

GB315C

Health and safety management on site BOSS ON SITES — FREQUENTLY-ASKED QUESTIONS

1. [Where does the 'BOSS' name come from?](#)
2. [Where does BOSS apply?](#)
3. [What is 'zero tolerance'?](#)
4. [Why do the Golden Rules exist?](#)
5. [Golden Rules terminology](#)
 - 5.1 [What does 'authorised' mean in the Golden Rules?](#)
 - 5.2 [Why use the word "authorised"?](#)
 - 5.3 [Why not use the terms 'trained' or 'competent'?](#)
 - 5.4 [Who authorises?](#)
 - 5.5 [Who authorises sub-contractors' operators?](#)
 - 5.6 [Who authorises delivery drivers using HIABs to offload?](#)
6. [How often do I need to do an observation tour?](#)
7. [Can I change the observation topics?](#)
8. [How often with the observation tour topics change?](#)
9. [What does the BOSS Co-ordinator do?](#)
10. [How do I order BOSS promotional materials?](#)

Related process:

B315 Behaviour on safe sites

Associated guidance:

[GB315A](#) Behaviour on safe sites
[GB315B](#) Rewarding safe behaviour
[GB315D](#) On-site coaching and observations

Associated forms:

[FB315/1](#) Observation sheet (A4 format)
[FB315/1A](#) Observation sheet (A4 with suggested additional subjects)
[FB315/2](#) Observation sheet (A5 format)
[FB315/2A](#) Observation sheet (A5 with suggested additional subjects)
[FB315/3](#) Observation score chart (*File size = 1.6MB*)
[Version without graphics](#) (*File size = 151kB*)

1. WHERE DOES THE 'BOSS' NAME COME FROM?

BOSS or 'Behaviour on Safe Sites' was suggested by one of our supervisors at a behavioural safety training course. The Steering Group assessed a number of suggested names and 'BOSS' was the unanimous winner.

2. WHERE DOES BOSS APPLY?

BOSS covers all aspects of Black & Veatch Ltd's (BVL) business and applies to everyone working on our sites and in our offices. This includes our employees, agency personnel, contractors, sub-contractors and suppliers. BOSS has been introduced on all of our construction sites. A Working Group has been set up specifically to look at applying BOSS to design and other office-based activities.

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3. WHAT IS ‘ZERO TOLERANCE’?

Zero Tolerance is your right not to have to tolerate unsafe acts or situations. On a BVL site or in an office, you will never be asked or expected to work in unsafe conditions or to carry out unsafe acts. You have our total commitment on that.

BOSS relies on everyone not tolerating any unsafe acts or unsafe situations arising from at-risk behaviours on our sites. Anyone who identifies an unsafe act or an unsafe situation should stop the work and report the situation to a supervisor so that appropriate action can be taken to deal with it. In doing this, you have the full authority and support of BVL, its directors, safety and health teams, site managers and supervisors.

4. WHAT ARE ‘THE GOLDEN RULES’ AND WHY HAVE THEM?

BOSS is mainly concerned with positive encouragement, reinforcement and recognition of safe behaviours through intervention and coaching. However, there are a small number of high-risk behaviours that will not be tolerated on BVL sites at any time. These are to do with the safe operation of plant, safe lifting, excavation, work on electrical equipment, alcohol and drugs.

To make them clear to everyone, the key requirements have been set out in our Golden Rules. These Rules are very simple and easy to keep. Breaking a Golden Rule is a very serious matter since it can put many other people at risk. If a Golden Rule is broken, it will result in removal of the person or persons responsible from the workplace, suspension and possible disciplinary action.

5. GOLDEN RULES TERMINOLOGY

5.1 What does ‘authorised’ mean in the golden rules?

The Golden Rules are intended to communicate our requirements to all personnel who work on our sites and in our offices. They have been written in a way that should ensure that everyone will understand what is expected of them.

The Rules use the word ‘authorised’ on three occasions:—

- “**Don’t** operate or drive plant or machinery unless you have been authorised to do so.”
- “**Don’t** work on electrical equipment unless you have been authorised to do so.”
- “When lifting, **don’t** take signals, directions or instructions from anyone other than the authorised signaller.”

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5.2 Why use the word “authorised”?

Authorise means ‘to give authority to’.

Authority is ‘the legal power or right or permission to do something’. It places that person or persons in control.

The reasoning behind ‘authorisation’ is as follows:—

- We are responsible for the health and safety of everybody on our sites;
- We need to be in control of all operations on our sites;
- Operated plant in the wrong hands has the potential to cause major harm to many people;
- We need to know in advance who will be operating plant on our sites;
- We need to carry out the necessary checks to ensure that plant operators are suitably trained, competent and certified;
- When these checks have been completed and we are satisfied regarding the suitability of particular personnel to operate plant on the site, we will inform them that they are allowed to operate that plant;
- We do this by ‘authorising’ them.

On each site, we need to make it clear who has (and who has not) been authorised to carry out the safety-critical roles of operating plant. The clarity of decision and communication will give us the control we need on site.

Authorisations must be defined and clearly communicated to the individual and to others who need to know. This can be done by displaying on notice boards the photographs of authorised persons.

5.3 Why not use the terms ‘trained’ or ‘competent’?

People may think they have been ‘trained’ or are ‘competent’. They may have a CSCS or CPCS card, but we do not want them making their own decisions on whether they comply. We want to make it clear that we make the decisions regarding who operates plant.

5.4 Who authorises?

It is the responsibility of our site management to authorise people to carry out activities on that site. Those who give this authorisation must be competent to do so. For plant operators and slinger/signallers, we will need to carry out the usual checks on their training and certification. The ‘authorisation’ is just a formalisation of the end of this process. The Construction Phase Plan is used to set out the duties of personnel and will include the names of those who can authorise plant operators and slinger / signallers.

If someone is authorised to operate plant without the requisite checks having been made, it will be the authoriser who will be subject to disciplinary procedures.

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5.5 Who authorises sub-contractors’ operators?

In order to retain control, BVL personnel must have the final decision on authorisation. The sub-contractor should provide the names and documentation of those people he authorises to operate his plant and we should give our authorisation if we are satisfied after carrying out our usual checks.

BVL’s normal health and safety procedures for the supervision of sub-contractors will be used to check that only those authorised people operate the plant.

5.6 Who authorises delivery drivers using HIABs to offload?

As with sub-contractors, to retain control we must be the final authoriser. The HIAB driver should present us with the requisite documentation for us to verify. We should give our authorisation if we are satisfied after carrying out our usual checks.

6. HOW OFTEN DO I NEED TO DO AN OBSERVATION TOUR?

Process **B315** and document [GB315A](#) set out the minimum numbers of formal observation tours that should be carried out on our sites — these are reproduced in the table below for ease of reference.

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.

7. CAN I CHANGE THE OBSERVATION TOPICS?

The observation tours are designed to focus on five key topics. Three of the topics (the ‘core topics’) are mandatory and are applicable to all sites. These have been selected by the BVL Safety and Health Management Committee. Any changes to these topics must be approved by the Committee. Suggestions for changes can be made through local safety advisers.

The two other topics are selected by each project team, based on the activities being carried out on that site. The questions set for these additional topics will need to be devised by the site team and approved by the Project Manager.

8. HOW OFTEN WILL THE OBSERVATION TOUR TOPICS CHANGE?

The observation tour topics will change when a period of sustained compliance has been achieved. This will be decided by the Safety and Health Management Committee following a review of the observation tour results.

9. WHAT DOES THE BOSS CO-ORDINATOR DO?

The BOSS Co-ordinator is appointed by the Site Manager. The Co-ordinator is responsible for ensuring that the tours are conducted and recorded. The Co-ordinator should ensure that the BOSS observations score chart (form [FB315/3](#)) is completed each week and is displayed at site.

10. HOW DO I ORDER BOSS PROMOTIONAL MATERIALS?

Promotional material is available from the following sources:—

Banners for display on sites: Gratel (by purchase order) (01403 210 385).
BOSS mugs and pens: Client Services Department in Redhill.
PPE with the BOSS logo: Rugby Industrial Supplies (01792 816 708).