


Petroleum	Health, Safety & Environment Management System Behavior-Based Observation System	
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PETROLEUM CSG

HSE MANAGEMENT SYSTEM PROCEDURE

BEHAVIOR-BASED OBSERVATION SYSTEM
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Petroleum HSEC Procedure No: PP05.02	
Reference: HSE Management Standard 5 – Awareness, Competence and Behavior	
Date: June 1, 2008	Revision: 0
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Approver: Dave Banks, Vice President HSE	Signature On File



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1.0 PURPOSE

This procedure identifies the requirements for developing and implementing a Behavioral Based Observation System (BBOS) within BHP Billiton Petroleum. Its purpose is to ensure consistency across Petroleum operations and define a common framework for implementation at the site level.

All BHPB Billiton Petroleum owned facilities shall utilize the same peer-on-peer observation program (the DuPont STOP for Each Other system) and a supervisor-on-peer conversational program (Petroleum Behavioral Excellence Safety Training - BEST or Advanced STOP). Defining a common framework across Petroleum will promote better understanding of behaviors and hazards being observed across and within Divisions. It will also allow global analysis of results so that lessons learned and trends can be shared.

This procedure provides direction to ensure that the key common elements of a behavior based observation system are being implemented at each site.


2.0 SCOPE

This procedure applies to all BHP Billiton Petroleum personnel (employees and contractors) working on or visiting controlled activities. A variance form for this procedure shall be signed by the responsible Petroleum Leadership Team member if the site is unable to fully comply with this procedure.

When Exploration or Development controlled activities are located on contractor or 3rd party facilities (seismic, drilling and construction), this procedure shall apply **or** an equivalent contractor procedure and corresponding bridging documentation shall be in place. The requirements of this procedure shall be detailed in contractual documents.

All monitored activities should have an equivalent system in place that meets the intent of this procedure.

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3.0 REFERENCES

This procedure is to be used in conjunction with:

[BHPB Management Standard 5 – Awareness, Competence and Behavior.](#)

[BHPB Fatal Risk Controls Protocols](#)


BHPB Petroleum BEST (Behavioral Excellence Safety Training) training materials

[DuPont STOP for Each Other training materials](#)

4.0 DEFINITIONS

Contractor	a person employed either directly or indirectly by a company contracted to BHP Billiton Petroleum to provide equipment and/or services to a BHP Billiton Petroleum operation
“Shall” or “Must”	means a mandatory requirement
Should	means a guideline which is strongly recommended
Visitor	a person visiting a BHP Billiton Petroleum controlled site who is authorized to do so by the senior-most BHP Billiton Petroleum Site representative

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5.0 PROCEDURE(S)

5.1 Observation-Oriented

The behavior based observation system shall encourage individuals to make time in their daily routine to observe behaviors or worksite conditions in a non-threatening, “peer on peer” environment. Observations shall include both positive (safe) and negative (unsafe) aspects of the people and work environment.

Once safe to do so, observations of behavior shall be followed with appropriate conversation. This will allow the observer to discuss any potentially hazardous behaviors or commend safe acts when it has the most impact.

When an unsafe act or behavior is observed, the observer shall **Stop the Job**. If not assessed further, the unsafe act or behavior could escalate in severity.

5.2 People-Based

The primary focus of the behavior based observation system shall be on the **behaviors** of people (actions and attitudes). While unsafe conditions must also be identified, the main focus of the behavior based observation system is to identify and eliminate hazardous behaviors before the behaviors create an unsafe condition or lead to an incident.


People-based observations shall be categorized according to the common behaviors noted on the STOP for Each Other card (Attachment 8.1):

- a) The Reactions of People;
- b) The Positions of People
- c) Use and Care of Personal Protective Equipment (PPE);
- d) Use of Tools and Equipment;
- e) Use of Procedures;
- f) Orderliness (Housekeeping).

Similarly, the behavior based observation system shall also identify potentially hazardous or unsafe **conditions** which may pose a risk to site personnel. The categories used to assess site conditions shall be described under:

- a) Tools and Equipment;
- b) Structures and Work Areas;

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- c) Environment;
- d) Orderliness (Housekeeping).

The STOP observations (behaviors and conditions) shall be compiled and reviewed at the site on a weekly basis and/or during daily shift handovers as a minimum. Both positive and negative observations shall be reviewed. Observation cards shall be compared against the requirements of the [BHP Billiton Fatal Risk Control Protocols \(FRCP's\)](#). Behaviors or conditions that fail to comply with these mandatory BHP Billiton standards shall be elevated for review by senior line management and considered for potential classification as Near Miss Significant Incidents.

5.3 Employee and Contractor Involvement

All site personnel shall participate in the behavior based observation system. The trust necessary to achieve full participation will not be achieved through a fault-finding approach. Success requires a combination of coaching and positive feedback.

To achieve ownership and fully utilize the observation system, personnel shall understand the principles of the system and the benefits of being proactive. Personnel shall be encouraged to participate with positive outcomes – i.e. recognition for their efforts – and not forced to take part through threats of disciplinary action.


5.4 Individual Accountability

All site employees and contractors are expected to intervene when they observe “at-risk” behaviors or conditions. Individual accountability shall be a central feature of the behavior based observation system and training program. The system shall encourage employees to observe and then act to correct “at-risk” or hazardous behavior in others. Individuals shall demonstrate that they are accountable for their own safety and the safety of their peers.

5.5 Management Support

The behavior based observation system shall ensure that senior and line management involvement is mandatory, and that weekly and monthly reviews require attendance by an acceptable cross-section of the management structure.

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Managers and supervisors shall make regular site visits and actively participate in the observation process, focusing on both positive and negative observations. Whenever possible, the manager or supervisor shall also engage site personnel in “supervisor-on-peer” conversations regarding the risks and safety precautions associated with a particular work activity. When focusing on hazardous or at-risk behaviors, the manager or supervisor shall not set a fault-finding tone. Positive behaviors should be recognized at the time of the observation for greatest impact.

Managers and supervisors shall develop a sound understanding of the basic principles for making behavior based observations. Although the focus of a safety observation system is on the actions of the workforce in general, its success is determined by the level of management awareness and the visible support and involvement by senior and line managers.

5.6 Training and Resources

Training shall provide background information on the techniques and principles for completing observations and follow-up conversations, as well as provide an understanding of why participation is important. Personnel shall understand the importance of being proactive and suggesting changes that promote improved HSE performance.

STOP for Each Other peer-on-peer training shall include all site based personnel. Refresher training shall be conducted at least every three years.

BEST or Advanced STOP supervisor-on-peer training shall include all senior and line management personnel at the site. Refresher training shall be conducted at least every three years to ensure that quality safety conversations are being conducted.


Each site shall provide supporting documentation and promotional resources (booklets, posters, videos, etc). This documentation and promotional material shall be distributed through the HSE functional representative.

5.7 Recording Observations and Conversations

The behavior based observation system shall provide information in two ways:

1. Immediate verbal feedback to individuals regarding their safe or unsafe behaviors. This feedback must include both positive and negative (or corrective) observations;

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2. Systematically record data relating to both safe and hazardous behaviors and conditions.

All observations shall be documented on a STOP for Each Other pocket card. The cards shall be turned into a senior line manager, site HSE Advisor or placed in a clearly identified STOP card receptacle. Cards shall be collected on a daily or weekly basis and the observations reviewed.

Observation cards shall include the name of the observer, date, area, shift and time. The name of individuals being observed shall not be included so that they system remains objective, avoids blame, and discourages misuse.

Follow-up conversations shall be documented in a constructive, professional manner onto the STOP observation card. Attach an extra sheet of paper when needed. The conversation shall:


1. Make use of positive feedback, when appropriate;
2. Be concise and specific;
3. Fit the situation and be based on sound knowledge;
4. Be supportive and non-threatening.

5.8 Result Tracking

Behavior based observation data shall be collected, stored and analyzed in a systematic way. Observations shall be entered into a computer database using the individual categories identified on the STOP card (Section 5.2 and Attachment 8.1). The analysis shall be used to target further behavior-based campaigns. A single database system shall be used for collecting and reporting observation data. Actions arising from observation cards shall be entered and tracked in a single action tracking system. Actions should be tied into a work order system, where applicable. A common tool for storing and processing the observations and actions will be coordinated through the HSE Systems group.

Site management shall be responsible for providing the workforce with regular feedback on results. This feedback shall contain the behaviors and conditions observed, as well as the subsequent remedial action, time frame and responsible party to prevent re-occurrence. Feedback shall be provided on at least a monthly basis, preferably on a weekly basis.

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Site data shall be rolled up every month and trends identified. These trends shall be used to develop leading indicators for annual performance reporting purposes as part of the HSE scorecard. Trend indicators shall include the:

1. Number of safe/ unsafe observations recorded at the site;
2. Types of frequently observed unsafe and safe behaviors and conditions;
3. Ratio of safe to unsafe behaviors recorded against each category.

Formal communication of the leading indicators shall be placed onto site Notice Boards and discussed regularly at management, operations and safety meetings, enabling employees to track progress. Achieving these goals will help individuals realize how their observations of behaviors and conditions are making a difference at the site.

5.9 System Audit

Regular auditing of the behavior based observation system shall be conducted to ensure that it is well communicated and understood, effective in addressing site risks, and achieving improved HSE performance.


Auditing shall include an analysis of the key system components, such as levels of participation, management involvement, data analysis and trending, communication and feedback. Audits shall look for a demonstration that data is being recorded and used to implement work site improvements.

5.10 Responsibilities

Implementation of the behavior based observation system shall be the responsibility of the senior site manager.

The HSE Team Leader or Advisor shall be responsible for verifying that the system is in place and working effectively. The site HSE Advisor shall also be responsible for maintaining a supply of STOP cards and training materials for use at the site.

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6.0 RECORDS

The following records shall be maintained at each site:

1. Site observations;
2. Action tracking and trending;
3. Action closeout;
4. Feedback and communications.

7.0 UPDATES TO THIS DOCUMENT

This is a Petroleum HSE controlled document. Requests for updates to Petroleum HSE controlled documents shall be entered onto a Petroleum HSE Document – Update Request Form and sent to the **Petroleum HSE Systems Support** email in the GAL.

8.0 ATTACHMENTS

8.1 STOP for Each Other Card (Example only)

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