

# TAKE THIRTY

## August 2019

### Introduction

Welcome to the August edition of our HSSE Newsletter.

We start with the news that Lawrence has been with company for 30 years this year, congratulations from us all.

How things must have changed over that time, I guess a short piece as below doesn't give Lawrence the opportunity to explain those changes in much detail, but it is apparent that as a company we are moving on from a purely rules based approach to HSE management.

A behavioural approach should never be seen as an alternative to the basics, nonetheless this is a step in the right direction nonetheless.

You will also see that our team in Duqm continue to raise HSE awareness and publicise the fact, this is exactly how it should be so a big thanks to Rathish, Badisha and the team for their work on site and contributions to this newsletter.

We end this introduction with another Gold Award for the company, congratulations to everyone who have made it possible, in other words, You.

  
Peter Baker



### 60 Seconds With Lawrence D Souza, Works Manager



#### 1. How long have you been with Douglas OHI?

On 9th December 2019 I will have been with Douglas OHI for 30 years!

#### 2. What is your current role?

I am currently working at Douglas OHI as a Works Manager on the Duqm Refinery Projects looking after precast erections.

#### 3. Why is good HSSE Management good for Douglas OHI?

Good and effective HSSE management system will improve business performance, reduce the cost associated with accidents and incidents.

#### 4. What are the biggest changes you have seen in the way Douglas OHI manages HSSE?

During my tenure of service I seen many changes, I always remember

what Anil Kumar, Divisional Manager says "Safety is not a priority, priorities change but our culture makes us feel proud and safe".

The ideas and thoughts developed by Douglas OHI to manage HSSE are exceptional, the concept of Behaviour Based Safety Training, "How are you" programme etc. are testament to Douglas OHI being committed to change.

#### 5. What would you say to anyone you saw acting in an unsafe manner on site?

I will use the constructive intervention techniques which I learnt during the behaviour based safety which Peter Baker provided, and intervene to ensure the individual is aware of the unsafe attitude/act.





You will increasingly see the “It`s Ok”, Constructive Interventions’ logo in our places of work, but what does this mean?

The “It`s Ok”, Constructive Interventions Training Programme has been successfully trialled on our Duqm Project and fine-tuned such that we now have courses available for both senior and junior employees.

The course is intended to compliment, rather than be a replacement for health and safety training and encourages participants to consider the consequences of accidents, as opposed to the traditional model of rules based HSE practice.

People take risks for a number of reasons but generally because they think they will get away with it, either by not being hurt or by not being disciplined. Think about why people knowingly break the speed limit on our roads, fail to wear a seatbelt or use a mobile phone whilst driving and it is probably for one of the two reasons above.

The “It`s OK” programme encourages us to think beyond both those things and consider the potential impact of accidents or ill health, not only on the person injured but those other people who can be affected.

In other words, the consequences of an accident or incident can

have a direct, instant, impact on the person injured but also have a long-term effect on many others (in some cases) thousands of miles away, who may be emotional because of the stress or worry or effected financially because of a lack of income.

The key to understanding the “It’s Ok” Programme is the principle of cause and effect, in other words if someone acts in an unsafe manner, eventually there will be an accident of some type, the truth is the effect (the extent of the injury) is often down to luck. The problem with luck is, there are broadly two types of luck, good luck and bad luck.

In order to avoid the worry and stress of a workplace accident, our course for senior employees discusses how to intervene when observing unsafe behaviour, such that they are curtailed or how to reinforce good practices such that they are prolonged. This session lasts 3½ hours and is followed up by the completion of a Constructive Interventions Diary which, once complete, takes the employee to the next level in the programme.

Our junior employees attend a shorter session that is more practical and hands on, but also deals with the same principles as the senior session. Following this they can decide to sign the Constructive Intervention Pledge and put the learning into practice.

So that’s a wordy introduction to the “It`s Ok” programme, I look forward to giving you shorter updates in each issue of Take Thirty from now on.

## What Makes a Leader, a Good Leader? By Rajasekar Ramalingam

It’s not something that is done “to” people, it is something done “with” people. By that definition, every person in your safety organisation can and must lead.

A good leader rallies the troops and gets them all moving in the same direction.

A leader always seeks balance by soliciting views and even appreciating them when they are opposing. Demonstrating flexibility in an uncertain environment.

A leader always finds ways to collaborate by seeking partnerships sometimes to strengthen the weaknesses and sometimes to take the existing strengths to the next level.

As a leader, you’re not doing a good job unless your employees can do a good impression of you when you’re not around.

### Good Safety Leadership Habits

The key to achieving excellent safety performance isn’t just improving technologies or focusing on worker behavior. In order to excel in safety, our company needs to develop a strong HSE Leadership. And that starts at the top.

When it comes to HSE Leadership, our behaviours not only keep us

safe, and keep our colleagues safe, but also send a strong message to the people around us.

### 7 Good Safety Leadership Habits - We have identified the 7 habit is based on two things:

1. What our High Potential HSE incidents are telling us and the habits we need in place to prevent future incidents and keep people safe?
2. Industry best practice in good Safety Leadership.

#### Habit 1: Prepare to work safely

When distracted or under pressure we can miss critical safety basics - good preparation and planning will help keep us safe.

Safety incidents can occur where there is no safe work plan in place.

#### Habit 2: Lead by example

Leading by example means adopting safe behaviours ALWAYS and EVERYWHERE, regardless of conflicting interests and pressures.

The way we behave keeps us safe. It also sends a message to others who see it.

# What Makes a Leader, a Good Leader? (Continued)

## Habit 3: Talk Safety first

Make Safety the first thing on every agenda - in meetings, presentations and your everyday conversations.

People assess the importance of safety based on how and when we talk about it. They behave safely or unsafely as a result.

## Habit 4: Ask Questions

When we ask open questions about Safety, we uncover safety gaps, and find innovative safety solutions.

A lack of communication can cause safety incidents and near misses.

## Habit 5 Intervene

Intervention is knowing the right thing to do and being prepared to politely challenge someone on it.

Most incidents or near misses can be avoided. Don't have this on your conscience!

## Habit 6 Activity Changes

When you notice the signs, take pauses and activity changes to avoid incidents and near misses and keep everybody safe.

Repetition and routine can lead to complacency, overconfidence and unsafe behaviours.

## Habit 7 Reporting

As soon as you see something unsafe, it becomes your responsibility to report it.

To help prevent repeat incidents we need to learn from previous ones.



### Habit 1 - Prepare for Safety

When distracted or under pressure we can miss critical safety basics - good preparation and planning will help keep us safe.



### Habit 2 - Lead by Example

Lead by example and make your commitment to safety visible.



### Habit 3 - Talk Safety First

Talk safety before schedule, and use language that emphasises its importance.



### Habit 4 - Ask Questions for Safety

Encourage regular, proactive and inclusive safety conversations.



### Habit 5 - Intervene for Safety

Intervene for all safety concerns, no matter how small. Welcome all interventions yourself.



### Habit 6 - Request Activity Changes

Request and support activity changes for repetitive and routine tasks.



### Habit 7 - Report Incidents

Report all incidents, and near misses and submit and welcome safety ideas and suggestions.

## Success For Douglas OHI in the RoSPA Awards 2019

Douglas OHI has again been recognised for its approach to occupational safety and health by the Royal Society for the Prevention of Accidents (RoSPA).



We're very proud to announce that Douglas OHI has been awarded Gold for the 2nd consecutive year in the prestigious annual scheme run by RoSPA. This Gold Award recognises our continued commitment to health, safety and wellbeing of our colleagues and subcontractors to get home safely at the end of each working day.

Aaron Hennessy, General Manager, Douglas OHI said: "We are particularly proud to have been awarded a RoSPA Gold Award which marks another milestone on our accident prevention journey. The award is testament to the hard work and commitment of all our employees in achieving the health and safety goals set out by Douglas OHI. This award is not given just for our excellent safety record, but also for the proactive approach we take on health and safety, and for our leadership commitment to achieving our health and safety goals."

Julia Small, RoSPA's head of qualifications, awards and events, said: "The RoSPA Awards have become the key fixture in the health and safety calendar with new sponsors and new awards this year including the Leisure Safety Awards, the Safe@Work Safe@Home Award and the Inspiration Awards. Highly-respected, with almost 2,000 entrants every year, RoSPA award winners benefit from the wide-ranging rewards of improved sector reputation."

## Fitness for Scaffolders Programme Launched, Duqm by Badisha M

Douglas OHI is rolling out a fitness for scaffolders programme for operatives working on the Duqm Refinery project.

We all know that due to the nature of the work, scaffolders must be alert to the risks of a physically strenuous job. Muscles and joints can be strained by sudden and awkward movements, twisting or jerking whilst lifting/attempting to carry a load.

The aim of this programme is to create awareness and educate operatives on how to improve fitness levels and reduce the risk of injury.



# Environmental Spill Drill Exercise, Duqm by Badisha M

Douglas OHI recently carried out an environmental spill drill exercise at the project site in Duqm. The team were able to test the plan, equipment, and capabilities of the response team, as well as practicing skills required in an emergency. This allows for challenges to be identified, which are reviewed for any recommendation for improvement in a continuous effort to protecting the environment.



## Around The World (UK)

The Health and Safety Executive (HSE) (UK Government Health and Safety Regulator) recently released its annual figures for work-related fatal injuries for 2018/19, in short 147 workers were fatally injured between April 2018 and March 2019.

There has been a long-term reduction in the number of fatalities since 1981 although, the number has remained broadly level in recent years.

### Construction deaths lowest number on record

Agriculture, forestry and fishing, and construction sectors continue to account for the largest share of fatal injuries to workers (32 and 30 deaths respectively in 2018/19).

Agriculture, forestry and fishing and Waste and recycling are the worst affected sectors, with a rate of fatal injury some 18 times and

17 times as high as the average across all industries.

The number of fatal injuries to workers in Construction in 2018/19 (30) is the lowest number on record, a similar number to the previous low in 2016/17 (31). However, the number has fluctuated over the last five years ranging between 30 and 47 (in 2015/16) across all sectors the three most common causes of fatal injuries continue to be; workers falling from height (40), being struck by a moving vehicle (30) and being struck by a moving object (16), accounting for nearly 60 per cent of fatal injuries in 2018/19.

### Older workers disproportionately involved

The new figures continued to highlight the risks to older workers; 25 per cent of fatal injuries in 2018/19 were to workers aged 60 or over, even though such workers made up only around 10 per cent of the



## August Wordsearch Puzzle

The challenge for the month of August is to search for 10 words related to Leadership. The letters might appear in the puzzle across, up and down or be spelled forward, backward or diagonally.

The HSSE department will make a cash donation to the winner's charity of choice. Please send your answer to [hsse@douglasohi.com](mailto:hsse@douglasohi.com)

Do you have a suggestion on how we can improve Take Thirty?

Tell us what you like best about the newsletter and how we can make it even better.

Send your feedback or comments to [hsse@douglasohi.com](mailto:hsse@douglasohi.com).



H	T	P	K	C	Z	P	A	U	I	H	H	A	F	R
P	A	D	T	R	C	R	W	Q	W	Y	B	C	W	E
X	L	A	L	I	O	O	C	Q	H	A	S	T	K	P
J	K	V	E	A	N	A	R	K	T	N	U	I	F	O
A	S	I	A	S	V	C	P	Q	M	S	G	V	Q	R
I	A	N	D	K	E	T	R	Q	X	A	G	I	C	T
N	F	D	E	Q	R	I	E	K	Q	F	E	T	O	I
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N	R	D	J	O	N	I	I	Y	T	E	S	G	E	N
E	S	S	A	N	S	Q	O	R	W	A	H	E	N	T
F	T	R	R	S	R	N	N	U	L	S	A	S	T	S

## And Finally...

A brilliant example of teamwork can be taken from the huge win in the 2019 Cricket World Cup, where the England team triumphed against New Zealand. The successful team winning formula was all down to their ability to efficiently work as a team. Without teamwork a team cannot succeed, regardless of whether it operates within sport or the workplace. Can you spot the difference in the two images below?



## Quote Of The Month

**You're four times  
It's hard to  
more likely to have  
concentrate on  
a road accident  
two things  
when you're on  
at the same time.  
a mobile phone.**

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