

The
«Supervisory personnel safety coaching program»
Coaching Leadership to protect people



2020 IPLOCA Health & Safety Award



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INTERNATIONAL PIPE LINE & OFFSHORE
CONTRACTORS ASSOCIATION

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1. COMPANY PROFILE

Bonatti is an EPC **International General Contractor providing services to Oil & Gas and Power industry.**

Our activities range from **engineering**, to **construction** and to **operation & maintenance of plants and pipelines.**

Bonatti's experience is **over 70 years** in challenging projects, **performed under the most critical environmental and logistical conditions in remote locations**, combining **innovative technologies and methodologies.**

Bonatti is "loop cycle service company", providing:

- **Engineering**
Our engineering capabilities are applied to a wide range of works and delivery methods: from EPC projects to maintenance services. Leveraging on field experience we inject top class engineering solutions into all activities.
- **Construction**
We review project processes since pre-construction phase. The effective integration of construction knowledge into planning activities, design and field operations allow us to achieve the overall project objectives in compliance with deadlines, accuracy and HS&E requirements. Our experience in construction is a wealth of knowledge developed over decades executing challenging projects all over the world. Due to our experience in all disciplines we commit full reliability performance to our clients: this is our main goal.
- **Operation & Maintenance**
Our multi-years' experience in global operation & maintenance services allows us to integrate client's operational capabilities. The goals are production efficiency and optimized overall project lifecycle costs.

Bonatti's operations are deployed in **4 Continents** with **10,000 people** working with us.

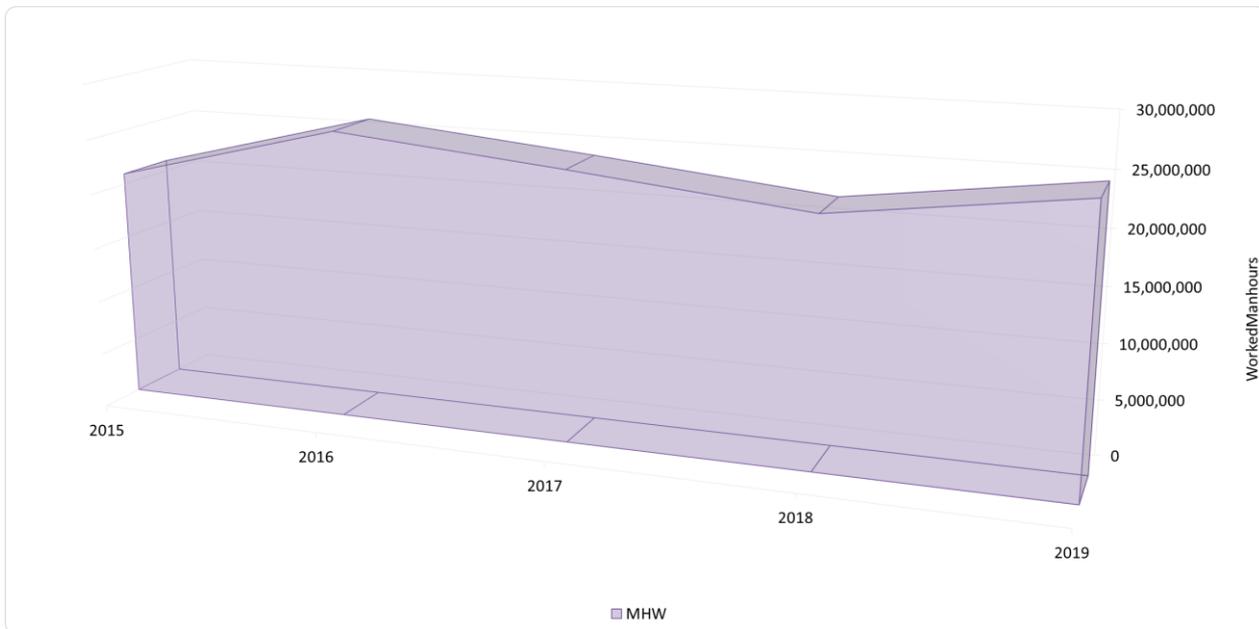


Figure 1 – Worked Man-hours

2. FOREWORD

Supervisors are the interface between Project Management and the workforce. In fact, as per last IOGP Performances Indicators report (IOGP, 2018), issues related to Supervision are identified as the main cause for incidents. The second is lack of risk perception.

This leads to the assumption that enhancing the Safety performances of Supervisors may contribute to decrease frequency and severity of incidents.

The «*Supervisory personnel safety coaching program*» is a one-to-one training on the job. It aims to enhance both technical and soft skills of the Supervisor, mainly in terms of raising their capability of Risk Perception and Leadership in Safety.

3. RATIONALE

Common Causal Factors for the fatal incidents and high potential events in 2018 were Lack of Supervision and poor Risk Perception (IOGP, 2018).

Efforts were made in order to offer Supervisors new points of view and enhance their perspective on:

- Hazard identification,
- Hazard perception and risk understanding,
- Implementation of safe systems of work, practices.

Coaching is focused on the following aspects:

- Identify safety hazards, intervene and revert to safety conditions,
- Understand related Hazards and consequences,
- Enhance Safe Systems of work, preventive and corrective controls on site to reduce risks to acceptable safety conditions,
- Communicate to workers the safe systems of work to be implemented.

The work performed with the line of Supervisors, as described in the methodology below (section 4), is conceived as an intervention on the mindset of the weakest line of the workforce. In fact, acting on the Supervisors intends to test their technical skills on one hand, but, mainly, enhance their soft skills on the other. It happens that the Supervisors have very strong technical capabilities, but they lack skills such as Leadership, Communication and stewardship, which prevent setting the conditions for incidents to occur (Figure 2).

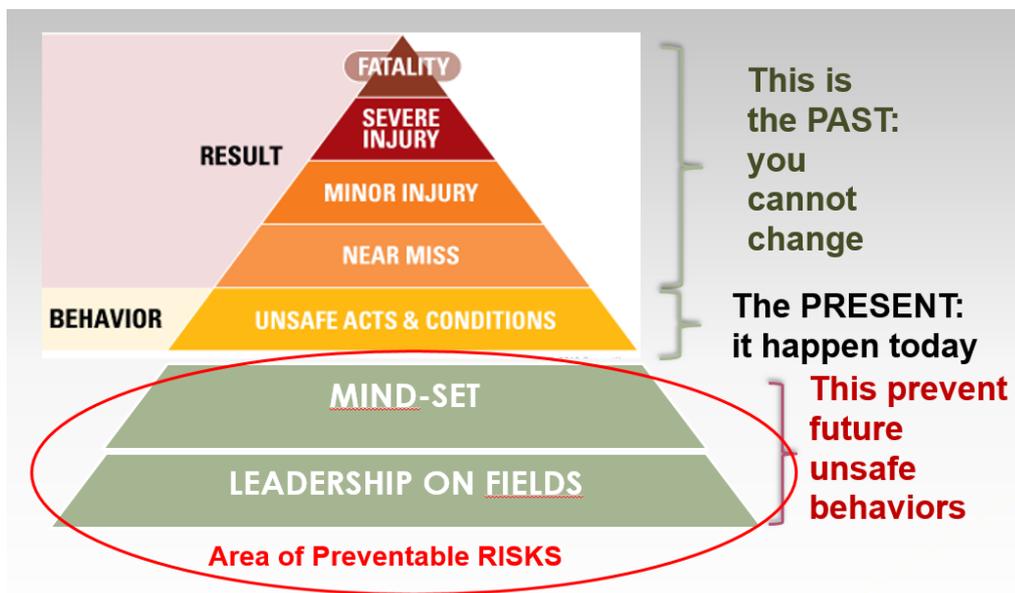


Figure 2

4. METHODOLOGY

The «*Supervisory personnel safety coaching program*» is a one to one training on the job activity. One qualified Coach spends roughly 4 hours with the Supervisor shadowing his own routine job.

A devoted initial workshop is performed between Supervisors and Coaches to setup expectation and share the common goals.

Before the work starts, the coach runs a 20 minutes colloquial interview, in order to introduce the kind of job and to understand the background and the previous experience of the Supervisor to be coached.

The coaching sessions, as mentioned above, goes through both technical and soft skills. Topics as listed below:

1. Hazard identification, risk assessment and Job Safety Analysis;
2. Permit to work system and LockOut / TagOut;
3. Lifting and Hoisting;
4. Working at Height;
5. Hazardous Material Handling;
6. Housekeeping;
7. Safeguard from Rotating Equipment, Confined Space and Manual Handling;
8. Excavation;
9. Simultaneous Operations;
10. Safety Leadership and Intervention;
11. Communication;
12. Emergencies.

During the Coaching Program, devoted workshops are organized - in parallel to the Coaching sessions on site – with Project HSE personnel, in order to boost their engagement and communication techniques.

At the end of each Coaching session, a Wrap-up workshop is arranged, to collect feedback and to share the main items identified on site by the Coaches.

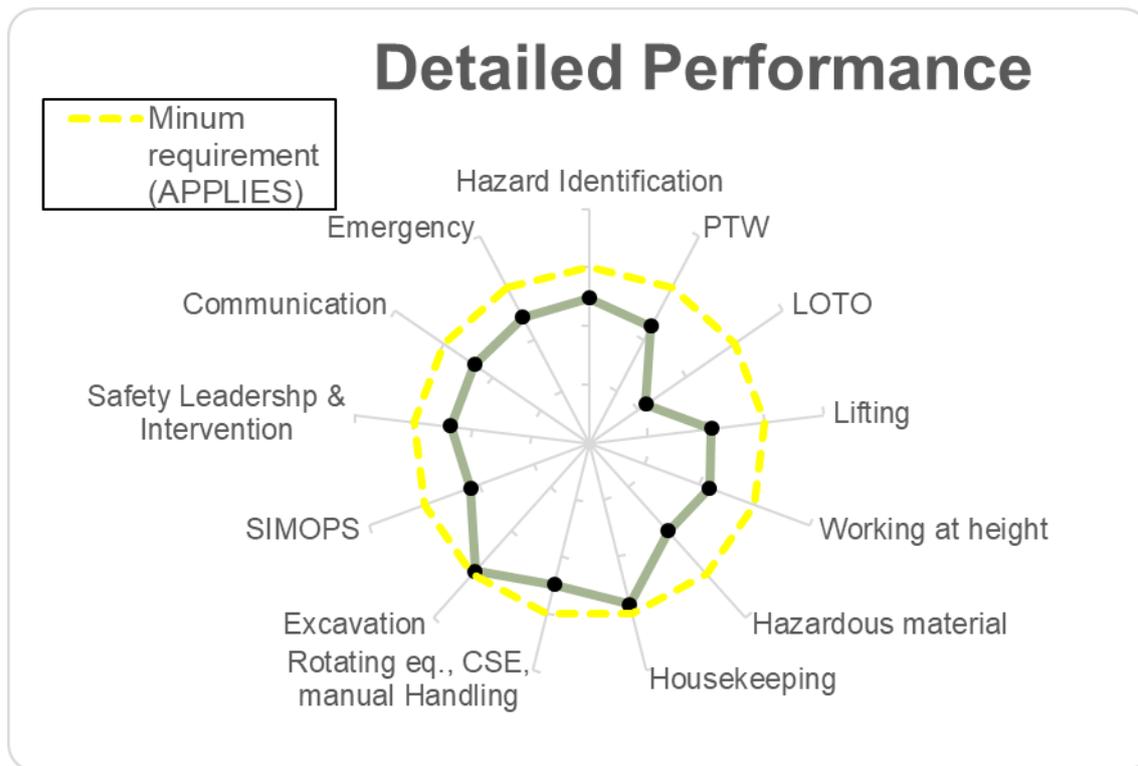
The assessment of performance and hence the adequacy of the Supervision performance level of the Supervisor, is ranked as follows:

SK	Skilled	Competency is clearly better than required for a supervisory job
AP	Applies	When the competency of a candidate is good enough to give reasonable assurance that his work site (s) can be kept safe, he gets an “applies” (AP).
AW	Aware	For a lesser level of competency / the candidate has a general knowledge of the topic, but poor practice or not able to fully apply golden rules.
NEW	Novice	Knowledge not owned (skills needed to be significantly improved) or not required
N.A.	Not applicable or not required	Not applicable or not required

To the performance levels above, scores were associated. On average, a minimum requirement of Level 3 (Applies) was deemed as functional to the ability to exert the functions of a Supervisor.

Average score	Skills
< 1,5	NOVICE
1,5 - 2,5	AWARE
2,5 - 3,5	APPLIES
> 3,5	SKILLED

Scores were assigned for each of the 12 Competences items above. In such a way, for each Supervisor a *Competence radar chart* was performed.



The activity was focused on a «safely thinking» approach during routine and not routine operations, as part of a normal mindset during daily works supervision.

The One-to-one coaching sessions on job site are performed in order to support Supervisor to develop Risk Perception, safety knowledge, skills and capability to exert Leadership and stewardship:

Main applications are spelt as follows:

- Coaching on safety and operations challenges during daily activities;
- Engage Coordinators on specific skills and approach on Safety Elements;
- Hazard identification and consequences;
- Effective interventions and engagements;
- Illustrative picture during the session.

Stop...

- Look around you
- Note the operations
- Which are the hazards?
- What could go wrong?

- What could happen to cause someone to get hurt or something to be damaged?

Take a few minutes...

Think Safely...



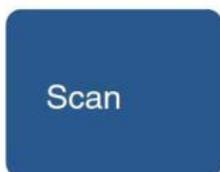
Workshop with Supervisors



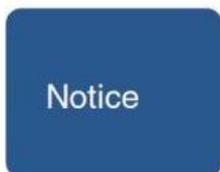
One-to-one Coaching

5. SNAP TOOL

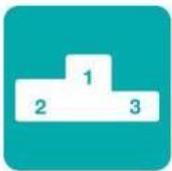
The one-to-one Coaching was performed according to a semi-quantitative approach named SNAP (Scan-Notice-Analyze-Prioritize). The approach is to train the Supervisor to make a quick mental agenda screening the surrounding operations ongoing. Once the agenda is made, the priority is selected and intervened on, if any.



“Scan” the scene around you
 See what happen
 Look at the ongoing operations
 Observe if there are works that happen simultaneously or very close to each others
 Where equipment and people are



Use your experience to notice the hazards
 What are the more dangerous operations?
 What could cause an injury?
 Is there any change from the typical situation you expect to see?

		<p>What could happen? What could go wrong? How are the protective measure you expect to see (PPE? people out from the “line of fire”?) Is people aware of any simultaneous operations?</p>
		<p>From what you see, what is a priority to prevent extreme consequences? Take the action ensuring that all protections are taken Make intervention, engaging people</p>

6. PERFORMED ACTIVITIES

Overall 91 Coaching sessions were performed between September 2017 and February 2020. The activity stopped due to the SARS – CoV2 (Covid-19) outbreak.

Coaching was performed in the following Projects:

Trans Adriatic Pipeline (TAP) (Greece): TAP was the unique case in which the timing allowed to run 2 Coaching sessions.

49 Supervisors were coached in May-June. The same Supervisors were coached again after 4 months. This allowed to appreciate the improvements of the single Supervisor.

EUGAL (Germany): 7 Supervisors of different nationalities were Coached.

Project GS & TS (Romania): 19 Romanian Supervisors Coached.

Area 51 Pipelines (Kazakhstan): Supervisors coached 16.

7. OUTCOMES

After the Coaching sessions, the Coaching Team analysed Supervisors performances, behaviour and attitude. With the involvement of the PMT, Supervisors were ranked in 4 main groups described in section 7.3.

Champions were identified from the Green group and 4 Main Workshop have been scheduled, 1 for each group.

Aim of workshops was to offer oriented feedback to each Supervisor, on the basis of the coaching sessions performed. Weak points as well

as strong ones were discussed in order to give a path to the Supervisor with the purpose of enhancing his ranking, to become a Champion.

7.1 POSITIVE FINDINGS

Construction Supervisors and Foremen welcomed the initiative in a very constructive way. They fully appreciated the added value from the join of their work experience and fresh eyes and HS experience of the Coaches.

No Management pressure to prioritize Production Vs Safety issues was perceived.

Potential Champions (from Works Supervisors, HSE Supervisors and Coordinators) that can support on field a new commitment for a CHANGE from the top management were identified.

Potential Champions showed to be passionate about preventing loss of life and injury in the work place. This was spelt by working out solutions to enhance safety before puzzling situations, and also in some occasions mentoring their staff before the Coach, in order to explain Safe System to work.

Champions are usually more open than others to the change and to the innovation. They have the capability to involve and influence other people. People trust them and emulate their behaviors.

Champions shall be very important in launching initiatives such as buddying\mentoring. That means that they should work along with other Supervisors who need to raise their safety and soft skills. The expected result, properly driven by management, would be that the mentored Supervisor would emulate the Champion and gradually change his own mindset.

What is crucial, is the Management makes Champions visible, and to make sure that a non-negotiable and copyable behavior is set.

7.2 OBSERVED IMPROVEMENTS

In the very peculiar situation of TAP Project the Coaching sessions were repeated 4 months one from another. This gave the opportunity to appreciate the following enhancement of the single Supervisors, such as:

- General reduction of line of fire exposure attitudes.

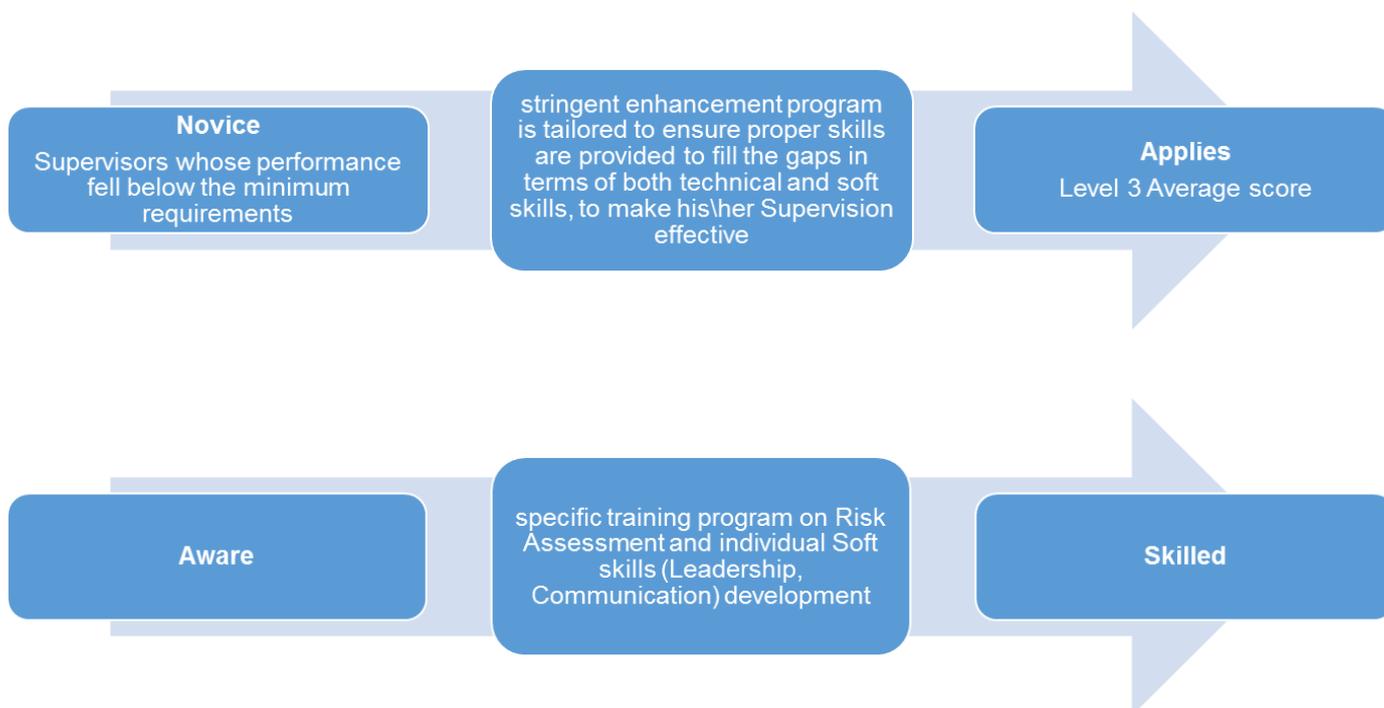
- Participation to safety discussion to influence the crew.
- Some leading by example was practiced and observed.
- Potential Champions understood the power of the SNAP tool in hazard recognitions.
- Enhanced understanding of downsides in short cuts taking.

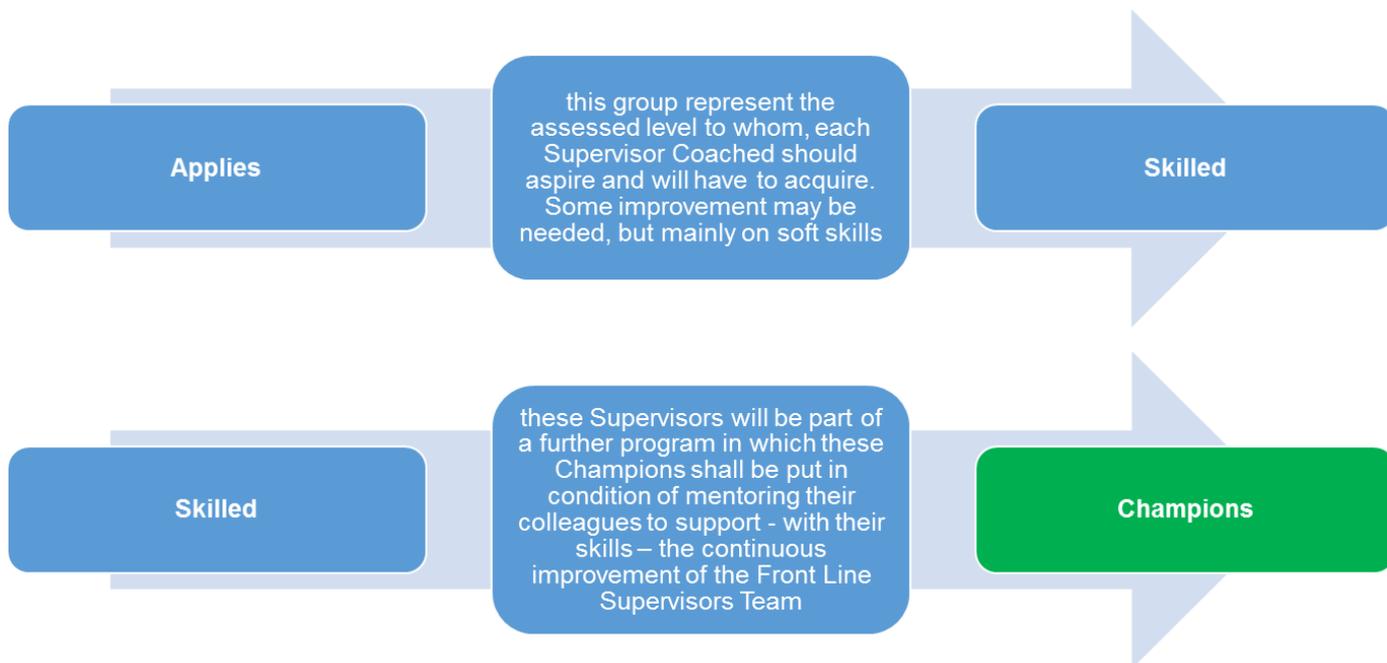
In the case of TAP, after the two coaching sessions, the project scored 0 Recordable in 2019.

7.3 OVERALL OUTCOMES

Based upon the main outcomes of each coaching session, a devoted enhancement path was tailored for each Supervisor, at a Project level.

Supervisors were lumped into 4 main categories, according to the performance expressed during the one-to-one session:





8. CONCLUSIONS AND WAY FORWARD

The «*Supervisory personnel safety coaching program*» aimed to enhance the capability of Supervisors and foremen to intervene and to pave the way for incident reduction. As a “training on the job” it apparently worked by enhancing the attitude of the Supervisors towards safety issues.

On another hand the «*Supervisory personnel safety coaching program*» gave also some diagnostic hints on the safety culture and organisational safety orientation of the Company.

The results and implications of the Coaching program have pointed out that the Supervisors are the crucial ring of the organisational chain, functional to incident prevention and reduction, as they are influenced by the Management (both Project and Corporate) attitude and safety leadership exertion.

For this reason, the Coaching program is the first part of a wider Improvement Program planned by Bonatti targeting Supervisors, connection with HSE specialist on site, and Management (Project and Corporate).

The way forward is:

- 1) Enhance both soft and technical skills of Supervisors:
 - Continuous performance of the «*Supervisory personnel safety coaching program*» to cover all projects;
 - Training matrix devoted to Supervisors to fill both technical and soft skills gaps.
 - Leadership training initiatives for Supervisors.

- 2) Enhance functional engagement between Supervisors and HSE
 - Launch focus groups with the participation of HSE and Supervisory team;
 - Create specific incident review panels formed by HSE and Supervisors to debate root causes and recurrence prevention of real cases occurred;
 - Assess the functionality of Project HSE department teams, in term of time allocated Vs activities performed.

- 3) Project Management
 - Plan tailored coaching sessions to key Project Managers;
 - Set up Leadership Teams at Project or Branch level, in order to give clear targets in terms of leadership in safety expectations. The leadership team shall involve different parts of the organisation, obviously including the supervisors.

- 4) Corporate Management:
 - Boost the Integrated process for pre-hiring/ promotion assessment and evaluation
 - Improve the process with a formal sustainable safety competence assurance process designed at Corporate level
 - Set up of a devoted leadership team at corporate level to cascade leadership targets and coordinate project\branch teams.