

INTRODUCING:

- the role of “Guidance” in Behavioural Safety Programs
- the Experteyes “Choosing” and “Defences” Workshops

CHOICE?

HABIT?



Experteyes - “Watching work through the eyes of our experts”

Firstly, a little about myself (Geoff Murray):

- A background as a Project Services Manager on large projects and Project Manager on smaller ones
- I came into contact with Safety Management issues and expectations and I began searching for answers
- My first Safety related opportunity came when I conducted an assessment of a large organisation's management of contractors
- and we revised the procedure.
"Great" I thought, "we'll make a difference"

- Revising the procedure didn't make a difference.
"Front line" people didn't know what to do!
- So we built a workshop to address this, and as Subject Matter Expert, I defined **what people had to know and do**. It was relevant and we brought the workplace into the classroom by using videos
- This made a difference, and running such Workshops helps sustain me to this day!
- Importantly, this resulted in a **paradigm shift for me**. It's not about "procedures" and "things"
- **IT'S ABOUT PEOPLE**, and what they're doing "out there" and "in here", from bottom to top of our Organisations

- My next Safety related opportunity came with analysing 50 fatal incidents
- We analysed the incidents against a variety of Safety Mgt frameworks and did Tripod analyses

The conclusions?

- People have to **“TAKE RESPONSIBILITY”** to act
- People in the workplace need **GUIDANCE** in how to work safely
- Our **audit systems must** be reformed to **incorporate input from OBSERVATIONS** of what people are doing

This gave me a deeper understanding of the importance of GUIDANCE and an understanding of “human error”

This is why “Experteyes” focuses on:

- What people doing the work need to know and do
(Be they Workers or Supervisors or Managers)

“Human Error” and Guidance:

Do we always “choose”?

?



Of course not!

Sometimes we act on “autopilot” when doing routine, well practiced tasks

Slips and Lapses:

Are involuntary actions. We act on autopilot and “omit” or “forget” to do something. We experience them many times each day!!

We can only accept that some will occur, attempt to minimise them, and defend against their consequence

Mistakes:

We’re trying to do the right thing, but we don’t always know what to do, even though we thought we did. Sometimes we misrecognise situations and apply the wrong choice, or solution.

There’s a role for “guidance” in improving skills!

Routine Violations:

Our “bad habits”. We just do things this way around here. We act on autopilot and don’t consciously choose.

Guidance has a huge role in tackling these “cancers” in our workplaces!!

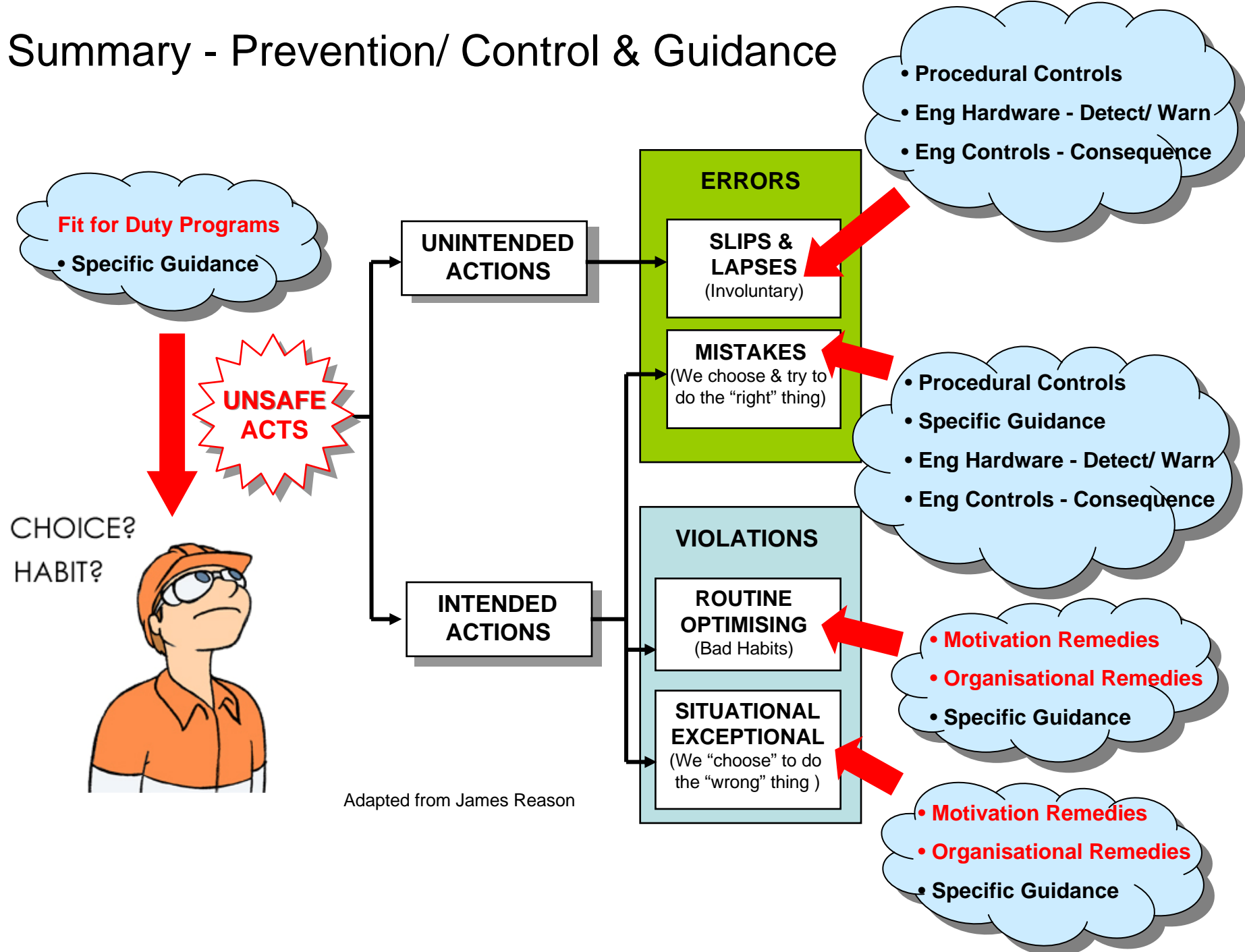
Situational and Exceptional Violations:

OK, so we’ve chosen to do the wrong thing!!

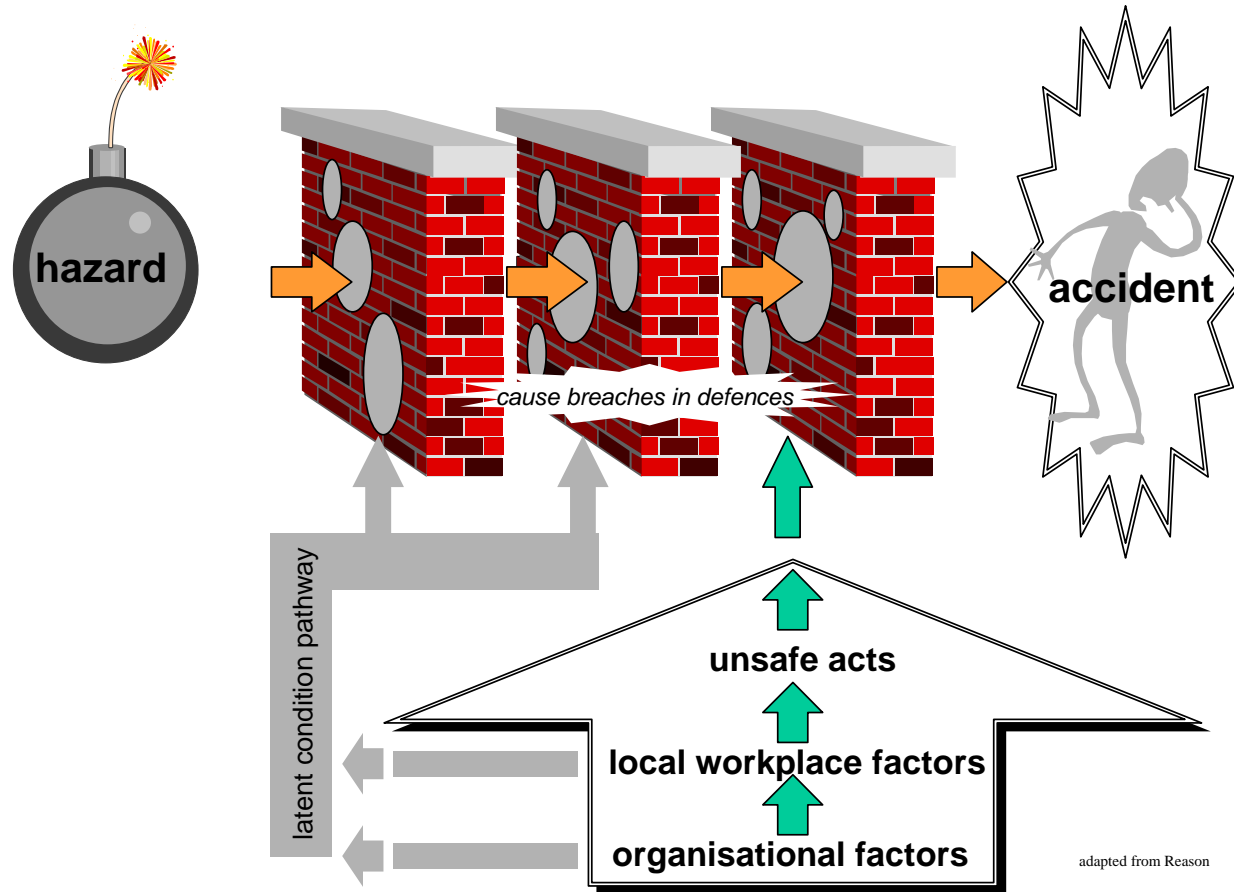
Guidance can help us define and become more aware of the rules

Observations linked to guidance will identify non conformance with our rules, and should encourage compliance (no blame)

Summary - Prevention/ Control & Guidance



The Role of “Providing Guidance” in Reason’s Defences Model?




It's the second "function" after "creating awareness"

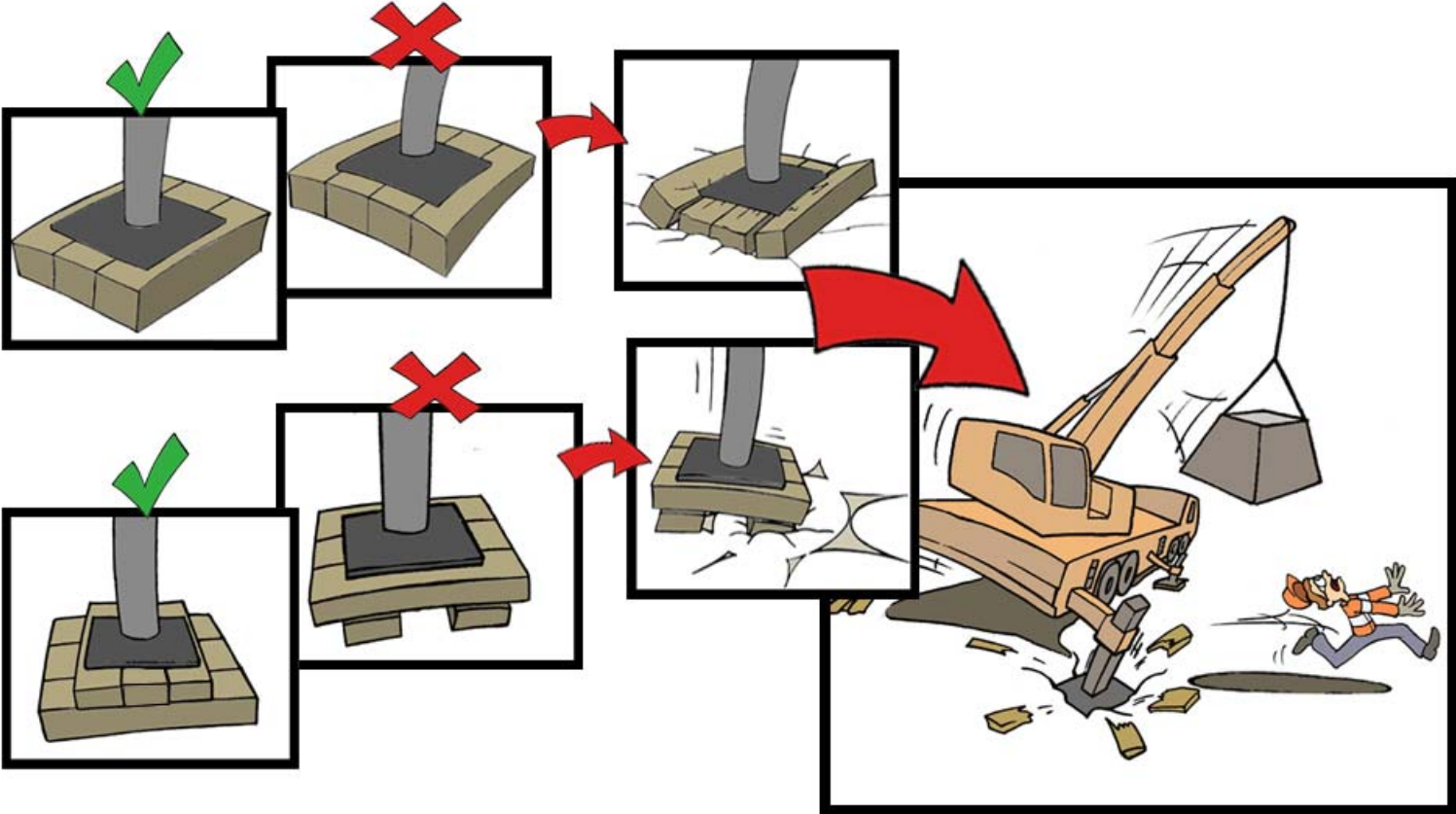
modes of application

**DEFENCES
MATRIX**

functions

		Engineering Process control detection and warning systems	Policies, Stds, Controls Admin & managerial measures designed to standardise & promote safe working practices	Procedures, Instructions & Supervision Measures designed to develop task related skills & knowledge	Training, Briefing & Drills Measures designed to provide & consolidate tech skills/ knowledge & safety awareness	Personal Protective Equipment Provision of physical separation between people and hazards
Create Awareness & understanding of dangers (hazards and risks)						
Provide Guidance on how to work safely						
Provide Alarms and Warnings of dangerous situations						
Protect By interposing barriers						
Restore Systems to a safe state						
Contain and Eliminate Hazards, uncontrolled release of energy						
Escape & Rescue routes for potential victims of uncontrolled energy release						

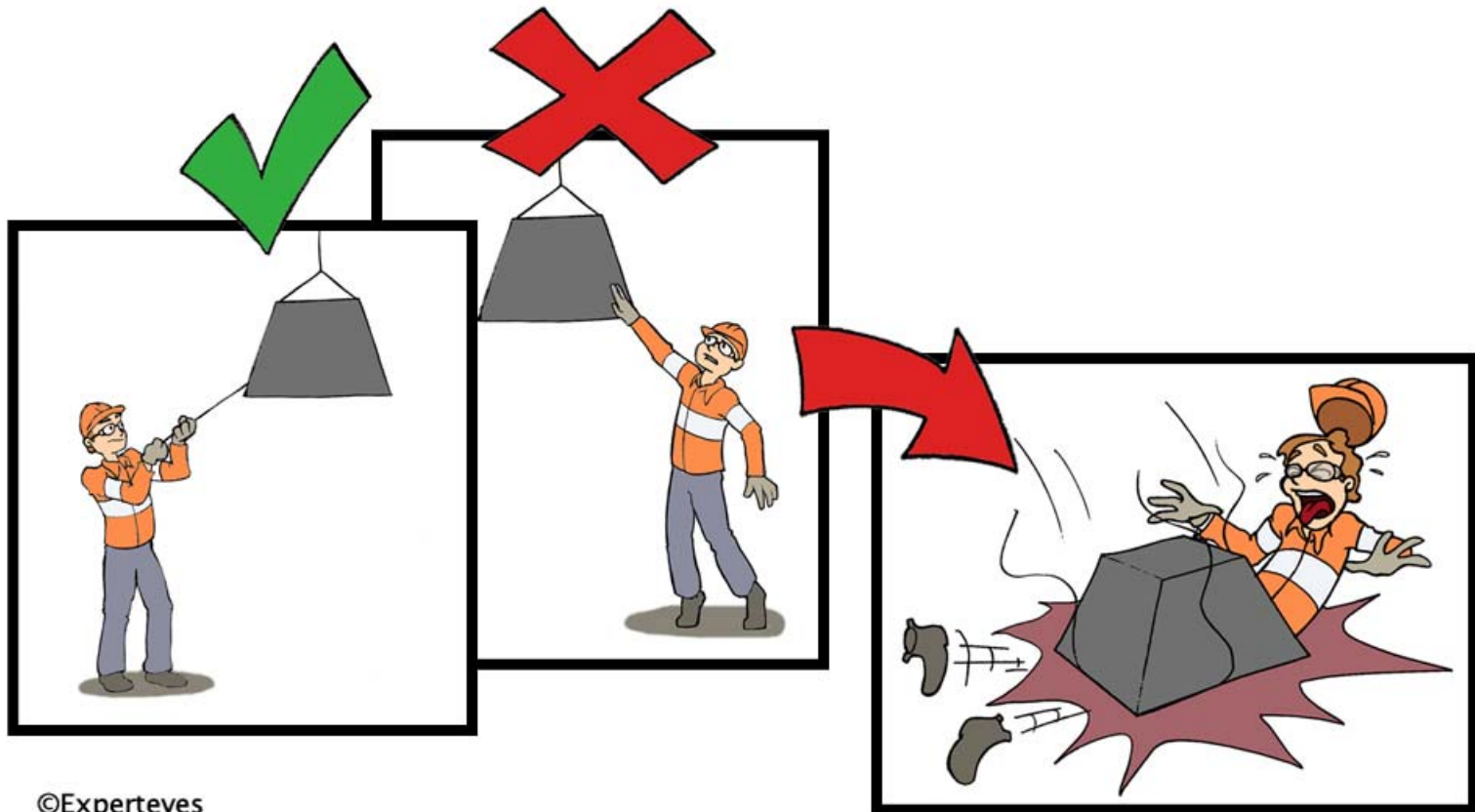
Example of Specific Guidance – Lifting with Cranes



©Experteyes

Use outrigger packing correctly

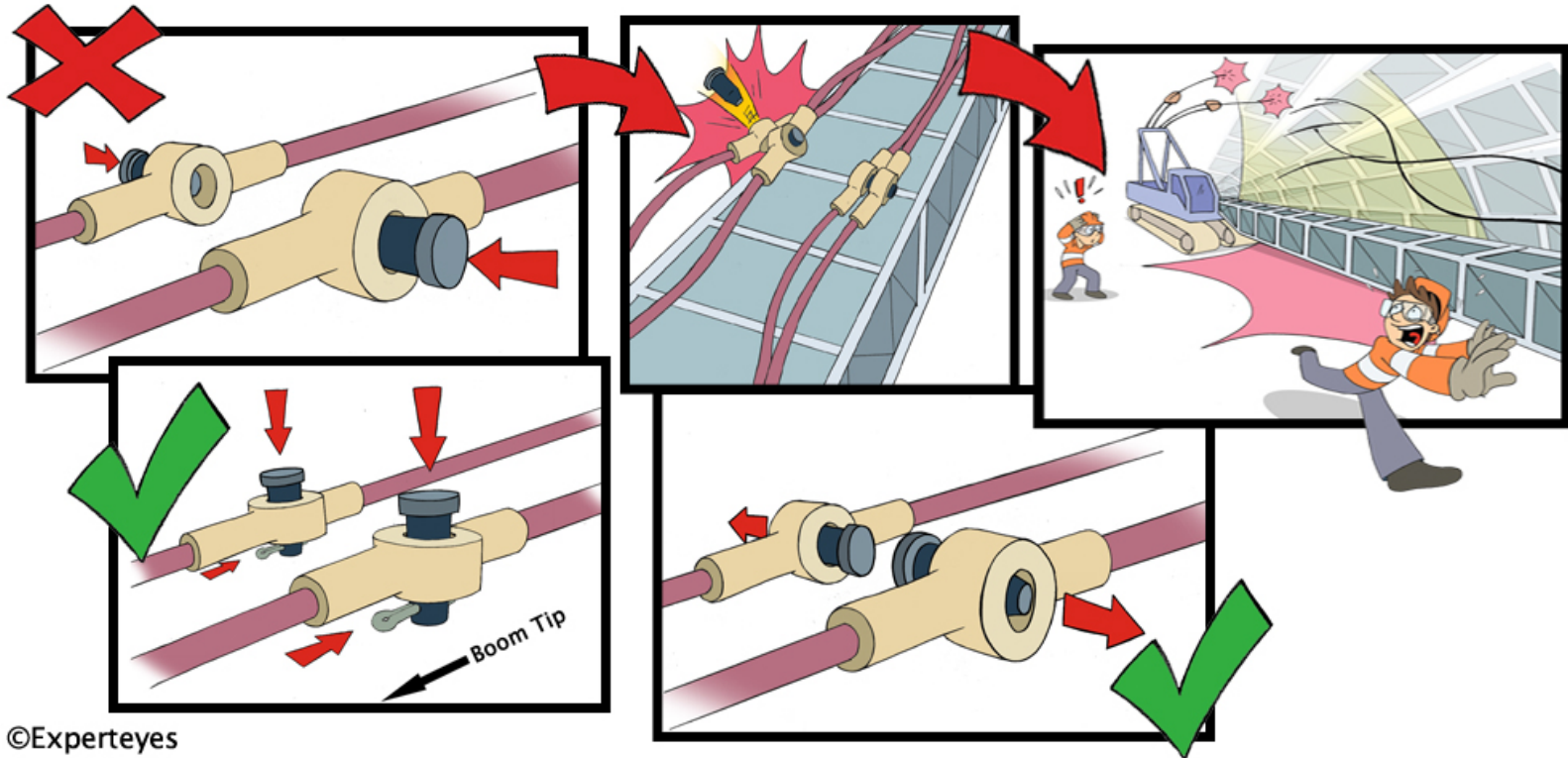
Example of Specific Guidance – Lifting with Cranes



©Experteyes

Use a tag line to control load if above shoulder height

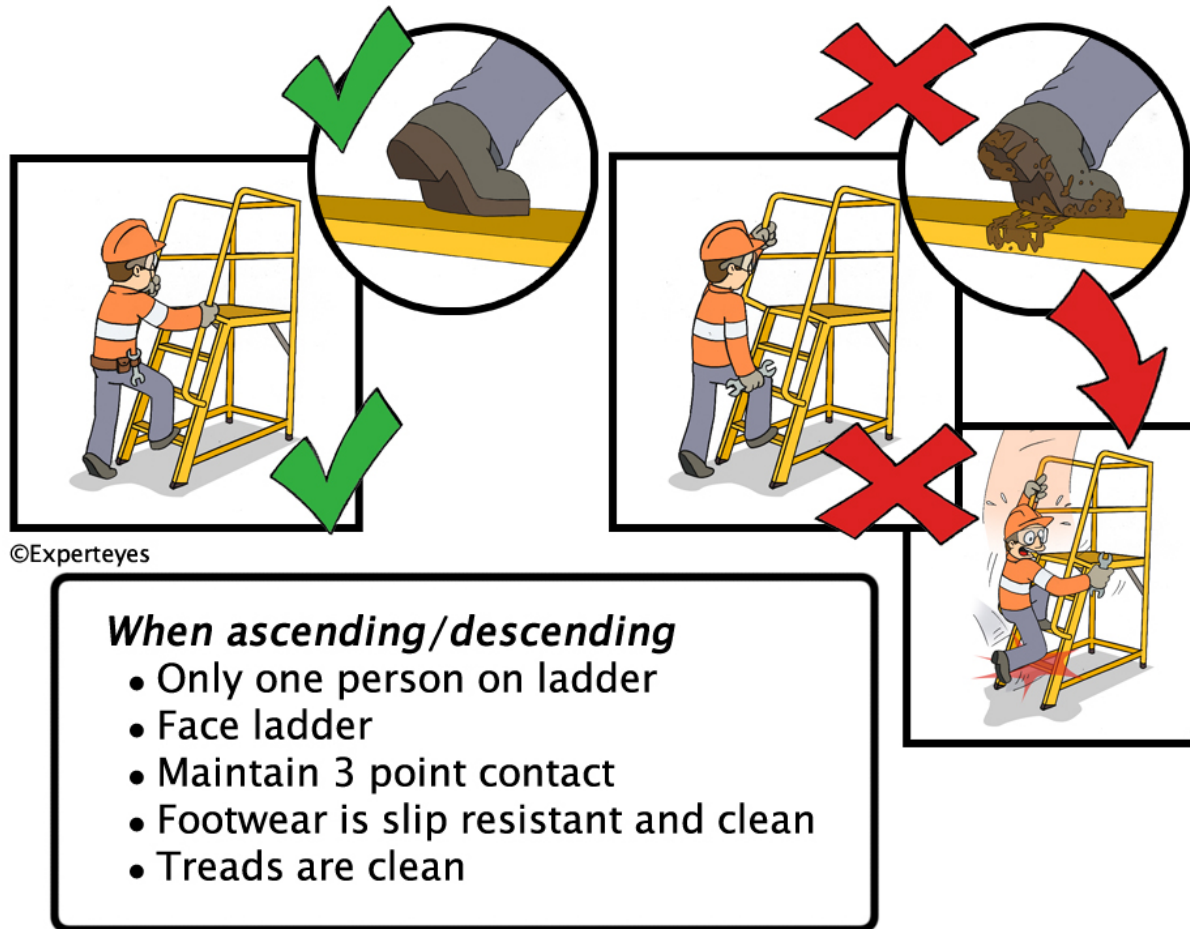
Example of Specific Guidance – Assembly of Pin Jib Cranes



©Experteyes

- Where possible, ensure that the pendants are not twisted
- Install pins on double pendants inside out with collars adjacent (to prevent pins being dislodged by flapping pendants)
- Install locking split pins parallel with pendant ropes with tops facing tip
- Apply “anti-seize” grease to all pins before installation

Example of Specific Guidance – Step Platform/ Ladders



Note: This approach to communication combines the Functions of Defence of "Creating Awareness" and "Providing Specific Guidance"

modes of application

DEFENCES MATRIX

functions

	Engineering Process control detection and warning systems	Policies, Stds, Controls Admin & managerial measures designed to standardise & promote safe working practices	Procedures, Instructions & Supervision Measures designed to develop task related skills & knowledge	Training, Briefing & Drills Measures designed to provide & consolidate tech skills/ knowledge & safety awareness	Personal Protective Equipment Provision of physical separation between people and hazards
Create Awareness & understanding of dangers (hazards and risks)					
Provide Guidance on how to work safely					
Provide Alarms and Warnings of dangerous situations					
Protect By interposing barriers					
Restore Systems to a safe state					
Contain and Eliminate Hazards, uncontrolled release of energy					
Escape & Rescue routes for potential victims of uncontrolled energy release					



What's involved in Guidance?

- Identify Core behaviours (with our “experts”)
- Illustrate them with communicative depictions
- Communicate Core Behaviours with Slide Shows and Videos
- Test understanding with Question sets
- Observe against the Core Behaviours, give feedback to groups and reward improvement

- It's a Behaviour Based Safety Program!

Thus we can give others the opportunity to:

“watch work through the eyes of our experts”!

– Hence, **Experteyes!**

Who's involved in Guidance?

The full range of EPCM and Contractor people on sites:

- EPCM Project Managers
- EPCM Project Engineers
- EPCM Inspectors and Supervisors
- Contractor's Managers
- Contractor's Supervisors
- Contractor's employees (of course!)
- EPCM and Contractor Safety Professionals

Safety Professional Roles then include:

- Communicating the Core Behaviours
- Conducting observations against "Core"
- Coaching all above in observing
- Managing the feedback and data analysis

Experteyes offers 2 workshops:

“Choosing to work safely”

Deals with the Human error against the background of “choice”.

- Provides an understanding of causes/ preconditions and controls
- Incorporates impairment (fit for duty)

“Defending to reduce risk”

Introduces Reason’s “defences in depth” model

- Deals with the sequence of accident causation

Experteyes has developed sets of cartoon depictions.

We currently have available:

- Lifting with Cranes (approx 130 or so)
Incl Slew Mob, VLC, Pick & Carry, Gantry
- Pin Jib Assembly and Disassembly (approx 40)
- Truck Loading and Unloading (approx 10)
- RC Drilling (approx 80)
- EWP and Scissor Lift Operation (approx 20 each)
- Ladder and Platform Use (approx 30)
- Fall restraint and arrest (approx 10)
- Mobile Equipment and Excavation (approx 30)
- Fit for Duty, Office Safety and Driving (approx 40)
- Others incl Grinders, Confined Space (approx 20)

The goal is to continue to expand the coverage.

Can we help provide Guidance for your critical tasks?