



HSE NEWS

WORKING FOR YOU TO KEEP YOU SAFE

Latest HSE Statistics YTD 30 SEP 2014

	2013	2014
Workplace fatalities	1	4
Non-work related fatalities	6	3
Non-accidental deaths (NADs)	6	10
Lost Time Injuries (LTIs)	34	44
All injuries (excluding first aid cases)	138	131
Motor Vehicle Incidents (MVs)	102	81
Roll over - MVs	28	20
Serious MVs	0	25
Lost Time Injury Frequency (LTIF)	0.27	0.33

Life Saving Rules Violations

YTD 30 SEP 2014

Journey management	10
Speeding/GSM	7
Seatbelts	5
Overriding safety device	0
Working at heights	0
Permit	1
Confined space	0
Lock out tag out	0
Drugs and alcohol	0
Gas testing	0

Vehicle Class A/B Defect

YTD 30 SEP 2014

Class A	254
Class B	3474

HSE TIP

Recognise safe behaviour and first tell workers what they did well and then feedback should focus on actions to mitigate exposure an

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Important News



Solook : the Behavioural Based Safety project focuses on safe and at-risk behaviours. It is an **observation & coaching process** and actions resulting are monitored for **sustainable & continual improvements**.

How do we improve our Safe Behaviours? Improving antecedents & consequences which support safe behaviours.

How do we reduce At-Risk Behaviours? Reducing the power of antecedents and consequence that support at-risk behaviours.

What You Need to Know

Pilot Group:

- Two Well Engineering Contractors:
 - Abraj: 3 Rigs & 3 Hoists
 - Shaleem: 4 Hoists
- Harweel Project
- Commuting pilot project (all PDO & Contractors from Senior management to workforce)

What is ICB:

Inventory of Critical Behaviours (ICB) is a datasheet which reflects actual exposures at a location and is extracted by analyzing the cause of injuries, from the locations incident reports.

What is RINCON:

The "Safe" and "At-Risk Behaviours" are captured in the ICB datasheet and uploaded into an IT system called RINCON together with actions to mitigate the "At-Risk Behaviours". The data is reviewed monthly to monitor progress.

SOLOOK METHODOLOGY

Steps for Solook Observation

- Preparing to observe**
 - Review Inventory of Critical Behaviours (ICB) items
 - Plan / schedule / go to action
- Beginning the observation**
 - Make contact / observe openly
 - Explain process / ICB items
- During the observation**
 - Check for imminent danger
 - Check for listed behaviour
 - Record only what you see
- After the observation**
 - Feedback on safe behaviours
 - Feedback on at-risk behaviours
 - Get input from employee/ write comments

SOLOOK POLICY — No name-No blame-No sneaking
— Focus on worker's Safe & At-Risk-Behaviours
— Friendly contact and feedback

ABC analysis is a method of systematically looking at a **Behaviour** (observable act) in terms of an **Antecedent** (what triggers behaviour) & **Consequence** (what results from behaviour). It is used to find out why undesirable behaviours persist & what can we do to replace them with desirable behaviours.

Types of Behaviours:

- Enabled** Within the control of the person
- Difficult** = Can be done, but takes extra effort
- Non-enabled** = Not within the control of the person.



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HSE Advice Note

Effective Solook observation and feedback will bring changes that can:

- Help shift risk perception
- Strengthen the safety culture
- Uncover hidden barriers
- Prevent incidents

Through observation and feedback, **Enabled and Difficult Behaviors** are solved on spot and **Non-Enabled (impossible) Behaviors** are addressed and solved by blocker removal team.

By controlling and reducing the **Systems-Based** root causes of At-Risk Behaviors, the location is able to address all aspects of the **Working Interface** including Facilities & Equipment, Procedures/Process, and Worker Actions.

The Solook process is driven by our trained and certified **Internal Consultants (INCONS)**. They together with the site team identify the Site Steering Committee (SC) who develop the ICB & train Observers. Observers are required to do observation and coaching through feedback.

The observation data sheets are uploaded onto RINCON & the Site SC members, who meet monthly, extract data, identify blockers to safe behaviors and follow up on actions, therein. This data is further analyzed using the Process Index and Dashboard in order to track improvement in "Safe" behaviors and reduction in "At-Risk Behaviors".

The Solook Process integrates the PDO Safety initiatives such as Life Saving Rules, STOP, Hazard Hunt and thus use one integrated Data Sheet to observe Safe and At-Risk Behaviors. This efficiency reduces paperwork.

The INCON conducts a sustainability review with the Site Steering Committee. This review provides the SC members and the management with an evaluation of the process' strengths and improvement opportunities at that point so that the site can plan its future activities with a focus on the issues that will help ensure success. The first of these Sustainability reviews are planned to start by Nov 9th, 2014.

SAFETY CULTURE STARTS WITH LEADERSHIP



1 LEADERSHIP BEST PRACTICES INFLUENCE ORGANISATIONAL CULTURE



Transformational leadership style:

- Inspiring
- Influencing
- Challenging
- Engaging

Leadership best practices:

- Vision
- Credibility
- Action Orientation
- Safety Communication
- Collaboration
- Feedback & Recognition
- Accountability

2 ORGANISATIONAL CULTURE INFLUENCES SAFETY OUTCOMES



Organisational Culture:

- Just & Fair
- Leader-Member Engagement
- Management Credibility
- Visible Organisational Support
- Teamwork
- Work Group Relations
- Organisational Value for Safety
- Upward Communication
- Ability to Approach Others

3 WORKING INTERFACE



Working Interface is a combination of 3 components:

- Facilities & Equipment (plant, machinery)
- Processes (codes of conduct, production lines)
- Workers

At-Risk Behaviours exist at this working interface

The Solook Process addresses the methodology to mitigate At-Risk Behaviours at the working interface.