

8. Verification and Audit

Purpose: to ensure that risk controls and barriers are effectively implemented to minimize incidents and drive performance improvement.

Objectives:

- to verify that site activities are conducted in accordance to contractual obligations, site and regulatory requirements
- to determine if risk controls and barriers are effectively implemented
- to develop risk-based action improvement plans and steward to completion

Scope includes field verification, major milestone audits and management walkthroughs

Expectations

8.1 Verification and audit plan

The verification and audit plan includes all forms of major milestone audits, verifications, and management walkthroughs.

- The verification and audit plan:
 - Is the responsibility of a senior manager in the contracting company, who is accountable for the execution of the plan
 - Defines the activities, equipment, and exposures to be checked, the frequency of checks, the tools to be used, and the skillsets required to conduct the review
 - Includes base business activities (e.g. worker accommodation, medical facilities, infectious disease prevention, and food safety) and work activities, which change with each project phase (refer to IOGP-577 recommended practice)
 - Is risk based, with more frequent engagement with respect to high potential consequence activities and exposures (e.g. working at height, lifting and hoisting, confined space entry, energy isolation, malaria)
 - Defines the frequency of HSE verifications and audits, subject activity or exposure, verification tools, and required skillsets are defined in the verification plan
 - Includes subcontractor activities and exposures
- Any additional verification and audit activities are agreed by contractor with client and added to the verification plan.

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- Extra verifications and audits are carried out in response to high potential consequence events
- The level of verification and audit feedback to principal contractor and client is clarified, and considers items such as plan execution schedule, verification and audit results, and possible corrective actions

8.2 Verifications

Verifications are systematic checks of sites by the contractor to confirm that specified requirements have been met.

- Verification scope includes all the enabling activities described in this document and all the hazardous activities in the corresponding section of IOGP-577 recommended practice.
- Verification is typically done by fabrication site personnel such as managers, supervisors, safety advisors, and medics. Other personnel may be needed for specific topics. Principal contractor and client personnel may also participate.
- Verification may be done:
 - within a work team or activity (e.g. the scaffolding supervisor or manager verifying that a scaffolding team under their leadership is complying with the recommended practice)
 - across work teams or activities to provide an independent perspective, such as:
 - a safety advisor verifying that working at height expectations are met, or a hygiene inspection by a medic
 - a scaffolding supervisor or manager verifying that another scaffold team (not one of theirs) is complying with the recommended practice.
 - across sites, when a supervisor or manager from another location does the verification of actual work practices against the recommended practice
- Verification is typically based on a checklist, which clearly defines expected risk controls and supports a conclusion that expectations are either met or a gap exists. The resource library includes sample checklists for each recommended practice in this document.
- All potential high consequence issues identified during verification are documented even if they are resolved during the verification.
- Results of verifications are documented at a level suitable to enable follow-up, resolution, and feedback to workers.

8.3 Major Milestone Audits

Major milestone audits are formal required inspections before the project moves to the next phase (e.g. start of construction execution).

- Contractor participates in audits, provides the required documentation and evidence, and takes corrective action as needed
- Include major milestone audits in the verification and audit plan. They typically engage the senior personnel from the site, principal contractor and client. Milestone audits may include:
 - Construction readiness review
 - Pre-construction safety review
 - Pre-loadout review
- Major milestone audits are led by the principal contractor or client. Independent auditors may be engaged to provide specific skills and audit tools
- Document the audit scope. It may include regulatory compliance, site requirements and contractual requirements, including health and safety plans
- Hold a formal entry meeting to introduce the audit scope and audit team and a formal exit meeting to communicate the findings
- Document the results of audits to enable follow-up, resolution, and feedback to workers

8.4 Management Walkthroughs

Management walkthroughs provide wide opportunities for workforce engagement including listening to workers, sharing key messages, observing work teams and interaction between activities.

- Engage senior personnel from the site and the principal contractor, (occasionally with staff from the client) for management walkthroughs.
- If conducted at a subcontractor location, subcontractor management is also engaged.
- Conduct management walkthroughs at a range of work activities/locations/times/days/shifts to provide access to a wide range of workers and range of activities and risk exposures.
- Management, and/or the people walking with them, can recognize critical risk controls so they can either reinforce safe behaviour, or intervene.
- Document all potential high consequence issues identified during a walk-through, even if they are resolved during the walk-through.
- Document results of walkthroughs at a level suitable to enable follow-up, resolution, and feedback to workers.

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Further reading:

- IOGP 245 *Guidelines for HSE Auditing*
 - IOGP 423 *HSE management guidelines for working together in a contract environment*
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