



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 (MVIs)	102	81
Roll over - MVIs	28	20
Serious MVIs	0	25
Lost Time Injury Frequency (LTIF)	0	0

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 and the workforce)

What is ICB:

The 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 location's incident reports. This data analysis is essential to identify the risks.

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 by the team to monitor progress.

SOLOOK METHODOLOGY

Steps for Solook Observation

Preparing to observe	<ul style="list-style-type: none"> Review Inventory of Critical Behaviours (ICB) items Plan / schedule / go to action
Beginning the observation	<ul style="list-style-type: none"> Make contact / observe openly Explain process / ICB items
During the observation	<ul style="list-style-type: none"> Check for imminent danger Check for listed behaviour Record only what you see
After the observation	<ul style="list-style-type: none"> 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 observations 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 the spot and **Non-Enabled (impossible) Behaviors** are addressed and solved by the 'blocker removal' team.

By controlling and reducing the **System-Based** root causes of at-risk behaviors, the team at the location is able to address all aspects of the **Working Interface** including Facilities & Equipment, Procedures/Process, and the actions of workers.

The Solook process is driven by our trained and certified **Internal Consultants (INCONS)**. They, together with the site team create a Site Steering Committee who develop the ICB & train location observers who then conduct observations and coach workers and provide constructive 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".

Solook integrates the PDO Safety initiatives of STOP, Life Saving Rules and our hazard hunts and simplifies the process by using one integrated data sheet to observe Safe and At-Risk Behaviors. This significantly reduces your paperwork.

The INCON conducts a sustainability review with the Site Steering Committee. This review provides an evaluation of the process' strengths and improvement opportunities at that point in time so that the committee can plan its future activities with a focus on the most important issues for them. The first of these sustainability reviews are planned to start in November.

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.