

	<b>Procedure</b>	
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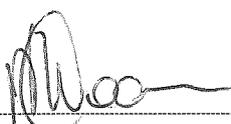
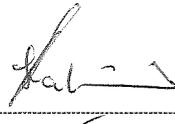
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## **1. Introduction**

The safety of employees is a key priority in Eskom. Leaders are accountable for the management of safety and when they do Behavioural Safety Observations, it is a method to demonstrate commitment to safety. The observations may take place during informal or ad hoc visits to the workplace, or as part of a formalised walkabout. This procedure describes how line management shall set up, execute and maintain a Behavioural Safety Observations Programme.

## **2. Supporting Clauses**

### **2.1 Scope**

#### **2.1.1 Purpose**

Behavioural Observations applied in the correct manner will provide management with a clear picture of the behavioural risk profile in their area, which is reflected in the actual behaviours and conditions versus the expected safety standards/requirements.

The intent of Behavioural Safety Observations is for management to be visible in the workplace, and to have a **discussion** with each observed employee, contractor or visitor to:

- recognise and encourage positive behaviours so that these behaviours are sustained;
- immediately address and correct unsafe behaviours and conditions;
- provide a two-way communication channel to discuss health and safety achievements and concerns with employees, contractors and visitors.

Where unsafe behaviours, conditions and acts cannot be addressed immediately, an action plan must be developed to address this.

It is, therefore, also prudent for the outcomes of behavioural safety observations to be captured for further analysis so as to identify common trends that require further attention.

Observations address employee's behaviours (both safe and unsafe) systematically and in a positive, structured framework to create a healthier workplace safety culture in the organisation, which will result in improved health and safety performance. If a conversation with an employee did not occur then the tour cannot be considered a behavioural observation.

#### **2.1.2 Applicability**

This procedure shall apply throughout Eskom Holdings SOC Limited, its divisions, subsidiaries and entities wherein Eskom has a controlling interest.

#### **2.1.3 Effective Date**

From date of signature

## **2.2 Normative/Informative References**

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

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**2.2.1 Normative**

- [1] 240-49308149 Process Control Manual for Occupational Health and Safety Management
- [2] ISO 9001:2000 Quality Management Systems
- [3] Occupational Health and Safety Act; Act 85 of 1993
- [4] 32-727 Eskom SHEQ Policy.

**2.2.2 Informative**

Not applicable

**2.2.3 Supportive**

- [1] 240 - 152010516 Behavioural Safety Observations recommended frequencies.

**2.3 Definitions**

Definition	Explanation
<b>Behavioural Safety Observation</b>	A scheduled tour in a designated area, where the observer(s) observe people at work, to assess safe and unsafe behaviours. The potential consequences of these acts are discussed with the individuals concerned, and immediate corrective action is taken when needed. Information and actions resulting from the observations must be captured for further analysis and action.
<b>Lead observer</b>	The individual that is assigned to conduct a behavioural observation, according to the agreed plan.
<b>Co-observer</b>	The co-observer goes with the lead observer on the walkabout. Only one observation is captured, however, both people will be compliant to the observation schedule if they went together.
<b>Plant Environment</b>	This includes fixtures, fittings, implements, equipment, tools, appliances, and anything that is used for any purpose in connection with such plant and/or work environment.
<b>Supervisor</b>	Anyone that is given the responsibility to supervise/manage projects or employees whether this is through a formal job appointment or a work activity.

**2.4 Abbreviations**

Abbreviation	Explanation
<b>BSO</b>	Behavioural Safety Observation
<b>SHEQ</b>	Safety, Health, Environment and Quality
<b>A&amp;F</b>	Assurance and Forensics
<b>OHS</b>	Occupational Health and Safety
<b>VFL</b>	Visible Felt Leadership

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## **2.5 Roles and Responsibilities**

The Group/Divisional Executive shall:

- ensure that a Behavioural Safety Observation programme is setup and executed in a division
- ensure that the Behavioural Safety Observation programme is incorporated into the divisional OHS improvement plan.

The Operating Unit/Business Unit manager (e.g. Power Station Manager, Grid Manager, Dx OU Manager etc.) shall:

- ensure that a Behavioural Safety layered observation schedule is developed as part of the Behavioural Safety Observation programme and linked to the OU Safety Improvement Plan.
- ensure that all managers and supervisors participate in the process as observers (as defined in the layered observation schedule);
- ensure observers are properly trained in how to conduct Behavioural Safety Observations;
- monitor the quality of the observation process;
- ensure actions are triggered, when needed by the management team;
- ensure resulting actions are followed up and closed out promptly; and
- ensure that the information is captured, analysed and discussed with the workforce to establish trends and actions required to improve behaviour.

SHE Managers and Safety Officers shall

- monitor the overall quality of the observation process;
- coach line managers in the setup and execution of their Behavioural Safety Observation program;
- assist line management with the analysis of information and development of plans to improve behaviour;
- assist line management in the preparation of the analysis information and action plans for presentation at the appropriate management forums.

## **2.6 Process for Monitoring**

Compliance with the requirements of this procedure shall be audited by the business unit, at least annually, as part of an internal review process. Any gaps or deviations shall be captured as corrective actions to ensure they are addressed/corrected.

Risk and Sustainability Occupational Hygiene and Safety shall conduct random annual inspections of pre-selected OU's/BU's to determine the existence and effectiveness of the Behavioural Safety Observation program. These inspections will only be scheduled six months after the authorisation (implementation) date of this procedure.

## **2.7 Related/Supporting Documents**

In order to execute and setup Behavioural Safety Observations effectively, the following documents are available:

240 - 63617031 Behavioural Safety Observation capture form which is completed after an observation tour/walkabout by observers.

240 - 79538530 Visible Felt Leadership form to be used by Senior Managers and F bands.

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### **3. Behavioural Safety Observation Procedure**

#### **3.1 Training and support**

In order to conduct Behavioural Safety Observations effectively, it is mandatory that observers go through the appropriate training. This training is available in various formats and can be accessed through the Eskom Academy of learning.

- F to E and M bands in operational and office environments shall attend a one and a half hour (Visible Felt Leadership) facilitated behavioural safety observation training session,
- All observers that are included in a BSO schedule shall attend behavioural safety observation training. This shall be conducted either in the form of a facilitated workshop, by going through the BSO DVD, or by going through the BSO eLearning training.
- The competency to provide this training shall reside within each division.
- Risk and Sustainability OHS shall assist with coaching and training of safety managers and safety officers
- The frequency of refresher training shall be at the discretion of the OU/BU manager or as per training needs that are identified.

#### **3.2 Scheduling and Frequency of Observations**

The OU/BU manager shall approve a layered observation schedule for their operating unit /business unit, and dictate appropriate frequencies, depending on high risks in operations/maintenance/engineering and safety critical activities. (Recommended frequencies are indicated in the list included under supporting documents). The following principles shall be adopted when designing the schedule:

3.2.1 The business unit needs to be divided into areas of appropriate size, so that a behavioural observation tour can be completed. Observation tours may be conducted by an individual observer or a group of observers. A typical observation tour is approximately 30 - 45 minutes (excluding travel and waiting time). For businesses that mainly operate with teams in the field rather than in a plant environment (e.g. Distribution, Transmission), the schedule may be designed based on work teams to be observed rather than on physical areas.

3.2.2 The observation frequency will depend on the seniority of the observer, i.e. the more senior managers will do fewer observations than MSPG managers and front line supervisors. The lead observer is responsible to plan and execute the formal observation as described in the layered observation schedule.

3.2.3 High risk areas need to be visited more frequently than low risk areas.

3.2.4 It is advisable to build rotation into the schedule so that areas are observed by different observers each tour. Where practical managers would visit different areas whereas front line supervisors would observe mainly in their own areas.

#### **3.3 Document the behavioural observation**

Sustainability Systems OHS shall provide a relevant form (240 - 63617031 Behavioural Safety Observation capture form) for the observation process. Provision shall be made by Sustainability Systems OHS for a capture system with standardised end-user requirements for capturing Behavioural

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Safety Observations. Such a system shall be developed in collaboration with divisions and it shall be agreed to in the relevant/applicable committees.

### **3.4 Records Management**

Observation data collected during individual observations or observation tours shall be captured in the agreed capture system to allow further analysis of trends and thereby identify underlying, systemic issues that should be addressed. BU's / OU's shall investigate root causes of injury causing behaviours and do a correlation analysis between that and incident recommendations. Standard record retention policies apply to these documents.

### **3.5 Analysis of Observation Data**

Data collected via individual observations or observation tours shall be translated into measures and analysed on a regular basis (at least quarterly for the division and monthly for the business unit), and reviewed in the appropriate OU/BU management committees to identify trends to be addressed, actioned and closed out. Typically such measures are "leading" indicators of future safety performance.

Indicators that shall be tracked:

- 3.5.1 VFL visit schedule adherence (% planned versus actual) and trends – E/F Bands
- 3.5.2 Observation schedule adherence (% planned versus actual) and trends
- 3.5.3 Pareto diagram of Safe and Unsafe main categories and subcategories
- 3.5.4 Top injury causing behaviours/behavioural risks
- 3.5.5 Reasons for unsafe behaviours
- 3.5.6 Actions taken by management to address the trends and close out thereof

Sustainability Systems OHS shall prescribe the indicators that should be submitted for the corporate reporting dashboard

### **3.6 Communication**

The Behavioural Safety Observation schedule shall be effectively communicated to ensure understanding and buy-in. Observations information shall be communicated in the most practical way by the BU, examples are (tools box talks, site visits, plant walk downs, staff meetings, VFL visits, management meetings and supervisor meetings).

## **4. Acceptance**

This document has been seen and accepted by:

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## 5. Revisions

Date	Rev.	Compiler	Remarks
December 2019	2	M Townsend	Revised to take into account the maturity of the process, and increase the level of compliance required. Name changed from Behavioural Safety Observation procedure to Behaviour Based Safety procedure.
September 2014	1	M Townsend	This document was revised because Level 2 and level three procedures are no longer a business requirement. The layered observation frequencies for operational business areas are left to the discretion of the OU/BU managers. The previous procedure was silent on how office employees are affected by the observation process.
April 2008	0	K Ledwaba	New procedure

## 6. Development Team

The following people were involved in the development of this document:

- Mike Townsend
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## 7. Acknowledgements

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