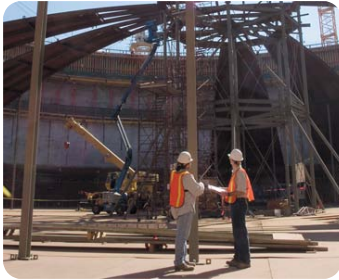


BUILDING A WORLD OF DIFFERENCE®



BLACK & VEATCH



BOSS

BEHAVIOUR ON SAFE SITES

in DESIGN

Agenda

1. **BOSS background**
2. **BOSS in practice**
3. **BOSS support**
4. **BOSS summary**



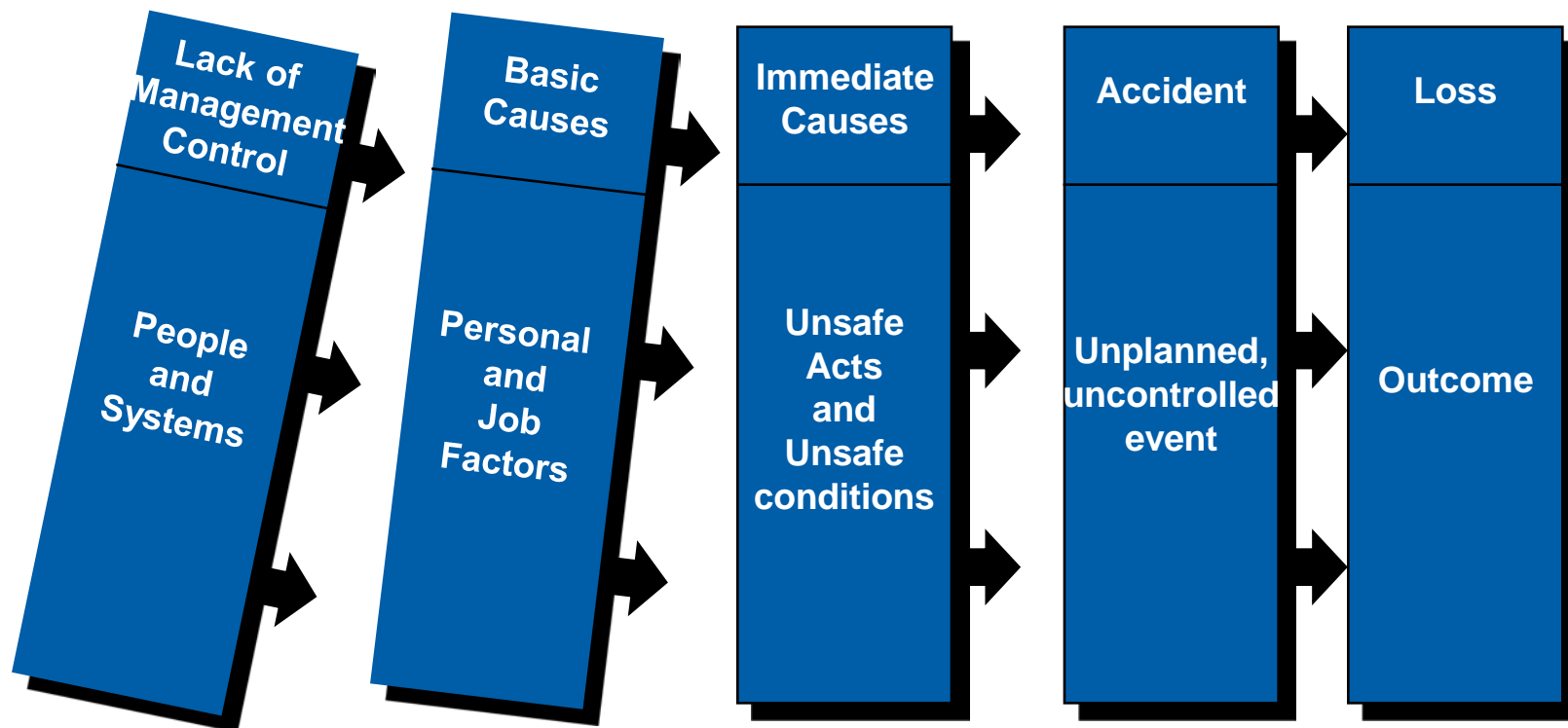
BOSS background

- **We want everyone to:**
 - **come to work healthy**
 - **work safely**
 - **go home healthy**

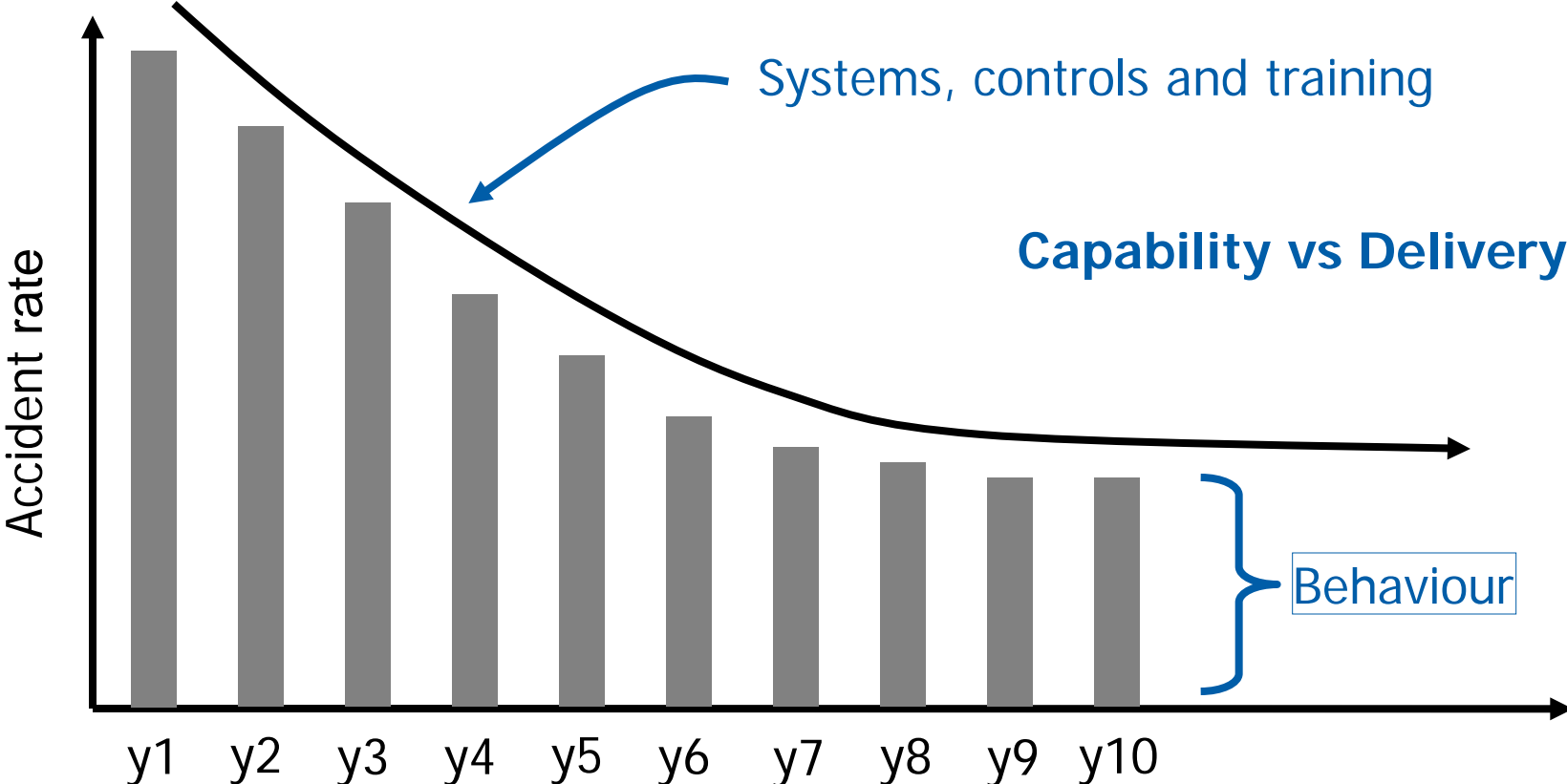


BOSS is created for us by us

ACCIDENT CAUSATION MODEL



THE SAFETY PLATEAU



BOSS

BEHAVIOUR ON SAFE SITES

Requires

- **Personal Leadership, Example, Visibility, Engagement & Change**
- **Changing our behaviour to achieve 100% safe behaviour and Zero incidents**
- **Any other targets are unacceptable**

Zero Tolerance Commitment

Our Zero Tolerance commitment to you

You will never be asked or expected to work in unsafe situations or to carry out unsafe acts

You have the full authority of our directors, Safety & Health team, site managers and supervisors to have 'Zero Tolerance' towards unsafe acts and situations

Your Zero Tolerance commitment to us

If you see an unsafe act or situation you should stop and report the situation so that it can be dealt with and we can prevent it causing an accident



Workforce involvement & ownership

Focus on behaviours

- **recognise safe and at-risk behaviours** in yourself and others

Personal leadership

- **lead by example**; coach, give recognition & reward

Positive reinforcement

- **engage with others** to reinforce safe behaviours and help change at-risk behaviours

On-site observations

- **observe and measure** behaviours through regular observation tours

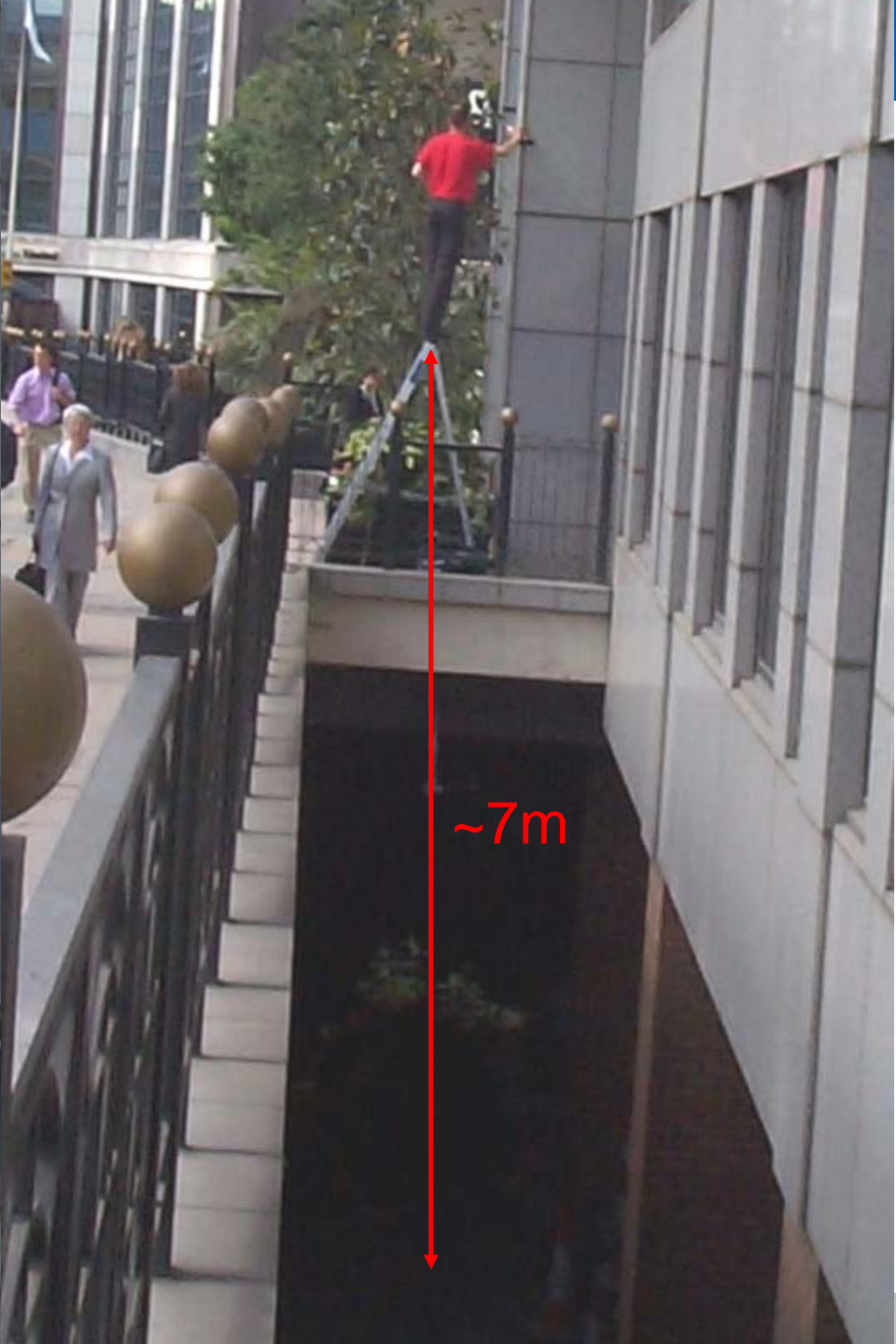
Next Generation - Supply chain BOSS & BOSS for Designers

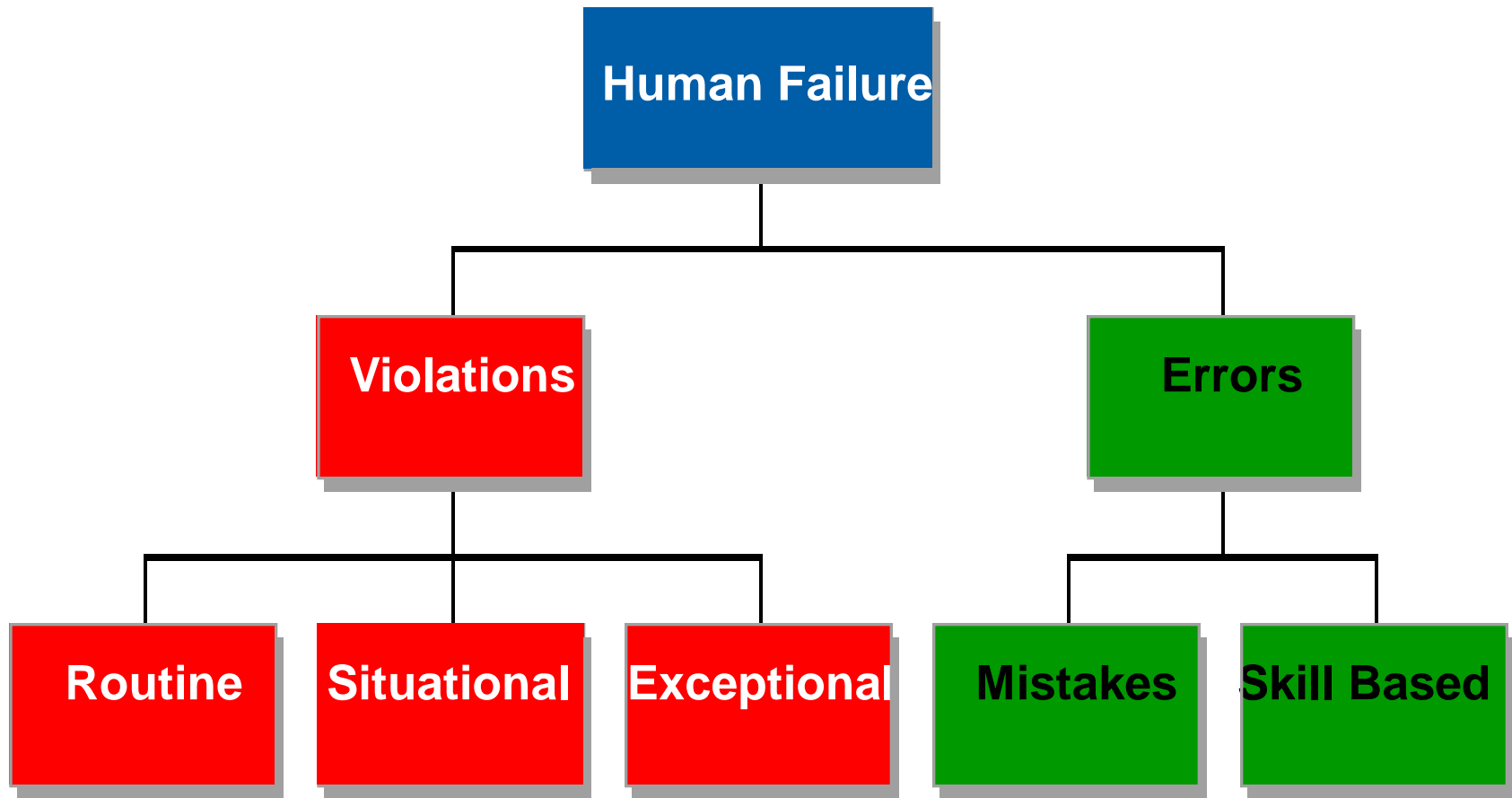
BOSS Theory

Understanding Health & Safety Behaviours

PEOPLE CAUSE ACCIDENTS

The HSE estimates that approximately 90% of accidents
are caused by
human behaviour





VIOLATIONS

People break rules!

Violations

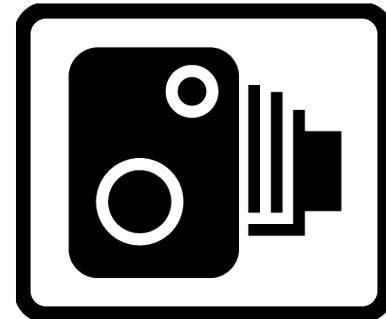
“natural human tendency to take the path of least effort”

+

“a relatively indifferent environment (ie one that rarely punishes violations or rewards observance)”

Violations are by far the most common, but why ?

BEHAVIOURAL CHOICES



Behaviour is largely a function of consequences

CHANGING HABITS

Many behaviours are habitual and as such are resistant to change



CONSEQUENCES CHANGE BEHAVIOUR

A process is often required to create new, safe habits

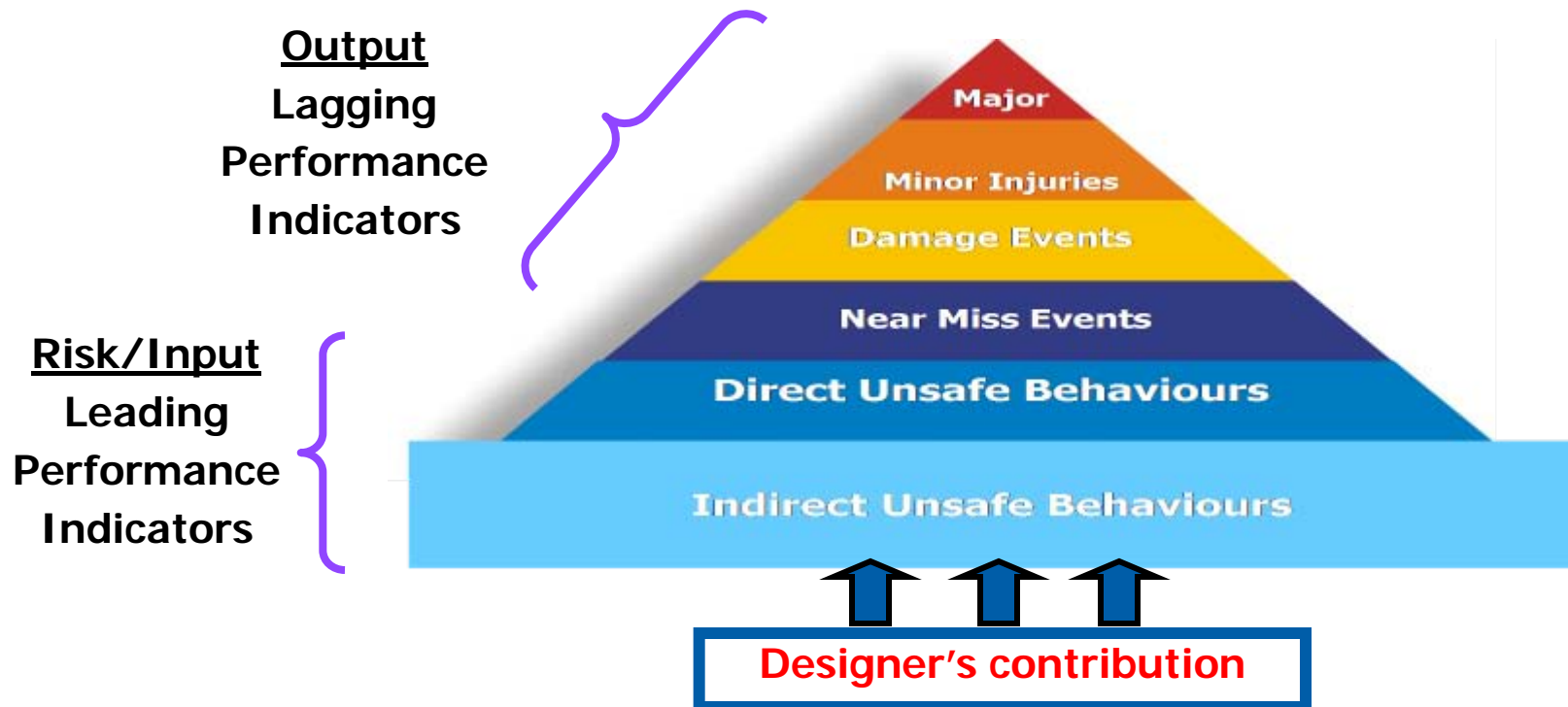
BOSS in Practice

Performance Management

CREATING FOCUS AND ALIGNMENT OF EFFORT

- **Measures that are valuable and meaningful**
- **Create a clear link between behaviours and results**
- **Ensure that measures are within the control of those being measured**
- **Create a *hierarchy of accountability***

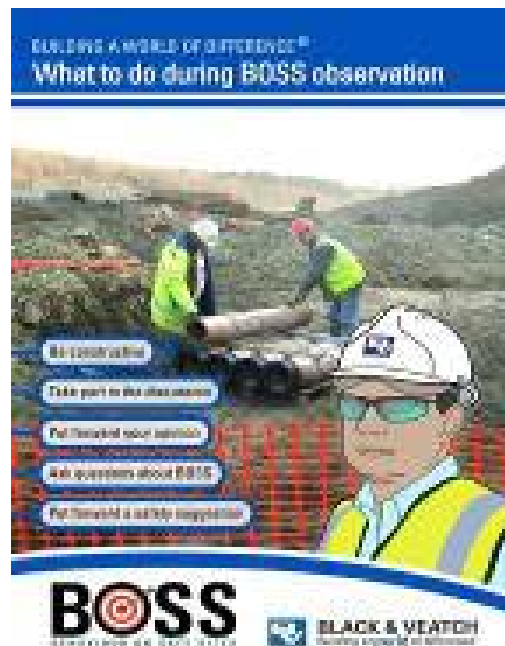
MEASURES - PERFORMANCE INDICATORS



Lagging indicators give minimal information
Leading indicators are indicative of risk

BOSS Performance Management

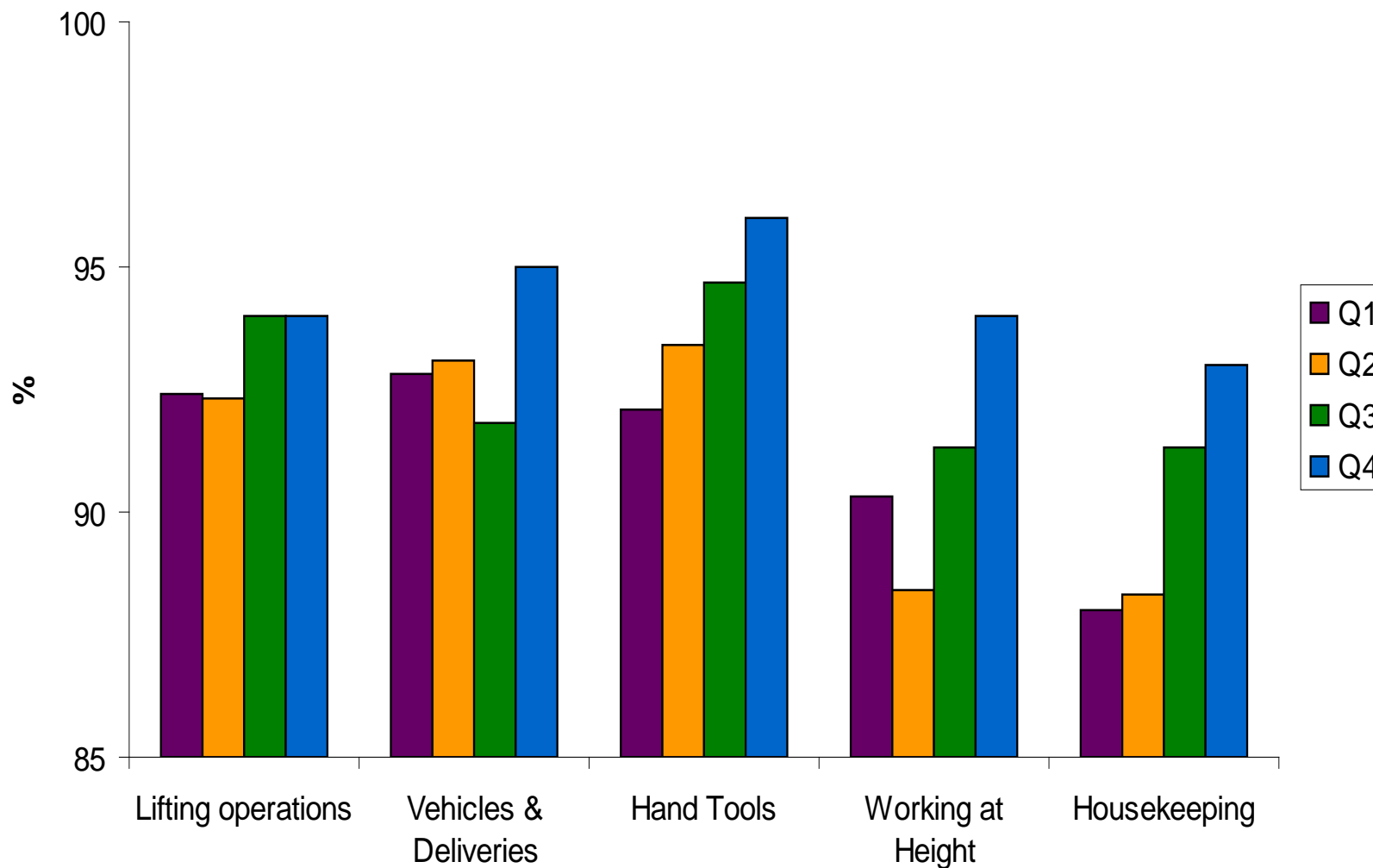
On-site observations



Personal goals



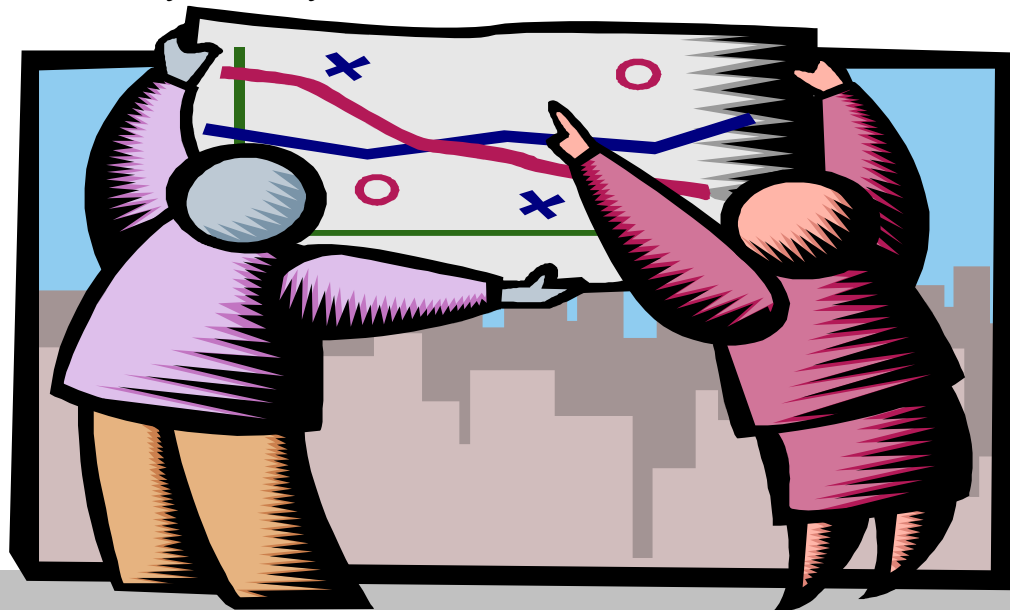
BOSS Observation Results 2008-2009



DESIGNING AN EFFECTIVE MEASUREMENT SYSTEM

We want to ensure that:

- *Safe Productivity* is the focus
- *quantity* and *quality* are both measured
- other business measures do not get rewarded by poor safety performance
- We focus on areas for improvement and highlight current successes
- We recognise good achievements
- We provides a simple measure that local teams and individuals can relate
- Measures are mainly activity based and within the control of those being measured



MEASUREMENT

Leading performance indicators are essential for active safety management. What measures would indicate positive performance within B&V for Designers?

Leading Performance Indicators

-
-
-
-

Areas of potential risk

Focus on design for construction/operational safety:

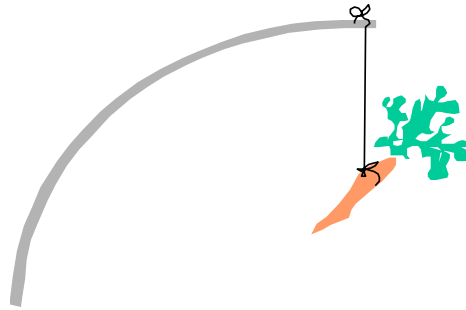
- Eliminating work at height or in confined spaces
- Provision of access for all work activities
- Compliance with pressure ATEX and other regulations
- Design for sectional completion
- Design for sectional commissioning, safe commissioning
- Consideration of temporary works for construction
- Consideration of temporary works for commissioning
- Design ensuring service avoidance
- Design to eliminate hot works and other permits
- Design to allow safe handling during construction maintenance and use.
- Prefabricate off site through design and scoping

Other important aspects

- Communications
- Competence
- Risk identification
- Change management
- Feedback

Celebrate good performance through POSITIVE CONSEQUENCES

Referred to as positive reinforcement (R+)



- Based on activity measures not results
- Focussing on *improvement* for positive reinforcement
- Recognise the individual and the team
- Create a sense of positive awareness of team behaviours
- Include contractors at procurement/contract phase

BOSS Support Safety Coaching

Good Communicators

**Coaching is more than
simply giving someone the thumbs up occasionally**

***How we communicate is as important as what
we communicate***



Tackling Unsafe Behaviour

When approaching someone who's behaving unsafely keep it:

Polite

Friendly

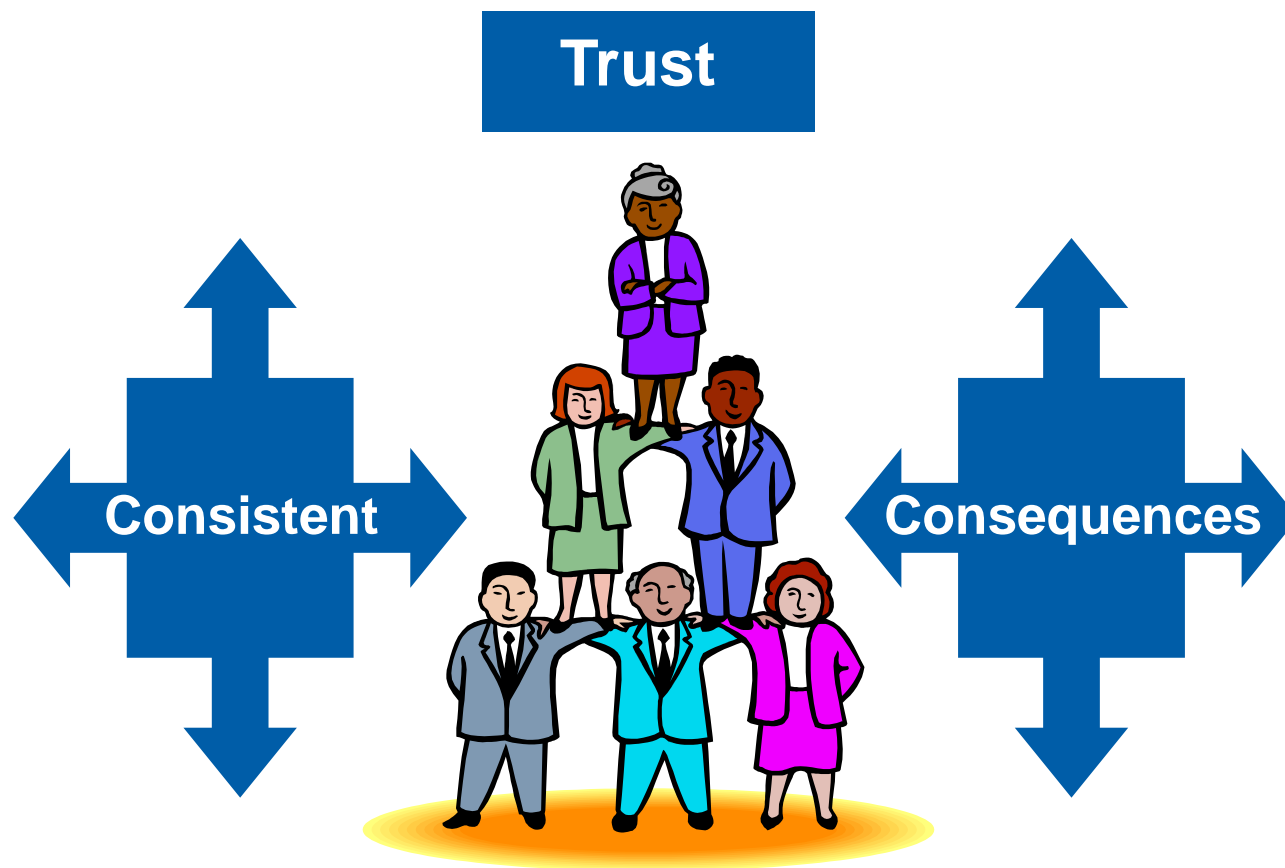
Helpful

Improvement focussed

**The person being coached should feel
valued NOT embarrassed
encouraged NOT lectured**

Effective Coaches

Effective safety coaches recognise the importance of their personal interactions in the workplace



BOSS summary



Requires

- **Personal Leadership, Example, Visibility, Engagement & Change**
- **Changing our behaviour to achieve 100% safe behaviour and Zero incidents**

