

Safe Work Behavior Observation Program

1.0 PURPOSE

To provide a safe and healthy work environment for our employees by requiring that task and behavioral observations be conducted on a routine basis. These observations help us detect and correct any at-risk acts, procedures or standards before they result in an accident as well as recognize and strengthen safe acts made by the employees.

2.0 SCOPE

This procedure applies to all functional areas, operations, offices, employees and contractors.

3.0 DEFINITIONS AND ACRONYMS

3.1 Definitions

3W Format is a documentation format used to assign a time bound task to an individual.

Critical Task has the potential to produce major loss when not performed properly.

Planned Task Observations enable the observer to know whether or not a worker is performing all aspects of a specific task the correct way. They are to be recorded in a manner sufficient for review following the observation.

Safe Act is a work behavior showing that the employee has carried out proper actions to prevent harm to people, property, process or the environment.

At-Risk Act is a work behavior that causes unnecessary exposure to possible injury, property damage, process loss, or harm to the environment.

Task is segment of a work assignment or job.

3.2 Acronyms

3W: Who What When

HMR: HSLP Management Representative

SWP: Standard Work Procedure

4.0 ROLES AND RESPONSIBILITIES

4.2 Responsible Roles and Position Holders

4.2.1 Employees – Employees shall participate actively in the task observation program by performing their assigned tasks properly.

4.2.2 General Foreman – General Foreman shall conduct four (4) Safe Work Observations evenly distributed each month. General Foreman shall review the Safe Work Observations performed by their supervisors to ensure that proper corrective actions are taken and to monitor compliance to company requirements.

4.2.3 HSLP Manager Functional Areas – HSLP Manager Functional Areas shall communicate analysis reports with their area management on a quarterly basis. HSLP Manager Functional Areas shall assist area management to develop and implement corrective action plans addressing trends from observation reports in their areas.

4.2.4 Superintendent/Department Managers – Superintendent / Department Managers shall monitor on a monthly basis the compliance reports of Safe Behavior Observations to ensure that their personnel are being properly observed and developed.

4.2.5 Supervisor – Supervisor shall conduct four (4) Safe Behavior Observations evenly distributed each month.

5.0 DIRECTION

All company employees shall comply with the requirements and direction of this procedure according to their position.

5.1 Planned Task Observation

5.1.1 Prepare for the observation.

5.1.1.1 Consider the following to determine which task should be observed:

- What is the loss history of the task?
- Is this a critical task?
- What are the potential production losses?
- What are the potential equipment damage costs?
- What happens if the task is not completed on time?
- Is there a written procedure or guideline for this task?

5.1.1.2 Get the SWP and review if one exists.

5.1.1.3 If the STP exists, use a designated observation form and proceed.

5.1.1.4 If the SWP does not exist, create a Task Analysis Worksheet to analyze the task in the field and document the steps involved in doing the task.

5.1.2 Determine which of the following employees may be observed:

- New employee.
- Experienced employee.
- Poor performer.
- Risk-taker.

- Outstanding performer.

5.1.3 Schedule the task observation.

- Review key facts.
- Check records and notes about the selected task.
- Refresh your mind about the employee being observed.

5.1.4 Decide whether or not to advise the employee that they will be observed.

5.1.4.1 If you want to know how well the job can be done, advise the employee. It is generally best to advise.

5.1.4.2 If you want to know how the job is normally done, don't advise the employee.

5.1.4.3 If you advise an employee that you are going to do an observation, tell them the following:

- Why you selected them.
- Why you selected the task.
- What the planned task observation program is all about.

5.1.5 Refresh your mind about the task being observed.

5.1.5.1 Review SWP or guidelines if available.

5.1.6 Conduct the observation.

5.1.6.1 Stay out of the way.

5.1.6.2 Focus complete attention by doing the following:

- Force yourself to concentrate.
- Get rid of distractions.
- Clear your mind.
- Get the big picture.
- Don't get lost in unimportant details.
- Make a conscious effort to remember what you see.
- Avoid interruptions.
- Be sure you understand the intention of the actions you see.
- Don't let preconceived ideas about the person or the task distort your perception.
- Don't fall victim to the satisfaction of search syndrome, which is the tendency to find only what you are looking for.

5.1.7 Discuss the observation with the employee.

- 5.1.7.1 Always talk with the worker immediately following the observation.
 - 5.1.7.2 Thank the employee for helping with the observation.
 - 5.1.7.3 Ask questions and review any points to make sure you understand all vital aspects of what you observed.
 - 5.1.7.4 Provide feedback and any necessary instruction to the employee.
 - 5.1.7.5 If an employee is found not to be competent, he/she shall be immediately removed from the task.
 - 5.1.7.6 Give recognition and reinforcement when an employee carries out a safe act.
 - 5.1.8 Record the observation.
 - 5.1.8.1 During the observation record only the basic information you will need to complete the task observation report.
 - 5.1.8.2 Complete the observation form
 - 5.1.8.3 A complete report should include:
 - The name, position code, date, task etc.
 - Actions observed.
 - Type of observation.
 - Indication of whether or not the worker is competent to perform the task.
 - List conditions or practices which could cause a loss.
 - Document the immediate corrective actions, permanent corrective actions and personal commitments made by the worker.
 - 5.1.9 Forward completed reports to the general supervisor when there is a potential for major loss.
 - 5.1.10 Follow up.
 - 5.1.10.1 Establish objectives for follow-up.
 - 5.1.10.2 Keep corrective coaching as positive as possible.
 - 5.1.10.3 Explain why you are making a suggestion.
 - 5.1.10.4 Establish objectives for completing commitments.
 - 5.1.11 Follow up on commitments and objectives.
- 5.2 SAFE Watch Observations**
- 5.2.1 During the working shift each foreman supervisor shall be aware of any at-risk acts occurring in the work area.
 - 5.2.2 Discuss the observation with the employee.

- 5.2.2.1 Always talk with the worker immediately following the observation.
- 5.2.2.2 Keep corrective coaching as positive as possible.
- 5.2.2.3 Ask questions and review any points to make sure you understand all vital aspects of what you observed.
- 5.2.2.4 Provide feedback and any necessary instruction to the employee.
- 5.2.2.5 Give recognition and reinforcement when an employee carries out a safe act.
- 5.2.3 Take immediate corrective actions.
 - 5.2.3.1 Take immediate corrective action to prevent any injuries, property damage, process loss, or harm to the environment.
 - 5.2.3.2 Failure to take immediate action will send the message to an employee that their at-risk actions are acceptable to the foreman/supervisor.
- 5.2.4 Actions taken to prevent reoccurrence.
 - 5.2.4.1 Identify additional action required to prevent the reoccurrence of an at-risk act.
 - 5.2.4.2 Establish personal commitments from the employee to correct the at-risk act and prevent reoccurrence.
- 5.2.5 Record the observation.
 - 5.2.5.1 Complete the observation form and include the following:
 - Observation checklist.
 - Safe acts observed.
 - At-risk acts observed.
 - Immediate corrective action taken.
 - Action to prevent similar at-risk acts.
- 5.2.6 Submit completed watch card for review
- 5.2.7 Follow up with employee.
 - 5.2.7.1 Establish objectives for completing commitments.
 - 5.2.7.2 Follow up on commitments and objectives.
 - 5.2.7.3 Document follow-up findings