

SHORT SERVICE EMPLOYEES (SSE)

1. Purpose

- 1.1 HAWK OILFIELD SERVICE, INC. recognizes that, despite pre-assignment safety and job orientations, newly hired employees do not have the same kind of recent work and safety experience with the Company as longer-term employees.
- 1.2 These *short-service employees* may be more vulnerable to accidents and injuries at work specifically because of their unfamiliarity with work situations and environments, as well as potential hazards and abnormal operating conditions.
- 1.3 Additionally, employees who have short-service with the Company are not as experienced with safe work procedures as personnel who have longer service with the Company and first-hand safety and work experiences in their current job assignment.
- 1.4 This policy has been established to provide short-service employees with specific safety, supervisory, organizational and job site supplemental support during the first six months of employment with the Company performing the same job. This support includes methods of visual recognition of a short-service employee on a job site or work location, and a process of mentoring for these individuals to help them gain experience and familiarity in their work assignments and job site environment.
- 1.5 Subcontractors retained by the Company will establish and practice a short service employee process that, at a minimum, meets the requirements of this program. This will be confirmed by the Company site superintendent or supervisor.

2. Scope

- 2.1 This policy applies to all employees and subcontractors working within Company controlled work sites.

3. Policy

- 3.1 Definition and applicability
 - 3.1.1 For purposes of this program, the term "short-service" will mean a length of service less than six months from the date of current job assignment with the Company.
 - 3.1.2 Personnel who have previously been employed by the Company will be subject to requirements of this program if they are separated from HAWK OILFIELD SERVICE, INC. for longer than 90 days; or if the supervisor re-hiring the individual and/or the Safety Coordinator elect to classify the re-hired individual as a *short-service employee* for purposes of additional safety training, operator qualification, and/or extended orientation about the work assignment or site specific situations, tasks or for other work-related reasons.
 - 3.1.3 No short-service employee can be assigned to a one man crew. Crews of five or less will only be able to have one short-service employee on the crew. Crews operating with more than 20 percent short-service employees may only be permitted to work with a written variance. This will serve as a mitigation plan for the appropriate Supervisor or Manager.
 - 3.1.4 All work to be done by Short-service Employees must be submitted on a *Short-service Employee Form* to the project coordinator, contract contact or on-site supervisor. Any Short-service Employee

that is sent to work without the form being submitted is subject to being sent back to the contractor's facility at the contractor's expense. The *Short-service Employee Forms* will be retained in the original form in project files.

- 3.1.5 Company supervisors and managers at a work location subject to this program will oversee, monitor and enforce its provisions. If, at the conclusion of the six-month period, the short-service employee has worked safely, conformed to HSE policies and safe work procedures, and has no recordable incident attributed to him or her, the short-service employee designation and method of identification will be removed, to be replaced by the color or identifier used by regular-service employees. This will be done at the Company's discretion. Any short-service employee who does not complete the six-month period free of a recordable incident will require written approval of the operator, host employer or general contractor before changing to the color or identifier of a regular-service employee.
- 3.1.6 Supervisors and managers will not have the discretion to extend or impose the conditions and requirements placed by this program on short-service employees for any other reason or purpose.

4. Organizational Differentiation

- 4.1. For purposes of this program, the concept of organizational differentiation will mean that records are made which allow the Company to maintain and track information regarding each employee's term of employment so that short service employees can be readily identified for implementation of this program.
- 4.2. This includes tracking methods that identify when each individual's length of employment goes beyond six months and their status changes under this program, and that person is no longer classified as a short-service employee.

5. Visual Differentiation

- 5.1. To ensure that short-service employees are provided with supplemental assistance as described above, it is necessary that they be readily differentiated from longer-service employees. This includes use of some highly visible method of differentiating and recognizing short-service employees on a job site or work location. Generally, the method is to require short-service employees to wear yellow, orange or some other high visibility color hardhat or vest, so long as the color is distinctive to identification of short-service employees and is not worn by other personnel on the project location. The Company project superintendent or supervisor will coordinate with the host employer representative or general contractor to select the color that will be utilized to identify short-service employees on a site-specific basis.
- 5.2. Any differentiation as described and required by this program is specifically for purposes of supporting this program's process. The status of short service employee is a non-discriminatory differentiation based on length of employment only.
- 5.3. No method of differentiation will ever be utilized for purposes of discrimination or preferential treatment of one employee over another, or as a way to embarrass or ridicule an employee, or to subject an employee to embarrassment or the ridicule of others.

6. Mentoring

- 6.1. As part of this program, the Company will designate one *mentor* to assist and support an individual short-service employee on a crew. The mentor will be on site with the short-service employee that he or she is mentoring.

- 6.2. Under this program, the term "mentor" will mean an experienced Company employee who is well regarded by the Company and specifically assigned by the Company to be available to an individual short-service employee in a support and advisory rather than supervisory capacity.
- 6.3. In this role the mentor will be available to that employee to answer questions, offer guidance and advice, and generally provide the benefit of the mentor's experience, personal support and encouragement on a personal level.
- 6.4. In most situations, the mentor will be someone other than the short-service employee's assigned supervisor or manager. At the same time, work situations and crew assignments may involve a limited number of employees at a particular work location, and the supervisor or manager in charge of the crew or workplace may serve in the role of mentor to one of these employees.
- 6.5. In every situation, additional mentor assistance will be available to every short-service employee on request by contacting the Safety Coordinator or the human resources department at the Company main office.

7. Key Practices

- 7.1 SSE Definition - Any contractor personnel with less than 6 months experience in the same job type or with his/her present employer.
- 7.2 Crew Makeup: Single person crew can not be an SSE. Crew sizes of less than five shall have no more than one SSE. Crews that have more than 20 percent SSE personnel shall only be permitted with written Variance Form, which serves as a mitigation plan, by the appropriate Manager or Supervisor.
- 7.3 Notification – The proposed crew make-up must be outlined in the Short Service Employee Form. Prior to the job mobilization, contractors will submit the completed SSE Form to the project coordinator, contractor contact or on-site supervisor for all jobs containing SSE personnel. If an SSE arrives on operator property for whom a SSE form has not submitted, operator management may elect to send the SSE back to contractor's facility at the contractor's expense. Operator work owner or person in charge will determine approval status and retain the original form in project files.
- 7.4 Identification – SSE personnel shall be visibly identified with a hi-vis orange hard hat.
- 7.5 SSE Monitoring – Contractors shall monitor its employees, including SSE personnel, for HES awareness. If, at the end of the six-month period, the SSE has worked safely, adhered to HES policies and has no recordable incident attributable to him/her, the SSE identifier may be removed at the contractor's discretion. Contractor shall require any employee that does not complete the six-month period recordable free to get operator approval in writing prior to returning to operator property.
- 7.6 Mentoring Process – Contractor must have in place some form of mentoring process, acceptable to the operator, designed to provide guidance and development for SSE personnel. A mentor can only be assigned one SSE per crew and the mentor must be onsite with the SSE to be able to monitor the SSE.
- 7.7 Subcontractors – Operator contractors will manage their sub-contractors in alignment with this process.
- 7.8 NORM Areas – No SSE's are allowed to work within designated NORM work areas.