

SHIFT HANDOVER PROCEDURE

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1.0 Purpose and Scope

An effective shift handover is essential to minimize the risk of miscommunication or lack of coordination during continuous operations or work activities. An effective shift handover is the accurate and reliable communication of task-relevant information across shift changes.

This procedure applies to continuous operations or work activities for US Pipelines and Logistics (USPL) rotating shift workers including weekly shift workers (e.g. offshore hitches) and temporary shift operations (e.g. project work).

Temporary shift operations for emergency response are covered under Incident Command System (ICS) procedures.

Control centers are covered under a separate shift handover procedure that is in compliance with API RP 1168, Pipeline Control Room Management and in alignment with this procedure.

2.0 Responsibilities

2.1 Operations and Maintenance Shift Workers

2.1.1 Shall participate in the shift handover process.

2.2 Operations and Maintenance Shift Handover Leaders

2.2.1 Shall be trained and competent as an Asset Operator or Asset Operator Designee.

2.2.2 Shall conduct shift handovers.

2.2.3 Shall prepare Shift Handover Log.

2.2.4 Shall communicate shift handover information to shift workers.

2.3 Team Leader

2.3.1 Shall verify that shift schedules allow sufficient overlap of outgoing and incoming shift handover leaders to provide time for effective handover communications.

2.3.2 Shall perform monitoring of shift handovers in accordance with this procedure.

3.0 Policy

3.1 Shift handovers shall be conducted by shift handover leaders and documented.

3.2 The outgoing shift handover leader shall prepare a summary shift handover log that documents activities and conditions of the location prior to the end of their shift.

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3.3 Shift handover information exchange between shift handover leaders shall be communicated verbally and documented. This information exchange should be face to face at the work location if possible.

3.4 Incoming shift handover leaders shall communicate applicable shift handover information from the shift handover log to the incoming shift workers.

3.5 Shift handover information exchange specific to individual shift worker's areas of responsibility shall be communicated verbally and should be face to face at the work location if possible.

4.0 Prerequisites (General Requirements)

4.1 All BP employees serving in roles defined in this procedure shall be trained and competent for their assigned roles.

4.2 All contractors who perform work within the scope of this procedure shall understand their specific roles and responsibilities.

Note: Refer to the USPL Control of Work Training and Competency matrix for specific training requirements.

5.0 Health, Safety, Security, Environment, Hazard Identification, and Risk Assessment / Mitigation

5.1 This document is a Standard Procedure which does not require sign off by users of the procedure.

6.0 Equipment and Forms Required

6.1 Attachment 1, Sample Shift Handover Log and Shift Handover Evaluation Form.

7.0 Supporting Documents / Related Procedures

7.1 Operations Management System (OMS) Guide, Effective Shift Handovers

7.2 Group Standards, Control of Work

7.3 BP Group Defined Practice for Control of Work

7.4 S&O Audit Protocol Module

7.5 USPL Control of Work Policy

7.6 USPL Safety Manual

7.7 USPL Self Audit Procedure

8.0 Procedure

8.1 An effective changeover of shifts involves these steps:

- Preparation of shift handover log by outgoing shift personnel.

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- Face to face (if possible) verbal briefing and review of logs by outgoing and incoming shift handover leaders.
- Verbal communication of handover information (specific to shift worker's area of responsibility) between outgoing and incoming shift workers.
- Communication of applicable shift handover log information to incoming shift workers by incoming shift handover leader.
- Job site inspection and cross checking of shift handover information by incoming shift handover leader.

8.2 Shift Handover Logs

- 8.2.1** Shift handover logs shall be created to meet the particular needs of each location. An example of a shift handover log is included in Appendix 1 and as an Excel file in DRM.
- 8.2.2** Existing shift handover logs can be used if modified to also include the subject areas in 8.2.4 below:
- 8.2.3** Shift handover logs shall be prepared by the outgoing shift handover leader.
- 8.2.4** Shift handover logs shall cover the following subject areas at a minimum: If subject area(s) do not apply "NA" (not applicable) should be noted.
 - Status of emergency equipment / systems
 - Health, Safety, Security, Environmental (HSSE) incidents or issues
 - Simultaneous Operations (SIMOPS)
 - Review of any plant / equipment / process changes initiated during the shift under the control of a Management of Change (MOC) that must be reviewed by the incoming shift.
 - Production / operational status of plant including:
 - ✓ Status of all isolations, overrides and alarm suppressions in place, e.g., Lock Out/Tag Outs, Pressure Safety Valves blocked in. The permit register is a good reference to meet this requirement.
 - ✓ Operational instructions received from supervisor / manager
 - ✓ Details of any abnormal operation / alternate operating modes

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- ✓ Significant changes in unit operating mode made during the shift (including reasons for change)
- ✓ Significant changes in unit operating mode required during the next shift (including reasons)
- ✓ Equipment availability, e.g., equipment breakdowns, out of service.
- Current and planned maintenance and construction activity including:
 - ✓ List and status of permitted maintenance or construction work continuing across shift change.
 - ✓ Any re-appraisal of site conditions and control measures needed for ongoing work or work to be re-commenced on incoming shift. Re-appraisal shall take place before incoming shift begins work.
- Personnel issues
- General communications
- Outgoing and incoming shift personnel shall sign off on the Shift Handover log.

8.3 Shift Handover Briefing

- 8.3.1** Time shall be allotted in shift schedules to allow sufficient overlap of outgoing and incoming shift handover leaders to keep from rushing the shift handover process.
- 8.3.2** Handover should be held at the workplace in an area with minimum distractions.
- 8.3.3** Handover should be a two way face to face verbal communication with supporting written documentation in the form of shift handover logs.
- 8.3.4** Review of permitted activities shall be performed so that permit conditions, risk assessments and control measures are understood.
- 8.3.5** If any incoming operations shift personnel have been away from work for vacation, training, sick leave or other reason, the incoming personnel shall review previous shift handover logs that were missed.

8.4 Job site inspection and cross checking of shift handover information

- 8.4.1** Incoming shift handover leader shall perform routine work area inspections at the beginning of their shift takeover to verify

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understanding and confirm handover information (outgoing shift personnel do not have to remain on site).

- 8.4.2** Re-appraisal of site conditions and control measures shall be performed by the incoming shift personnel serving as asset operator or asset operator designee for any ongoing work or work to be re-commenced on incoming shift.
- 8.4.3** Discussion of applicable handover communication information (from the shift handover log) shall be held between the shift handover leader (if applicable) and the team members either as a group or individually.

8.5 Shift Handover Monitoring, Audit and Review

- 8.5.1** Monitoring of shift handovers shall be done by the Team Leader or other designee to verify that effective handovers are being conducted.
 - 8.5.1.1** The minimum frequency of handover monitoring shall be one per month per TL or other designee when handover logs are utilized. Handover log monitoring should alternate between shift teams.
- 8.5.2** If routine reviews of shift handover effectiveness identifies areas for improvement to the shift handover process and the quality of execution by the shift workers, immediate feedback shall be provided along with documentation on the Shift Handover Evaluation Form (see 8.5.5).
- 8.5.3** The handover monitoring shall include observation of the handover discussions and review of the handover log.
- 8.5.4** The monitoring activity shall be documented on a Shift Handover Evaluation Form (sample form included in Appendix 2 and as an Excel file in DRM. This form should be customized to meet the particular needs of each location but shall contain the questions noted in the sample form as a minimum.
- 8.5.5** Lessons identified from incidents and near misses where an inadequate shift handover was a cause or factor shall be reported per the USPL Lessons Learned Procedure and reviewed with all shift workers.
- 8.5.6** Shift handover effectiveness shall also be assessed per the USPL Assurance and Self Audit Process.

End of Procedure

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Appendices

1. Definitions

Alarm Suppression	Temporary deactivation of alarms or indicators
Asset Operator	A BP employee who is responsible for the operation of the asset where work is being performed. The Asset Operator shall be accountable for the asset equipment being in a safe condition for the scope of work to be performed. The Asset Operator or an Asset Operator Designee (if used) is responsible for the completion of the PTW form.
Asset Operator Designee	A BP employee or contractor individual who is authorized to issue PTW's and / or Checklists on behalf of the Asset Operator.
Audit	A formal or official examination and verification. The audit process should include monitoring, review, and reporting of the outcome to those people who may implement any changes needed.
Checklist	A Checklist (formerly called a permit) is a formal document used to facilitate a field risk discussion at the job site during the issuing of the Permit to Work. A Checklist highlights a higher than normal risk task and focuses the risk discussion specifically on that task. Types of Checklists are: Confined Space Entry, Hot Work, Excavation, Critical Lift, and Work at Heights.
Isolations	Blocking in, blinding or lock out of equipment or systems
Monitoring	The routine function of regular inspection carried out by a responsible and competent person
Operations and Maintenance Shift Handover Leader	The designated leader of a shift team that operates and / or maintains the assets of continuously manned and operated facilities or systems.
Operations and Maintenance Shift Worker	Shift worker that operates and / or maintains the assets of continuously manned and operated facilities or systems.
Overrides	Controls or interlocks that have been bypassed or disabled
Shall	Shall is used where a provision is mandatory.
Shift Handover Log	A document prepared by the outgoing shift that documents important information that needs to be communicated to the incoming shift.

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Should

Should is used where a provision is preferred.

Simultaneous Operations (SIMOPS)

Separate activities including product movement or work tasks that have the potential to impact each other.

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Appendix 1 – Example Shift Handover Log

Shift Handover Log	
Date: <input style="width: 80%;" type="text"/>	Time of Shift Change: <input style="width: 80%;" type="text"/> am/pm
Status of emergency equipment/systems	<input style="width: 90%;" type="text"/>
HSSE incidents or issues	<input style="width: 90%;" type="text"/>
MOCs implemented	<input style="width: 90%;" type="text"/>
Operational Instructions	<input style="width: 90%;" type="text"/>
Any abnormal operation modes	<input style="width: 90%;" type="text"/>
Changes in operating mode made during shift	<input style="width: 90%;" type="text"/>
Changes in operating mode required next shift	<input style="width: 90%;" type="text"/>
Equipment availability issues	<input style="width: 90%;" type="text"/>
List and status of permitted maintenance or construction work	<input style="width: 90%;" type="text"/>
Isolations, overrides, and alarm suppressions	<input style="width: 90%;" type="text"/>
Any re-appraisal of site conditions and control measures needed	<input style="width: 90%;" type="text"/>
SIMOPS issues	<input style="width: 90%;" type="text"/>
Personnel issues	<input style="width: 90%;" type="text"/>
General communications	<input style="width: 90%;" type="text"/>
Outgoing Shift:	<input style="width: 90%;" type="text"/>
Outgoing Shift Handover Leader (print and sign):	<input style="width: 90%;" type="text"/>
Outgoing Shift Members (print and sign):	<input style="width: 90%;" type="text"/>
Incoming Shift:	<input style="width: 90%;" type="text"/>
Incoming Shift Handover Leader (print and sign):	<input style="width: 90%;" type="text"/>
Incoming Shift Members (print and sign):	<input style="width: 90%;" type="text"/>

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Appendix 2 –Shift Handover Evaluation Form

Shift Handover Evaluation Form				
(Use mm/dd/yyyy when entering dates. Use hh:mm am/pm when entering times.)				
Date:		Time of Shift Change:		
Outgoing Shift:		Incoming Shift:		
Outgoing Shift Handover Leader:		Incoming Shift Handover Leader:		
Outgoing Shift Members:		Incoming Shift Members:		
Questions	Yes	No	N/A	Comments
Shift Handover Log properly filled out? All applicable sections completed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Briefing held between shift handover leaders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Briefing held between shift workers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Adequate time allotted for handover?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Location of turnover briefing free of distractions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Work area inspections performed at beginning of shift?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Re-appraisal of site conditions performed for work carrying over between shifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shift Handover Leader discussed handover information with shift workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shift Handover Leaders/Shift Workers signed shift handover log	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Suggestions for improvement to shift handover:				
Signature of Evaluator:			Date:	
note: attach and file this form with the Shift Handover Log that was evaluated				