



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	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
Smoking	0
SuspendedLoad	0

Vehicle Class A/B Defect

YTD 30 SEP 2014

Class A	254
Class B	3474

HSE TIP

Recognize safe behavior and first tell workers what they did well and then feedback should focus on actions to mitigate exposure and

Important News



Solook is the Behavioural Based Safety project which focuses on safe and at-risk behaviours. It is an **observation & coaching** process which results in actions to achieve **sustainable & continual improvements**.

How to improve Safe Behaviours?
Improving triggers (antecedents) & results (consequences) which encourage safe behaviours.

How to reduce At-Risk Behaviours?
Minimising antecedents & consequence encouraging at-risk behaviours.

What You Need to Know

The Solook Pilot Group:

- Two Well Engineering Contractors:
 - Abraj: 3 Rigs & 3 Hoists
 - Shaleem: 4 Hoists
- Our Harweel Project
- Commuting pilot project (PDO & Contractors including senior management)

What is the 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 key 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**
 - 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 looking at **Behaviours** (observable acts) in terms of **Antecedents & Consequences**. It is used to find out why undesirable behaviours persist & what can be done to replace them with more desirable safer behaviours.

Types of Behaviours:

- Enabled** = Within a person's control
- Difficult** = Doable but with extra effort
- Non-enabled** = Outside of a persons control.



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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)** who together with the site team create a Site Steering Committee who develop the ICB and train observers to conduct observations and coach people, providing constructive feedback.

The observation data sheets are uploaded into RINCON & the committee meets monthly to identify blockers to safe behaviors and tracks previous actions. Data is analyzed using a Dashboard in order to track improvement in "Safe" behaviors and the reduction in "At-Risk Behaviors".

Solook integrates STOP, Life Saving Rules and our hazard hunts and simplifies the process by using one integrated data sheet to observe our 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:

1. Facilities & Equipment (plant, machinery)
2. Processes (codes of conduct, production lines)
3. Workers

At-Risk Behaviours exist at this working interface

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

