

5. Communications planning and implementation

Purpose: to have effective and proactive communication between client and contractor leadership and between the contractor leadership, the line supervision and the workforce, and to provide feedback to the management from the workforce.

Objectives:

- to provide minimum expectations for the site’s communication plan, how the workforce will be informed of the plan, and how a ongoing focus on Health, Safety, and the Environment is maintained

Expectations

Communication Plan

The goal is to develop a robust approach to communication and engagement to embed a proactive safety culture, specifically:

- Stakeholders are identified and the following elements are considered when developing a communications plan:
 - Stakeholder identification and analysis (mapping)
 - Stakeholder consultation
 - Negotiation and partnerships
 - Stakeholder involvement in project monitoring
 - Reporting to stakeholders
- An early engagement session is conducted with key stakeholders to develop and agree a communication plan. The purpose is to agree with the senior management the commitment to HSE and the best method to communicate this commitment to the workforce

Note: if a site already has a communication plan in place, this early engagement session is to ensure alignment between the client and contractor.
- The plan describes the following routes of communication:
 - How site leadership engages and communicates with client leadership
 - The safety practices that site leadership proactively communicates to front-line supervision and the workforce to explain safety requirements
 - How front-line supervision communicates with the workforce to ensure that everyone remains aligned with the site’s safety culture
 - A mechanism for supervision and site leadership to listen to feedback from the workforce

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- A method to address communication in multiple languages where appropriate.
- The plans address the specific expectations set out in the rest of Section 5.

5.1 Leadership to Leadership

Ongoing interaction

- Hold regular, scheduled meetings that include client and contractor executives, line management and site HSE teams to discuss and proactively address site safety trends
- Identify and disseminate lessons learned from activity onsite and within the industry, upcoming milestones, risk profile changes, the effectiveness of current communication efforts, and any necessary interventions or changes

5.2 Leadership to Supervisor/Workforce

Site induction

As stated in the training section (6), sites are expected to have an induction program for new employees, contractors, and visitors to the site

- Site leadership use the site inductions as opportunities to set the tone of the safety culture and to demonstrate the “care for people” approach

Ongoing interaction

- Site management takes a proactive approach by having planned safety meetings led by line management/leadership where HSE information is shared with the workforce:
 - the frequency of these meetings is based on risk and site activity, but normally weekly or bi-weekly
 - meeting content is relevant to the current work being progressed and includes discussion of any recent incidents and the lessons learned
- Communication ensures that cost and schedule do not override safety and well-being of the workforce; Section 1 (Leadership) provides additional detail on leadership engagement with the workforce.

Project Site Stand-Down

- Have a mechanism to hold site-wide or project “Stand-Down” meetings when it is necessary to act on negative HSE-related trends or to address a significant incident
- Have a mechanism to review trends and hold proactive “Stand-Down” meetings when appropriate
- Communicate to the workforce any changes to risk assessments, method statements, work plans and procedures, as necessary to proactively address issues as they arise

Visual communication

- Use visual communications such as bulletin boards, signs, posters, electronic communication (screens) as appropriate to keep safety messages visible:
 - These are posted in specific areas where people congregate or at the entry ways to the worksite
 - They may include photos of safety personnel for the area, relevant hazard awareness photos, emergency protocols, HSE performance information, incident information and lessons
- Sites have appropriate temporary and fixed safety warning signs to raise awareness of hazards as appropriate for the site configuration.
 - These may communicate requirements for additional PPE, reinforce site safety rules, warn of specific hazards, communicate emergency exit routes and mobilization points, or establish barricades around hazards

Campaigns / Safety Initiatives

- As part of proactive management of health and safety, use campaigns or safety initiatives to promote following rules on site, such as the IOGP Life-Saving Rules, or equivalent
- Recognize seasonal issues relevant to work on site such as cold or hot weather conditions, religious activities which can affect worker performance, and incorporate these into the communication plan
- Have a mechanism in place to anticipate and react to changing trends or risk profiles. The focus should be kept fresh and relevant to current or upcoming activities or trends to have the greatest impact
- Have a mechanism in place to review industry learning from incidents

5.3 Supervision/Foreman to Workforce

Pre-Task or shift toolbox talk

- Prior to start of each shift, the Supervisor or Foreman convenes the workforce, preferably at the worksite, to discuss the task to be done, the hazards and controls associated with the task (i.e. what could go wrong, how to keep it from going wrong and what to do if it does) and who is responsible for implementing the controls to manage the risk. The pre-task risk assessment or JSA is reviewed prior to starting work. Any written work permits are discussed where applicable.
- Supervisors re-enforce the right to stop work (sometimes known as Stop Work Authority) where communications are not understood or safety is compromised. It is important to make this as much a two-way communication as possible, with those completing the task being empowered to speak up if there are issues with the work planning or controls.

Ongoing interaction

- As described in Section 1 (Leadership), the supervisor/foreman ensures ongoing interaction as part of self-verification, checking that the communications issued have been understood and are being acted upon
- The communications plan describes the expectations for field time and coaching/mentoring to reinforce messaging to ensure proper execution of work and recognition/control of hazards by the workforce
- It is important that front-line leaders spend sufficient time in the field to demonstrate commitment to work

5.4 Listening to the Workforce

The communication plan describes how the site proactively engages the workforce to create a collaborative culture of safety and learning.

Ongoing interaction

- Ongoing interaction meetings allocate time for employees to give feedback or voice concerns to leadership. This includes site stand downs, planned safety meetings, task risk assessments, tool box talks, leadership walk-arounds, etc.

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Workforce engagement

- Sites have a mechanism to formally engage the workforce by establishing a line of communication either directly, and/or through the representatives of the workforce, contractors, subcontractors, and leadership to address workforce safety concerns. This can also be used to align the workforce on communications from site leadership.

Safety suggestions

- Sites have a mechanism to formally accept and appropriately action safety suggestions or concerns

5.5 Workforce Language Assessment

- The site conducts an assessment of the workforce to understand and to plan for communicating to the workforce in a language that they understand well. The assessment is kept evergreen as the workforce changes.
- As part of assessing effective communication, supervisors assure themselves that their crew have the means of communicating between each other, through translators, if necessary. This includes crews working in adjacent areas.
- Use pictures and multiple languages in safety communications, where applicable, to mitigate communication barriers.