

1.0 INTRODUCTION

This Standard provides information for employees and/or leadership who are responsible for conducting field observations and the communication of feedback including positive findings and areas for improvement.

2.0 SCOPE

This Standard applies to all divisions or departments and the leadership team within NB Power responsible for the construction, operation, and maintenance of physical assets conducting the observations. Field observations also apply to non-operational and administrative employees in all areas of the company including contractors.

3.0 REFERENCES

NB OHS General Regulation 91-191	
HSEE-03-01	Hazard Identification, Assessment, and Mitigation for Completing a Job Hazard Analysis (JHA)
HSEE-03-03	Incident Reporting, Notification and Investigation
HSEE-03-07	Human Performance
HSEE-03-19	Contractor Safety Management
HSEE-03-41	Tailboard Conference / Pre-Job Briefing

4.0 TERMS AND DEFINITIONS

Feedback	encouraging and guiding an individual or team to produce a desired result through modelling of behaviors, dialogues, information sharing and relationship building.
Field Observation	the process of observing workers and contractors engaged in their daily activities.
Focused Observation	the process of observing a specific task. Focused observations often use specific information to help maintain focus and improve repeatability and consistency.
Hazard	anything that can cause harm to life, health, property, or the environment (examples: toxic chemicals, moving machinery parts, high-voltage electricity, working at heights, temperature extremes, slippery work surfaces, etc.).
Hierarchy of Controls	the prioritized approach for hazard mitigation, in order of the most effective to least effective, being: <ul style="list-style-type: none">• Elimination (remove the hazard)• Substitution (replace with non-hazardous material or

	<p>equipment)</p> <ul style="list-style-type: none"> • Engineering Controls (create a physical barrier around the hazard such as limiting access or exposure to a hazard, reducing energy available or providing an alternate means of interacting with a hazard) • Administrative Controls (procedures, training, technology, lights, audible alarms, and warning signs) • Personal Protective Equipment, PPE (equipment to be worn or held by a worker for protection).
Incident Precursor	precursors, or warning signs, provide information regarding the potential for the occurrence of a serious injury or fatality.
Line of Fire	line of fire is the path an object with stored energy will travel or the path hazardous energy will travel if released.
Paired Observation	includes the primary observer of the work and an additional observer, such as a member of Leadership, Safety, or an Employee.
Planned Observation	conducted with awareness and preparation ahead of time to review a specific type of work.
Subject Matter Expert (SME)	a person with extensive knowledge, training, and expertise on a particular subject.
Tailboard/Pre-Job Brief	a meeting employees conduct before performing a job to discuss the tasks involved, identify the hazards and controls, work procedures, energy source (line of fire) controls, personal protective equipment, employee state of mind, and other safety considerations associated with the job.
Unplanned/Probing Observation	an unplanned opportunity to observe work practices without in depth knowledge and understanding of the job. The workers provide details including hazards and controls. The goal is to ensure the job is built with safety in mind during the planning and execution phases. Probing can occur to further understand the job and the safety practices.
WELL Sheet	<p>WELL – What Excellence Looks Like</p> <p>These terms are used for aids that have been developed to increase awareness and understanding of a particular observation being made. E.g. Lifting/Rigging, Fall Protection, Contractor Safety Management, etc.</p>

5.0 ROLES AND RESPONSIBILITIES

5.1 Leadership

- Understand the requirements for field safety observations.
- Observe, model and employ all safety behaviours for going onto a job site.
- Establish expectations including frequency for completing field safety observations. Please see *Appendix A* for frequency schedule of observations.
- Understand the requirements applicable to the job being observed and the supervisor's role in ensuring the use of procedures and standards. This may include the Corporate Standards and/or Divisional Work Methods/Instructions (legislative requirements) applicable to the job being observed
- Provide feedback, support and mentoring to employees when completing field safety observations including corrective feedback, as necessary, when unsafe acts or conditions are present. If required, shutdown work until it can be resumed safely.
- Immediately report substandard acts or conditions to supervision and via HSEE-03-03 Incident Reporting, Notification and Investigation using the H&S Incident Report E-Form 145.
- Upload observation information into E-Form Workplace / Field Safety Visit located on the E-Form Browser.

All levels of leadership are to speak to field observation outcomes at relevant meetings such as Management Review Meetings, safety meetings, and huddles. It is important for leaders to speak about the field safety observations at their employee/contractor meetings to reinforce the importance of these observations, the recognition of employee safety behaviours, and their contribution to job safety.

5.2 Employee/Contractor

- Be prepared to demonstrate job details and safety requirements when a field observation occurs.
- Speak up and ask questions for clarity on job requirements and safety controls if the feedback is unclear.

5.3 Total Health & Safety

- Participate in field safety observations and paired observations, as requested.
 - Provide knowledge and expertise regarding safety practices, as requested.
 - Provide interpretation, as requested.
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6.0 STANDARD

6.1 Understanding a Field Safety Observation

Performing a field safety observation is an important part of identifying safe work practice , as well as creating, and strengthening relationships with employees and contractors. Field observations enable you to:

- Reinforce positive behaviours
- Listen to the concerns of workers and supervisors
- Gain further understanding of jobs and tasks
- Identify existing and potential hazards
- Determine underlying causes of hazards
- Recommend corrective actions
- Help identify and implement corrective actions relevant to the safety of the current job
- Model the right safety behaviours
- Monitor steps taken to eliminate hazards or control the risk (e.g., engineering controls, administrative controls, policies, procedures, personal protective equipment)
- Develop a relationship with employees/contractors outside of your and their normal working group.

6.2 Types of Field Safety Observations

During a field safety observation, an important aspect to building a good relationship is having a clear conversation with the employee(s)/contractor(s) about safety. There are various types of observations that can be completed to support overall safety performance:

Unplanned/Probing: an unplanned opportunity to observe work practices without in depth knowledge and understanding of the job. The workers provide details including hazards and controls. The goal is to ensure the job is built with safety in mind during the planning and execution phases. Probing can occur to further understand the job and the safety practices. Questions typically asked as part of the conversations are:

- What is the scope of the work?
- Can you explain to me what the job is and how to do it?
- Why are you doing this work?
- What are the hazards associated with the job?
- How are you controlling the hazards?

The key to this observation is to have a conversation to ensure adequate thought and planning has been put into the job.

There are benefits to completing an unplanned/probing observation. As it is unexpected, job site and work conditions are exactly as they would be without preparation for an observation. It is an opportunity to observe workers practicing good behaviors, or it can present the

opportunity to provide feedback and mentoring regarding substandard actions or conditions. However, potential disadvantages of this type of observation include:

- Lack of the observer's knowledge/understanding of the job, hazards involved with the job, and the appropriate controls.
- Less welcoming from the crews being observed if it is perceived as an interruption to a critical, complex job.

Paired: an observation including the primary observer of the work and an additional observer, such as a member of Leadership, Safety, Joint Health and Safety Committee member or an Employee. This enables observers unfamiliar with the work to be paired with a knowledgeable person (buddy system) familiar with the scope of work, understanding of the hazards and controls or the job, or simply a subject matter expert on the activities being performed (e.g. excavation, working with chemicals, lifting and rigging, etc.). Paired observations are a shared safety, learning experience for both participants.

Planned: A planned observation involves up front preparation with the purpose to observe a specific type of work. The employee(s) know ahead of time to prepare for the observation and plan the visit into the job. This may occur based on the need to see a new type of equipment, work method, or a review of items such as work packages, SAP or Work Orders, Job Hazard Analysis or established procedures/safe work methods. A planned observation is effective as it allows the observer and work group involved, to be prepared. The observer should understand the task; understand past problems with the task and the best time to observe the activity. Planning observations can build good relationships with the supervision, workers and contractors. It enables employees to share their training and work expertise, respond to questions about the job, demonstrate their pride in their work as well as build trusting relationships with leadership.

It is expected most observations will have some planning completed in order to acquire the best experience for all involved. Planning your observation makes it intentional and provides the observer with the tools necessary to perform a quality observation that balances both relationship building and technical oversight in safety.

Regardless of planned or unplanned, what is observed can send a powerful message to employees regarding the importance of their safety and relationship development.

6.3 Preparing for a Planned Field Safety Observation

Conducting a planned field safety observation should be arranged in advance with the responsible Supervisor/Lead of the work taking place, as much as possible. Making arrangements ahead of time ensures a quality observation can be completed, allows for preparation time to become familiar with the job and workers and, allows the workers to plan the observation into the work, especially related to safety of critical jobs.

Things to consider when planning a visit are:

- What are the known issues with performance/training?
 - Is there a specific job that requires additional oversight?
 - High risk work vs low risk work
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- Reported incidents related to this type of work activity/group
- Identified corrective actions related to the work
- Critical steps in the activity or procedure
- Infrequently performed tasks vs routinely performed tasks (regardless of risk level)

Resources that can support your field safety observations can include:

- Field Safety Observation and Feedback training
- Reviewing established safe work methods/procedures.
- Applicable H&S Standards/Corporate Safety Manual.
- Existing Job Hazard Analysis plans, risk assessments, or job plans.
- Reported incidents captured through the H&S Incident Report E-Form 145 (Contact Total Health & Safety if unsure how to search the database).
- Pair up with a subject matter expert on the job or hazards associated with the work. (Contact Total Health & Safety, local safety representative if you would like support in the planned observation).

6.4 Conducting a Field Safety Observation

Documented observations provide you with an opportunity to strengthen relationships as well as an opportunity to collect data. This data can be analyzed and trended to provide perspective on items that either require improvement, or recognize the good practices being done.

When completing your observation, consider the following tips:

- If it is an unplanned observation, do not enter the work area/site until the employee in charge of the job acknowledges you are there and invites you into the work area. You will then be required to sign on to the tailboard as a visitor.
 - Always be the role model for respectful conversation and appropriate safety behaviours.
 - Systematically look around at the job site, look in every direction to assess the area as you go.
 - Look for items that are “out of place”, such as housekeeping issues.
 - Look for items that are not part of infrastructure (e.g. temporary equipment, working platforms, scaffolding).
 - Has a Tailboard Conference/Pre-Job Brief been completed and signed by everyone?
 - Are all known hazards addressed?
 - Does everyone involved with the job have the required training and qualifications to perform the task (e.g. confined space, fall arrest, specialized PPE, heavy equipment operations, etc.).
 - Are there contractors involved with the job? What does oversight look like?
 - Look for items, hazards that are part of the categories mentioned in Section 6.1: Safety; Biological; Chemical; Ergonomic; Physical; Psychosocial.
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- Focus on the People, Environment, Equipment, and Process.
- Be sure to recognize the good/positive behaviours and/or conditions of the job during the observation.
- Are new employees encouraged to have a questioning attitude?
- Is there communication between everyone? (Is it respectful?)?
- Are apprentices (if part of the work group) given proper oversight and opportunity to practice their skills?
- Are incident precursors evident in the work environment? Incident precursors are warning signs providing information regarding the potential for the occurrence of a serious injury or fatality. There are thirteen main warning signs you are to look out for that may be present in the work environment. These precursors are listed in Appendix D: Incident Precursors. If any exist, they require corrective actions. Ensure you are familiar with the human performance tools, especially Stop When Unsure, to enable the precursor(s) to be identified, changed and discussed.

For guidance to performing a field observation go to **Appendix B: Feedback/Mentoring Guidance – WELL Sheet**. This WELL sheet is generic and can be used to support your observation and provide input into the Workplace / Field Safety Visit E-Form once complete.

6.5 Field Observation Outcomes:

Positive Reinforcement: When it is obvious that the employee(s)/contractor is taking the right steps to control the hazards of the job, it is critical to thank that employee for working safely. The positive reinforcement will be appreciated by the employee(s). It will demonstrate your commitment to safety, the relationship with them, and promote continued safe behaviours.

Unknowing Reinforcement: This includes reinforcing unwanted behaviours. By not questioning or requesting a change to an unsafe behaviour or action, it simply means you accepted it, and that unwanted behaviour is reinforced. Ignoring negative safety behaviours or interpersonal disrespect also sends the message it is not important enough to pay attention to and correct it.

Corrective: When an unsafe act is observed, it is critical to stop and provide feedback to the employee/contractor. Depending on the severity of the act, the job may require stopping immediately. Explain to the employee/contractor that it is NB Power's expectation that all work is to be performed safely or not at all. Thank the employee if you are satisfied with the outcome of the conversation, including their attitude towards the feedback. If necessary, stop the work and contact the supervisor if you are not satisfied. Have the employee complete a H&S Incident E-Form 145 to document the incident.

Follow-up: As a result of a past conversation or an incident, a follow-up observation is to ensure the employee has adopted the associated, corrective safe work behaviors. If they were adopted, end the observation with positive reinforcement. If they were not adopted, follow the corrective observation process and have the employee document the issue within the H&S Incident E- Form 145 again. Note: Repeat corrective observations may warrant more direct performance management.

6.6 Report and Follow Up (E-Form)

Following the completion of an observation, ensure the information is uploaded into the Workplace/Field Safety Visit E-Form. If there were proactive observations or unsafe acts or conditions, ensure a H&S Incident Report (E-Form 145) is completed as well. The information from field safety observations is collected, trended, and analyzed for overall performance metrics. These metrics appear within Management Review Meetings (MRM) on the scorecards.

Reviewing observation data allows NB Power to focus on areas that require improvement and recognize the things that have gone well.

If there are items that require follow up, ensure they are recorded and discussed with the responsible Supervisor or employee. Establish a follow-up date/visit if necessary.

7.0 TRAINING

- Field Safety Observation and Feedback training

8.0 APPENDICES

Appendix A: Observation Frequency
Appendix B: WELL Sheet – Mentoring Guidance
Appendix C: Feedback/Mentoring Conversation
Appendix D: Incident Precursor



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DOCUMENT APPROVAL/REVISION RECORD

Revision	Date	Revision Summary	Author	Reviewed By	Approved By
New	2022 – 10 - 18		S. Frost S.Parker	TH&S Group S.Parker	Roland Roy

Appendix A: Observation Frequency

Position	Frequency
President	1 per Quarter
Vice President	1 per Quarter
Executive Director	1 per month
Directors	1 per month
Managers	2 per month
Shift Supervisors	2 per shift cycle
Superintendents	1 per week
Supervisors	1 per week
Foreman/Leads	1 per week

Appendix B: Feedback/Mentoring Guidance – WELL Sheet

The goal of the feedback/mentoring WELL Sheet is to assist Leadership and the Supervisor in conducting an effective observation of activities in their area of responsibility and provide constructive feedback to inform, motivate and engage their workers to strive for continuous improvement.

Prior to the observation, familiarize yourself with the applicable expectations and worker fundamentals for the area of responsibility of which you are planning to observe. As part of the observation, it's important to ensure you can discuss what the expectations look like for work performed during the observation. This may require you to review departmental processes or procedures, review benchmarking reports, or spend time in the field with staff or responsible Supervision, ahead of time.

1. Schedule the observation with the Supervisor based on a subject matter of their choice, within their area of responsibility.
 2. Conduct the observation. During the observation with the Supervisor, ensure the following is demonstrated:
 - a. They chose an adequate subject matter for the observation, such as the following:
 - known areas for improvement
 - high risk jobs (*example: diving, working at heights*)
 - new standards or work methods
 - results of previous observations (follow ups)
 - results of previous audits or inspections
 - trends
 - infrequently performed activities
 - new employee
 - staff performing work for the first time
 - staff that have performed work numerous times to monitor for complacency
 - staff performing critical work in demanding environments
 - b. They can *identify* both positive behaviours and performance as well as gaps in behaviours and performance as they relate to the subject matter and expectations.
 - c. They can effectively *communicate* to the person/team being observed, both positive behaviours and performance as well as gaps in behaviours and performance.
 - d. They can effectively *communicate* what the highest standards of safety and performance are and can describe for the workers the appropriate expectations.
 - e. They can effectively help, motivate and engage workers to strive for excellence.
 3. Concluding the observation, as the Mentor, proceed to Appendix C for guidance in having a feedback/mentoring conversation for constructive feedback and recognition of items gone well.
 4. Input observation to the E-Form Workplace/Field Safety Visit.
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Appendix C: Feedback/Mentoring Conversation Tips

Whenever possible, talk to the person ahead of time to explain why you are coming to do an observation and what you will be looking for. They may have suggestions on the best time to come or be able to help you in your preparation.

While performing the Observation

- Ensure that you are following all site expectations
- Introduce yourself to the workers and ensure they know why you are there.
- Ask for introductions if you do not know everyone.
- Position yourself so that you can witness the job without impeding the work or causing a safety hazard to the workers or yourself.
- Make a note of the positive things that you see – be specific.
- Make a note of any deviation to high performance that you see in the process, program, organization, or individual's performance – be specific.
- When the observation is complete have a conversation with the individual (as soon as possible after the observation is complete).

Have a Feedback/Mentoring Conversation

This conversation is intended to be a short conversation about the work that was observed. It does not need to be scripted. The below is an example of “how” the conversation can be completed.

Share: The top positives – be specific.

Ask: What else did you do well? This again comes across as an inquisition....

Share: Any additional positives.

Ask: What could have gone better?

Share: Any additional risks or concerns.

Ask: How can you get the support you need to make the required changes?

Share: Personal proactive leadership insights.

Ask: What can I do to help you?

After the Feedback/Mentoring Conversation

Record the observation in the Workplace / Field Safety Visit E-Form so the data can be collected and analyzed for overall performance.

Follow up on any of the issues identified during the mentoring conversation.



Holding a difficult conversation

There may be times when the observation is not positive, and a difficult conversation is required to uphold employee and the worksite safety. The following is a list of tips regarding how to hold a 'productive' difficult conversation.

Respect	• Use respect in your tone, your words, your body language
Speak Directly	• Speak directly to the employee (s)
Be Calm	• Speak calmly, use a matter-of-fact tone not emotion.
Watch the Words	• Watch the language, be clear, use examples.
Do not interrupt	• Do not interrupt when someone else is speaking.
Take Time	• Take time to understand what was said before responding, ask for it to be repeated if required.
Problem Solve	• Approach the conversation as a problem to be solved, not finding fault or blame.
Focus	• Focus on the topic, not on everything else including the kitchen sink.
Agree	• End the conversation with an agreed upon conclusion. It may even be the need to walk away for a few minutes and then resume when things are more under control.
Respect	• Respect the person for engaging in the conversation and take responsibility for your own actions.

Appendix D: Incident Precursors

The following are the top incident precursors. Precursors, or warning signs, provide information regarding the potential for the occurrence of a serious injury or fatality. When using these, if they are not present, it does not mean the worksite is safe from any potential safety concerns. Please use your observation training and your sense of what good looks like to ensure the worksite you are observing is a safe worksite for employees and contractors.

1. **Safe Work Procedure*** Workers cannot express the core elements of the safe/standard workplan for their task.
 2. **Hazard Recognition*** Workers do not recognize hazards or properly evaluate the severity of risks.
 3. **Departure from Routine*** Unfamiliar or unforeseen task or job site conditions that depart from a well-established routine.
 4. **Plan to Address Work Change*** Workers do not stop and reassess conditions when work changes from what is planned (i.e., switch to plan B).
 5. **Safety Attitudes*** Workers demonstrate priority of productivity, heroic tendencies, invulnerability, fatalism, or summit fever (obsession to reach a goal).
 6. **Rules and Procedures*** Adequate rules and procedures are documented and communicated but not followed by workers. The correct procedure is documented and communicated to workers, but they are not followed.
 7. **Familiarity with Task*** Workers are not familiar with task expectations or performance standards because of a lack of experience or significant procedural change.
 8. **Risk Normalization*** Lower perception of risk or higher risk tolerance resulting from repeated exposures. Tied to procedural drift.
 9. **Productivity Pressure*** Workers feel an unusual amount of pressure to work quickly and complete their task.
 10. **Perceived Safety Culture*** Lessons learned from previous projects and events are not incorporated into planning and execution.
 11. **Stop-Work Execution*** Workers do not have the ability, or management does not encourage, stopping work to address hazards.
 12. **Workers Inactive in Safety*** Workers are not engaged with or diligently participating in safety activities.
 13. **Pre-Task Plan*** Workers have not completed an adequate pre-task safety plan.
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