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Safety Week Toolbox Talk

Field Leadership
What good looks like

How to use this pack

Target audience: Leaders and their teams, including contractors.

Purpose of the Toolbox Talk Pack:

- Overview of Field Leadership program
- Based on levels of work, share what good Field Leadership looks like.
- Slides include questions that a leader can discuss with their team.
- Refer to the notes section of each slide for facilitation instructions.

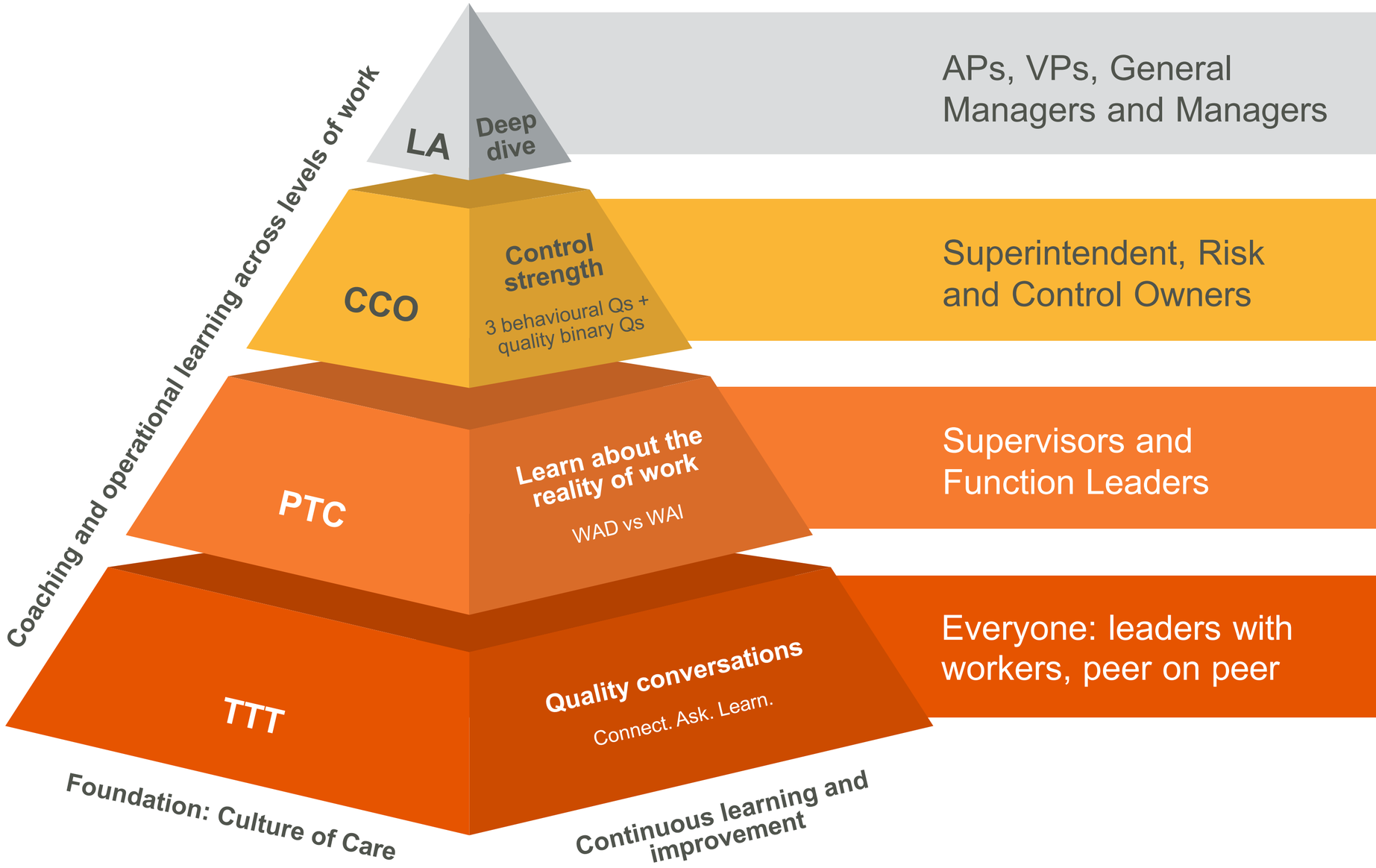


Global Field Leadership Program

Purpose:

- To foster a culture of care
- Set standards
- Verify controls
- Learn from everyday work
- Improve work together

Discuss how all levels of Field Leadership work together to keep our workforce safe.



LA: Layered Audit
CCO: Critical Control Observation
PTC: Planned Task Confirmation
TTT: Take Time Talk

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A three-step process

Start every Field Leadership engagement using the Take Time Talk approach – Connect, Ask, Learn.

Do what's right **Seek better ways** **Make a difference**

Connect



- Identify TTT opportunity and connect with care
- Build rapport, actively listen and effectively communicate

Ask



- Be curious
- Explore the 4Ds: Dangerous, Difficult, Different, and Don't Understand

Learn



- Be humble, and reflect on learnings
- Show gratitude for all feedback received
- Discuss and capture any improvements

! Strong safety leadership means living our values in the way we show up each and every day and taking accountability for how we perform work safely together.

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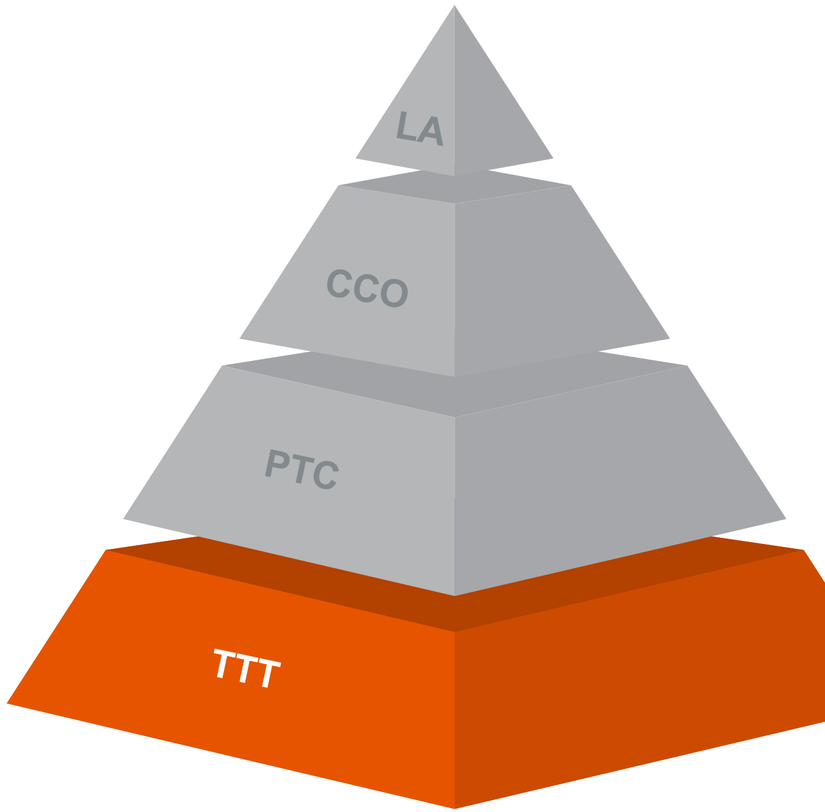
Take Time Talk

Take Time Talks (TTTs) are meaningful safety conversations and the foundation of all Field Leadership activities.

They strengthen our culture of care, and make it feel safe to speak up about hazards, risks and issues, so that we can learn and improve work together.

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Discuss the value of sharing TTT learnings and insights at pre-start meetings (MOP routines) to increase visibility and broader learning

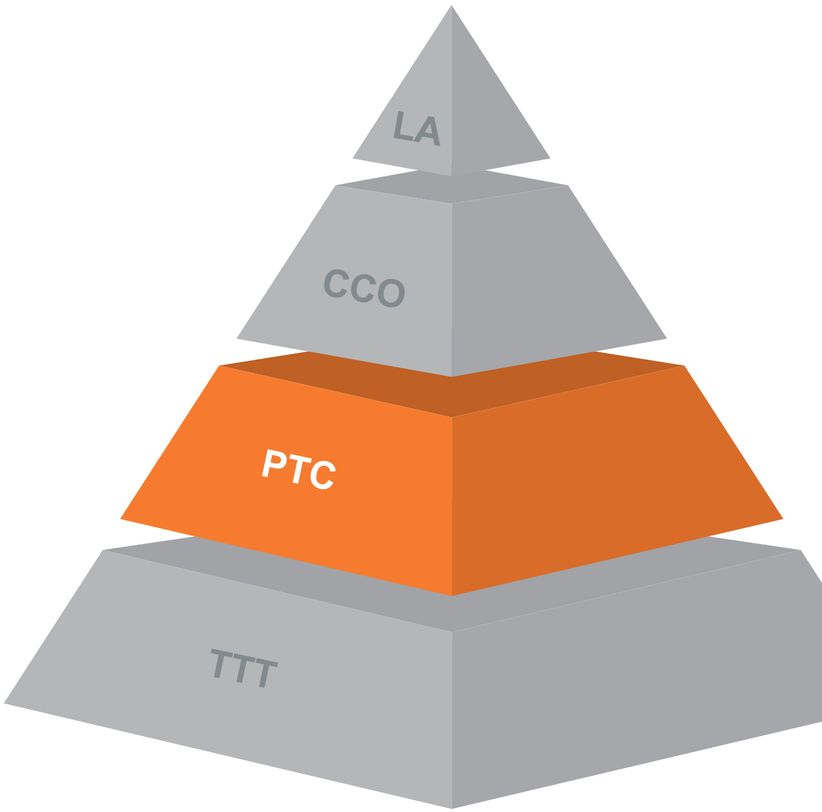


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Planned Task Confirmation

Planned Task Confirmations (PTCs) provide an opportunity to learn about the conditions and factors that influence how work is performed (work as done) at any point in time, versus how it is intended to be done or documented (work as intended).

Understanding the reality of work allows us to adapt, improve and strengthen the control environment to keep our workforce safe.



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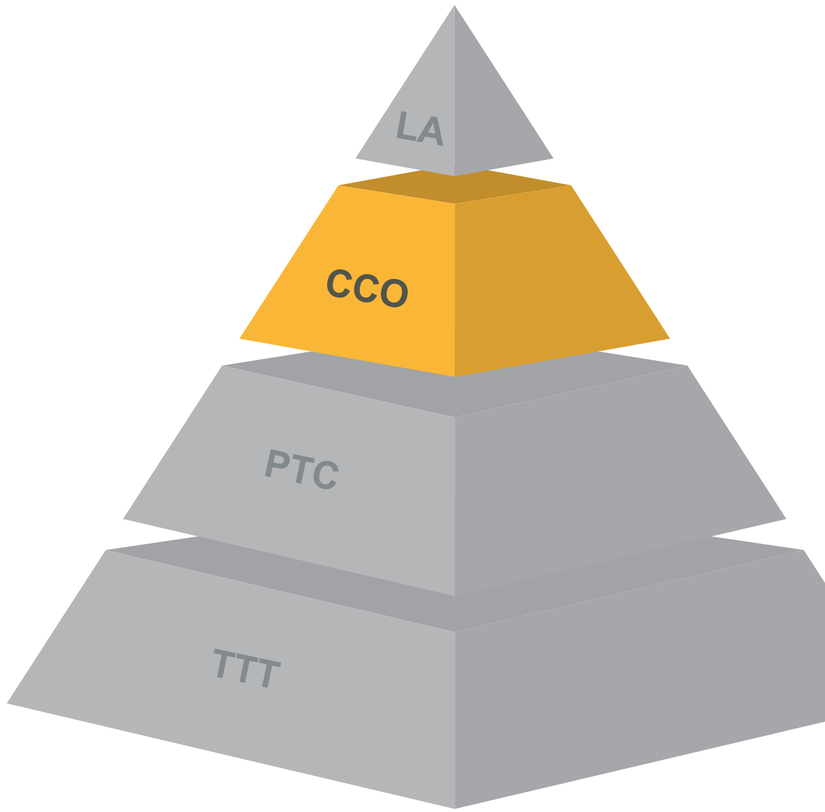
Discuss a time when the way work was intended to be done changed. What did you do to ensure it could still be done safely? Did any work improvements arise from this example?

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Critical Control Observation

Critical Control Observations (CCOs) focus on physically verifying the presence and effectiveness of critical controls that prevent serious injuries and fatalities, and to check through workforce engagement, they are reliable and enough to keep everyone safe during work execution.

CCOs are a key verification element within a safe system of work and complement control checks during work planning (task-based risk assessments) and critical control verifications against performance standards.



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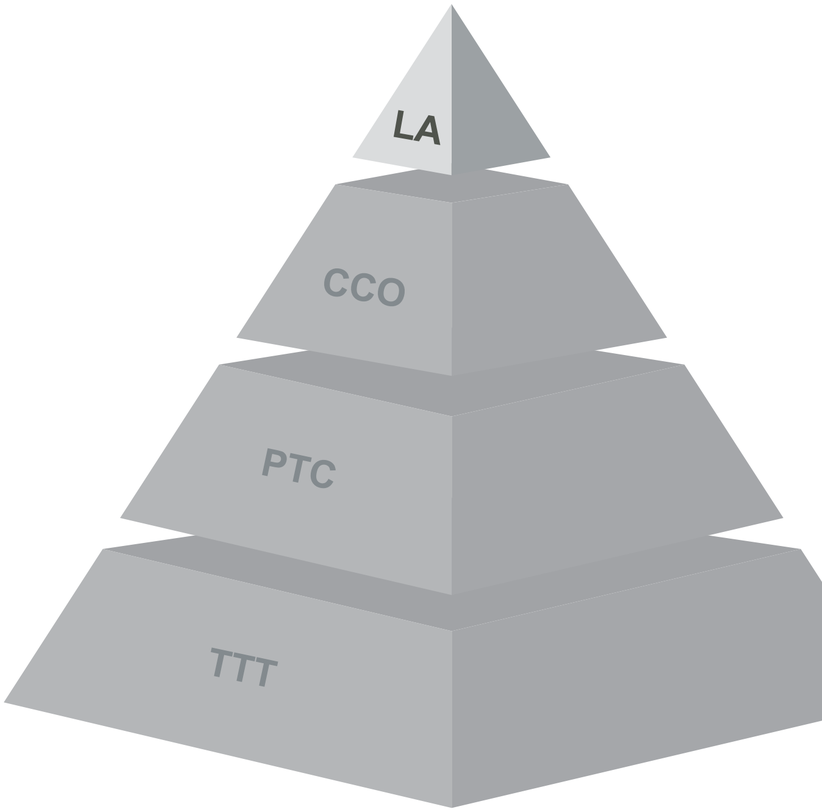
Discuss a time when a critical control was not present or not effective, or did not work as expected - what did you do?

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Layered Audit

Layered Audits (LAs) are a leadership deep dive into understanding a specific element of a HSSE requirement, risk, critical control or management system, with the objective of verifying that it is working as intended.

It provides the opportunity to detect issues or risks early, close any systemic gaps, strengthen the control environment and drive continuous improvement.



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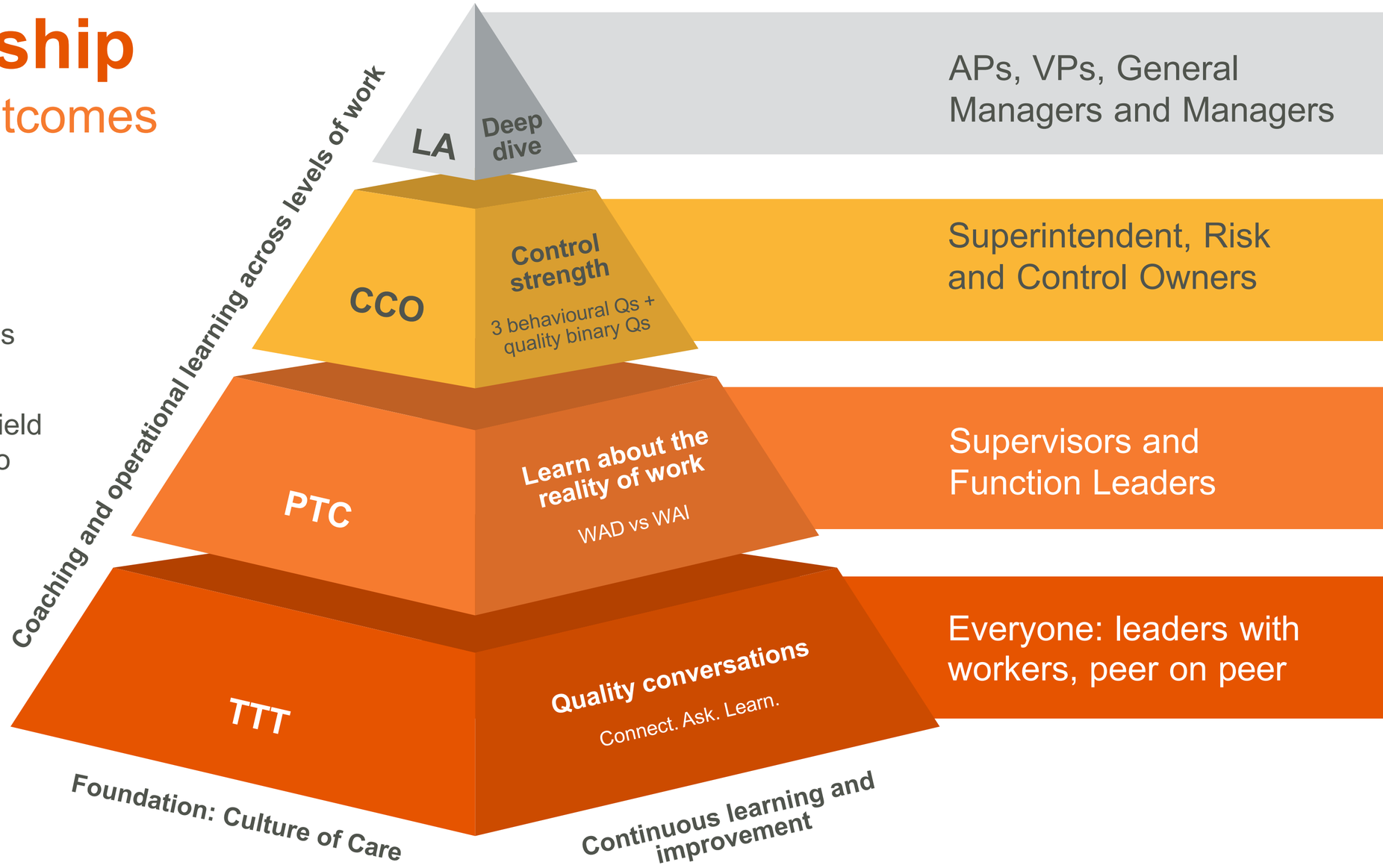
- Discuss a Layered Audit that resulted in meaningful improvements to a management system, standard or the way a particular risk was being managed – was it a sustained improvement?
- Discuss how Field Leadership is being performed in your team – what does it look/feel like?
- What does “quality” Field Leadership look like?

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Field Leadership

Focus on quality outcomes

- Discuss how Field Leadership is being performed in your team – what does it look/feel like?
- What does “quality” Field Leadership look like to your team?



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Examples of Field Leadership in practice

Discussion topics

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From principles to practice

FL activities: Contractor Management

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Select a specific Contract and perform a deep dive into a specific element (e.g. how does the Contract Owner ensure contractors are onboarded effectively, so they are set up for success to enable safe work execution).



FL activities: Contractor Management

Layered Audit	**Critical Control Observation**	Planned Task Confirmation	Take Time Talk

- Identify a task performed by a Contractor that involves a material safety risk (e.g. electrical work).
- Check if they understand the Task Risks and Controls.
- Physically verify critical controls are present, effective and enough to keep them safe.
- Ask if they have any improvement suggestions – when is it challenging to do this work well? Are there times when the controls are not as reliable or effective as we would like?



FL activities: Contractor Management

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Understand WAD vs WAI. Select a specific procedure (e.g. ‘Isolation of hazardous energy’) and ask the contractor to walk through and talk through how work is performed.
- Ask curious questions to understand the reality of work (e.g. Has there ever been a time when it is not possible to follow the documentation? Is it clear where effective critical controls need to be present at specific steps in the task?
- Can you suggest any ways to improve this work to make it better, safer, more efficient?



WAD = Work As Done: how the task is actually performed in practice.
WAI = Work As Intended: how the task is intended to be performed, according to the relevant procedures.

FL activities: Contractor Management

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

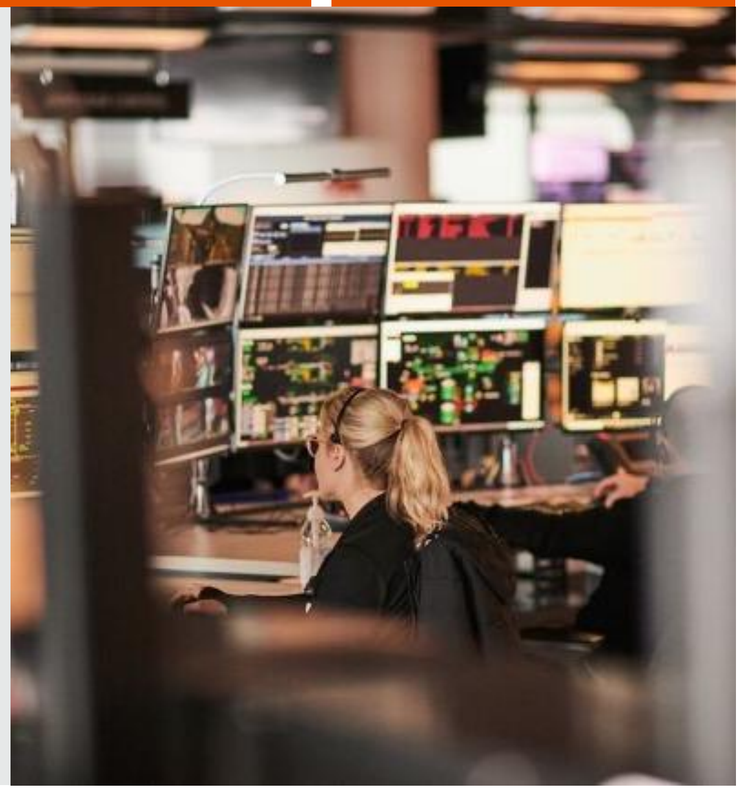
- Show care and build trust via a 2-way conversation. Seek to understand how a contractor or subcontractor feels about working on a BHP site.
- Ask curious questions – do they have a BHP contact on site who can support them? Do they know what to do if they want to raise an issue or feel unsafe?



FL activities: Office based examples

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

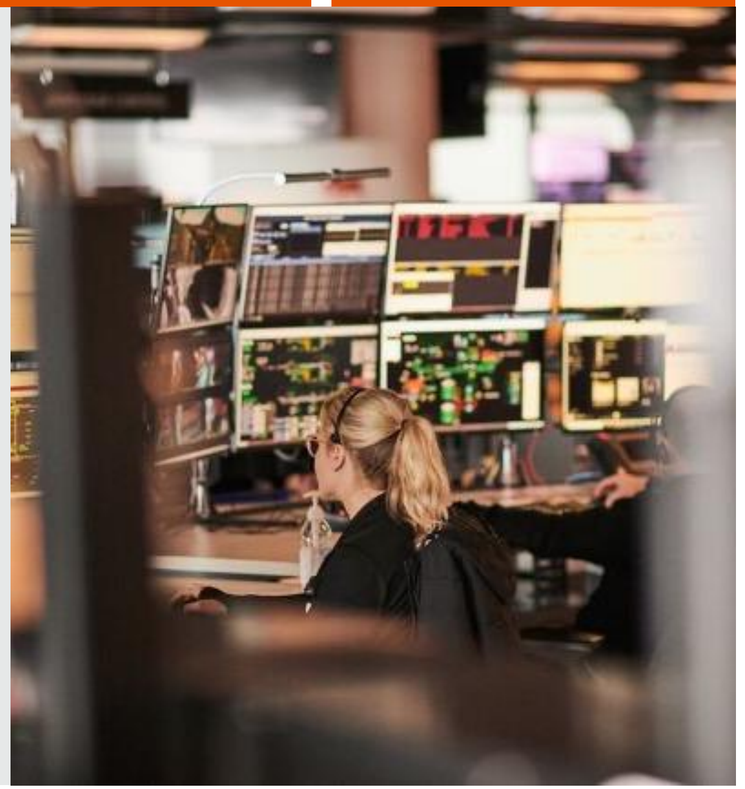
- Review Global Health Standard/Requirements for Psychosocial Risk Management
- Design a Layered Audit Test Plan to support a deep dive on particular Psychosocial Hazards or specific controls



FL activities: Office based examples

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

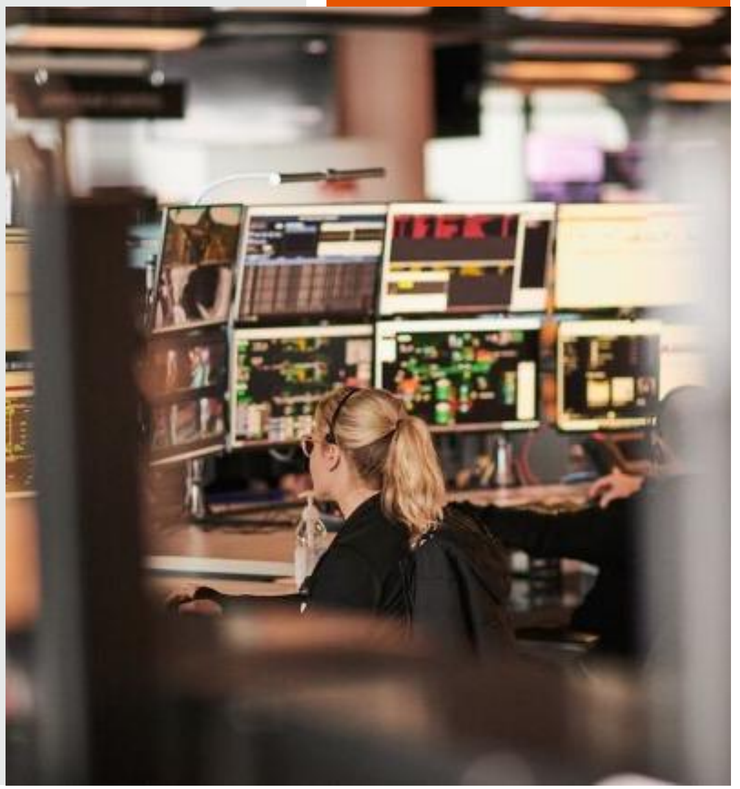
- Verify if a leader understands the important role they play in relation to the management of psychosocial hazards and controls at work.
- Ask them to walk through and talk through how they manage this risk.
- Where possible, physically verify the relevant critical controls are present, effective and enough to keep people safe



FL activities: Office based examples

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Understand WAD vs WAI. Select a key document to support psychosocial risk management and seek to understand if it is being implemented as intended.
- Ask if they can you suggest any ways to improve this work or documentation to make it better, safer, more efficient?

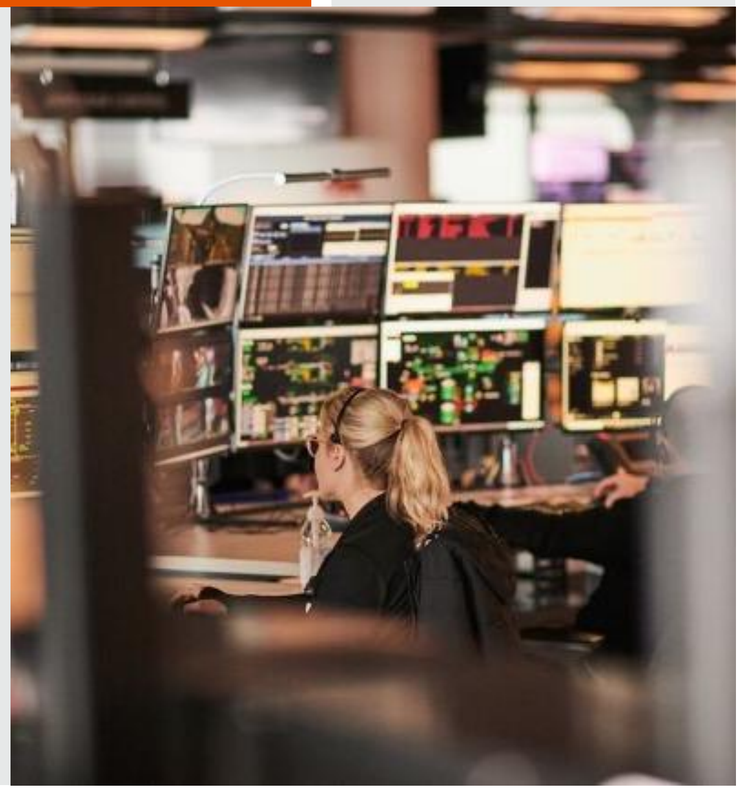


WAD = Work As Done: how the task is actually performed in practice.
WAI = Work As Intended: how the task is intended to be performed, according to the relevant procedures.

FL activities: Office based examples

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

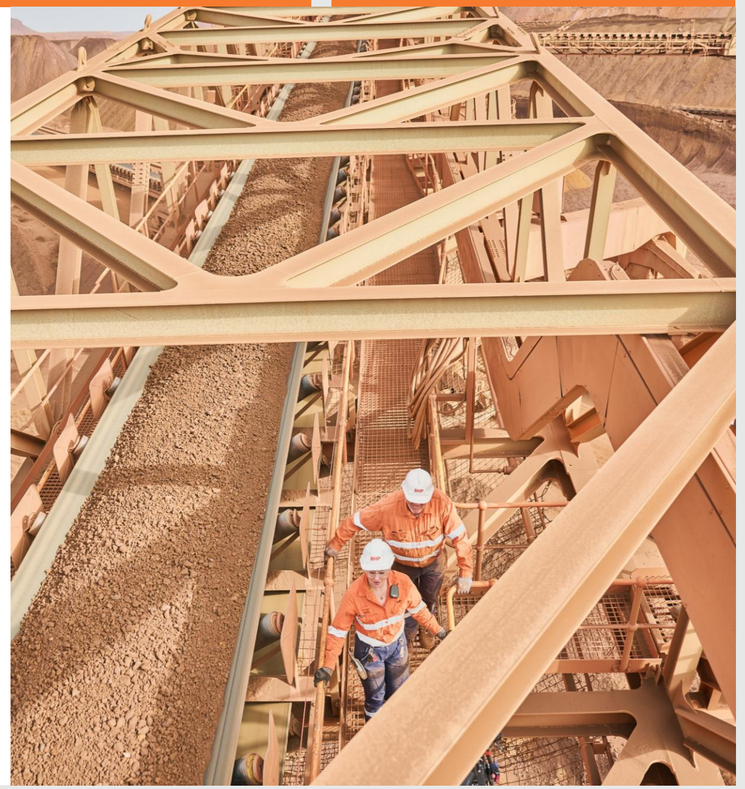
- Show care and build trust via a two-way conversation. Seek to understand how someone feels about the nature of their work and workload.
- What works well? What is challenging about their work?
- Recognise what they're doing well and ask for feedback about what could make their work even better.



FL activities: Working at heights

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Review of Global Safety Standard/Requirements for Working at Heights
- Deep dive into the risk(s) associated with design, maintenance and structural integrity of overhead walkways to ensure work can be executed safely.

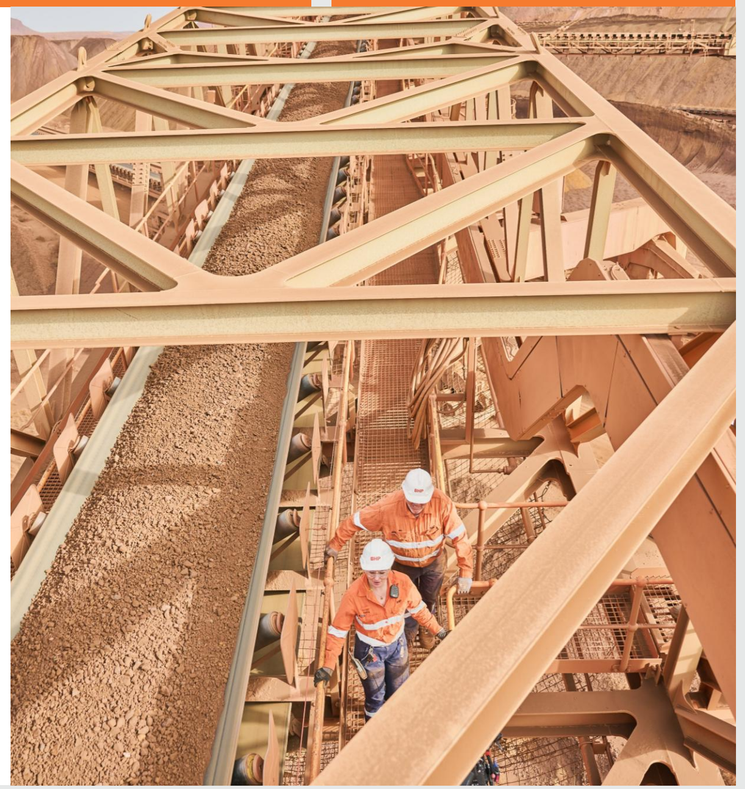


Activity: Replacing grid mesh on an overhead walkway

FL activities: Working at heights

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Check the workers understand the task risks and the controls that keep them and others safe when working at heights.
- Physically verify critical controls are present, effective and enough to keep everyone safe.
- Ask them if there is more that we can do to manage this risk well.



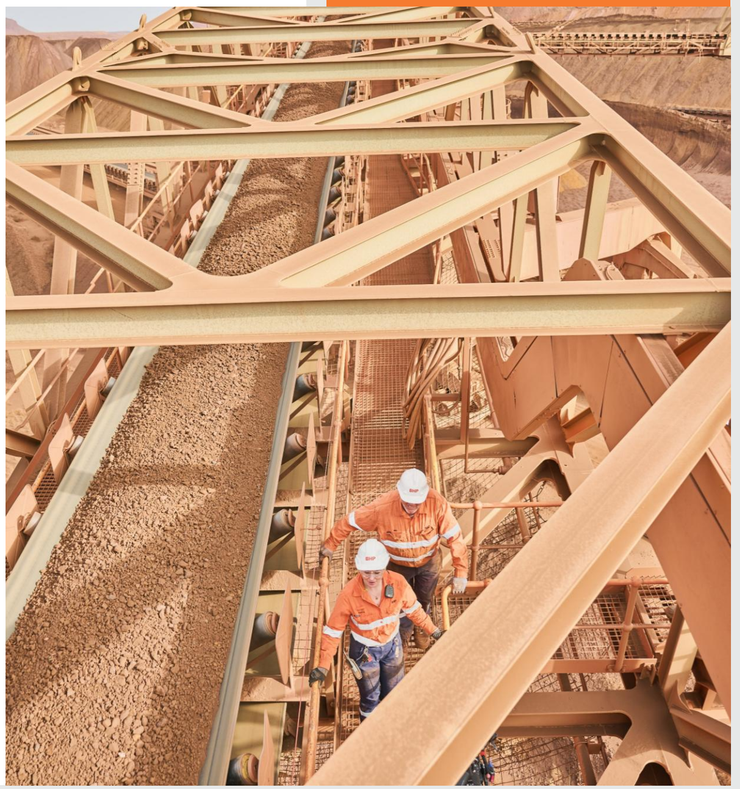
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Activity: Replacing grid mesh on an overhead walkway

FL activities: Working at heights

Layered Audit	Critical Control Observation	Planned Task Confirmation	Take Time Talk

- Understand WAD vs WAI by asking the worker to walk through and talk through how they do the job.
- Ask curious questions to understand the reality of work (e.g. if I was to do this task, what is the most important step that I need to do well?
- Are there parts that are challenging? Can you suggest any ways to improve this work or documentation to make it better, safer, more efficient?).



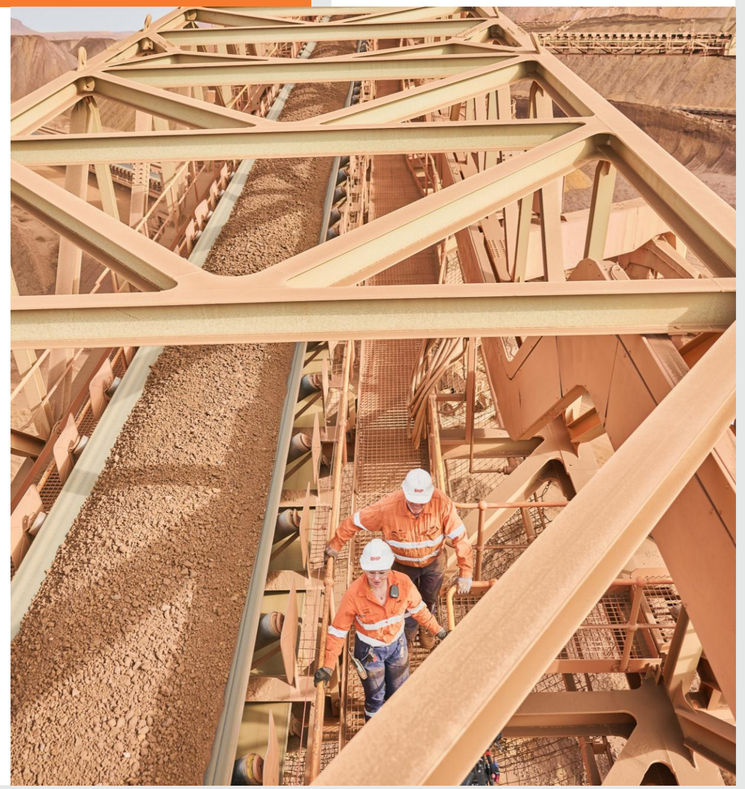
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Activity: Replacing grid mesh on an overhead walkway

FL activities: Working at heights

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Focus on having a meaningful safety conversation. Talk with a worker about what it takes for them to work safely including any improvement opportunities to strengthen controls and reduce risk.
- Use the 4Ds to ask curious questions to understand more about their work, including any conditions that may make it challenging to work safely.



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Activity: Replacing grid mesh on an overhead walkway

FL activities: Supply warehouse or workshop

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

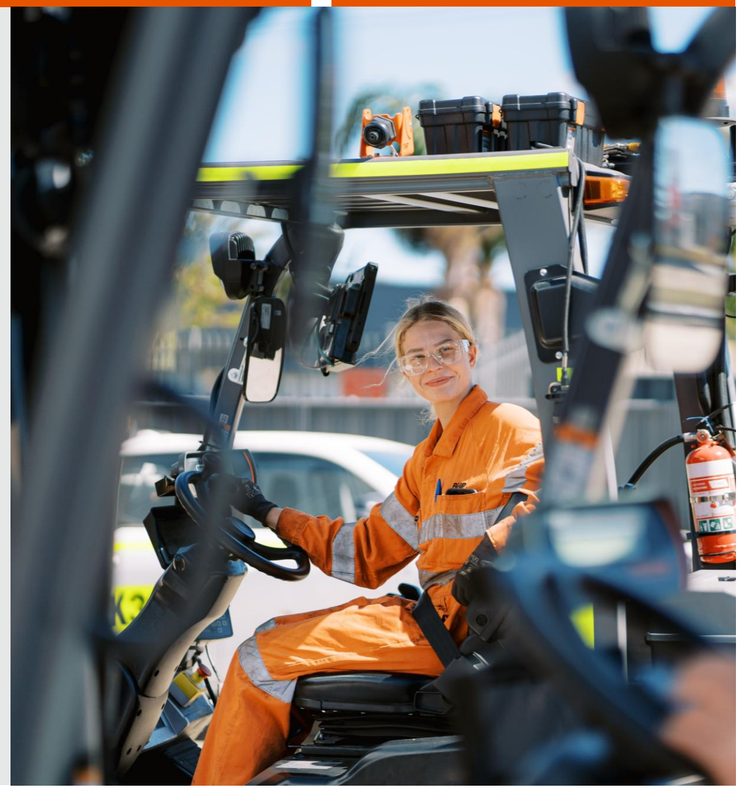
- Determining what system is in place for managing vehicle interaction (VI) risk
- If one exists, perform a deep dive into the sites Vehicle Interaction compliance plan for that site.



FL activities: Supply warehouse or workshop

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Check that a forklift operator understands the people interaction risks and relevant controls associated with the movement of goods.
- Physically verify critical controls are present, effective and enough to keep them safe.



FL activities Supply warehouse or workshop

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Understand WAD vs WAI.
- Confirm that the procedure for operating the forklift reflects the task, and/or identify improvement opportunities with them to address any gaps in the procedure or address the conditions that cause work variability.



FL activities Supply warehouse or workshop

Layered Audit | **Critical Control Observation** | **Planned Task Confirmation** | **Take Time Talk**

- Focus on having a quality two-way conversation with an operator. Use the 4Ds to ask curious questions to understand more about their work, including any conditions that may make it challenging to work safely.
- Ask them for any improvement suggestions to reduce risk and make work safer.



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