keep evidence and close gaps; the framework itself does not establish readiness.

04 / Coordinate and obtain releases

Obtain required plan acceptance, site access, work-area handover, isolations, permits and client start authorisations through the relevant authorised parties. Record outstanding conditions and their owners.

05 / Brief and verify at the workface

Confirm the scope, actual hazards and control measures with the workforce in a language they understand. Check that conditions match the assessment and that required controls are physically in place.

06 / Release or stop

The designated supervisor records the start decision against the agreed client system. Do not start if a required control or authorisation is missing. Changed conditions require reassessment, communication and renewed release where necessary.

Evidence to retain

Site/contract review; named responsibilities; project HSE plan; competence records; equipment checks; task assessments; briefing attendance; permits and authorisations; pre-start checks; action log. Protect personal information in personnel records.

PROCEDURE HSE-02

Risk assessment and change control.

01 / Break the task into steps

Describe the actual activity, location, plant/tools, materials, people affected, surrounding operations and foreseeable abnormal conditions. Include transport, setup, execution, testing, cleaning and demobilisation.

02 / Identify harm and assess risk

A competent team identifies credible hazards and who may be harmed. Apply the current client-approved risk criteria and matrix for that project. Do not invent a universal score or substitute this overview for the required assessment method.

03 / Select effective controls

Consider eliminating the hazard or substituting a safer method first, then engineered protection, safe systems and supervision, and suitable PPE for residual exposure. Check that one control does not introduce another hazard.

04 / Assign, verify and authorise

Give each control an owner. Record residual risks and the required escalation/acceptance authority. Confirm controls, permits and emergency arrangements before release. Unresolved or unacceptable risk means the work does not proceed.

05 / Brief and monitor

Explain the task sequence, boundaries, controls, stop conditions and communication to the workforce. Record understanding and attendance. Supervision checks that the agreed controls remain effective.

06 / Reassess change

Stop and reassess after changes to design, equipment, personnel, weather, access, simultaneous operations or other relevant conditions; also review after an incident or control failure. Revise and rebrief before restart.

Assessment field	Information to complete for the project
Task / step / hazard	Activity and location; potential event; affected people, assets or environment.
Controls / residual risk	Control hierarchy; owner; verification; client matrix rating and acceptance authority.
Release / review	Permit or authorisation reference; competent assessor/reviewer; briefing; validity and change triggers.

PROCEDURE HSE-03

Site-control topics to resolve.

The project team should confirm the applicable controls below through competent assessments and client-approved work arrangements. This list identifies planning topics; it is not a set of task instructions.

Interface	Planning questions / evidence
Occupied healthcare spaces	Agree clinical access, separation, dust/infection-control interfaces, noise, service continuity, cleaning and facility releases with the operator. Never isolate essential services without the authorised plan.
Electrical / stored energy	Review study assumptions before site decisions. Identify all energy sources and affected systems; require an authorised isolation and verification arrangement, competent personnel and approved testing/reinstatement plans. No live-work authority is provided here.
Height / access / lifting	Establish suitable access and fall-prevention arrangements, competent inspection, engineered lifting planning where applicable, exclusion zones and emergency/rescue provisions.
Heat / health / welfare	Review current applicable heat-stress requirements and conditions; plan suitable work/rest arrangements, drinking water, shade, welfare, exposure monitoring and health escalation with competent personnel.
Dust / chemicals / fire	Assess substances and exposures, safety data, ventilation, ignition sources, work-area segregation, waste and spill arrangements; secure required permits and specialist controls.
Radiation / medical gases	Use authorised specialists, facility permissions and manufacturer requirements. Define safe equipment status, area access and return-to-service acceptance; do not treat equipment photographs as test evidence.
Vehicles / public / environment	Separate pedestrian/vehicle routes, manage deliveries and manual handling, protect exits, contain waste/spills and coordinate environmental controls with the site operator.

Offshore, confined-space, excavation and other high-risk scopes need dedicated assessments, procedures and resources beyond this public framework.

PROCEDURE HSE-04

Emergency response, incidents & follow-up.

Prepare before mobilisation

Develop site-specific emergency arrangements with the client: credible scenarios, alarm and communication, evacuation/muster, accountability, competent first response, medical access, required equipment and responsibilities. Confirm integration with the site system and brief personnel; test arrangements as required and record lessons.

If an unsafe event or emergency occurs

Stop work and raise the alarm through the agreed site procedure. Keep people clear of danger and use the established emergency response system. Only trained and authorised personnel act within their competence; do not improvise rescue or re-energisation. The appointed team manages accountability and the return-to-work decision.

Report and investigate

Notify the relevant supervisor, client and authorities through the applicable reporting process and deadlines. Record factual information, initial actions and evidence, while protecting privacy. A competent investigation identifies causes and corrective actions; client participation is arranged where required.

Verify closure and restart

Assign action owners and dates, confirm controls and check effectiveness. The designated authority releases the work only after required reassessment, approvals and briefings. Record the decision and communicate changes to every affected team.

Record	Minimum information
Emergency readiness	Location/scenarios; roles and contacts; alarms/muster; medical access; equipment checks; briefing/drill and actions.
Incident / near miss	Date/time/location; factual description; affected activity; immediate action; notifications; evidence; investigation owner; privacy restrictions.
Corrective action	Cause and action; owner/due date; verification evidence; effectiveness review; authorised closure/restart.

PROCEDURE HSE-05 & READINESS

Inspect. Learn. Keep the evidence.

Routine checks and reviews

Agree a risk-based inspection and meeting programme. Supervisors verify workplace conditions before starting and after relevant changes; HSE reviews track findings and repeat issues. Client reporting and audit schedules are established by the contract. Record actual results and outstanding actions rather than promises of compliance.

Pre-start verification template	Status / evidence to record
Scope, location and current task assessment understood	Ready / not ready / not applicable; assessment reference and reviewer.
Named competent supervision and workforce briefing	Person/competence reference; briefing date and attendance.
Permits, isolations and required client releases	Authorisation references, validity and remaining conditions.
Equipment, access, barriers, PPE and welfare checked	Inspection evidence; defects/actions; responsible person.
Emergency arrangements and interfaces confirmed	Plan reference; contacts/muster; client and other-contractor coordination.
Start / stop decision recorded	Designated supervisor; date/time; unresolved issues and restart conditions.

The form remains blank until completed for a real task. It is not a permit and cannot replace the client work-control system. Provide actual personnel, signed plans and records when requested.

Reference basis

QatarEnergy - contractor HSE standards and related procedures

<https://www.qatarenergy.qa/en/SupplyManagement/Tenders/Pages/ContractorHSEManagement.aspx>

ISO - occupational health and safety management overview

<https://www.iso.org/iso-45001-occupational-health-and-safety.html>

Public sources checked 22 October 2026. These are context references, not a claim of certification, client approval or complete compliance. Obtain current client-issued documents for each enquiry.