

P932 BEHAVIOUR ON SAFE SITES

(a) Introduction:

Black & Veatch has set a target of achieving ZERO incidents and injuries across all of its business operations. At B&V, we believe that zero incidents and injuries are achievable by promoting and maintaining safe behaviours from everyone on our sites and in our offices.

We want everyone to:

- (a) come to work healthy;
- (b) work safely;
- (c) go home healthy.

By encouraging everyone to recognise and adopt the right behaviours, we can eliminate unsafe acts and unsafe situations arising from 'at-risk' behaviours and minimise the risk of accidents arising from our operations.

We have created a behavioural safety scheme called 'BOSS' which stands for 'Behaviour on Safe Sites'. BOSS covers all aspects of BVL's business and applies to everyone on our sites and in our offices, including our employees, agency personnel, contractors, sub-contractors and suppliers.

BOSS focuses on:

- encouraging personnel to recognise safe and at-risk behaviours by themselves and others;
- communicating the safe behaviours that are needed and expected from everyone;
- promoting safe behaviours by:
 - leading by example;
 - coaching ([section \(c\)](#));
 - recognition and reward ([section \(c\)](#));
- dealing with at-risk behaviours by coaching and positive discussion ([section \(e\)](#));
- providing training to designers, managers and supervisors on leadership and on engaging with individuals to reinforce safe behaviours and to help change at-risk behaviours ([section \(f\)](#));
- observing and measuring behaviours by undertaking regular observation checks ([section \(d\)](#));
- personnel adopting a zero tolerance of unsafe acts and unsafe situations caused by at-risk behaviours by themselves and others ([section \(e\)](#));

BOSS requires a commitment from everyone not to tolerate anything that may create an unsafe situation. Anyone who identifies an unsafe act or unsafe situation should stop work and report the situation to a supervisor so that appropriate action can be taken to deal with the situation. In taking this action a person has the full authority and support of BVL, its directors, safety and health teams, managers and supervisors.

While BOSS empowers everyone to adopt zero tolerance, it also encourages safe behaviours through positive intervention and coaching. However, on

File name:	B&V_Manual_BOSS Procedure P932.doc	Prepared by:	Reviewed by:
Date of issue:	2 December 2009	E R Powell	A E Collins
Date printed:	14 December 2010		

BVL sites, there are a number of acts resulting from at-risk behaviour that simply will not be tolerated at any time.

These are set out in the BVL Health and Safety 'Golden Rules'. Breaking a Golden Rule will result in removal from the workplace, suspension and possible disciplinary action. The Golden Rules are set out in [section \(h\)](#).

(b) Leadership:

BOSS focuses on developing consistent and strong safety leadership behaviours so that leaders and managers lead by example and positively reinforce safe behaviour at every opportunity.

Traditionally, safety leadership has been predominantly about managers. However, BOSS requires that leadership in safety can (and should) come from anyone in a position of influence, irrespective of that person's position in the business. BOSS is not simply about reducing risk-taking behaviours on site — it also includes a strong focus on the behaviour of leadership and line management in every area of the business.

Listed below are the key Leadership behaviours identified during the development of BOSS.

BOSS Leadership Behaviours:—

- Never walk past an unsafe behaviour or hazard
- Positively reinforce safe behaviours
- Promote input from the workforce during site visits and project reviews
- Provide regular informal feedback on safety performance
- Senior management makes site safety visits monthly and observation checks

For BOSS to be successful, supervisors and managers must ensure that the importance of high safety standards are communicated and demonstrated. In particular, supervisors and managers shall ensure that:

- they lead by example and demonstrate exemplary health and safety standards and behaviours;
- they set themselves a personal safety goal;
- safety is covered in formal meetings;
- a zero tolerance of at-risk behaviours is adopted;
- individuals who maintain high safety standards are given appropriate recognition;
- BOSS and the Golden Rules are covered in the course of on-site inductions;
- disciplinary action is taken for non-compliance with the Golden Rules and procedures if it is appropriate to do so;
- on-site observation tours and safety inspections are undertaken at the required frequency;
- for design projects, a project start-up meeting is held to discuss BOSS requirements for the project;

B&V_Manual_BOSS

File name: Procedure P932.doc

Prepared by:

Reviewed by:

Date of issue: 2 December 2009

E R Powell

A E Collins

Date printed: 14 December 2010

- BOSS observations sheets are completed for design activities at the required frequency;
- the results of observations are discussed in the course of project reviews and Project Centre meetings.

(c) **Coaching:**

Normally management styles are aimed at establishing standards and the consequences of non-compliance. BOSS recognises that, to get the best out of people, it is essential that the coaching style adopted is a 'transformational' approach that also focuses on the recognition and reinforcement of good practices.

Recognition of safe behaviours and coaching are fundamental to the continued success of BOSS.

Managers and supervisors shall monitor work activities and engage with individuals to provide appropriate recognition, feedback and coaching for both safe and at-risk behaviours.

Guidance on coaching is given in the following documents:

- [G932C](#) On-site coaching and observations
- [G932D](#) Design observation sheet: frequently asked questions

(d) **Performance management:**

The purpose of performance management is to get the best out of people by encouraging them to apply their full potential in the workplace.

Everybody requires clearly-defined behaviours and they need to understand the consequence of their performance.

Effective performance management also provides the key metrics by which the development and performance of the safety culture can be accurately evaluated.

BOSS includes on-site performance management techniques that enable Black & Veatch to recognise strengths, to reward efforts and to focus attention on what really matters in relation to safety: behaviour.

BOSS incorporates performance measures:

- on-site observational tours;
- BOSS observation sheets for design activities;
- personal safety goals.

The recording of behaviours through BOSS observational assessments allows BOSS to focus on specific topics: the aim is to raise personal awareness — leading to sustained improvement in safety performance in those topic areas. The topics will be changed from time to time, after there has been a period of sustained compliance. However, the intention is that measurement and feedback will always relate to behaviours that are clearly described and can be seen by everyone.

For further details, refer to [G932C](#) for site-based activities and [G932D](#) for office-based activities.

B&V_Manual_BOSS

File name: Procedure P932.doc

Prepared by:

Reviewed by:

Date of issue: 2 December 2009

E R Powell

A E Collins

Date printed: 14 December 2010

Each site or project may appoint a 'BOSS Champion' to co-ordinate and collate the BOSS observation tour results (on sites) and the BOSS observation sheet results (for design projects).

(e) **Safe behaviours:**

Safe site behaviours provides a particular focus on eliminating at-risk behaviours. BOSS acknowledges that performance in health and safety is largely the product of behaviour.

Dealing with safe behaviours:

Recognition of safe behaviours and coaching are important aspects of BOSS. All members of the management team shall take the time to recognise safe behaviours. BOSS does not require managers to thank people continually for demonstrating safe behaviours but it does require managers and supervisors to recognise individuals who:

- improve their safety performance following coaching;
- continually demonstrate safe behaviours;
- report or stop work that is unsafe or individuals who are undertaking at-risk behaviours;
- raise health and safety suggestions or concerns;
- participate in health and safety initiatives and consultation meetings;
- provide comments on method statements and risk assessment briefings.

The recognition an individual receives should reflect the situation and the person concerned, but may include any of the following:

- a simple thank you;
- a letter from the Project Manager;
- a letter from the Project Centre or Functional Director, or from the Managing Director.

In addition to the recognition of safe behaviours, individuals and teams who adopt safe behaviours may also be rewarded. The types of rewards should be appropriate and developed by the project or site manager following consultation with the project team including, where appropriate, the work force. The reward mechanism should:

- be fair;
- recognise team performance;
- recognise individual performance;
- focus on quality by placing a higher emphasis on suggestions that lead to significant improvements in safety — rather than simply on the number of suggestions submitted;
- focus on improvement.

Additional guidance on the developing a reward system and appropriate awards is given in document [G932A](#).

B&V_Manual_BOSS

File name: Procedure P932.doc

Prepared by:

Reviewed by:

Date of issue: 2 December 2009

E R Powell

A E Collins

Date printed: 14 December 2010

Dealing with at-risk behaviours:

Recognition of at-risk behaviours, intervention and coaching improvements are essential in eliminating unsafe acts and unsafe situations. All members of the management team must take the time to recognise at-risk behaviours. BOSS requires managers to intervene when they witness at-risk behaviours and to coach improvements.

The first action for managers and supervisors is to stop the at-risk behaviour so as to remove the risk of incident or injury.

The second action is to coach the individual (see [section \(b\)](#)) so that he or she:

- recognises the at-risk behaviour and its likelihood to cause harm (to themselves or to others);
- identifies and agrees to implement improvement measures.

The third action is to monitor the individual to ensure he or she has implemented the improvement measures.

The primary aim of BOSS is to encourage recognition of at-risk behaviours and to generate self improvement but, in certain circumstances, disciplinary action will be necessary.

Where at-risk behaviour persists despite coaching or an individual demonstrates a wilful disregard for the health and safety rules, procedures, personal safety or the safety of others, appropriate disciplinary action must be taken by line management.

That action may be a site warning, (verbal or written), suspension or removal from the workplace. A record must be kept of the individual concerned and the action taken.

For employees of BVL, this will be through the Company's (or Working Rule Agreement) disciplinary procedures.

Agency personnel will be referred back to their agency to take appropriate action.

Contractors', sub-contractors' and suppliers' personnel will be referred back to their employers for appropriate action.

BVL may suspend the individual from BVL sites and offices and may take action against the agency, contractor, sub-contractor or supplier if it considers that the matter has not been dealt with satisfactorily by them.

(f) Training:

To support BOSS, an extensive training programme is available. This includes:

- strategic behavioural safety training for senior managers and directors;
- training for Site Managers, supervisors and lead designers;
- coaching training for site supervisory staff;
- BOSS awareness training for designers, operatives and sub-contractors.

B&V_Manual_BOSS

File name: Procedure P932.doc

Prepared by:

Reviewed by:

Date of issue: 2 December 2009

E R Powell

A E Collins

Date printed: 14 December 2010

Line managers shall ensure individuals attend appropriate training. In addition to the above, site inductions shall include an explanation of BOSS and the Golden Rules.

(g) Monitoring of BOSS performance:

The effectiveness of BOSS shall be monitored by the Project Centre or Region. A summary of the results shall be submitted to the Safety and Health Management Committee monthly giving the following information:

- results from BOSS observational tours;
- results from BOSS assessments for design activities;
- near-miss reports and trends (see [P135](#));
- accident and incident reports and statistics (see [P154](#));
- the results of site safety inspections carried out by site management teams, safety advisers and senior managers (see [P931](#));
- BOSS procedure compliance audits;
- the results of site audits by Area Safety and Health Managers (see [P153](#));

(h) **The Golden Rules:**

The Golden Rules

Lifting:—

- **Don't** carry out lifts with cranes, excavators, forklifts or telehandlers unless a Lifting Plan that covers the lift is in place and you have read and understood it.
- **Don't** carry out lifts outside the Lifting Plan even as a favour or to help someone else.
- **Don't** lift a load unless it has been slung by the authorised slinger.
- When lifting, **don't** take signals, directions or instructions from anyone other than the authorised signaller.

Excavation:—

- **Don't** dig with an excavator unless there is a Permit to Dig that covers the operation and you have read and understood it.
- **Don't** dig outside the area permitted on the Permit to Dig.

Operated plant:—

- **Don't** operate or drive plant or machinery unless you have been authorised to do so.
- When operating plant, **don't** take signals, directions or instructions from anyone other than the authorised signaller or banksman.

Electricity:—

- **Don't** work on electrical equipment unless you have been authorised to do so.

Personal:—

- **Don't** even think of coming to work if you are under the influence of illegal drugs or alcohol.

If you break a Golden Rule, there is no place for you on our sites.

Anyone who breaks a Golden Rule will be removed from site. A BVL employee will be suspended subject to the Company's disciplinary procedures. An agency worker will have his or her contract terminated. A sub-contractor's or supplier's employee will not be allowed onto any BVL site or into any BVL office in the future and may be subject to the sub-contractor's or supplier's own disciplinary procedures. Action may be taken against the sub-contractor or supplier in certain circumstances.

<i>See also:</i>	P135	<i>Accident investigation and reporting</i>
	P153	<i>Internal safety audits</i>
	P154	<i>Reporting of safety statistics</i>
	P931	<i>Health and safety inspections on sites</i>
<i>Guidance:</i>	G932A	<i>Rewarding safe behaviour</i>
	G932C	<i>On-site coaching and observations</i>
	G932D	<i>Design observation sheet: frequently asked questions</i>
<i>Forms:</i>	F932/1	<i>Observation sheet (A4 format)</i>
	F932/1A	<i>Observation sheet (A4 with suggested additional subjects)</i>
	F932/2	<i>Observation sheet (A5 format)</i>

	B&V_Manual_BOSS	
File name:	Procedure P932.doc	Prepared by: Reviewed by:
Date of issue:	2 December 2009	E R Powell A E Collins
Date printed:	14 December 2010	

- [F932/2A](#) *Observation sheet (A5 with suggested additional subjects)*
- [F932/3](#) *Observation score chart (File size = 1.6MB)*
[Version without graphics](#) (File size = 151kB)
- [F932/5](#) *BOSS observation sheet for design activities*