

CS ENERGY PROCEDURE FOR

# CONDUCTING BEHAVIOURAL OBSERVATIONS

## CS-OHS-19

Responsible Officer: Health and Safety Manager

Approved: GM, Organisation Development

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#### Version History

1	Modified areas in sections, Application and Responsibility, following consultation with sites.	B Johnson	11.02.11
0	Issued for implementation	B Johnson	24.01.11
<b>Revision</b>	<b>Description</b>	<b>Originator</b>	<b>Date</b>

## 1 PURPOSE

The purpose of this procedure is to provide the minimum requirements for personnel to conduct Behavioural Observations (**Observations**) effectively across CS Energy sites.

The aim of an Observation is to educate and reinforce correct and safe behaviour. The Observation should not be a 'policing' system.

Two key goals are:

- (i) Positively reinforce safe behaviour.
- (ii) Minimise or eliminate at-risk behaviour (that which increases the risk of injury and/or incident) by providing constructive feedback that is soon, certain and positive.

## 2 CONTEXT

Observations are an essential component of a behavioural safety program to enhance safety culture. It is a communication tool which includes a formal assessment of a particular work activity done in consultation with the worker or workgroup with the goal of reducing risk by educating and reinforcing correct and safe behaviour. Safe, as well as at-risk behaviour, shall be recorded and positive feedback and discussion is conducted to allow for learnings from the Observation. Any subsequent actions required shall be agreed to.

The Observation aligns with the health and safety Life Savers, CS-OHS-49 and the minimum standards for critical risks detailed in procedure CS-OHS-48.

## 3 SCOPE

This procedure applies to all personnel across all CS Energy workplaces. Observations shall be conducted across all CS Energy sites with the managers, superintendents or supervisors leading the Observation.

## 4 RESPONSIBILITIES

### 4.1 Managers

Managers are responsible for:

- implementation of this procedure;
- ensuring sufficient resources are provided to effectively conduct Observations;
- conducting Observations at their designated frequency;
- provide site statistics on a monthly basis to include in CS Energy health and safety performance reports; and
- ensuring quality and effective Inspections are carried out.

### 4.2 Superintendents and Supervisors

Superintendents and Supervisors are responsible for:

- ensuring compliance with this procedure by all employees and contractors;
- conducting Observations at their designated frequency;
- conducting periodic review of the process and reporting monthly on its effectiveness and application; and
- provision of appropriate training and support to all personnel in application of this procedure.

### **4.3 Health and Safety Coordinators/Advisors**

The Health and Safety Coordinators/Advisors are responsible for:

- providing support and advice to personnel;
- conducting Observations at their designated frequency; and
- recording the site statistics on a monthly basis.

### **4.4 Employees and Contractors**

Employees and contractors shall:

- comply with the requirements of this procedure;
- where requested, assist with an Observation and in some cases conduct their own observation; and
- attend appropriate training and awareness sessions as directed by their supervisor or manager.

Contractors may utilise equivalent observation processes outlined in their company health and safety system only if it does not compromise the integrity of the CS Energy process.

## **5 APPLICATION**

### **5.1 Behavioural Observation**

To effectively conduct an Observation, the following criteria are to be applied:

- (i) Prior to commencing the Observation, inform the person or workgroup that an Observation will be conducted and seek their support.
- (ii) Observe the work being done; and using Form S1884, Behavioural Observation, record safe and any at-risk behaviour observed.
- (iii) Provide positive feedback and where at-risk behaviour is evident, discussion is encouraged for learnings from the Observation and any subsequent actions required. This is also to be recorded on Form S1884.
- (iv) All completed forms are to be forwarded to the site health and safety section at the relevant site for record keeping. Monitoring and reporting purposes.
- (v) If, during an Observation, a serious safety breach/event (i.e. has high potential to cause serious injury and/or property damage) is observed, the Observation is to cease and the breach/event be reported as an incident. The incident management process (CS-IM-01) shall be initiated.

(Note: all CS Energy personnel and others are authorised to stop work if they reasonably believe persons on site are at immediate risk of injury.)

- (vi) The person conducting the Observation is encouraged to carry out coached Observations by selecting another employee or contractor to join the Observation team.

### **5.2 Frequency**

Observations are performed at regular frequency and the minimum targets set are:

- For operational sites  
Managers, Superintendents and Supervisors – one per week

- Brisbane office

Managers in the Brisbane Office – one per month  
(this can be either carried at the Brisbane office or operational site when visiting)

During overhauls, the Overhaul Manager shall set a specific frequency for the duration of the overhaul.

## 6 RECORDING AND MEASURE

Completed Observation forms shall be forwarded to the site safety section for the Health and Safety Coordinator to collate, record and measure on a monthly basis for both the site and CS Energy reporting.

Observations are a leading key performance indicator (**KPI**) measuring the Observation occurrences with targets set for managers, superintendents and supervisors. The measure, expressed as a percentage, is:

$$\text{Observation Occurrences} = \frac{\text{Number of Observations conducted}}{\text{target number of Observations}} \times 100$$

TARGET > 95% completed

Sites shall also measure safe behaviours identified from an Observation. The measure, expressed as a percentage, is:

$$\text{Safe Behaviours} = \frac{\text{Number of safe Observations}}{\text{total number of Observations}} \times 100$$

## 7 MONITORING AND REVIEW

Periodic monitoring and review of Observations shall be conducted to determine and maintain their quality and effectiveness.

Monitoring and review shall be conducted at each site:

- at a frequency nominated by the site manager; and
- by senior staff nominated by the site manager.

This will be supplemented with periodic monitoring and review by CS Energy health and safety advisors.

A checklist to qualify any monitoring and review performed on Observations is detailed in Appendix 1.

## 8 REFERENCE DOCUMENTATION

CS Energy Health & Safety Manual, CS-OHS-M-01

CS Energy Procedure for Minimum Health & Safety Standards for Critical risks, CS-OHS-48

CS Energy Life Savers, CS-OHS-49

Form S1884 – Behavioural Observation

## APPENDIX 1: MONITORING AND REVIEW CHECKLIST

Effectiveness:     0 = Does not meet requirements  
                           1 = Partially meets requirements  
                           2 = Meets all requirements

Behavioural Observation Quality Elements	Effectiveness (0 - 2)	Comments
1. The Behavioural Observation was a coached Observation having at least two people perform the Observation.		
2. Safe and at-risk behaviours have been recorded on the form.		
3. The safe behaviours observed are described clearly and accurately.		
4. The at-risk behaviours observed are described clearly and accurately.		
5. Each at-risk behaviour details the action taken to improve safety behaviour including discussion between the observer and person being observed.		
6. Any improvements and initiatives have been noted.		

**Total Score :** \_\_\_\_\_

**% Effectiveness :** \_\_\_\_\_