Company Induction

Personal Responsibility for Safety
R.I.S. Key Policies

• The effective and successful management of health, safety, environment and quality is key to the success of our business

• Therefore we are committed to:
  – Ensuring our employees and others affected by our activities return home to their families without injury or ill health
  – Protecting the natural and built environment and working in a way that meets our present needs without preventing future generations to meet their own needs
  – Providing a quality service to reduce business risks, to increase customer satisfaction and to drive continuous improvement
R.I.S. Key Policies

• In addition we have policies to cover the following:
  – Bribery & Corruption
  – Business Continuity
  – Corporate Social Responsibility
  – Drugs & Alcohol
  – Employee Relations
  – Equality
  – Training & Development
Personal Responsibility For Safety

Personal Expectations
Clear Expectations

- Make safety as important as any other personal priority (make it a big deal)
- Ensure you know what is expected of you and your colleagues
- Follow the rules and procedures and encourage colleagues to do the same (doing the job right is more cost-effective than taking short-cuts)
- Ensure that you live up to the safety standards you expect of others
- Say what you expect of others and make sure they understand your message
- Help create a culture of safety within R.I.S.
- Play your part to create a safe and healthy working environment for everyone
Effective Communication

- Where possible use face to face communication
- Remember to listen and ask open questions (who, what, why, when, where & how)
- Make sure people understand what you’ve said
- Be genuine and make sure your actions and body language support what you are saying
- The messages you give will be much stronger if you are seen to have a strong personal belief in safety
- Choose the correct time, place and method to get the message across
Personal Leadership

• Lead by example, be consistent and follow procedures
• Recognise safe behaviour, give praise and say thank you where deserved
• Have courage to do the right thing and do not tolerate unsafe behaviour
• Demonstrate personal commitment to safety at work and at home
• Believe that you can make a difference and follow up commitments
• Be enthusiastic, open and take time to co-operate on safety matters
• Give and welcome feedback
• Even when under pressure maintain your safety standards
• Speak about your personal commitments to safety
Personal Risk Awareness

• Get involved in discussions about risks on the job, questioning anything you do not understand
• Share your experiences with others and encourage them to do the same
• Get involved in practical work site inspections and always stay aware of your surroundings
• Even when undertaking a routine activity that you believe is safe always consider the consequences of the worst possible outcomes (personal, family, company, legal etc.) and act in a way that reduces the risk
• Practice your Hazard Spotting skills away from the workplace
• Continually assess the potential influence of changes to the work
• Be aware that alcohol and drugs may impair risk awareness
Planning

- When planning ensure input from all involved, consider any limitations, ensure you have the time and resources to do the job safely and ask for help where needed
- Take time to fully familiarise yourself with the safety aspects of the work and question anything that is not completely clear to you
- Understand your interaction with other people involved in the plan
- Where changes to the plan occur stop work safely and take time to reassess the situation
- Look for opportunities to improve whilst doing the job and feed this back for inclusion in future plans
The Right & Duty To Intervene

• Believe you can make a difference and have the courage to challenge unsafe acts
• Lead by example and take action (think about the consequences of turning a blind eye and remember you have a right and moral duty to intervene)
• Welcome interventions from others and accept them in a positive manner
• Intervene in a way which is positive, constructive and considerate
• Intervene to learn and to praise positive and safe behaviours as well as to challenge unsafe behaviours
Accountability

- Follow the rules, they are there to keep you safe
- Take responsibility and ownership for safety in the environments that you live and work in
- Take action and offer solutions to prevent accidents
- Take time to think about the positive and negative consequences of the actions of yourself and your colleagues
- Have the confidence to stop any job that you believe cannot be completed safely
- Be a positive influence on others and set a good example
Self Evaluation

• Ask for feedback from others who work with you and be prepared to give feedback to others
• Use feedback to help steer your self-improvement
Develop, Encourage & Maintain Safe Behaviours

• Start every day by thinking of how you can keep yourself and others safe and make continuous improvement a personal goal
• Make Hazard Spotting a habit and always implement actions to overcome risks
• Constantly do things the safe way at work and at home
• Provide feedback and encouragement on things that work and constructive criticism for things that don’t
• Explain why the rules and procedures are there
• Share good practice and intervene to change bad practice
• Give and act on positive and negative feedback
• Continually look for opportunities to learn from others
• Keep communicating the benefits of safe working practices at work
Good Business is About...

- Good Health & Safety Standards
- Good Environmental Standards
- Good Quality

• If We All
  - Use our Common Sense
  - Take Personal Responsibility
  - Are, Genuine, Honest & Open

• We Will
  - Protect People from Injury & Ill Health
  - Protect the Environment
  - Grow our Company
“Let's be careful out there”

In 2009, in response to public opinion & perception, Prime Minister David Cameron asked Lord Young of Graffham to undertake a ‘root & branch review of the Health & Safety of Great Britain. In the foreward to the report, David Cameron wrote:

“Good health and safety is vitally important. But all too often good, straightforward legislation designed to protect people from major hazards has been extended inappropriately to cover every walk of life, no matter how low risk.

As a result, instead of being valued, the standing of health and safety in the eyes of the public has never been lower. Newspapers report ever more absurd examples of senseless bureaucracy that gets in the way of people trying to do the right thing and organisations that contribute to building a bigger and stronger society. And businesses are drowned in red tape, confusion and the fear of being sued for even minor accidents.

Instead, we’re going to focus regulations where they are most needed; with a new system that is proportionate, not bureaucratic; that treats adults like adults and reinstates some common sense and trust.”
Following Lord Young’s Report, Chris Grayling, the Minister of state for Employment (& the HSE) asked Professor Ragnar Lofstedt (Professor & Director of King’s Centre for Risk Management, at King’s College London) to look into the scope for reducing the burden of health and safety regulation on business, whilst maintaining the progress that has been made in health and safety outcomes.

In the foreward to that report Lofstedt wrote:

“I have concluded that, in general, there is no case for radically altering current health and safety legislation. The regulations place responsibilities primarily on those who create the risks, recognising that they are best placed to decide how to control them and allowing them to do so in a proportionate manner. There is a view across the board that the existing regulatory requirements are broadly right, and that regulation has a role to play in preventing injury and ill health in the workplace. Indeed, there is evidence to suggest that proportionate risk management can make good business sense.

Nonetheless, there are a number of factors that drive businesses to go beyond what the regulations require and beyond what is proportionate and I have made recommendations to tackle those which relate to regulations. These will enable businesses to reclaim ownership of the management of health and safety and see it as a vital part of their operation rather than an unnecessary and bureaucratic paperwork exercise.”

Losftedt stated: “Although health and safety legislation is broadly fit for purpose I have identified some duties that appear to have resulted in unnecessary costs to business whilst offering little benefit. These should be revoked, amended or clarified, subject to consultation.”

He recommended that the following regulations should be revoked:

- **The Notification of Tower Cranes Regulations 2010 and the Notification of Conventional Tower Cranes (Amendment) Regulations 2010** – because the Impact Assessment was not able to identify any quantifiable benefits to health and safety outcomes.

- **The Celluloid and Cinematograph Film Act 1922 (Exemptions) Regulations 1980 and the Celluloid and Cinematograph Film Act 1922 (Repeals and Modifications) Regulations 1974** that are no longer needed to control health and safety risks.

Lofstedt recommend that the following regulations should be amended, clarified or reviewed:

- **The Health and Safety (First Aid) Regulations 1981** should be amended to remove the requirement for HSE to approve the training and qualifications of appointed first-aid personnel. This requirement seems to have little justification provided the training meets a certain standard.

- **The Construction (Design and Management) Regulations 2007** and the associated ACoP evaluation should be completed by April 2012 to ensure there is a clearer expression of duties, a reduction of bureaucracy and appropriate guidance for small projects.

- **The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR)** and its associated guidance should be amended by the end of 2013 to provide clarity for businesses on how to comply with the requirements.

- The requirement for portable appliance testing should be further clarified (including through changes to the wording of the **Electricity at Work Regulations 1989** if necessary) by April 2012 to stop over-compliance and ensure that these messages reach all appropriate stakeholder groups.

- **The Work at Height Regulations 2005** and the associated guidance should be reviewed by April 2013 to ensure that they do not lead to people going beyond what is either proportionate or beyond what the legislation was originally intended to cover.

The recommendations mentioned above are now mostly complete.

Lofstedt’s work is very much a housekeeping & tidying-up exercise, and did not make the radical changes that the Government had hoped.

Since 1992 when the ‘Six Pack’ was introduced as a result of an EU Directive, there has been a steady flow of Regulations resulting from EU Directives: e.g. CDM & Work at Height

So as not to misunderstand the purpose of EU Directives, their principle purpose is to create a ‘level playing field across Europe’. It is often quite rightly said that the UK implement the Directives to the letter, whilst the rest of Europe implement different standards.

The UK & the Republic of Ireland are the only countries in Europe with a ‘Common Law’ system. France, Germany, Spain & Italy etc. have a ‘Civil Law’ system.
The European Civil Law system effectively provides a target setting framework, and in the case of Prosecutions a Judge adopts an inquisitorial role, whereas in our Common Law System, we are allowed to do anything that is not prohibited by law, or, for example, we are prohibited from not preventing falls; thus this is written into our law – hence the perception that the UK ‘gold plates’ the EU Directive. In the case of prosecutions, the UK has an adversarial court system whereby two advocates attempt to prove their case in front of a Jury – in Health & Safety Law, the burden of proof being on the Defence to prove on a balance of probabilities that there was nothing more they could reasonably have done.

So Workplace fatalities have reached a plateau of c. 250 per year. More regulations will not reduce that, there will always be those who are either wilfully (or otherwise) negligent, those who wilfully ignore the law, or those who do not make a suitable & sufficient assessment of the risks associated with their work.

Regulations place the burden on the Employer. The Employee’s only duties are contained in ss. 7 & 8 of the HSW Act 1974, which require the Employee to co-operate with their employer, and not to interfere with anything that is provided for their safety (or that of others).

However, the HSE are seeking to prosecute more individuals and the number of prosecutions of employees under s. 7 of the HSW Act is increasing, although these are still relatively few.

The HSE will prosecute individuals where the employer has done all that was reasonably practicable, and the employee has been irresponsible, or has not taken responsibility for their own safety.

Finally the Claims Culture that has developed has led to employees believing that they have no responsibility for their own safety. ‘If you hadn’t been at work, you wouldn’t have been injured’. (I have previously sent out papers of Conditional Fee Arrangements).

**Slides 11, 12 & 13**

Judith Hackitt (Chair of HSE)

- Paperwork & procedures provide framework, but it’s people who matter
- Leadership is about human skills
  - Common sense
  - Personal responsibility
  - Integrity

Judith Hackitt (Chair of HSE)

- “I am firmly of the view that we have reduced far too much of the roles of managers & supervisors in all organisations to ‘tickling boxes’
- It is time to throw away the clipboards, put the rule books in the drawer where they belong - for reference occasionally - and rely much more on human processes
- No matter where any of us work, we lead people, not organisations or systems”

Judith Hackitt (Chair of HSE)

- “That’s why human skills lie at the heart of leadership:
  - Common sense
  - Personal responsibility
  - Integrity
- If the leader shows those skills, it will become the culture & the behaviour of the whole organisation because the people you lead will be inspired to follow your example – & there is no better way to start than by showing everyone in your organisation that you care about them & their health, safety & well being”

Long before the Young & Lofsted Reports the HSE recognised that ‘Paperwork & Procedures provide the Framework, but it’s People who Matter. I think the message is here is clear. ‘Peace of Mind not Piece of Paper’!
**Personal Responsibility for Safety**

- One of many ‘Behavioural Safety’ Initiatives found in:
  - Construction
  - Health & Social Care
  - Logistics
  - Manufacturing
  - Nuclear
  - Pharmaceutical

**Nine Observable Behaviours**

1. CLEAR EXPECTATIONS: High safety standards are set & followed
2. EFFECTIVE COMMUNICATION: Everyone is involved in regular face to face discussions on safety issues
3. PERSONAL LEADERSHIP: People are leading through personal safe behaviours & positive encouragement
4. PERSONAL RISK AWARENESS: People continually act to manage & assess risks
5. PLANNING: Time is set aside for planning, all involved in the job are included & all questions are addressed

---

**Personal Responsibility for Safety**

- Part of the North Sea Oil & Gas Industry’s ‘Step Change in Safety’ Initiative
- A programme brought in after the Piper Alpha disaster
- Many survivors felt they could have done more to help their colleagues

---

**Personal Responsibility for Safety**

- Developed by a consortium of large & small companies & organisations working in the North Sea Oil & Gas Industry
- Several major companies e.g. (BP & Shell) have their own programmes & Initiatives
  - But can fail as they are hijacked by the corporate need – flavour of the month, a means to blame individuals.
- However, the combined experiences & opinions of the consortium prevent PJUS being hijacked & de-railed by one company

---

**Personal Responsibility for Safety**

- To achieve a further Step Change in safety performance, every one of us must accept a greater level of responsibility for our own safety and the safety of others
- Personal Responsibility for Safety is about all of us, working safely, & caring for the safety of our colleagues, family, friends & everyone else we come into contact with & always intervening when we observe unsafe behaviours or conditions
- Personal Responsibility for Safety is founded on Nine Observable Behaviours

---

**Personal Responsibility for Safety**

- The Right and Duty to Intervene: Everyone is looking out for each other, stopping unsafe acts & questioning what & why things are being done
- ACCOUNTABILITY: People are organised, enthusiastic, act safely & do not tolerate unsafe behaviours
- SELF EVALUATION: People list & openly share their safety commitments, seek feedback & measure progress
- DEVELOP, ENCOURAGE & SUSTAIN SAFE BEHAVIOURS: People are giving encouragement, offering help and know how their actions contribute to safety performance
Clear Expectations

• What We Expect of our People:
  – Make safety important, follow the rules & procedures & ensure you understand what is expected of you & your colleagues.
  – Ensure that you live up to the safety standards you expect of others.
• What We will Provide to Support our People:
  – An induction process which clarifies company & industry expectations
  – Clear simple rules and procedures

Effective Communication

• What We Expect of our People:
  – Face to face communication (where possible)
  – Always listen carefully, ask open questions, check understanding & agree any solutions
  – Be sure your actions support what you are saying
• What We will Provide to Support our People:
  – Communications in clear & concise language avoiding jargon & abbreviations
  – Explanation of changes & encouragement of feedback
  – Opportunity to provide open feedback without fear of retribution
  – Regular face to face communication with Senior Management

Personal Leadership

• What We Expect of our People:
  – Lead by example & praise safe behaviours.
  – Have courage to do the right thing & do not tolerate unsafe behaviour whether at work, home or leisure
  – Believe that you can make a difference
• What We will Provide to Support our People:
  – Senior management commitment to safety & encouragement for continued safe behaviours at work, home & leisure
  – Training in safety leadership & behavioural skills
  – Encouragement for the recognition of safety contributions

Accountability

• What We Expect of our People:
  – Accept responsibility for your actions & their consequences & offer solutions to prevent accidents
  – Accept responsibility for improving health & safety in the environments you work & live in
• What We will Provide to Support our People:
  – Clear communication regarding the consequences of unacceptable safety behaviour and the application of fair & consistent response

Personal Risk Awareness

• What We Expect of our People:
  – Stay aware of your surroundings, remain alert to changes & never put yourself or others at risk.
  – Contribute to discussions about risks on the job, share your experiences & question anything you do not understand
  – Get involved in practical work site inspections & recognise the hazards that could cause an injury
• What We will Provide to Support our People:
  – Relevant risk assessment and observation skills training & a process for the capture & sharing of information and good practice
  – Information on hazards associated with work & home environments
  – Experienced personnel assigned to teach inexperienced, new or transferred personnel

Self Evaluation

• What We Expect of our People:
  – Think about your personal commitments to safety & discuss them with your colleagues
  – Regularly ask for feedback on how you are doing & use this to help improve your performance
• What We will Provide to Support our People:
  – Encouragement of all personnel to make annual safety commitments & share them
  – Guidance & support for the development of safety commitments
  – An appraisal process which includes safety performance feedback

Planning

• What We Expect of our People:
  – Take time to fully familiarise yourself with the safety aspects of the job & question any areas that are not completely clear to you
  – Consider your abilities & interaction with other people
  – Ensure you have the time & resources to do the job safely & request help where needed
• What We will Provide to Support our People:
  – Adequate time for planning & the inclusion of everyone involved in the job
  – Readily accessible information to support planning
  – A simple & effective Change Management process

The Right & Duty To Intervene

• What We Expect of our People:
  – Challenge any unsafe acts or conditions & praise positive & safe behaviours
  – Welcome intervention from others
• What We will Provide to Support our People:
  – Commitment to support everyone who intervenes to improve safety
  – An environment in which all personnel are encouraged to welcome interventions
  – An observation & intervention programme which provides feedback of actions taken
Develop, Encourage & Sustain Safe Behaviours

- **What We Expect of our People:**
  - Start every day by thinking of how you can keep yourself & others safe
  - Practice hazard recognition & make sure controls are in place
  - Provide feedback & encouragement on things that work or require improvement
- **What We will Provide to Support our People:**
  - Promote of safe behaviours & practices at work & at home
  - Recognition for safe behaviours to encourage improvement
  - Encouragement for everyone to contribute to the improvement of safety & feedback on performance

The above slides should be self-explanatory, for further advice, refer to the 18 page PRfS Guidance which provides more detail on the Observable Behaviours.

We should emphasise that this isn’t going to happen overnight, some of these may even be aspirational, but starting along the path is better than not starting at all. There will be plenty of reasons why we can’t do this, but what we should be should be looking for is suggestions from the floor as to how we can implement some of these e.g. I shall be re-launching It’ll Never Happen to Me this week but very much with the theme of:

**Develop, Encourage & Sustain Safe Behaviours**

- Promote of safe behaviours & practices at work & at home
- Recognition for safe behaviours to encourage improvement
- Encouragement for everyone to contribute to the improvement of safety & feedback on performance

Safety Culture is driven by Behaviours – My colleague has used a questionnaire to find out where different people think they as a company are – but this only works if there are c. 12 people or more attending, but otherwise have a discussion as to at what state R.I.S. are (it will be a mixture of all four probably).

**Safety Cultures**

- **There are four states of culture driven by four behaviours**
  - Reactive State driven by Natural Instinct
  - Dependent State driven by Supervision
  - Independent State driven by Ourselves
  - Interdependent State driven by Teams

---

**Reactive State**

- Safety by Natural Instinct
  - Survival of the Fittest
- Compliance is the Goal
  - We only want to avoid prosecution
- Delegated to Safety Advisor
  - Safety is someone else’s job
- Lack of Management Involvement
  - Only involved after a serious incident
It is important to emphasise that the four states of Safety Culture are Different from the five stages of Maturity for PRfS.

**How do we Gather Data?**

**Workplace Checklist (p.1)**

---

**Dependent State**
- Management Commitment
  - Tie the tie
- Condition of Employment
  - Thou shalt work safely otherwise...
- Fear / Discipline
  - If you have an accident it’s your fault & you’ll receive a warning
- Rules & Procedures
  - Do this, do that, don’t think for yourself
- Supervisor Control; Emphasis & Goals
  - I’m in charge – we don’t want any accidents
- Value All People
  - We don’t want you to get hurt

**Independent State**
- Personal Knowledge, Commitment & Standards
  - You have the knowledge, training & experience, you know the standards & you think for yourself
- Internalisation
  - You don’t need to be held by the hand
- Personal Value
  - Take pride in that you can work more efficiently if you work safely
- Care for Self
  - You don’t want to get hurt – neither do your friends & family
- Practice / Habits
  - Working safely is the most efficient way, working safely is 2nd nature
- Individual Recognition
  - We would rather encourage than discourage (more carrot & less stick)

**Inter-Dependent State**
- Help Others Conform
  - Help to improve standards across the company, share your knowledge
- Others’ Keeper
  - Watch out for others, don’t walk by, you may be the only one who spots the hazard
- Networking Contributor
  - Share your knowledge & listen to others, the product is greater than the sum of the individual parts
- Care for Others
  - Don’t leave it too late
- Organisational Pride
  - Take pride in that you are working for a company with an exemplary safety record. Ensure that you & your colleagues contribute to that record

**How Do We Measure Our Success?**
- There are 5 Stages of Maturity in the PRfS Initiative:
  - Emerging: Basic policies & processes in place or being developed
  - Managing: Competencies assessed, training needs identified & implementation under way
  - Involve: Implementation underway; managers & supervisors engaged & involved in delivery to employees & contractors
  - Co-operate: Mutual benefits of the programme understood & programme fully operational
  - Continuously improving: Learning captured & used for improving the programme
- Each of the Nine Observable Behaviours is measured against these stages of Maturity
It is important to discuss the Workplace Checklist, and how this is not a Workplace Inspection. In fact this is exactly what wasn’t done on the Deepwater Horizon (see slides 48 & 49).

Slides 42 to 45

It is important to note that most Behavioural Safety Programmes fail! Purely because people don’t recognise the pitfalls – In fact I have been advised that initially we should focus on avoiding the barriers and Pitfalls rather than chasing the Success Factors! The success factors will follow.
Trevor Kletz OBE FREng FRSC is a British author on the topic of chemical engineering safety. He is credited with introducing the concept of inherent safety, and was a major promoter of Hazop.

In ICI he worked initially as a research chemist, then became plant manager (in turn) of iso-octane, acetone and tar acids plants. After further experience in process investigation and commissioning in the Technical Department, in 1961 he became assistant works manager on the Olefines works. In 1968, he was appointed the first Technical Safety Advisor.

During this time, ICI developed hazard and operability studies, now known as Hazop, for which he was an enthusiastic advocate, and the author of the first book on the subject.

When he retired in 1982 he had established a safety culture within the company based on communication, and had begun a second career and an international reputation as an author and speaker. Most of his books are concerned with case studies from industry and the human and technical causes.
Shortly after his retirement he expanded a paper entitled “What you don’t have, can’t leak” into the book which began the concept of inherent safety. Trevor also coined the phrase “The most dangerous man on Site is the Man who doesn’t know he doesn’t know”

I know people who were involved in the Piper Alpha incident. I know people who saw their colleagues asphyxiated, burn to death or drown and wish that they hadn’t walked by, or had raised the concerns they had before the incident. Survivor Guilt resulted in the Step Change in Safety initiative of which Personal Responsibility for Safety is an integral part.

I know some of these people, I have seen them pass on to others their commitment to ...

...help others conform; to watch out for others; to contribute to safety networks; to care for others & to take a pride in what they do, what their colleagues do and what their companies do...

I genuinely believe what I have said in the last two slides.

Chris Boocock

---

**Personal Responsibility for Safety**

- This is not, or cannot be a short-term initiative. This was initiated by Clients, Contractors & Sub-Contractors after the Piper Alpha disaster in 1988. It has developed & grown since then & proved to be one of the longest lasting and most successful behavioural safety initiatives. It is increasingly being used in the oil & gas Industry onshore.
- I am convinced that if we all give this our full commitment, this initiative will give R.I.S. the “Step change in Safety” that will put us out of reach of our competitors and that we will be the envy of many.

**Personal Responsibility for Safety**

- We cannot expect overnight success; indeed we will no doubt experience some setbacks, but the nine observable behaviours must be all pervasive throughout our company, and when they are, we can look back and see what a Step Change in Safety we have made.
- Let’s not change as a result of an accident, or because we have to, let’s change because we want to
- Thank you for your attention and your commitment

Chris Boocock
Personal Responsibility for Safety

Toolbox Talk No. 0 - Introduction

Serious accidents & dangerous occurrences continue to happen in our industry during routine operations. In many of these cases failure to follow procedures and lack of risk awareness contributed to these incidents.

Despite what we think is an increasing amount of Health & Safety Regulation, and the many initiatives taken to improve health and safety performance the number of accidents and incidents have not reduced.

For the past 20 years about 250 people are killed at work each year. And for every person killed there is a mother, father, brother, sister, wife, husband, son and daughter etc. There are also 300 life changing major injuries that people suffer at work each day, injuries such as disablement, disfigurement, and work related diseases.

So, no matter what rules and regulations we put in place, it is unsafe acts and unsafe conditions that cause accidents. We can only reduce the number of accidents by asking you to take a personal responsibility for your safety.

**Personal Responsibility for Safety** (PRfs) will assist us to achieve an advanced safety culture in which everyone, regardless of position, accepts responsibility and plays an active role in improving the safety of their immediate environment.

In this culture we must all think about the tasks we are about to undertake, assess and reduce any risks, actively look after ourselves, our colleagues and others; and to always intervene when unsafe acts or conditions are seen and to share our knowledge, expertise and experience freely.

We have excellent safety practices and the necessary building blocks to enable us to take Personal Responsibility for our Safety, however we also have **ALL** of the processes **AND** the management commitment & focus that is needed to fully develop and sustain our **Personal Responsibility for Safety**.

Our **Personal Responsibility for Safety** is based on nine points each of which will be the subject of separate toolbox talks.
Personal Responsibility for Safety

Our **Personal Responsibility for Safety** is based on nine points:

1. **CLEAR EXPECTATIONS** – We set and follow high safety standards
2. **EFFECTIVE COMMUNICATION** – We must all take part in regular face to face discussions on safety issues
3. **PERSONAL LEADERSHIP** – We must all lead through personal safe acts & positive encouragement
4. **PERSONAL RISK AWARENESS** – We must act to identify, assess and manage risks
5. **PLANNING** – We must all set time aside for planning and that everyone involved in the job are included and that all questions are answered
6. **THE RIGHT & DUTY TO INTERVENE** – We must all look out for each other; stopping unsafe acts and questioning what and why things are being done
7. **ACCOUNTABILITY** – We must be organised, enthusiastic, act safely and not tolerate unsafe acts
8. **SELF EVALUATION** – We must know and share our safety commitments, seek feedback and measure progress
9. **DEVELOP, ENCOURAGE & SUSTAIN SAFE ACTS** – We must give encouragement, offer help, and know how our actions contribute to our safety performance
Personal Responsibility for Safety

Toolbox Talk No. 2 – Effective Communication

Personal Requirements

1. Where possible use face to face communication

2. Remember to listen to what is being said to you and ask open questions such as:
   - Who does that?
   - What do we do?
   - Why do we do it?
   - When do we do it?
   - Where do we do it?
   - How do we do it?

3. Check your understanding with the person talking to you and check their understanding of what you are saying to them and where appropriate agree actions

4. Be sincere in what you are saying. Your actions and body language can be a give-away! The messages you communicate will be much stronger if you are seen to have a strong personal belief in safety

5. Choose the correct time, place and media to get your message across

To Support You

We will:

1. Strive to ensure that communication is two way and messages are fully understood by everyone

2. Encourage the identification and communication of solutions rather than problems

3. Avoiding jargon and abbreviations and communicate in clear and concise language

4. Encourage face to face communication

5. Explain the reasons for change and collect and consider input from everyone

6. Provide timely and effective feedback on positive and negative issues raised

7. Encourage a questioning approach with open feedback and no fear of retribution

8. Provide a clearly visible schedule for regular site visits by line and senior management to communicate with employees

9. Provide time to reflect on “What We Have Learned”
Personal Responsibility for Safety

Toolbox Talk No.3 – Personal Leadership

Whoever we are, whatever we do, we all have a leadership role – if only to lead our own personal standards.

Personal Requirements

1. Lead by example, be consistent and follow procedures
2. Recognise safe acts, give praise and say ‘thank you’ where deserved. Recognising safe acts, those of your colleagues or indeed anyone, is one of the best ways to improve safety
3. Have the courage to do the right thing and **do not** tolerate unsafe acts
4. Demonstrate personal commitment to safety at work **and** at home
5. Believe that you can make a difference and follow up any commitments you make
6. Be enthusiastic, open and take time to act with others on safety matters
7. Give and welcome feedback
8. Even when facing conflicting priorities maintain your safety standards
9. Openly share your personal safety commitments

To Support You

1. Rainham’s Senior Management are committed to incorporate PRfS throughout its safety management systems

We will provide:

2. Appropriate funding and resources to support PRfS
3. Training that supports the development of appropriate safety leadership and behavioural skills for everyone
4. A process to recognise outstanding safety performance and provide appropriate responses to unacceptable acts
5. A process that encourages everyone to comment on and review their Personal Safety Commitments
6. A mechanism to ensure openness and integrity of reporting without fear of repercussion
7. Encouragement of safe acts at home through education and / or practical support
8. A process to incorporate key safety leadership behaviour in its appraisal programme and provide mentoring where needed
Personal Responsibility for Safety

Toolbox Talk No. 9 – Develop, Encourage & Sustain Safe Acts

Personal Requirements

1. Start every day by thinking of how you can keep yourself and others safe and make continuous improvement a personal goal
2. Make Risk Recognition a habit and having identified risks always implement actions to overcome them
3. Consistently do things the safe way at work and at home
4. Provide feedback and encouragement on things that work and constructive criticism for things that don’t
5. Explain why the rules and procedures are there
6. Share good practice and intervene to change bad practice
7. Give and act on positive and negative feedback
8. Continually look for opportunities to learn from others
9. Keep communicating the benefits of sustained safety

To Support You

We will:

1. Define and provide examples of safe acts and encourage their consistent application
2. Assess training and coaching needs with respect to safe behaviours
3. Establish mechanisms which provide the opportunity for everyone to contribute to the improvement of safety
Personal Responsibility for Safety

Toolbox Talk No. 8 – Self Evaluation

Personal Requirements

1. Think about your personal commitments to safety and share them with colleagues
2. Occasionally check how you are doing against your commitments
3. Ask for feedback from others who work with you and be prepared to give feedback to others
4. Use this feedback to improve

To Support You

We will:

1. Provide guidance to assist everyone with the development of their personal safety commitments
2. Provide encouragement to everyone to have personal safety commitments and points for personal evaluation
3. Provide an appraisal process to provide feedback to individuals and which can be linked to a review of personal safety commitments
Personal Responsibility for Safety

Toolbox Talk No. 3 – Accountability

Personal Requirements

1. Follow the rules, they are there to keep you safe
2. Take responsibility and ownership for safety in the environments that you live and work in
3. Take action and offer solutions to prevent accidents
4. Take time to think about the positive and negative consequences of the actions of yourself and your colleagues
5. Have the confidence to stop any job that you believe cannot be completed safely
6. Be a positive influence on others and set a good example

To Support You

We will provide:

1. Clear and concise safety rules and guidelines with the consequences of unacceptable safety behaviour clearly identified
2. A fair and consistent response to unacceptable safety behaviour which is focused on behavioural improvement through training, coaching and as a final resort disciplinary action
Personal Responsibility
for Safety

Toolbox Talk No.6 – The Right & Duty to Intervene

Personal Requirements

1. Believe you can make a difference and have the courage to challenge unsafe acts
2. Lead by example and take action (think about the consequences of turning a blind eye and remember **you have a right and moral duty** to intervene)
3. Welcome interventions from others and accept them in a positive manner
4. Intervene in a way which is positive, constructive and considerate
5. Intervene to learn and to praise positive and safe acts as well as to challenge unsafe acts

To Support You

We will provide:

1. A policy that requires everyone to intervene in the interests of safety and for their actions
2. This clearly communicated requirement for all individuals to accept constructive intervention in a positive manner
3. An observation and intervention programme which requires and helps workforce feedback and provides visibility of actions taken
4. Training in constructive intervention skills where needed
5. Recognition for proactive intervention
Personal Responsibility for Safety

Toolbox Talk No. 5 – Planning

Personal Requirements

1. When planning a task, make sure you get input from everyone involved, consider any limitations, make sure you have the time and resources to do the job safely and ask for help where needed

2. Take time to fully familiarise yourself with the safety aspects of the agreed scope of work and ask questions of any areas that are not completely clear to you

3. Understand how you may affect other people around you, and how they may affect you

4. Where changes to the plan occur stop work safely and take time to reassess the situation

5. When doing the task, always look for opportunities to do the job better and provide feedback so this may be included in future plans

To Support You

We will provide:

1. A planning process for Method Statements and Risk Assessments which requires the participation of everyone involved in the task

2. Clear work instructions in the Method Statements which outline individual responsibilities

3. Information about work activities that is easily accessible and will allow comprehensive planning

4. Adequate time for proper planning

5. A simple and effective Change Management process

6. A process to gather learning to make sure this is incorporated in the plans
Personal Responsibility for Safety

Toolbox Talk No.4 – Personal Risk Awareness

Personal Requirements

1. Get involved in discussions about risks on the job, questioning anything you do not understand
2. Share your experiences with others and encourage them to do the same
3. Get involved in practical work site inspections and always stay aware of your surroundings
4. Even when undertaking a routine activity that you believe is safe always consider the consequences of the worst possible outcomes – the effects on:
   - You personally
   - Your family
   - Our company
   - Our Clients
   and act in a way that reduces the risk
5. Practice your observation skills away from the workplace. We all take and manage risks each and every day, even when crossing the road or driving our cars; think about the worst that could happen and how likely this could be
6. Continually assess the potential effects of any changes to the task at hand
7. Be aware that alcohol and drugs may impair risk perception

To Support You

We will:

1. Provide relevant risk assessment and observation skills training for everyone
2. Capture and share information and best practice with regard to personal risks through Near-Miss Reports & Hazard Spotters
3. Provide risk awareness outside the workplace
4. Assign experienced personnel to inexperienced, new or transferred personnel to share their knowledge and experience on task/site specific risks