Always Safe

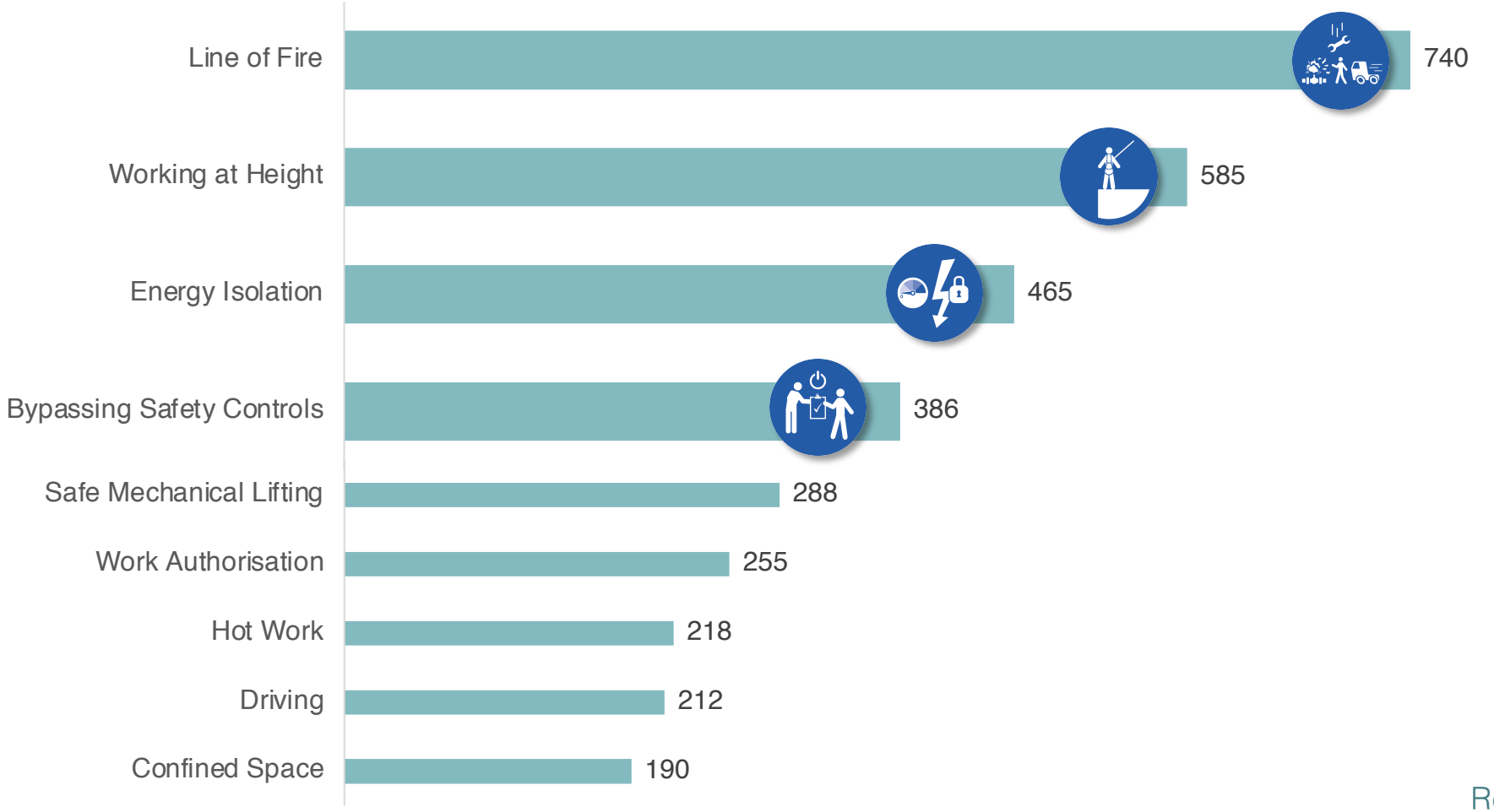
Q2 Prevent Personal Injuries

In-depth Report

In this section of the report, you will find an overview of the main topics discovered based on comments provided by leaders and teams for the case “It’s about saving lives”, in the learning package for Q2: Prevent Personal Injuries.

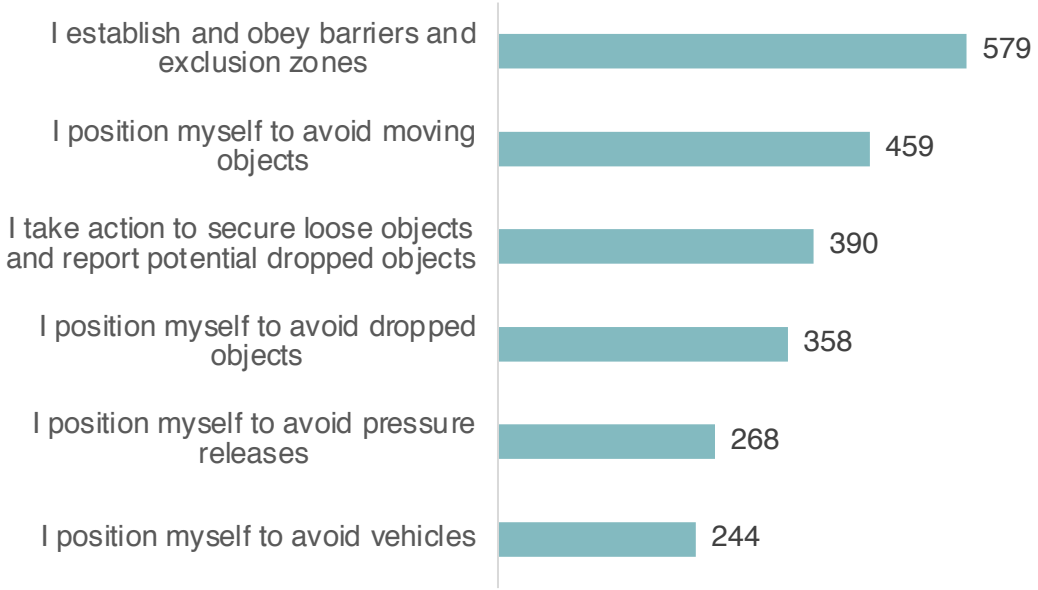
Select two Life-Saving Rules that are relevant to your unit / team / department, which you will reflect on in this learning package

The table shows the amount of teams that have chosen each rule:



Line of Fire

Which of the elements in this rule is the easiest to follow?



Examples from teams of how standards are upheld in their own work:

- Good planning, risk assessment and pre-work dialogues
- Follow procedures and checklists
- Set up and respect barriers
- Secure equipment / tools / other loose objects
- Be aware of simultaneous operations
- Be aware of one's surroundings
- Be particularly aware of positioning in proximity of pressured systems; hanging loads / lifting operations

«We use A-standard as a constant attitude. We are able to identify risks and apply correct measures.»

«Closing off wide areas; using guards to ensure nobody enters line of fire.»

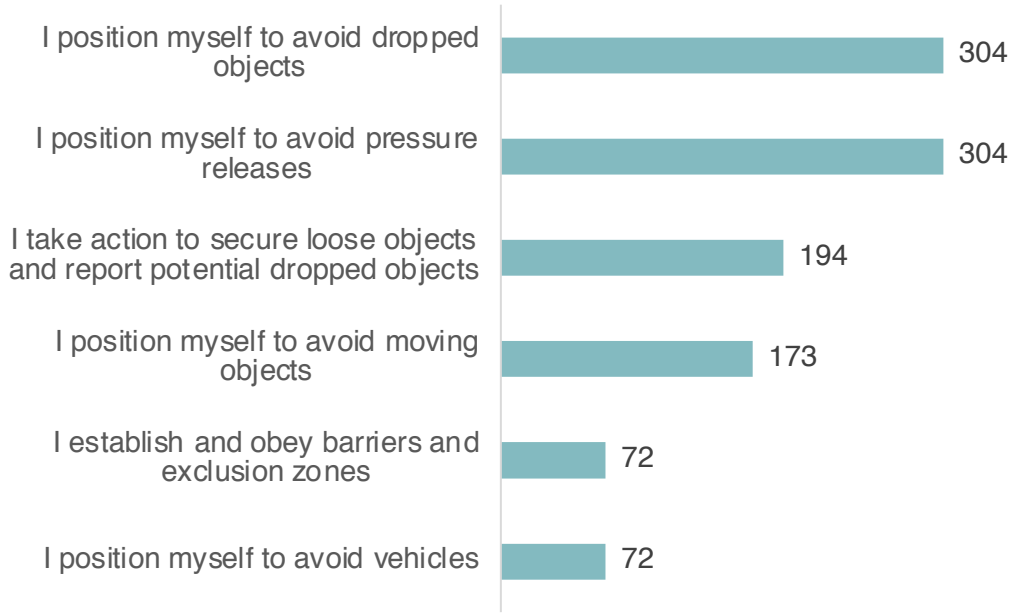
«Respecting barriers. Respecting red zones. Always ensure free space behind one's back.»

«During disassembly, one ensures to notice signals indicating pressure, f.ex through sound.»

«We are good at positioning ourselves to avoid exposure to pressure. F.ex by opening bolts.»

Line of Fire

Which of the elements in this rule is the most difficult to follow?



Reasons provided by the teams for why it can be difficult to uphold these standards in their own work:

- Challenging to identify / predict potentially falling objects / moving objects
- Difficult to identify where there is pressure
- Layout of work environment and / or equipment can make it difficult to position oneself appropriately
- Missing or unsuitable barriers
- Lack of oversight regarding other activities / operations in the area
- Difficult to reach in order to identify, and secure potential falling objects.
- Tools / Equipment not suitable/adjusted for work at height

«It can be difficult to identify which objects represent a potential danger, as it is not easy to tell if they are loose at height. They may also lie hidden.»

«Not all tools and equipment is prepared/adjusted for securing at height. Difficult to predict all potential movements at all times.»

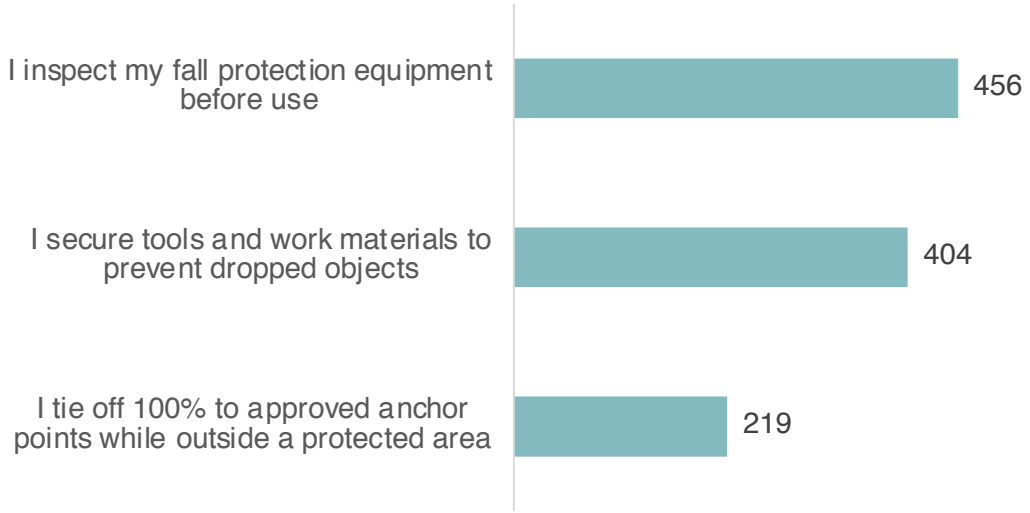
«Because pressure release can occur from unexpected sources. Trapped pressure can be invisible.»

«Difficult to ensure that one never walks under hanging loads, particularly with movements on installation. Assembly lifts with separate parts which can cause hanging loads to pass over one.»

«Impossible to maintain sight of all simultaneous operations in the area.»

Working at Height

Which of the elements in this rule is the easiest to follow?



Examples from teams of how standards are upheld in their own work:

- Good planning
- Follow routines, procedures and checklists
- Pre-use checks and buddy checks
- Inspect and evaluate the condition of equipment
- Using correct equipment/tools for work at height
- Registering tools/equipment
- Appropriate securing of tools/equipment

«Create and use lift plans, checklists etc.; Secure tools during work at height.; Use equipment such as safety nets, tool-securing, barriers.; Ensure barriers have the necessary and appropriate cover and size.; Good at operating in teams when climbing.»

«Buddy checks and use of tools from height storage. Logging of all tools at height.»

«Ensure the safety harness is approved for use by checking year and month on the harness. It has an expiry date.»

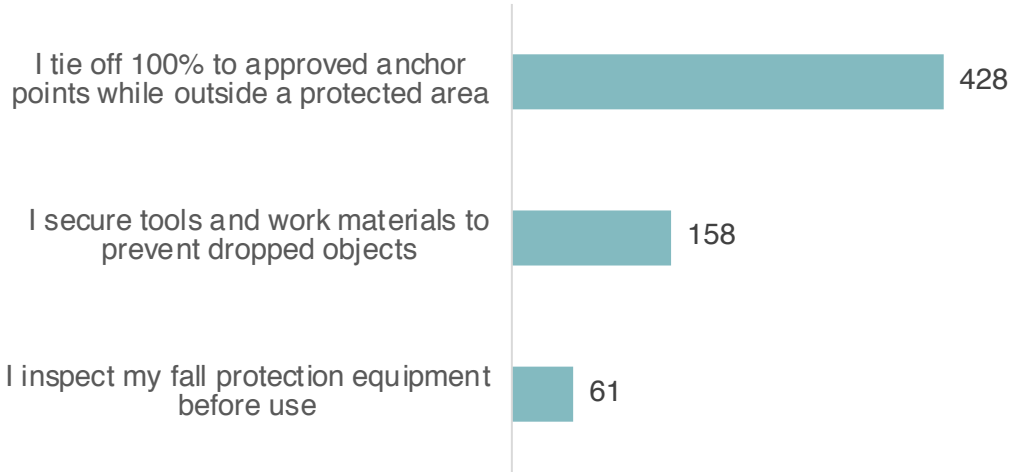
«Check certification and condition of equipment. Yearly check-ups.»

«Tools/materials are checked in and out for use during work at height. Make use of safety net as a supplement.»

«Before starting work, I secure all materials and check their condition. when working at height, I check the condition of the harness and whether all tools have a safety rope»

Working at Height

Which of the elements in this rule is the most difficult to follow?



Reasons provided by the teams for why it can be difficult to uphold these standards in their own work:

- Lack of approved attachment points
- Difficult to estimate strength of attachment point (not marked)
- Difficult to reach/access
- Missing competency / understanding regarding secure attachment points, or lacking the equipment to make it work
- Available tools / equipment not adapted / suitable for work at height

«Because not all areas are designed for climbing. Some areas have only clear sky above, no structure. Other areas lack appropriate attachment points in the vicinity of the workspace.»

«Not always easy to know what can sustain 1000kgs of point-pressure. It is often challenging to find attachment points which suit the operation. Knowledge and available aids are poorly explained to staff.»

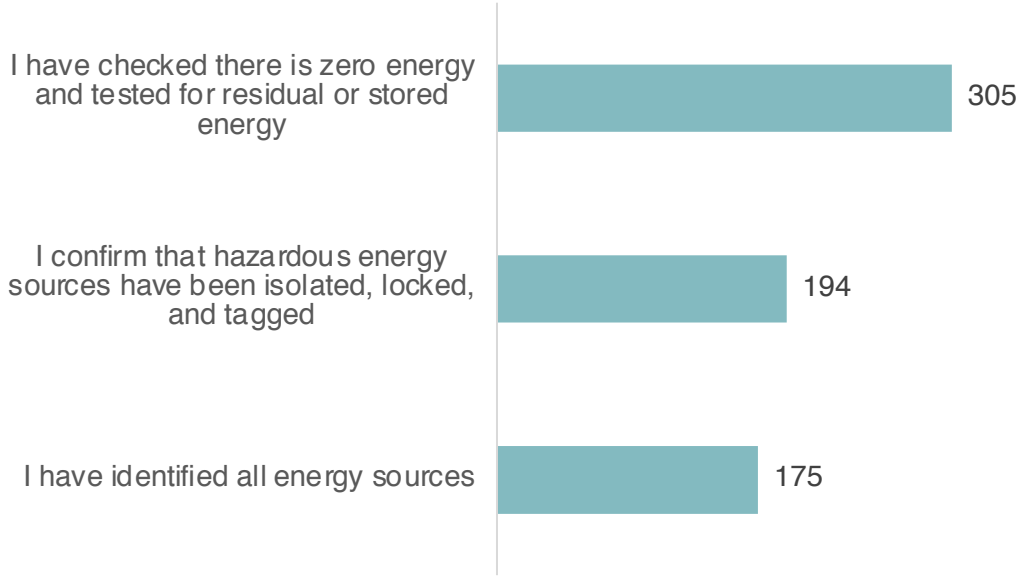
«Lack of knowledge, lack of good attachment points, tight spaces and difficult access.»

«Difficult to secure materials at height, as it is not shaped for securing.»

«Attaching tools, tricky to get the job done with the protocols for securing / attaching. Leads to poor access with the safety harness mounted. Some vehicles are not designed appropriately for attaching and securing.»

Energy Isolation

Which of the elements in this rule is the easiest to follow?



Examples from teams of how standards are upheld in their own work:

- Good planning and preparation for the work
- Ensure correct understanding / competency
- Follow procedures and checklists
- Pre-work checks and buddy checks
- Appropriate marking and locking
- Verify and demonstrate zero energy / pressure before commencing

«We apply for work permits on jobs we are to complete, we clarify which equipment is being worked on, which sources of energy are to be present, how we are to remove these sources, and ensure that they can not be connected during work on the relevant equipment.»

«Under FJS the operator must show there is zero pressure on 2 separate places for «bleed.» During electric checkout, there must be a test of the equipment to prove zero energy.»

«Use ICC / SCC actively, measuring voltage, checking for "0-energy" according to procedure.»

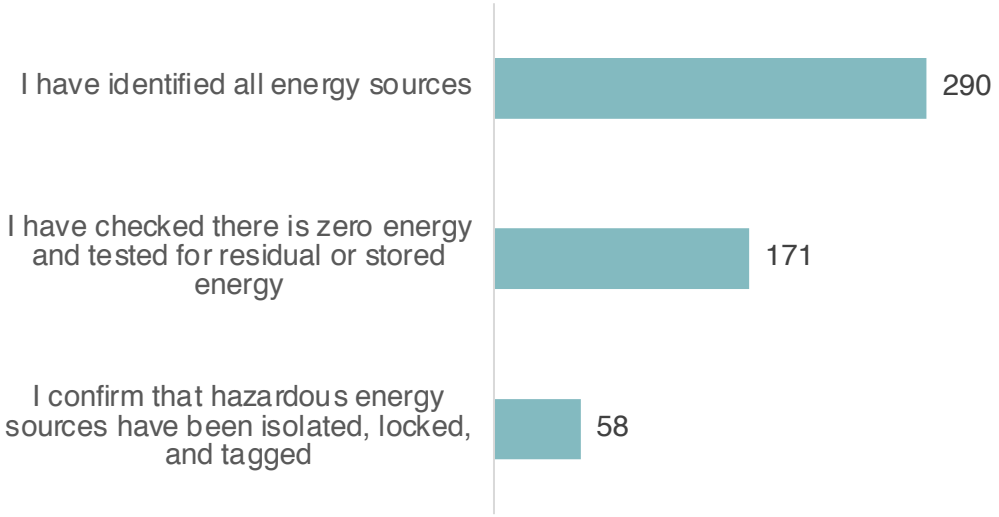
«We develop a plan of isolation, thus identifying all sources of energy. Coordinating with others working in the area (…) attaining confirmation that dangerous sources of energy have been isolated, ICC with marking / branding and verification as such. Strong lock on engine and test start for confirmation.»

«Ensure the equipment has been relieved of pressure. Checkout of energy/electric must be done with personal lock. Manual test of the start button. Go through the isolation plan together with maintenance and own team – ensure mutual understanding of the isolation.»

«Good plans for isolation. Enough time to complete task. Sufficient competency.»

Energy Isolation

Which of the elements in this rule is the most difficult to follow?



Reasons provided by the teams for why it can be difficult to uphold these standards in their own work:

- Complex design / systems
- Difficult to maintain overview during larger isolations
- Faults in design and branding / marking
- Lack of f.ex. bleed points, or difficult access
- Demands and procedures: difficult to find instructions; Difficult to understand (language / complexity)
- Difficult to keep track of changes.
- Experience / knowledge of equipment and working environment

«Can be tricky when isolations are large and transpire over several shifts, important that all workers sign for their points, with good handover.»

«There can be large systems like f.ex. work air systems, which cover the entire FSU, making it difficult to get an overview of the affected users.»

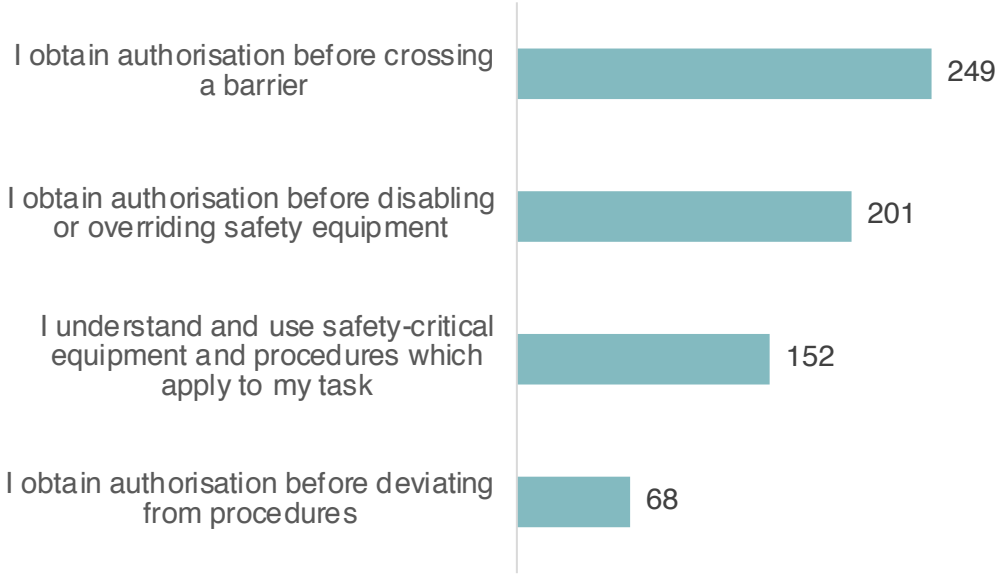
«Verifying all sources of energy can be difficult due to design (lacking bleed points), old and rusty valves, difficult access / tight spaces, pressure from old valves which are overlooked during planning.»

«ARIS is tricky to manoeuvre. Complicated language and room for (inaccurate) interpretations.»

«Can be difficult to find the demands. Tricky to manoeuvre the systems. Lacking understanding of the risks. Lack of training. Large and complex facility with several sources of energy.»

Bypassing Safety Controls

Which of the elements in this rule is the easiest to follow?



Examples from teams of how standards are upheld in their own work:

- Good planning and work permit (WP/AT)
- Follow procedures and checklists
- Good dialogue with relevant parties
- Contact owner for permission to cross barriers
- Implement compensatory measures
- Verify connections (in & out)

«Disconnecting essential safety equipment – WP confirms equipment. Compensatory measures are implemented. Good communication»

«Confirming communication between enacting workers and SKR – active use of the WP system. Use of Secure Job Analysis (SJA), A-standard and pre-work checks (FJS).»

«Good dialogue with the control room, avoid ongoing activity in the area during disconnection of the detection system.»

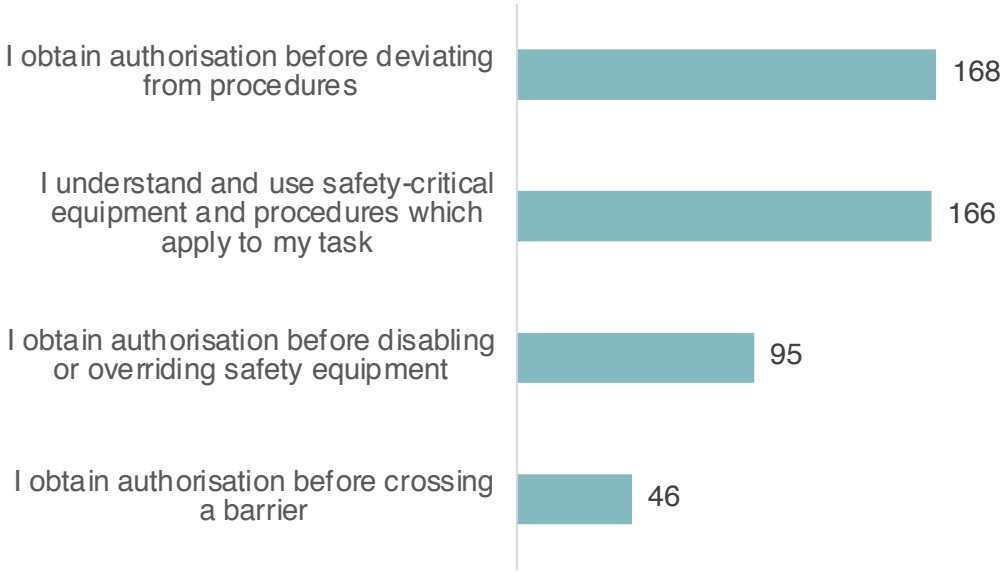
«Confirming communication. Approved WP. Good FJS with operator and system owner.»

«One obtains permission before entering a barred area. There are always signs with radio and phone numbers for contacting the team. We always seek to update the signed barriers with the correct department and firm upon request to enter.»

«Compensatory measures are in place for discharging / disconnecting. Verify important connections (in & out).»

Bypassing Safety Controls

Which of the elements in this rule is the most difficult to follow?



Reasons provided by the teams for why it can be difficult to uphold these standards in their own work:

- Difficult to stay up to date on current procedures, incl. all changes
- Lack of clarity in procedures and demands
- Time-consuming to attain approved deviations, combined with time pressure
- Surprising situations / ongoing changes
- Competency / experience with the work tasks and/or environment

«It is difficult to find one's way in a sea of procedures / Aris we are to follow on a daily basis»

«There are many demands aimed at work to be done, which are occasionally contradictory»

«It can be tricky to maintain an overview of all the changes in rules and procedures»

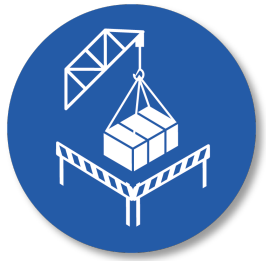
«It is tricky to reach the necessary people when it comes to preparing for work.»

«An extensive process to apply for deviations for from procedures. Self-imposed stress.»

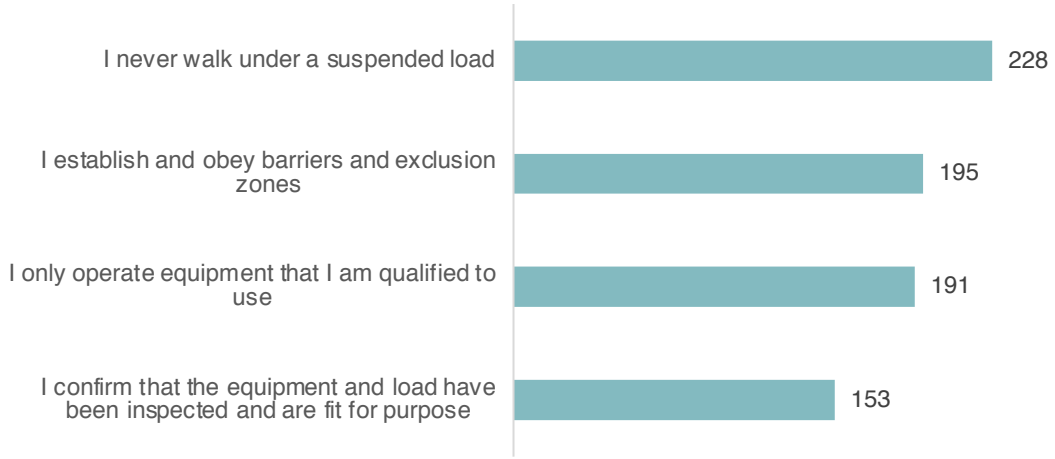
«During work with safety systems, there may be deviations from procedures which are impossible to plan for before commencing work.»

«Often uncertain what is defined as critical safety equipment, and what is not. Such as for applications for AT1 and AT2.»

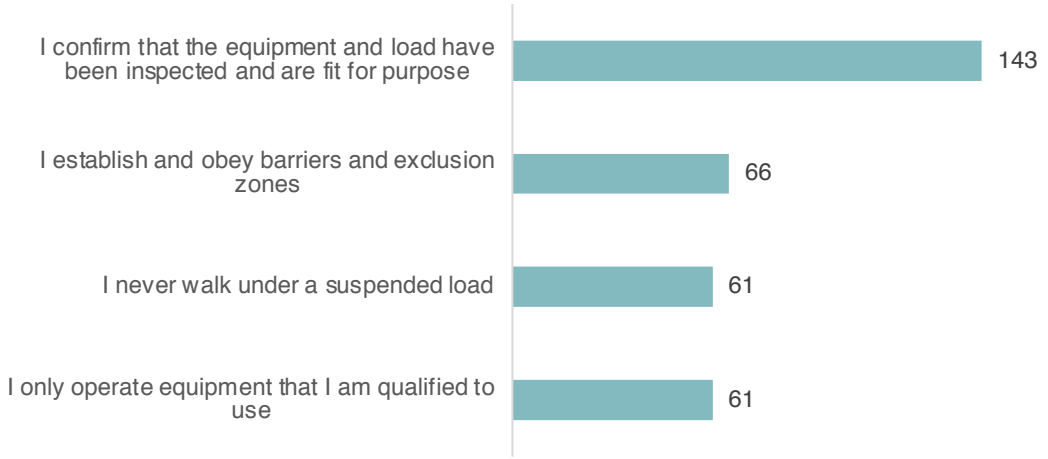
Safe Mechanical Lifting



Which of the elements in this rule is the **easiest** to follow?

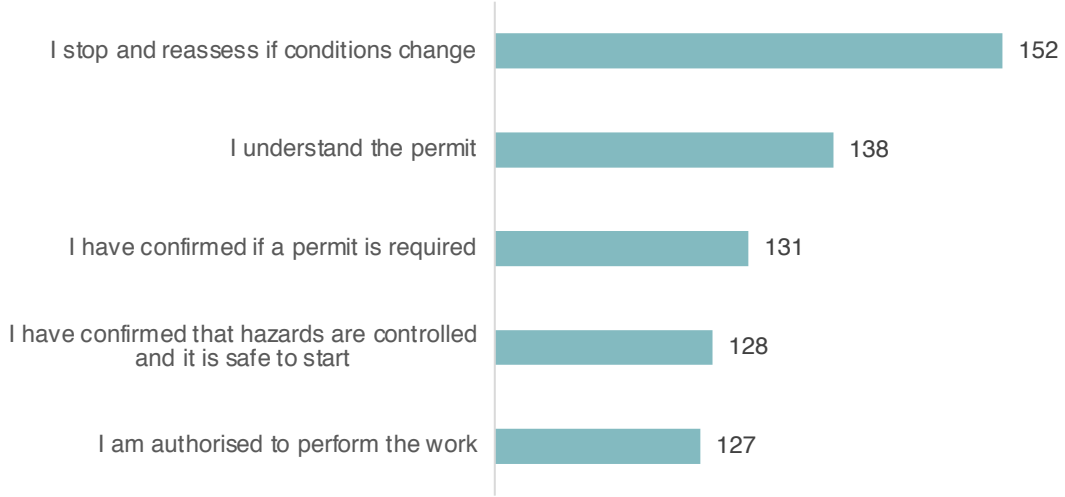


Which of the elements in this rule is the **most difficult** to follow?

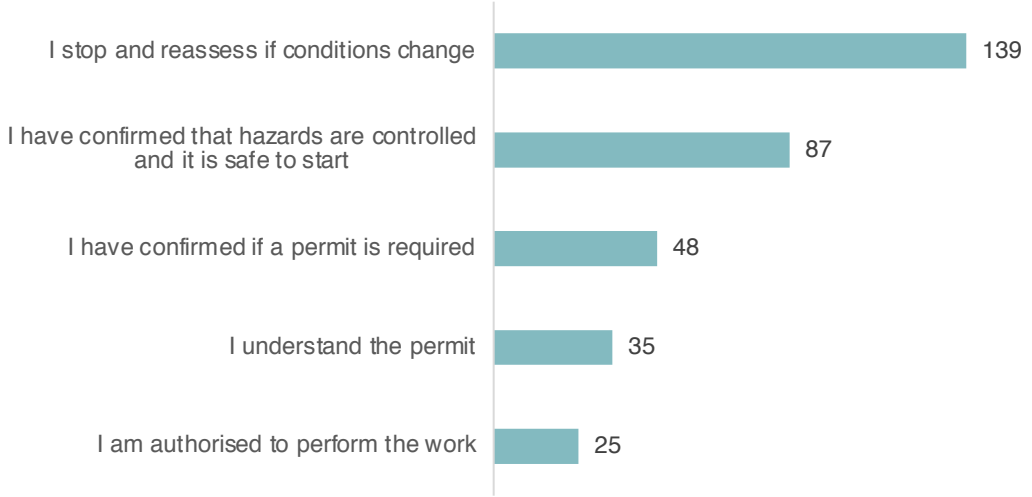


Work Authorisation

Which of the elements in this rule is the easiest to follow?

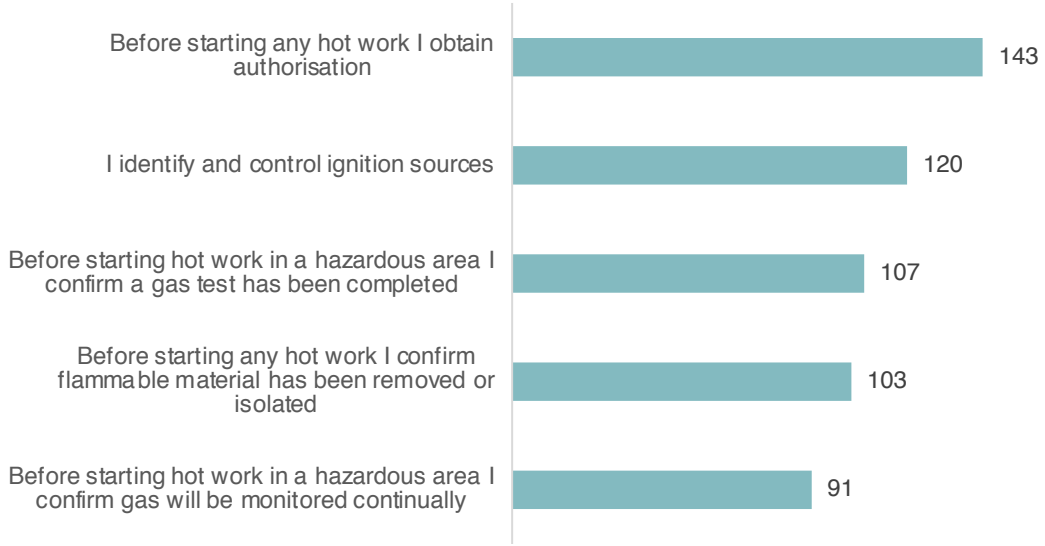


Which of the elements in this rule is the most difficult to follow?

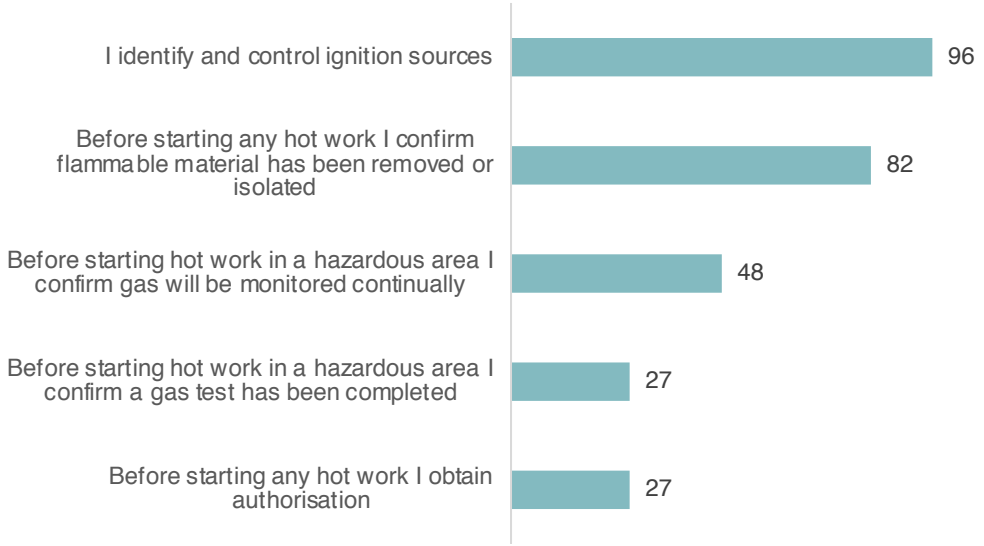


Hot Work

Which of the elements in this rule is the easiest to follow?

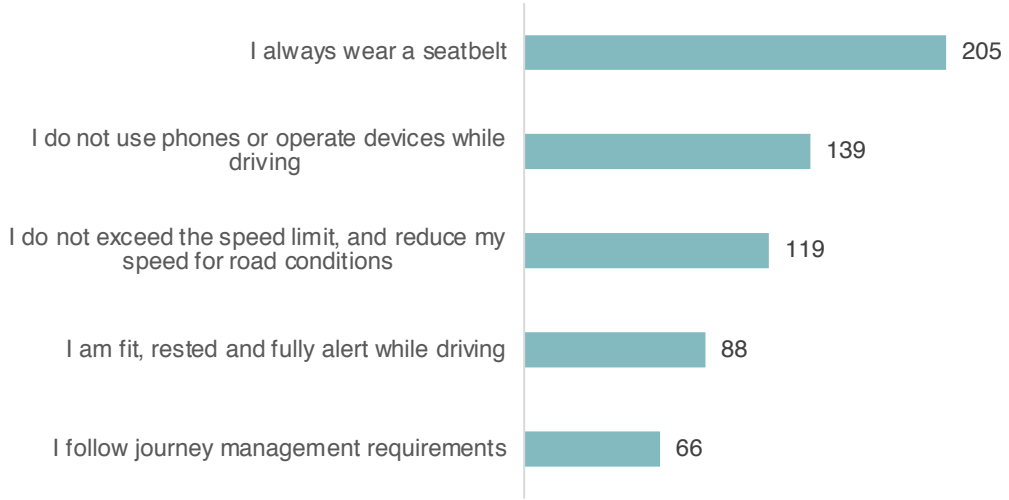


Which of the elements in this rule is the most difficult to follow?

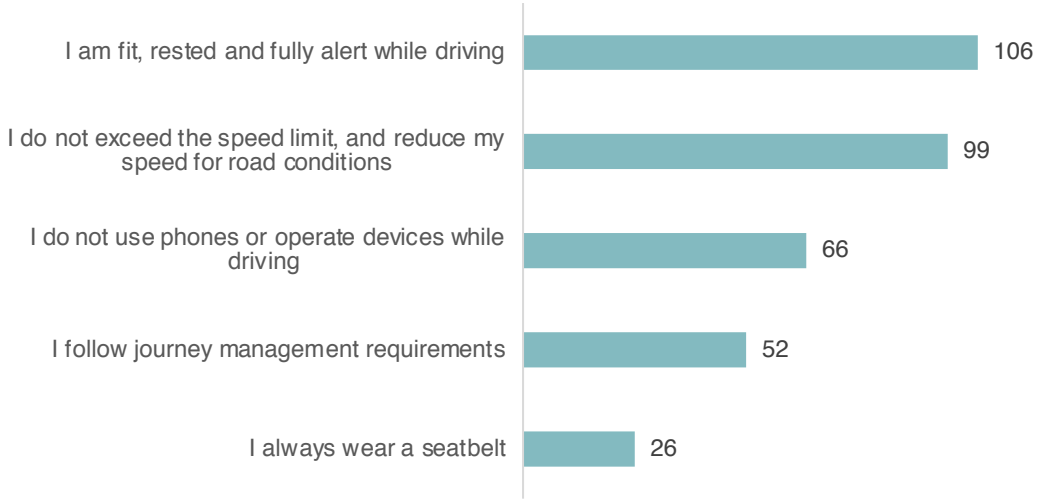


Driving

Which of the elements in this rule is the easiest to follow?

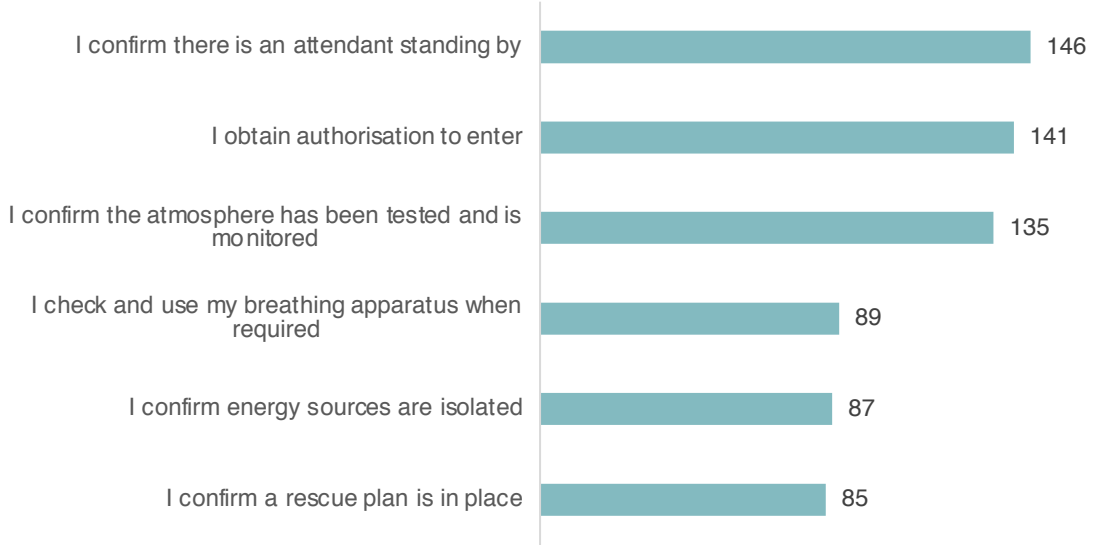


Which of the elements in this rule is the most difficult to follow?

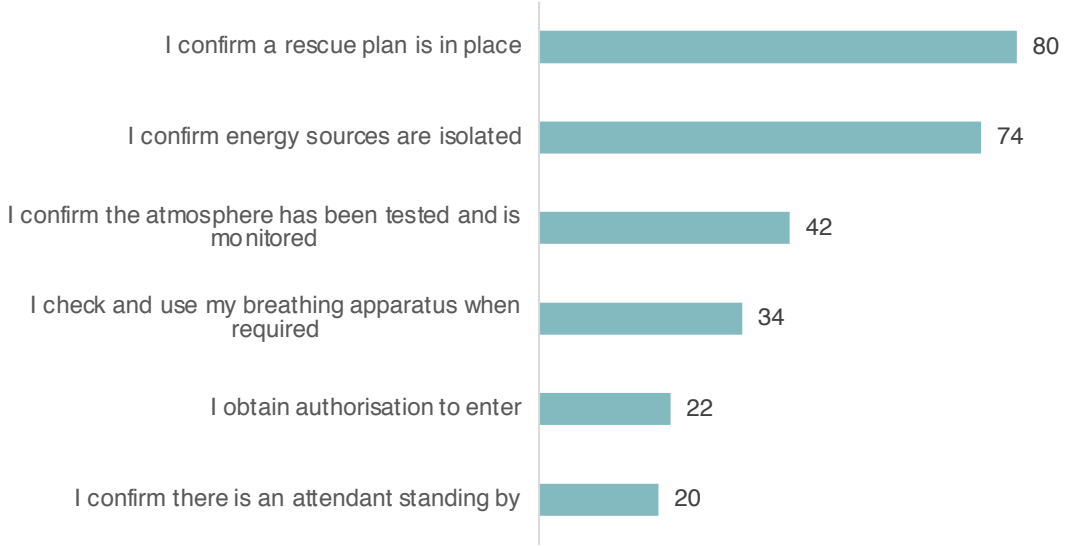


Confined Space

Which of the elements in this rule is the easiest to follow?

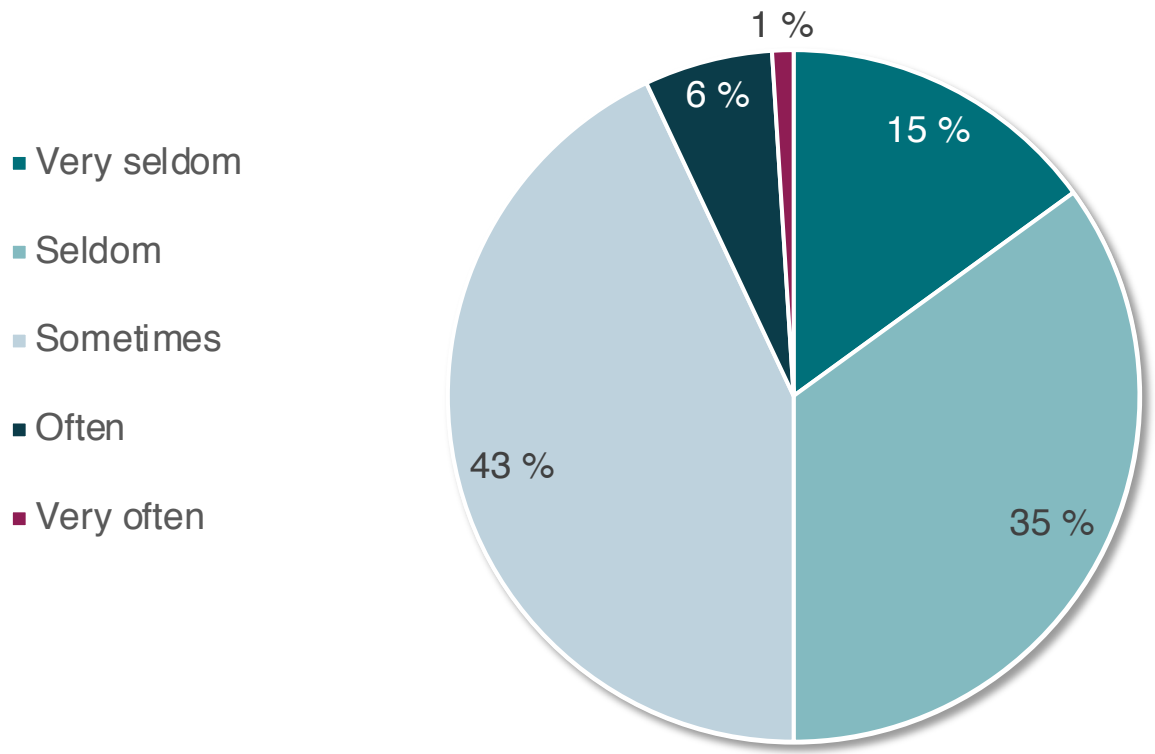


Which of the elements in this rule is the most difficult to follow?



How often do you experience deviations between demands (and instructions) and how work is actually performed?

The figure illustrates the percentage distribution based on 1684 responses



Do you have any examples of demands which are hard to understand and/or enact in practice?

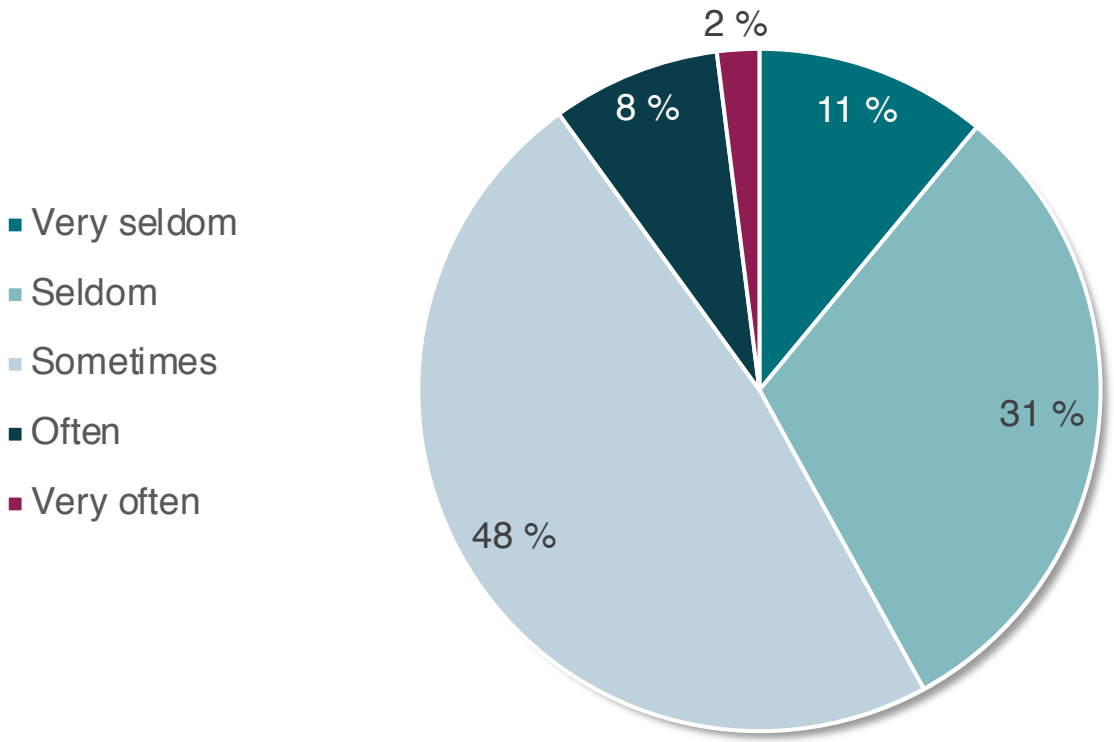
Question was asked to those who replied ‘Sometimes’, ‘Often’ or ‘Very Often’ on the question regarding amount of deviations.

General challenges in understanding and/or converting demands to real work scenarios

- Difficult to keep track of current demands / procedures, including all changes
- Some demands / procedures can be difficult to comprehend
- Demands / procedures can in some cases be too general, and in other cases too specific / complex.
- Certain demands / procedures can be outdated, or there can be uncertainty on whether they are in-keeping with new criteria and standards
- Maps and actual environment do not match, design can make it tricky to enact demands / procedures in practice:
  - Design of equipment / tools / areas make it difficult to enact demands and procedures
  - Older facilities: not designed according to new demands/procedures
  - Outdated demands / procedures do not match with updated tools / equipment / processes
- Lack of training / knowledge
- Different interpretations, application and language / terminology across the field and between companies

In this section of the report, you will find an overview of the main topics discovered based on comments provided by leaders and leadership teams for the case “Dialogue as a tool for safe job execution”, in the learning package for Q2: Prevent Personal Injuries.

How often do you experience deviations between demands (and instructions) and how work is actually performed?



What are the most important reasons for deviations between demand (and instructions) and how work is actually performed?

Question was asked to those who replied ‘Sometimes’, ‘Often’ or ‘Very Often’ on the question regarding amount of deviation.

- Flawed planning
- Lack of operative experience / competency
- Lack of competency and knowledge of demands and instructions
- Demands / procedures can be difficult to understand; too rigid: general; and outdated
- Differing expectations between those who develop demands and those who have to enact them
- Poor or lacking transfer of experience and communication
- Changes during the working process
- Working conditions
- Design challenges
- Silent deviations
- Following expectations rather than considering the most safe way of conducting the task

Quotes

«Flawed planning, changes which are difficult to predict, complying with complex demands, follow-ups, poor communication between preparation and completion of task»

«Many and extensive demands Difficult to ensure everyone has sufficient knowledge»

«General procedures/instructions in certain cases (one size fits all), different interpretations of content, and established bad habits for working which are hard to quit.»

«We actually experience deviations in the «simple jobs», where there are often changes during the process. Rather than conducting a new risk assessment, one takes short cuts»

«There are probably a few who feel that we have expectations for how the job should be done, instead of suggesting to do it in a different, perhaps safer manner»

«Most times, the person performing the job is different from the person who wrote the procedure»

How do we ensure, as leaders, that Life-Saving Rules are actively used to reduce risk of personal injuries?

- Include life-saving rules in HR-meeting and other relevant forums (f.ex OIM welcome meetings, department meetings, morning meetings etc.)
- Include life-saving rules in the planning of the work (f.ex WP, HAZOP, checklists etc.)
- Behave as role models and apply life-saving rules more actively on a daily basis
- Actively apply life-saving rules in dialogues and conversations in the field
- Relate life-saving rules to demands / procedures
- Operationalise life-saving rules for daily work
- Simple and adapted conveying of life-saving rules in the form of f.ex small cards which one can bring around, visual content for info screens

In this section of the report you will find an overview of the main topics discovered based on comments provided by leaders and teams among operations support units for the case “From requirements to practice”, in the learning package for Q2: Prevent Personal Injuries.

How can we, through our support and planning, contribute to reducing risk of personal injuries on our installations/facilities/construction sites?

- Include appropriate personnel in planning (offshore , VO-services, operative personnel, suppliers)
- A good control system which includes the right processes / demands / elements
- Work actively to extract and make use of learning / experience from previous events
- Compare plans and procedures with the actual conditions on-site (survey on-site; go through design; use remote methods)
- Understand and minimise changes
- Ensure good risk assessments, be critical, ask questions
- Increase one's own competency / understanding
- Ensure sufficient time is in place for planning
- Use tools like Always Safe and Life-Saving Rules

What is the most important measure we can introduce to reduce risk of personal injuries among others we support (offshore, on-site, facilities, suppliers)?

- Good planning:
  - Make risks visible
  - Describe concrete steps, and good measures
  - Include competency specifically for facilities
- Good communication with on-site staff
- Increased focus on risks
  - Practice identifying risks / dangers
  - Improve communication related to risks and results of risk assessments both on- and offshore.
- Share experiences and learn from one another
- Ensure correct procedures for the work
- Avoid changes to the plans late in the process
- When change is necessary: stop work and ensure good change management with involvement of the right competency / personnel
- Clear demands and good cooperation with supplier
- Honest and open communication
- Clear focus on LSR

In this section of the report, you will find an overview of the main topics discovered based on comments provided by leaders and teams of office personnel for the case “Safety in everything we do”, in the learning package for Q2: Prevent Personal Injuries.

What can we do to create an environment where everyone feels safe enough to share experiences, ask questions and raise concerns?

- Build an open and inclusive culture where we care about one another, and everyone are included
- Leaders act as role models, are open and visible, and ask questions
- Actively encourage taking the time to discuss HSSE-challenges
- Listen to questions and feedback, take it seriously and follow up appropriately
- Use experiences and lessons learned actively
- Facilitate good cooperation between departments and on- and offshore

Quotes

«Leaders have a unique responsibility in ensuring everyone are heard. Important to listen, and not discard others' reflections. Meeting management must include meeting participants.»

«Respecting each other and allowing being open and honest without the risk of being criticized. Showing respect and taking care of each other»

«Encourage and challenge everyone to make their concerns known, irrespective of the circumstances. Focus on good cooperation and dialogue»

«Listen to, and respect people who raise concerns and come with questions»

«Be open for receiving and providing feedback in appropriate ways (must be with good intention) that creates bonds of trust»

«Positive feedback when people raise concerns»

«Focus on the real causes behind incidents and learning potential for similar operations»

Which behaviours must we strengthen in our office to reduce danger of personal injuries?

- Strengthen the feedback culture – raise voice if we observe potential danger for personal injury
- Increase knowledge / awareness of risks in an office space
- Be more aware of our surroundings and actively identify risks
- Enact HSSE-procedures and rules
- Be open about challenges
- Ask for, and apply tools ensuring good ergonomics
- Safe breaks between meetings to avoid hurrying in hallways
- Avoid multitasking
- Frequent drills (Escape routes, fire extinguishing equipment)
- Focus on transport to- and from work
- Apply hygiene regulation
- Hold onto the railing when walking up and down stairs

Quotes

«Don't walk by and don't feel ashamed to remind colleagues to pay attention to certain things. (…) In general, intervene when you see something»

«Become better at speaking up when seeing unwanted behaviour. Practice receiving feedback, not interpreting it as criticism»

«Knowing what the risks in the office are: Ergonomics, Trips and Falls »

«Open culture, where one can talk about challenges one is experiencing, both physical and mental»

«There are many meetings, with lots of stress and potential hallway dangers, as high levels of stress makes for absent minds»

«Think twice before going down stairs (hold onto railing, keep one hand available), alternatively use the elevator if necessary»

«Do not walk while texting and calling with a cell phone. Consider using a backpack or bag while carrying a lot of items»

How can we contribute to reducing danger for personal injury for others (on installations/facilities/construction sites/suppliers)?

- Develop better understanding of operative settings
- Good planning, active participation in risk-assessments, ensure involvement of appropriate competency
- Inform and apply measures when we observe risks
- Contribute to a complete HSSE approach on all levels
- Ensure transfer of experience and teaching/learning
- Focus on safety in design
- Think about safety and risks in all areas we work with
- Actively use the «year-wheel» and other HSSE resources
- Minimise amount of staff in dangerous areas
- Ensue thorough education and support for colleagues

Quotes

«Use the tools we have and, use HSSE's year-wheel for raising awareness. Ensure use of persons with competency and knowledge in reviews that are conducted.

«Be aware of the complexity. Start with priorities, ensure alignment of goals. Make sure the perspectives is aligned at both the management level and the workers level (…)»

«Help each other with maintaining rules and demands. Contribute with experiences and analysis tied to operations, use data. Listen to concerns and follow them up in a serious manner.

«Updated documentation. Dare to raise voice if one observes potentially risky decisions being made. In engineering, choose designs which are safe. Follow instructions and demands.

«Share learnings/incidents from the past or from other facilities»

«Apply risk-based approach in our way of working. Apply an always safe approach in our decisions»

«Limit amount of hours offshore by doing as much of the work as possible during fabricating onshore. Reduces amount of helicopter travel, exposure to chemicals, pressurised equipment, HC-leaks etc.»

BehaviorLab

- a behavior focused approach to change

BehaviorLab AS
Org. nr. 925 612 863 MVA

behaviorlab.no
contact@beahviorlab.no

Skjeldererups gate 10
0559 OSLO