

2. Staffing, Roles and Responsibilities

Purpose: to define HSE roles and responsibilities and to identify resources to manage construction activities safely.

Objectives:

- to establish HSE roles and responsibilities needed for the site construction
- to define and agree with client the HSE support-to-workforce ratios dedicated to a project
- to enable HSE resources to provide timely input to construction documents, plans and strategies.

See also Section 1 – Leadership for additional information

Expectations

2.1 Roles dedicated to each project as minimum

The number of supervisors and HSE personnel relative to the number of workers on the site is agreed between client and contractor. Examples include ratios of supervisor-to-worker, HSE support-to-worker, and specialist resources. Numbers depend on levels of risk exposure and are specific to the project phase to ensure efficient supervision and effective project risk management.

- Below are typical project HSE roles:
 - HSE Manager from both Client (if applicable) and Contractor for duration of the project
 - HSE workforce support as referenced in ratio statement above
 - Permit to Work (PTW) coordinator for commissioning
 - HSE trainer, internal or external nurse, paramedic or professional first aid personnel, industrial hygienist
- Consider the following when defining project roles:
 - That risk exposure may change in different project phases – e.g. commissioning, work in cold climate, work in offshore conditions. This needs to be reflected in establishing safety support-to-worker ratios.
 - How HSE induction and HSE training will be managed prior to the start of, and during, construction. The contractor's resources dedicated to HSE training are identified in the training matrix (refer to Section 6 of this document)
 - The HSE administrative resources to be provided for the duration of construction

Additional training and competency expectations are described in the Training and Competency section of this document.

2.2 HSE responsibility considerations for individual roles

- Responsibilities of Senior leadership and project leadership include:
 - Leadership accountability for HSE
 - The inclusion of worker care items in site walk reviews
 - An HSE risk management focus
 - Measurable ways of showing HSE visibility and safety leadership
 - Coaching and motivating the workforce in HSE
 - Safety Leadership Coaching
 - Establishing a means to clearly express HSE expectations, with accountability on safety behaviours and performance
 - Leading by example
- Responsibilities for Workforce supervision include:
 - Ensuring individual HSE accountabilities and responsibilities are understood and followed
 - Ensuring that job HSE expectations are clearly defined, communicated and followed
 - Involving the workforce in HSE discussions
 - Mentoring and coaching the workforce on safe practices
 - Leading by example
- Responsibilities of Project support staff include:
 - HSE involvement and support through toolbox talks or safety walks
 - Personal commitment on interventions
 - Personal involvement in HSE committees
 - Leading by example

2.3 Site HSE team

The expectations below assist in achieving consistency among contractor, subcontractor and client HSE personnel to support leadership expectations using an HSE team:

- Roles and responsibilities of site HSE team are clearly agreed at the beginning of the project
- The organization structure for project execution is established during the pre-construction phase

This is an extract from IOGP report 597 – Fabrication site construction safety Practices, version 1, published March 2018. IOGP reports are subject to regular review and re-publication. In all cases, only the current version of report 597 is authentic.

- Resources are identified and assigned during the pre-construction phase, and revised subsequently as the project matures, including identifying, budgeting for, and sourcing dedicated HSE trainers/facilitators
- Site HSE team consists of key project HSE representatives from site, client, contractor and subcontractors, key workforce representatives, and may include a leadership sponsor who supports but does not lead the team.

Note: *Safety discipline has a support function, and safety personnel should support, educate, and encourage project and site leaders to become better safety leaders. Safety personnel should avoid taking full safety leadership roles on behalf of project and site leaders.*

Responsibilities for the site HSE team include:

- Ensure that the leadership's HSE expectations are met
- Provide support and demonstrate the courage to challenge leadership when good safety leadership behaviours are not observed
- Review activities and approaches to embed a worker care program (see also section 3)
- Encourage and accompany leadership visits to sites to assist the effectiveness of HSE implementation, and where appropriate carry out themed and focused site tours
- Be directly involved after a high potential event is reported via visible and felt leadership, communication, stewarding, and corrective action
- Personal involvement in Life Saving Rules verification audits
- Mentor, coach, encourage and reinforce a positive safety culture through inspiring in a way that empowers all to aim for the highest personal standards in safety, dedicating time to safety education, responding to concerns and incidents in a professional way that seeks to prevent injury, and giving positive feedback when people speak up
- Identify ways to get workers involved with the team
- Agree procedures for HSE Key Performance Indicator (leading and lagging) reporting and notification to client
- Ensure that rules, practices and procedures are clear and understood by site teams
- Conduct gap assessment between contractor and client requirements where necessary
- Ensure that site HSE personnel know their roles and responsibilities
- Conduct regular meetings to discuss performance, compliance, behaviours, utilizing input from the site HSE Charter