

1. Leadership

Purpose: to achieve visible and felt leadership through regular and effective communication and engagement with the workforce and front-line supervisors.

Objectives:

- to provide a minimum set of expectations to both senior leadership and workforce supervisors onsite, and to set expectations for primary EPCM/client team reinforcement actions through leadership involvement, engagement and communication.

See also Section 2 – Staffing, Roles and Responsibilities for additional information

Expectations

1.1 Senior Leadership

Senior leaders (e.g. project managers, construction managers, site managers, etc.) are the key opinion leaders and influencers of the safety climate. Their personal commitment and behaviour can make a profound difference to the safe execution of work, which contributes to the improvement of safety culture.

Leadership involvement creates a culture that supports the project's worker care activities, specifically:

- Project and site leadership define and personally support the worker care program (see also Section 3 – Worker Care)
- Detailed policies to support the workers' right to stop work without negative consequences (sometimes known as Stop Work Authority), and to recognize through positive reinforcement those who stop work
- Involvement in safety activities is tied to annual performance appraisals

Note: *These are expectations, which can be met in ways that work best in a particular culture/country.*

Leadership engagement brings together senior leadership from primary EPCM/client, fabrication contractor and site HSE team to discuss and agree on HSE expectations for the project, and to define the project leadership for this effort, specifically:

- Leadership engagements are conducted early on and continue throughout the contract life cycle
- Engagement is led by contractor leadership with the active participation of the project site HSE manager

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- Expectations, roles, and responsibilities are clearly defined for project leadership and for all levels of supervision at the site
- Involvement of a representative mix of key leaders associated with the project
- Effective engagements continue through all levels of supervision at the site to regularly review and monitor HSE performance against agreed expectations and the contractor HSE Plan
- A Project HSE plan is in place, explaining how expectations will be stated, understood, and met
- The joint leadership team’s ongoing visible commitment to achieving no harm to people is demonstrated through field walk engagements, coaching, and leading by example
- Set of key performance indicators is established to measure leadership engagement effectiveness (e.g. number of management walkthroughs, start of work assessments, instances of stop work)
- The leadership team ensures causes of previous accidents, highlighted non-conformities and suggested corrective/preventive actions are addressed

An **HSE charter, vision, expectations, and strategy** drive a positive safety culture with site staff and subcontractors, specifically:

- A Vision for HSE is set, with the goal of creating an environment in which everyone can work safely and go home injury free
- Site leadership and HSE Manager develop an HSE Charter, and the primary EPCM/client takes a leadership role in integrating their teams to further strengthen the site’s safety culture
- HSE expectations supporting the HSE Charter are documented, including expectations to achieve no harm to people and the environment
- Ensure HSE risks are identified and that there is in place an agreement on how the risks will be eliminated, or mitigated and managed, with focus on prevention of serious incidents and fatalities
- Ownership for the ongoing development of a safety culture is identified and clear

Leadership communication consistently ensures that cost and schedule do not override the safety and well-being of the workforce, specifically:

- Agree how the HSE Charter will be managed and communicated to the broader project staff and front-line workforce supervisors, including expectations for leadership messages to focus on HSE
- Schedule HSE leadership team meetings to communicate to the project (e.g., have a tiered HSE steering team structure – management, construction, worker committee)

- Establish plans for leadership field engagements, with expected frequency, recommended type of engagement, and site walkthroughs
- Establish, clearly communicate, implement and verify minimum expectations for the workforce supervisors (site supervisor) as described in the next section

1.2 Workforce Supervisor

The term workforce supervisor (site supervisor/foreman/front-line leader etc.) in this document refers to the person directly responsible for a team of construction workers (typically contractors or subcontractors) on a specific job site. They are responsible for the well-being of the workers under their care and for the timely and quality delivery of the work at that particular job site.

Workforce supervisors are the most readily accessible and visible leaders to the workers on a job site. They will “set the bar” on the expected safety performance. It is expected that workforce supervisors:

- Clearly communicate the do’s and don’ts to the crew, agreeing with the crew how changes to the work scope are to be managed, including updates to the Job Hazard Analysis/Job Safety Analysis if applicable
- Clearly articulate the performance expectations to the crew and individuals by:
 - Recognising good performance and taking corrective action to address poor performance or non-compliant behaviour
 - Understanding and coaching on Life Saving Rules compliance, safe working practices and compliance with safety standards
- At the start of a new work scope, Workforce Supervisors:
 - Understand the scope of work and clearly communicate it to the crew
 - Review the Job Hazard Analysis/Job Safety Analysis with the crew. Use a repeat back process to verify crew understanding
 - Ensure that the crew sign off the applicable pre-job documents (i.e. Job Hazard Analysis/Job Safety Analysis/Tool Box Talk) and that a copy is readily available at work location
 - Ensure that all tools, equipment, and material needed to do the job safely are available onsite and in serviceable condition before any work begins
 - Ensure that the crew are trained and competent in the use of that equipment
 - Ensure that active, 2-way communication exists. Work actively to get crew input using visual indicators that the entire crew understand
 - Maintain awareness of the other work occurring in the immediate and surrounding areas and ensure possible clashes/negative interferences are prevented

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- Monitor the crew whilst they are performing the work activities to ensure plans and procedures are followed
 - Ensure permit expectations are met for the coming day
- Regularly inspect and monitor the worksite, tools, equipment, crew and activities to verify implementation of the site safe system of work
- Know their crew well:
 - Support the short service worker (SSW) process for those in the crew and actively participate in HSE follow up process and interviews
 - Build camaraderie through informal or formal discussions with the crew during breaks and in the morning
 - Ensure that new SSWs in the crew are enrolled in the SSW program as described in section 6.6 and have experienced mentors assigned to them
 - Receive and action feedback / suggestions from the crew and escalate to the Construction Manager as required to obtain resolution
 - Be easily and readily accessible to the crew
 - Practice, empower, encourage and constantly reinforce the use of intervention/right to stop work (sometime referred to Stop Work Authority)
 - Make it clear that anyone can intervene or stop work if they feel there is potential for someone to be harmed

If the above is done appropriately by the workforce supervisors, they are likely to be seen as supportive and genuine leaders, who are concerned for the well-being of their crew.

Further reading:

- IOGP 423 *HSE management guidelines for working together in a contract environment*
 - IOGP 435 *A guide to selecting appropriate tools to improve HSE culture*
 - IOGP 452 *Shaping safety culture through safety leadership*
 - IOGP 510 *Operating Management Systems Framework*
 - IOGP 511 *OMS in practice. A supplement to Report No. 510, Operating Management System Framework*
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