



Guyana Tender Package
EA PROJECT NUMBER: 17071.01

FOR INTERNAL USE ONLY

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Revision History					
Rev.	RDR	Amendment Detail	Reviewer	Approver	Effective Date
Current Revision					
B	RDR-AMO-2311	1. Original "AMO Manual" document category changed to "Policy" and title amended accordingly. 2. Reformatted document in new BHOS template. 3. Additional figures to Appendix B and D.	Barton, Grant P	Walterskoetter, Markus	23 February 2015
Three Previous Revisions					
A		Initial release	J. Johnstone	S. Boudreaux	13 Aug 2013

MA-GLB-En-100030 Rev. E.2

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AMO LEAN Workshop Policy Manual

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Purpose

Specifications and layout requirements are provided for the workshop facility, as well as for major machinery and equipment (such as torque machines, ovens, pressure test facilities) to be used as part of the setup, to ensure compliance with Health, Safety and Environment (HSE) and technical requirements. While compliance to this policy is required, it is recognized that country and site specific conditions, as well as local operational demands, require some flexibility to alterations of the layout.

Scope

This document covers the standardization of the general layout of a Lean Assembly, Maintenance, and Overhaul (AMO) workshop facility and the provision of guidelines to establish a functional/process based workflow to efficiently assemble, maintain, and overhaul Baker Hughes products. It is applicable to single, integrated, or multiproduct line workshops. Affected business segments are D&E, C&P, and to a lesser degree, Pressure Pumping. AMO concerns all qualified processes that are carried out to upkeep our products to specified product line requirements. Unless stated otherwise, AMO policies and processes apply across all product lines and are a compliance requirement at all locations where AMO practices are carried out.

Responsibility and Authority

- **Workshop / Facility Manager**
 - On a yearly basis, develop and manage the LEAN Layout Plan
 - On a yearly basis, implement the planned LEAN Layout
- **Maintenance Leads**
 - On a monthly basis, perform workflow inspection.

Governance Documents

- BHI Quality Policy Manual
- Control of Records

Terms and Definitions

[Baker Hughes Enterprise Glossary](#)

AMO LEAN Workshop Policy Manual

1 LEAN LAYOUT**A Standardized LEAN AMO Workshop Layout ensures**

- Consistent design and setup independent of the location
- Safe and efficient workflow resulting in standardizes and cost efficient AMO practices
- Minimization of employees' exposure to workplace hazards and risks
- Minimization of environmental foot print
- Lower facility operating cost
- Adequate security
- Consideration for future expansion

Country/Site Specific Conditions

- Local law
- Licensing/permit or other regulatory requirements
- Easements
- Climate conditions and topography together with neighboring operations
- Emergency services (hospital, fire department, and police)

Local Operational Demands

- Anticipated activity for products and equipment type/size/quantity
- Security risk management
- Future growth potential

Additional Documentation

Addressing product specific design requirements and specifications is available through Baker Hughes Operating System (BHOS). Examples are:

- Nuclear radiation and calibration building
- Explosive storage and gun loading specifications
- Lighting
- Overhead cranes
- Storage systems

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2 BENEFITS

To apply LEAN six sigma concepts when changing from a product based setup to a function/process driven workflow creates the following benefits,

- Minimum 25% reduction in required workspace based on functional synergies and multiproduct utilization in comparison to a conventional (legacy) product line specific layout
- Integration between product lines and full yield on synergies together with enhanced utilization of resources (people and equipment)
- Reduced footprint resulting in lower construction and operational costs
- Average 25% reduction in nonvalue added distances/travel times for drilling systems tools (for example ASS) and 45% reduction for completion tools achieved in one proposal
- Integrated cross product line material (assets and inventory) storage and handling
- One stop logistics and shipping/receiving
- Increased AMO process efficiencies reduce AMO costs (multiproduct, single piece process flow versus stationary product specific maintenance setup)
- Enhanced utilization of overall space and increased flexibility with better alignment to activity and business cycles across product lines
- Improved quality and reliability due to segregated areas (for example dirty and clean)
- Better customer perception through clear process flow and improved factory image (visual factory)
- Increased efficiency reduces tool turnaround times and increases asset availability together with an increase of throughput per square meter

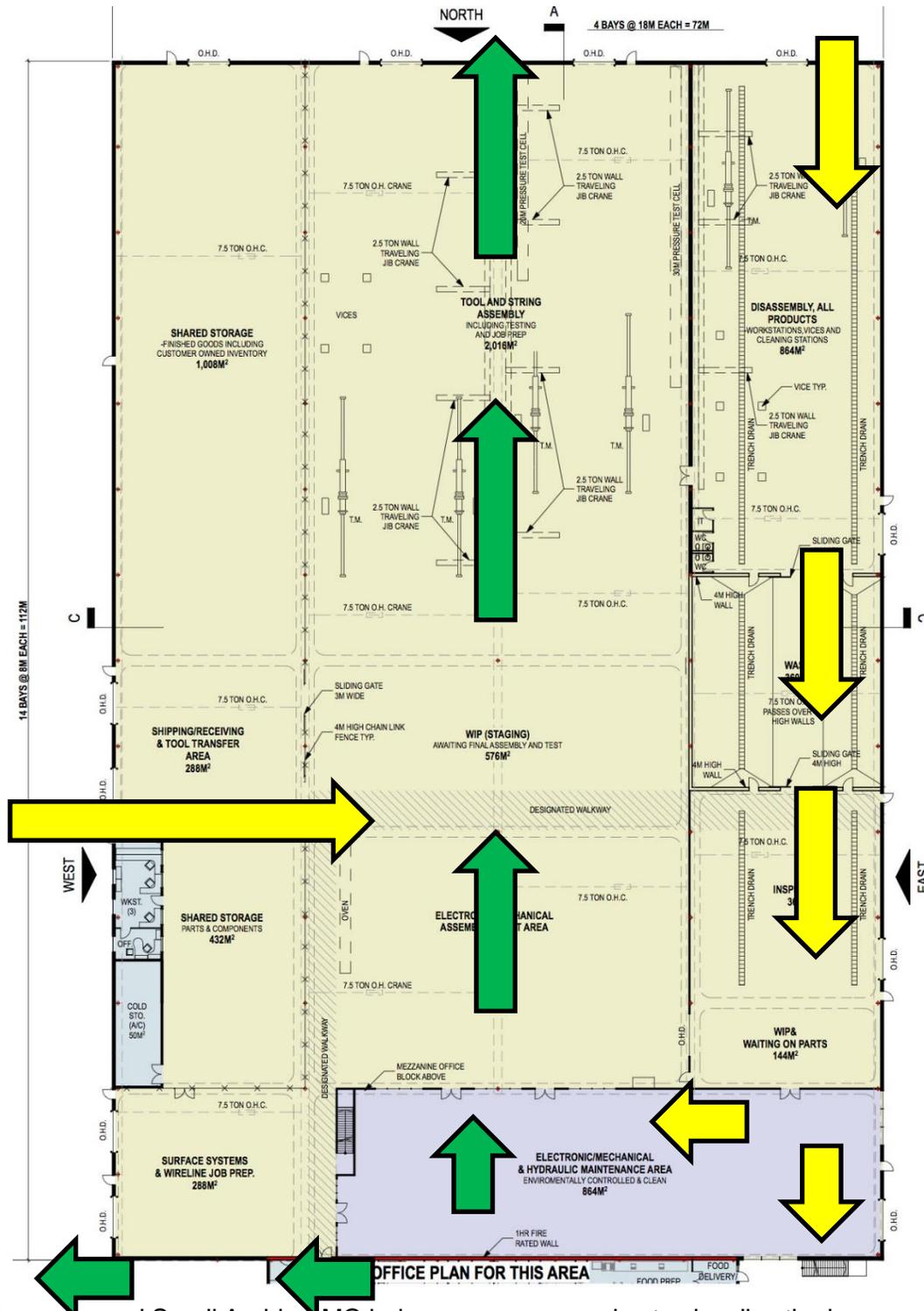
Process flow

A process driven AMO setup integrates functions like disassembly, cleaning and inspection and shares resources (people and equipment) across product lines. Combining logistics and material handling and storage functions in a single/one stop location and organization across all product lines is obvious in driving synergies together with cost and space reductions. The same is valid when assembling, maintaining or overhauling similar products from different product lines. For example instead of multiple areas to maintain electronic tools, all electronic tools are maintained in a common area with resources shared. However, where essential, product specific requirements are accommodated in the AMO set up.

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Figure 1 visualizes the described process flow, the main roles and what they are responsible for. This may include different levels of management within the function.

Figure 1: Process Flow through Multiproduct Workshop



The Singapore and Saudi Arabia AMO hubs serve as examples to visualize the improvements when transferring a product based setup to a function/process driven workflow and applying LEAN six sigma principles at the same time (refer to figures below).

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Figure 2: Singapore AMO Hub



Figure 3: Saudi AMO Hub



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3 SPECIFICATIONS

Specifications detail the AMO LEAN workflow and related process functions with further specifications, layout standards and examples provided in the appendices. This may include policy, procedures, instructions and forms.

General Workflow for Improved Efficiencies

Instead of specific work areas for specific tools, now functions like disassembly, cleaning and inspection or electronic tool maintenance become integrated and resources are shared across PL's.

Disassembly—Downhole Tools all PL's-Workstations, Vices and Cleaning Stations

Positioning a shared torque machine between product lines in a central location together with generic and product specific work stations and vices for disassembly functions enables the disassembly of all products in a central location. Locating required test and tooling equipment (for disassembly only) close to these work stations allows for efficient turn around. Depending on activity levels and scope (products to be serviced) including specific parts cleaning devices (washing machine type equipment) for different sizes of equipment also increases technician efficiencies. If required a combined motor/pump tear down bench for ALS can be added.

Washing Area

Despite carrying out some of the cleaning and washing activities within the disassembly area a specific area to wash/clean tools is considered.

Inspection Area

All inspection activities are carried out in this designated area e.g. thread connections, mechanical inspections etc. To allow parts failing inspection to exit the process easily this area requires a direct connection to the outside to enable parts to be moved to external repair functions or scrap. Depending on activity levels and available space consider a combined wash/inspection area.

Fully enclosing the disassembly and cleaning area plus the inspection area assures all dirt is kept in these areas. Therefore the subassembly maintenance and tool assembly and test areas can be kept open, which allows for easier adjustment with new product arrivals or changes in product and activity mix between the different product lines.

Staging Work-in-Progress / Waiting on Parts

Turnaround times in disassembly are usually different to these in maintenance/assembly. Tools waiting on parts to be maintained / assembled cannot flow through the maintenance/assembly process without delays and therefore should not enter these process areas. A staging area equalizes the flow between disassembly and maintenance areas.

Disassembly, washing, inspection and staging combine a number of processes required to prepare the tool and equipment to enter the in-depth maintenance/assembly process. These are referred to as pre-maintenance processes, an AMO best practice describes an efficient alignment of these functions in more detail.

Electronic and Mechanical Assembly and Test Area

This area is the main service area providing general as well as product specific workstations to conduct maintenance at different service levels and standard assembly functions. Typical tool and equipment specific test setup including temperature and pressure testing at module level are included in the setup. Keeping the setup as general as possible to enable cross product line maintenance generates synergies in sharing workstations, test equipment and people.

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Electronic, Mechanical and Hydraulic Maintenance Area (Lab, Clean Room)

This area's processes are similar to the assembly and test area but requires a higher level of environmental control (climate, cleanliness, and humidity) that necessitates the area be enclosed and typically temperature controlled. Under certain circumstances humidity control may be required, too. Additional requirements like electrostatic discharge (ESD) control through ESD flooring come into play depending on the product being serviced.

The area is setup with workstations according to the requirements of the individual components being serviced. Keeping the setup as general as possible to enable utilization across product lines generates synergies in sharing equipment like ovens, pressure test setup etc., as well as people. A direct connection to the general surface system and wireline job preparation area is recommended to facilitate surface systems maintenance processes requiring an environmental controlled area. This also supports the high number of wireline maintenance processes requiring an environmentally controlled area before they enter the job preparation area for final string testing.

Commonly the above area is referred to as the lab or clean room.

Staging/Work in Progress/Awaiting Assembly and Final Test

In relation to depending on the overall size of the facility and the activities carried out, a second staging area may be required to serve as buffer between the individual maintenance processes and the tool and string assembly area. This allows the supermarket to feed the assembly lines as well as components coming off different maintenance processes to be synchronized.

AMO Tool and String Assembly Including Testing Plus Job Preparation

This area is used to buildup tools and bottomhole assembly (BHA) for all PL's. This includes DS tools (BHA) built, completion assemblies and ALS pump, seal and motor assemblies and includes all types of final testing functions (function, pressure and temperature) as required, as well as allows space for job preparation for example wireline string checks.

Surface System and Wireline Job Preparation

Depending on activity levels, quantity of equipment and overall space requirements, a separate area for wireline tool storage and string testing together with a combined surface systems area is an option. The area is characterized by its close proximity to both the lab as well as the outside to allow good access to trucks, skids and cabins.

Supermarket—Inventory and Finished Goods Storage/Shipping/Receiving

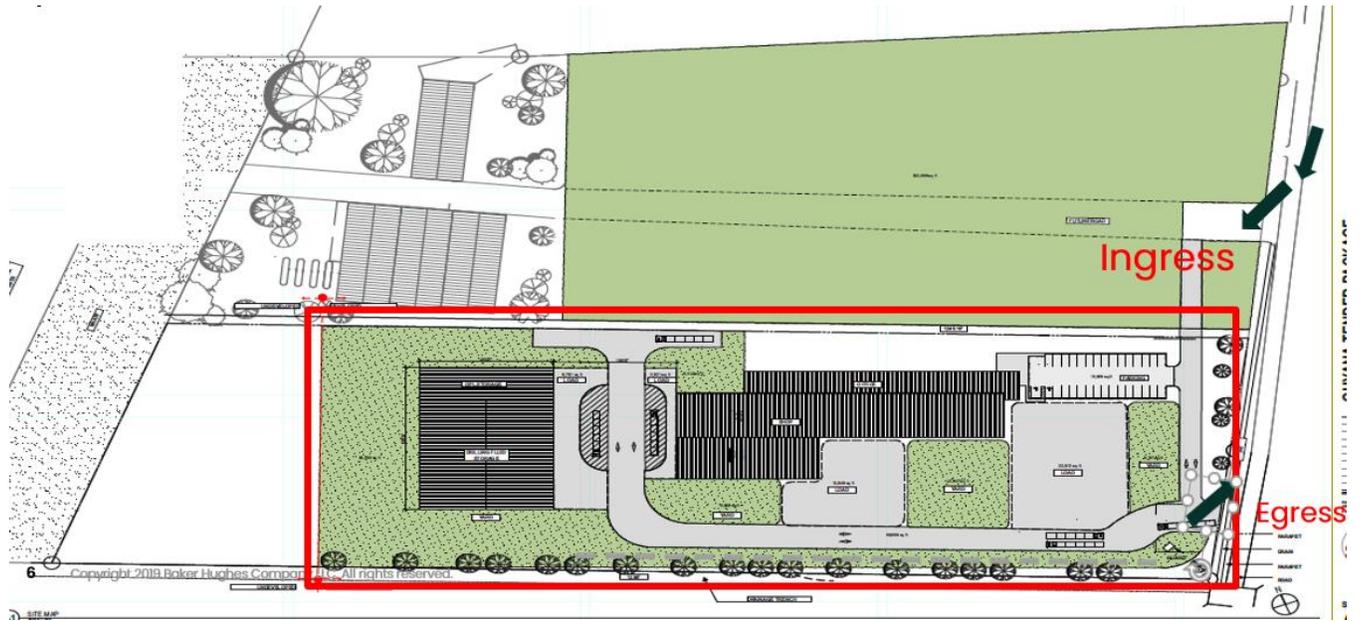
The supermarket is the logistic center of the facility combining shipping/receiving (external) with storage/distribution (internal). To enable an efficient workflow within the workshop everything not required on the floor immediately, including ready tools, are required to be stock returned and managed by the logistics and storage teams. Only when required, will the equipment, parts, modules etc., be delivered to the requesting workstation.

Transportation:

The main transport route would be along the East Bank Highway to and from the offshore supply base(s). We would be utilizing LOCAL CONTENT / QUALIFIED VENDERS to provide us that transportation of products. - See attached BHGE –HSE-011 for minimum requirements for Land Transportation Safety.

We have taken into consideration the road ingress / egress and therefore have planned to have 2 access point to the facility taken into consideration traffic flow and length of loads. These points of access will also be wider up to 25' wide for access of the longer loads.

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AMO LEAN Workshop Policy Manual**See attached - Land Transportation Safety BHGE-HSE-011 (EN) Rev.1.0**

Baker Hughes will develop procedures to segregate dangerous cargo in a separate and secure area that limits and controls employee access. Communicate security procedures regarding restricted hazardous areas and sensitive / confidential records with all employees. Develop professional working relationship with local law enforcement agencies, including regional FBI office(s) and country specific national authorities. Periodically inventory the types and quantities of hazardous materials stored on site in order to recognize if a theft has occurred.

- Driver Qualifications and Certifications

4.3 Driver Qualification and Certification

4.3.1 Documentation and Classification

#	Task Step	Key Points	Who
Documentation and Classification			
1.	VERIFY that personnel driving on BHGE business have legal documentation for class or type of vehicle used.	Verification may include: <ul style="list-style-type: none"> • Proper class of driver license; • Physical and mental exams; • Security or safety endorsement; and • Training and testing. Site shall determine verification method for compliance with regulatory requirements.	Local Management, supported by HSE, HR, Legal
2.	SELF-ASSESS fitness to drive.	Driver should determine if he or she is physically and mentally fit to drive vehicle in safe manner.	Driver
3.	COMMUNICATE immediately with supervisor any change in ability to drive safely or legally.	Change may include: <ul style="list-style-type: none"> • Loss of endorsement or expiration, suspension, or revocation of license; • Change in physical or mental ability to drive; • Drug or alcohol related motor vehicle violation (driving while performing BHGE business shall be suspended until case is resolved); and • Pending traffic violation. <i>Note: Driver is responsible for payment of each fine associated with motor vehicle violation.</i>	Driver
4.	IDENTIFY special skills or training required for vehicle and driving conditions.	Examples include: <ul style="list-style-type: none"> • Desert driving; • Mountain Driving; • Driving in winter or other adverse weather conditions; • Training for survival in harsh environments or weather; and 	Local Management, supported by HSE

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4.3.2 Training and Certification

#	Task Step	Key Points	Who
Training and Certification			
1.	ASSIGN certification training based on driver classification.	<p>Driver training shall be provided by qualified trainer/assessor and may include:</p> <ul style="list-style-type: none"> • Occasional Driver Certification; • Light Vehicle Driver Certification; or • Heavy Vehicle Driver Certification. <p>Refer to Annex C – Requirements for Core Defensive Driver Training and Certification, for minimum requirements regarding driver training, qualifications of trainer/assessor, and evaluation of training provider.</p>	Driver / Direct Manager / Lead Management
2.	IDENTIFY additional driver training requirements and ASSIGN related classes.	<p>Additional training may include:</p> <ul style="list-style-type: none"> • Transport of hazardous material; • Specific regulatory training; • Securing loads (Refer to Section 4.7); and • Transporting passengers (driving bus or passenger van). 	Local Management, supported by HSE

See attached - **Transportation Security Risk Assessment Form Version A HSES-FM-DGST-011**

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Special Product/Equipment Workflow

Each product line has a number of products and equipment requiring services which cannot be handled as part of the workflow described above. A typical reason for this is size but in a number of cases the workflow required to service the individual equipment and product does not fit the general workflow described.

Typical special product/equipment process requirements are:

- Wash and inspect bulky equipment (blowout preventer (BOP), rig tongues, ABPA)
- Servicing (including wash and inspect) cabins, skids and trucks
- Function, pressure and temperature testing
 - Nonconductive testing
 - Directional calibration
- Cable repair
- Surface systems maintenance
- RA calibration and source storage
- Gun loading and storage of explosives
- Spooling
- General support functions
 - Welding/fabrication
 - Painting
 - Storing fuel and consumables and waste management

The overall layout of the facility needs to incorporate these processes and general support functions as required.

Offices/Facilities for AMO

Any major workshop building should incorporate a number of offices/facilities for AMO functions requiring office space in close proximity like AMO management, REMAN, reliability, quality and supply chain. Priority is given to functions requiring constant and frequent contact with the workshop. Additional AMO offices are located in the main office block(s).

[Appendix A](#) provides further specifications and layout standards in relation to the above functional process areas. [Appendix B](#), [0](#), and [Error! Reference source not found.](#) specify standardized layouts and conceptual area designs to comply with.

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4 Reference Documents

Records shall be maintained in accordance with the described activities in the control of records procedure (BHI-L2-QA-4.2.4-001).

- Corporate Property Acquisition and Divestiture—HSE Due Diligence
- Corporate Operational Control—Water Management
- Corporate Real Estate Building Standard
- Corporate Signage Standard
- Baker Hughes HSE Operational Controls and Facility HSE Standards
- GEMS documents in BHOS

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Appendix A. Specifications and Layout Standards for LEAN AMO Workshop Facilities

Based on the general workflow each area requires a process specific setup and layout including special equipment like torque machines, vises, workstations and testing facilities (oven, pressure test cell). Area specifications and related process functions carried out in each area are detailed in [Table 1](#) and mainly address downhole tools.

Table 1: Process Specifications

Work Area Description	Process Details and Functions
Disassembly of downhole tools of all PL's including workstations, vices and cleaning stations.	Disassembly of BHA and major modules such as—Liner Hanger, Packers, WBI, TT, DS motors and measurement while drilling (MWD)/logging while drilling (LWD) tools, wireline modules, ALS pumps and motors.
Washing.	Main wash area for all tools disassembled.
Inspection.	Inspection area for all required inspections.
WIP/waiting on parts.	Tool staging before entering maintenance process and tools waiting on parts.
Electronic/mechanical and hydraulic maintenance area.	Environmentally controlled and clean—maintenance at module and component level such as—wireline electronic tools and mechanic/hydraulic tools (RCI, Arcor, and EMT) higher level DS (OnTrak (OTK), LTK, Magtrak, primary/secondary electronics, probes etc.,) surface systems (components).
Electronic and mechanical assembly and test area.	Low-level maintenance at module and subassembly level of completion tools, DS mechanical and low-level electronic (ATK, BCPM, VTK), ALS (pumps, seals and motors).
WIP—awaiting assembly and final test.	Work in progress—awaiting tool and string assembly—all products part of maintenance process.
Tool and string assembly including testing and job preparation.	Build complete tool strings and function tests (thermal, pressure etc.,).
Surface system and wireline job preparation.	Surface system and wireline job preparation with truck, skid and container access in close proximity to lab area.

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[Table 2](#) provides the specifications and process functions related to the area requirements for special products/equipment workflow.

Table 2: Additional Process Specifications

Work Area Description	Process Details and Functions
Mechanical service center.	Services all type of maintenance requirements for bigger type of equipment like trucks, skids, cabins, baskets etc.. Holds one pit to service from underneath.
PPS—PIS includes test bay.	Provides specific services to the process and pipeline service products.
BJ tubular and surface systems.	BJ tubular equipment plus bulky other products such as DS-ABPA or BOPs.
Pressure pumping.	Provides specific services to the pressure pumping products.
Washing—truck/skid and cabin	Big equipment plus trucks, skids, all kind of containers.
Welding.	All PL's.
Painting.	All PL's.
Shared stores—parts and components	Inventory and parts storage including cold storage area, small parts storage.
Shared stores—finished goods including customer owned inventory.	Storage of modules, large components and finished goods requiring storage under cover plus Customer Owned Inventory.
Shared Stores—large and bulky equipment.	Large components all PLs: VSD, surface equipment, tongs, BJ tubular etc.
Logistics—Shipping and receiving and tool transfer area.	Shipping/receiving area including transfer from/to yard storage of modules.
Inventory/shipping/receiving.	Integrate office block (refer to global facility layout) into shared stores—parts and components.
AMO office block and facilities.	Mezzanine level above lab/Electronic/Mechanical and Hydraulic Maintenance area to allow for oversight of shop and close proximity. Depending on requirements add offices for Logistics as well as above the second surface systems area.
RA source storage and calibration.	As per Baker Hughes standard.
Gun loading.	As per Baker Hughes standard.
Storage facility for explosives.	As per Baker Hughes standard.
Production Chemical Storage	As per Baker Hughes standard

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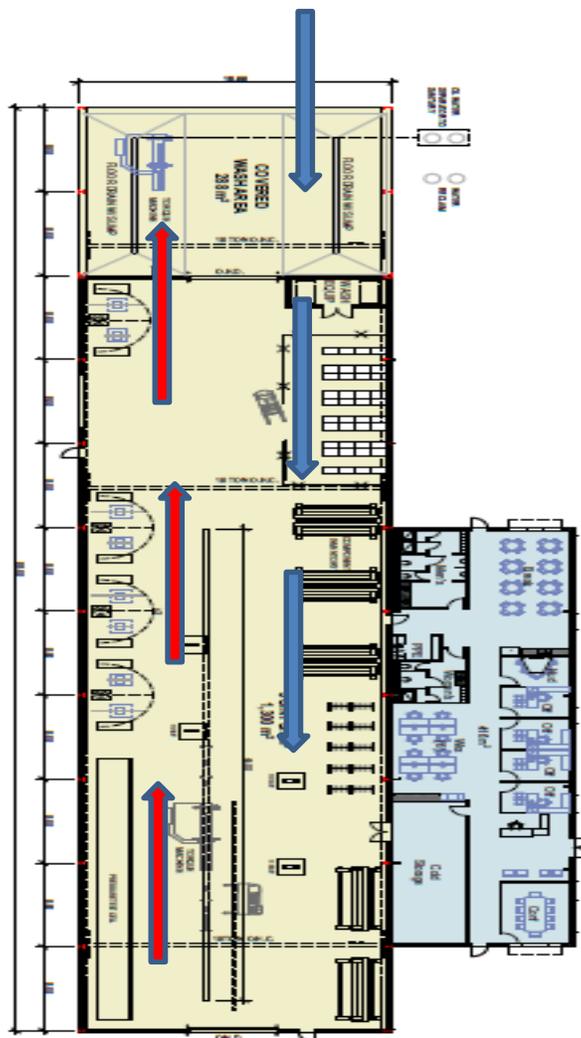
Appendix B. Workshop Facility Project

Appendix B shows the workshop facility project for an integrated multiproduct line facility in Georgetown, Guyana. Product lines present are:

- D&E
- C&P
- Production Chemicals

[Figure 4](#) shows the general workflow for workshop 1 with reference to [General Workflow for Improved Efficiencies](#). The following pages provide the site and workshop layouts together with additional functional details and the office layout.

Figure 4: Workflow inside Workshop Indicating Major Movements



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Figure 5: Facility Location Planning



Guyana Base Areas Opt 2

Site Developed	29,000	M2
Site Developed	7.16	
Paving, Yard	12,060	M2
Paving, Parking	1,440	M2
Total Paving	13,500	M2
Yard Storage	3,765	M2
Office	983	M2
Workshop	2,919	M2
Equip/Dry Mat'l Sto	2,000	M2
Total Building	5,902	M2

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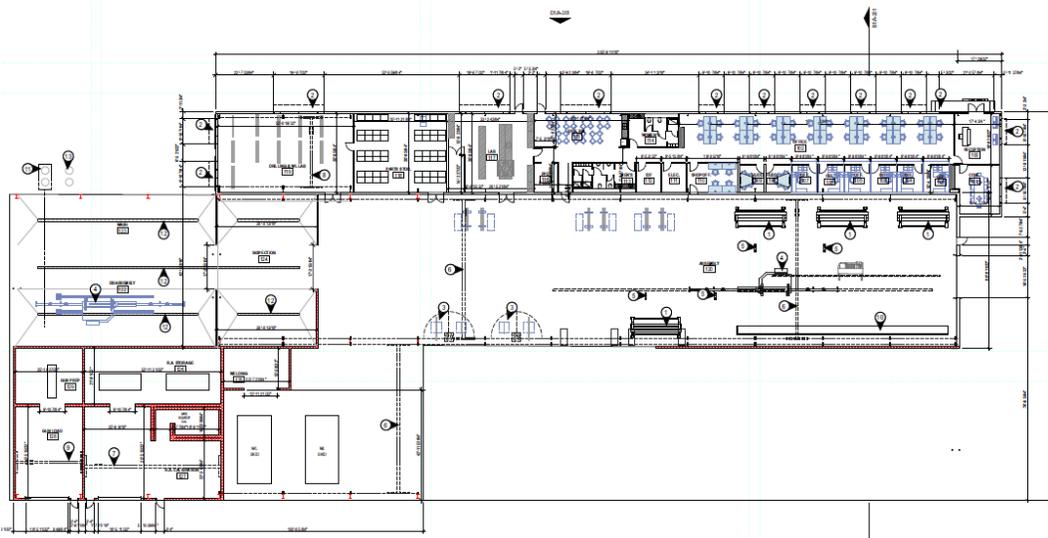
Figure 6: Site Planning with Production Chemicals, Radiation Bunker & Explosives



Figure 7: Shop Floor Planning

GUYANA FLOOR PLAN - AREAS

	AREA, M2	AREA, SF
OFFICE	910	9,795
SHOP	2,913	31,356
TOTAL	3,823	41,151



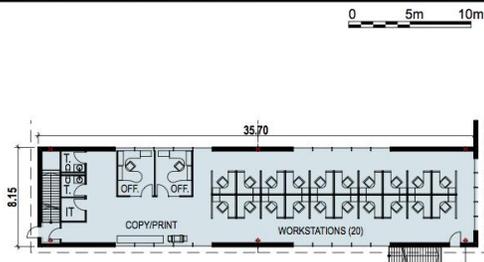
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Figure 8: Shop Floor Planning – Contingencies for future growth

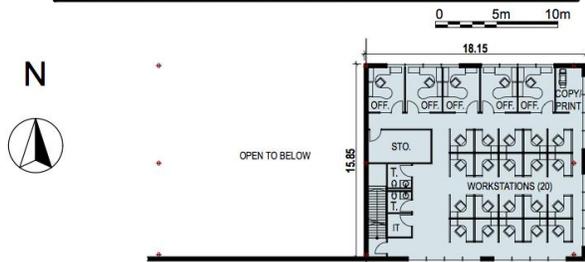


Workshop 2- Option 1

Workshop 2- Option 2



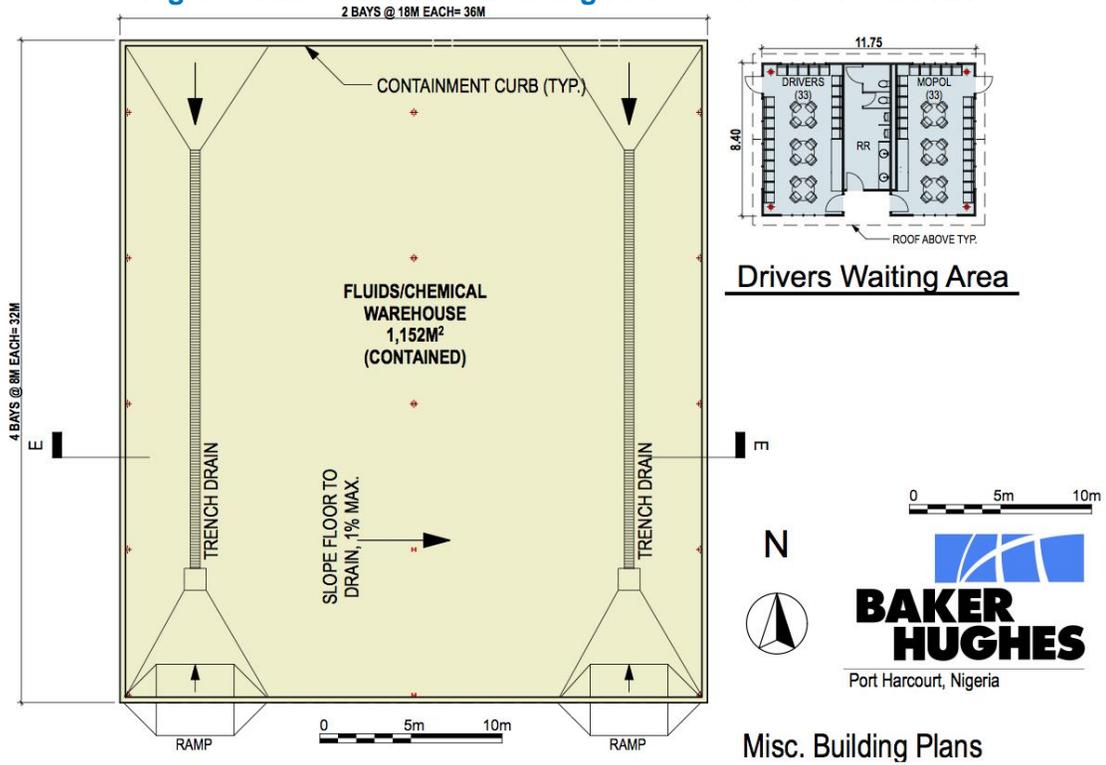
Mezzanine Office Level



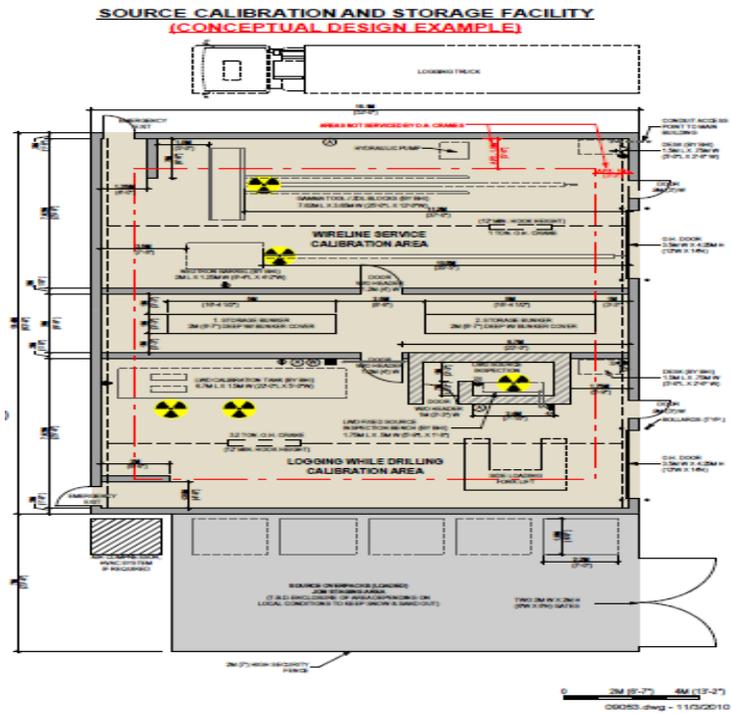
Mezzanine Office Level

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Figure 9: Miscellaneous Building Plans – Chemicals and RA



Chemical Warehouse Plan



BHGE Typical RA Storage and Calibration Facility

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Figure 10: Miscellaneous Building Plans – Explosives and Gun Loading

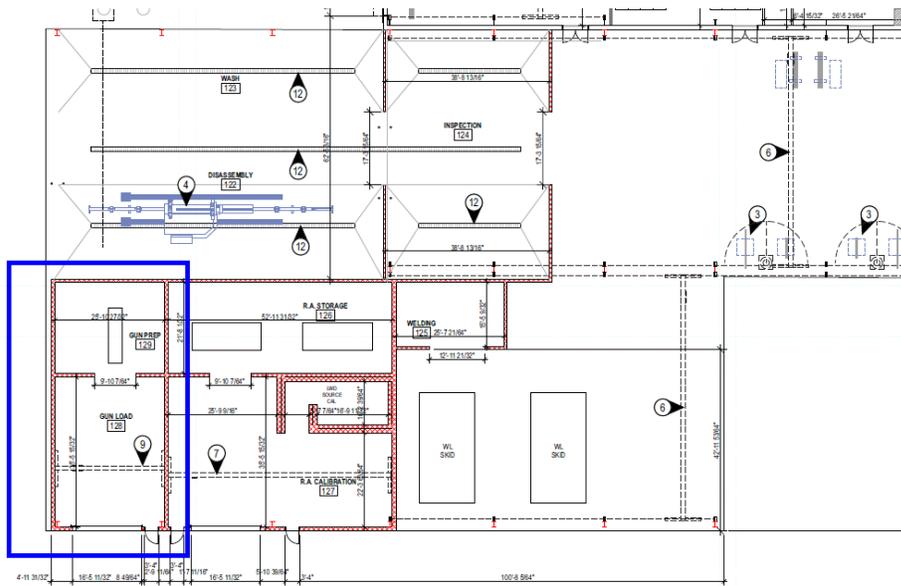
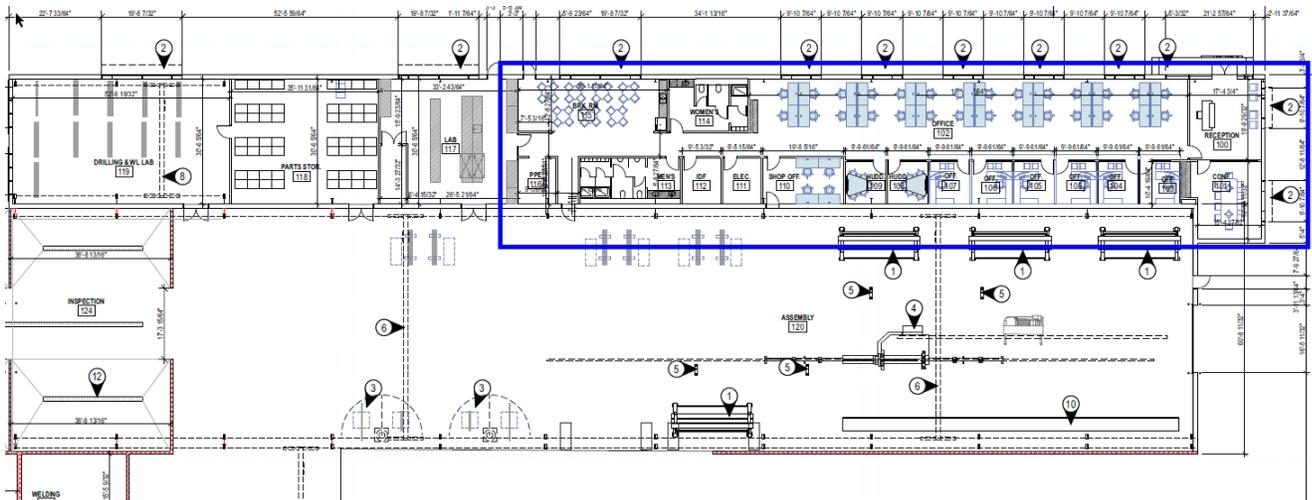
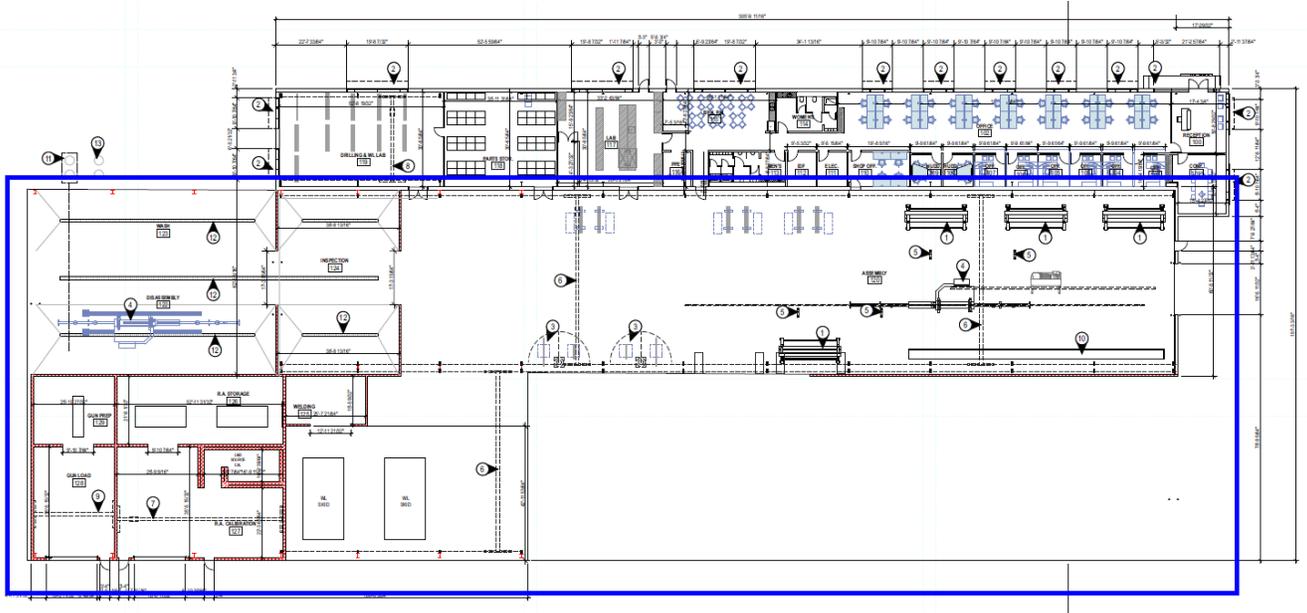


Figure 11: Office Space Planning



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Appendix C: Workshop Facility Project

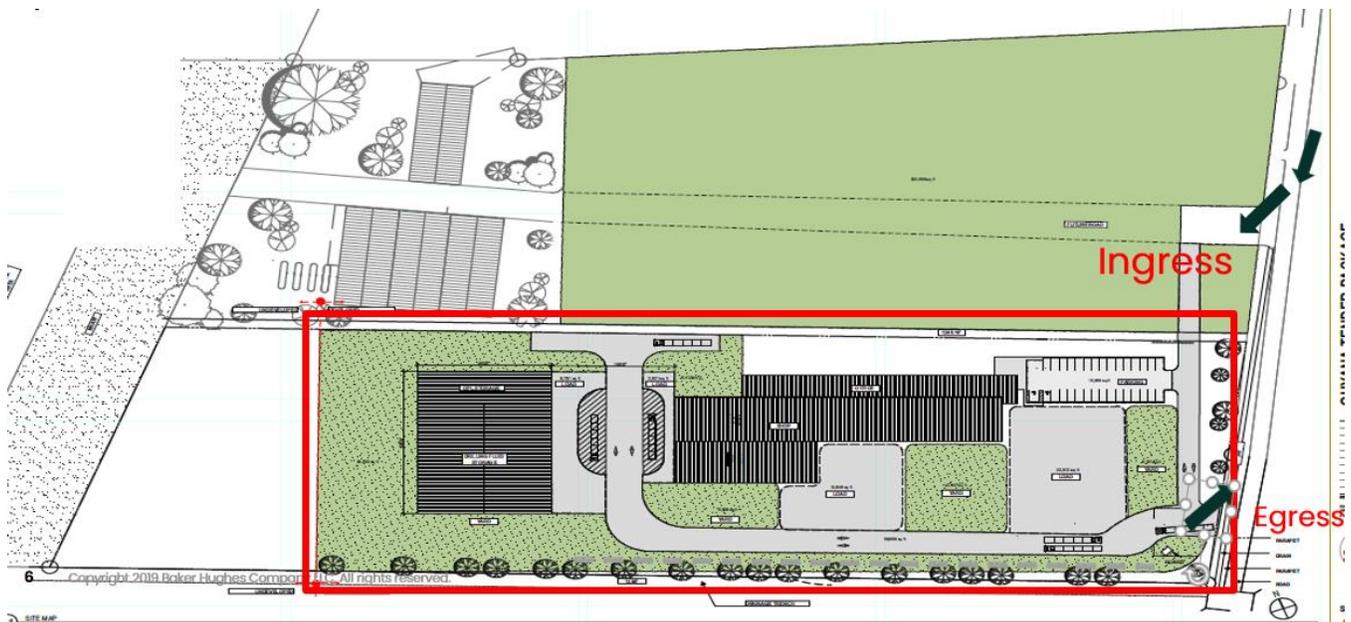


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- Driver Qualifications and Certifications

4.3 Driver Qualification and Certification

4.3.1 Documentation and Classification

#	Task Step	Key Points	Who
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1.	VERIFY that personnel driving on BHGE business have legal documentation for class or type of vehicle used.	Verification may include: <ul style="list-style-type: none"> • Proper class of driver license; • Physical and mental exams; • Security or safety endorsement; and • Training and testing. Site shall determine verification method for compliance with regulatory requirements.	Local Management, supported by HSE, HR, Legal
2.	SELF-ASSESS fitness to drive.	Driver should determine if he or she is physically and mentally fit to drive vehicle in safe manner.	Driver
3.	COMMUNICATE immediately with supervisor any change in ability to drive safely or legally.	Change may include: <ul style="list-style-type: none"> • Loss of endorsement or expiration, suspension, or revocation of license; • Change in physical or mental ability to drive; • Drug or alcohol related motor vehicle violation (driving while performing BHGE business shall be suspended until case is resolved); and • Pending traffic violation. <i>Note: Driver is responsible for payment of each fine associated with motor vehicle violation.</i>	Driver
4.	IDENTIFY special skills or training required for vehicle and driving conditions.	Examples include: <ul style="list-style-type: none"> • Desert driving; • Mountain Driving; • Driving in winter or other adverse weather conditions; • Training for survival in harsh environments or weather; and 	Local Management, supported by HSE

AMO LEAN Workshop Policy Manual

4.3.2 Training and Certification

#	Task Step	Key Points	Who
Training and Certification			
1.	ASSIGN certification training based on driver classification.	<p>Driver training shall be provided by qualified trainer/assessor and may include:</p> <ul style="list-style-type: none"> • Occasional Driver Certification; • Light Vehicle Driver Certification; or • Heavy Vehicle Driver Certification. <p>Refer to Annex C – Requirements for Core Defensive Driver Training and Certification, for minimum requirements regarding driver training, qualifications of trainer/assessor, and evaluation of training provider.</p>	Driver / Direct Manager / Lead Management
2.	IDENTIFY additional driver training requirements and ASSIGN related classes.	<p>Additional training may include:</p> <ul style="list-style-type: none"> • Transport of hazardous material; • Specific regulatory training; • Securing loads (Refer to Section 4.7); and • Transporting passengers (driving bus or passenger van). 	Local Management, supported by HSE

See attached - **Transportation Security Risk Assessment Form Version A HSES-FM-DGST-011**