

GB315D

Behaviour on safe sites (BOSS)

ON-SITE COACHING AND OBSERVATIONS

Related process:

B315 *Behaviour on safe sites*

Associated guidance:

[GB315E](#) *Design activities: coaching and scorecard*

Associated forms:

[FB315/1](#) *Observation sheet (A4)*

[FB315/2](#) *Observation sheet (A5)*

[FB315/3](#) *Observation score card*

1. COACHING

When observing and coaching individuals on site, managers and supervisors should:

- take sufficient time to observe individuals;
- select a safe place and time to speak with an individual;
- put people at ease before starting a coaching conversation;
- be open, honest and direct, avoiding arguments or confrontation;
- create a dialogue, asking questions to help people recognise their own behaviour and whether they think it is safe or unsafe;
- discuss both safe and at-risk behaviours observed;
- recognise and reward behaviours that contribute to a safe working environment;
- obtain recognition and understanding of at-risk behaviours observed and the risks these create;
- agree any changes that need to be made and obtain a commitment to make those changes;
- encourage individuals to adopt a zero-tolerance approach, to stop work and report any unsafe acts and unsafe situations that they observe;
- encourage individuals to provide suggestions on improvements to site safety;
- recognise and reward ideas, changes and improvements made by individuals following coaching sessions.

2. OBSERVATION TOURS

The effect of BOSS observations and coaching will be measured by means of formal observation tours which should be conducted as set out below:

File name: b-and-v-coaching-

guidance.doc

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(a) Frequency:

Directors, managers and supervisors should ensure that observational tours are carried out in accordance with the table below which sets out the minimum requirements. Site Managers are responsible for arranging for additional observation tours as necessary to reflect the activities being undertaken, the associated risks and the numbers of personnel on site. The target for the number of observational tours that are to be completed for each project should be detailed in the Construction Phase Plan.

Observer	Location	Frequency
Client Centre Directors	One site within area of responsibility	Every three months
Contracts Managers & Senior Managers	One site within area of responsibility	Every month
Site Manager or a nominated observer	Construction site within area of responsibility *	Daily
Health and Safety Advisers	Construction sites within area	When conducting a safety inspection visit.
Health and Safety Advisers working full-time on a site	The site to which they have been appointed	Daily

* For multi-location projects, as a minimum, one location should be subject to an observation tour each day.

(b) Observation topics:

Observation tours should focus around five key topics. Three of the topics (the ‘core topics’) are mandatory and are applicable to all sites. These are selected by the BVL Safety and Health Management Committee. The two other topics are to be selected by each project team, based on the activities being carried out at that site.

By focussing on key topics the aim is to raise personal awareness leading to sustained improvement in safety performance in those topic areas. The topics may be revised from time to time, following a period of sustained compliance.

(c) Roles and responsibilities:

Site Manager:

A Site Manager should ensure that:

- a ‘BOSS Champion’ is appointed for the site;
- two project-specific topics are identified to be monitored during the observation tours;
- individuals from the site team are identified to conduct observation tours;
- observation tours are completed in accordance with the table above;
- feedback on the observation tours is discussed during site meetings, safety committee meetings and daily briefings as appropriate;

- improvement actions identified during the observation tours are implemented.

BOSS Champion:

The BOSS Champion is responsible for ensuring that:

- formal observations of each topic are conducted weekly;
- a summary of the site's observation results are displayed on site for all to see — the observation score chart ([FB315/3](#)) can be used to record the results.

Observer:

The observer should:

- monitor the success of on-site coaching by undertaking formal BOSS observation tours;
- share observation findings with the person's supervisor or manager;
- record findings on the BOSS observation form and provide copies to the Site Manager and BOSS Champion.