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# Elected Safety Representative – Platform Ongoing Support of ESR's

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# Contents

## Contents

Contents .....	1
Introduction .....	2
Support Elections and Filling Vacancies .....	3
Arrange Constituencies .....	5
Creating Temporary Constituencies .....	6
Interview Prospective Candidates .....	7
Carry out an SI971 Safety Meeting .....	8
Include E-Reps in Safety Committee Meetings .....	10
Set Up IT Access .....	11
Provide Training .....	12
Provide Time for Rep Activity .....	14
Perform 121s .....	16
Communicate Safety Issues .....	18
Get reps involved in Investigations .....	20
Share Information .....	22
Support HSEx visits with Reps .....	23
Review the Platform Safety Case .....	25
Use onshore Resources .....	26
Work with Experienced Reps .....	27
Work with “inactive” or “problem” reps .....	29
Identify Safety Reps .....	31



## Introduction

The role of a safety rep is a challenging one for both new and experienced safety reps. This role can be just as overwhelming for the management teams who want to support them. To the uninitiated it can look daunting and simple errors in communication can lead to changes in culture which are detrimental to safety.

This document aims to set out a list of "How Tos" to support OIMs, Supervisors, HSEAs and constituents who have safety reps in their midst. By working together, the objective is to promote best practice and work with the safety reps instead of groups working against each other. A lot of problems have come out of a lack of knowledge, rather than an intent to sabotage. To prevent us reinventing the wheel or constantly pulling in different directions, we want to provide a set standard of working that benefits everyone on an asset and in the organisation.

Each section contains an overview which gives a bit of a background to the sections, guidance for the OIM, guidance for the ESR's Supervisor and finally legislation or Industry guidance which reinforces and gives a reason for the advice.

It is recognised that HSEA's play a significant role in supporting reps and where appropriate, guidance is provided below to assist in the role. HSEA's have no responsibilities under the SI971 legislation however they are instrumental in the practical support, culture and administration of the reps.

Finally, there is advice for constituents in how they should participate within the regulations. When adhered to, this document should provide a network of support for the ESRs to successfully execute their functions.



# Support Elections and Filling Vacancies

## Background

Elections are a constant part of the safety rep culture as with the movement of staff and work schedules; constituencies will change.

Whenever a constituency loses a rep, the position should be filled. The ESR should only come from that empty constituency.

Proper management of the constituencies ensures an active rep for each department or groups of individuals on the asset, therefore setting a supportive culture from the election stage is important.

## OIM Actions

To support elections an OIM should:

- Post the vacancy on a board for all to see.
- Record the change of constituency in the SI971 Safety Committee meeting.
- Approach the constituency and actively encourage involvement
- Do not force or coerce constituents to become reps, however; active engagement will bring an active rep.
- Advertise position at Town halls and safety presentations.
- Encourage prospective reps to talk to other reps.
- Contact the onshore support to get guidance if the position remains unfilled for an extended time.
- Use the Powerpoint presentation under Si971 resources to gain further information
- Use the safety reps nomination form to guide you through the process of nomination.

## Supervisor actions

A supervisor can be an elected safety rep, in fact, the legislation guidance allows for the creation of a supervisor only constituency. However, they can also support the prospective ESR and elections by:

- Working with the constituents and encouraging them to talk to their OIM.
- Being aware of any safety concerns and reiterating that a good safety rep is empowered to make a difference.
- If anyone is showing interest or concern, then encourage them to speak to their OIM with a view to filling the position and making a difference.
- Do not coerce any constituent to be an elected safety rep. Not only does it go against the regulation, but you are perpetuating a negative stereotype of workforce engagement.



## HSEA Guidance

HSEAs can assist by:

- Verifying the documentation is posted in the correct locations.
- Encouragement and awareness of ESR activities at safety presentations.
- Records of constituencies and ESR's are kept in the SI971 folder and are up to date.
- Nomination forms are filled in correctly and timely.
- Supporting the OIM in his carrying out his legal duties under Si971 regulations

## Constituent Guidance

Safety reps are elected from by you to represent you as an independent body to the management of the company.

A safety rep has to be nominated and seconded by a member of his constituency and will serve for 2 years before being available for nomination again.

As a constituent you are responsible for electing someone who can properly represent you to the operator. If someone has successfully been nominated, you can also put someone else forward for election if you do not believe the nominated person can properly represent you or your constituency. This will force a ballot in which you will be expected to vote.

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this "How To."

### SI971

The regulation is specific on the ways and means to conduct an election process to fill positions. These are contained in sections 4-15 of the legislation with sections 8-13 dealing with the election process.

### HSEx

On visits to an asset, the Inspector will look for % fill of constituencies. At Taqa, we are looking for an 80% or higher fill with involvement and participation in all constituencies.

Also, the inspector will look for compliance with the regulation on the individual nomination process per rep and make sure it is followed correctly.

## Step Change in Safety

There is no compliance mentioned however the guidance is to support the legislation from HSEx.



# Arrange Constituencies

## Background

Constituencies contain the constituents that we are here to support. Poorly organised or mismanaged constituencies can be a headache to fill or administer. They will also be ineffective and act as a tick in the box rather than make anyone or anything safer. If arranged properly, the safety reps can take some of the safety organisation or communication burdens and ensure everyone knows about issues that affect them.

## OIM

How to set up the constituencies is contained in the SI971 legislation, what is not explained are the practical ways to set up your constituencies.

You should aim to have constituencies set up with people with similar skill sets, who are exposed to the same types of hazards in their day to day jobs. Allowances are made up in legislation to have similar trades, companies or none of the above together. Constituencies can be temporary and set up for campaigns.

You should not mix temporary and permanent constituencies together as at the end of a campaign; you will need another election to fill the position.

## Supervisor

There is no requirement for you to do anything with this section.

## Constituent Guidance

All members of a platform who are on the asset for 3 days or more, are to be included in a constituency. As a member of a constituency, you should ensure you are in the correct constituency and that you know who your safety rep is.

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

Constituencies are arranged through section 5, and change is managed through the Safety Committee.

### HSEx

The inspector will look to see that constituencies are set up as per the legislation.

## Step Change in Safety

Step change advises that constituencies are set up to make sure constituencies are adequately represented by the appropriate skill set.



# Creating Temporary Constituencies

## Background

In temporary campaigns, like drilling or large projects, it is easy to forget that the constituents require representation. Taqa personnel should take the initiative and create company specific constituencies for the duration of the campaign. Taqa personnel on other assets, like drilling rigs, should take the time to share information from the Taqa safety rep network.

## OIM

The OIM should work with the safety committee to set up the appropriate constituencies.

## Supervisor

There is no requirement for you to do anything with this section.

## Constituent Guidance

All members of a platform who are on the asset for 3 days or more, are to be included in a constituency. As a member of a constituency, you should ensure you are in the correct constituency and that you know who your safety rep is.

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

Section 5 covers the setup of constituencies.

### HSEx

The inspector will look to see that the constituency if formed as per the legislation.

## Step Change in Safety

No specific Guidance



## Interview Prospective Candidates

### Background

As part of the process to become a rep, the nominee must undertake a meeting with the OIM. That meeting is to ascertain that the prospective rep meets certain conditions. Irrespective of the employment / program of work/ or history of the rep, if the candidates meet the requirements listed below then they can become a rep for their constituency. This meeting is an opportunity to explain the role to the rep and prepare them to carry out their functions

### OIM

The OIM must check the following.

- That the rep is a member of the constituency he is nominated for
- That they is willing to stand as a candidate for that constituency
- That they have been nominated and seconded by a member of that constituency.

If you feel that the rep is unsuitable to do the job, then at this stage of the process, it is too late to do anything about it and you should not do anything about it. The constituents have the responsibility to elect someone who can represent them in their constituency.

Providing support to the constituents and educating them on the role is the best way to ensure that an ESR is correctly chosen from their constituency.

### Supervisor

There is no requirement for you to do anything with this section.

### Constituent Guidance

As a constituent, if you have submitted a request for election to your constituency, this meeting with your OIM is to help you prepare for the role of a rep. An OIM cannot deny you the position, however they can offer advice as to how you can approach the position and what is expected as per legislation.

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

#### SI971

Section 9 provides the legislative background for eligibility for the role.

#### HSEx

The HSEx guidance document reinforces the selection process as noted above. Sections 30 and 31 put the responsibility on the constituents to elect a candidate suitable for the role.

### Step Change in Safety

No specific Guidance



# Carry out an SI971 Safety Meeting

## Background

Safety rep SI971 Safety Committee meetings are the essential items for a successful safety rep engagement. They are specifically mentioned in the legislation; they are the tool which the HSEx use to grade engagement, and they are a key method of communication between all parties. It is essential that you make these meetings formal, informative and develop a culture of open communication.

## OIM

As an OIM, you chair the official meetings. More detail is contained within the regulation. However, you should have these meetings within every 90 days. As well as chairing the meeting, you are responsible for getting everyone together and finally, making sure everyone gets time to prepare for the meeting.

Our goal at Taqa is a meeting every trip. These additional safety meetings can be chaired by other members of the safety committee and actions can be recorded, to be fed into the official discussion points for the SI971 safety committee.

The reason we want these meetings every trip is to enhance communication between all parties and resolve issues before they begin.

The HSEx are having discussions over the inclusion of Environmental reps after the changes with the Offshore Safety Directive. Though not part of the SI971 legislation, EREPs are encouraged to participate as co-opted members of the SI971 safety committee. This change can only be done under the agreement of the safety committee itself. If the safety committee decides not to bring in an EREP to the meeting, then safety reps must find a way to have the EREPs consulted in changes to the safety case and deficiencies in any environmentally critical elements.

There is an agenda which will help you be compliant with HSEx regulations and also get the best out of your reps. The agenda is in the SI971 resources folder on each Y drive.

In the Safety Rep shared Y drive, you can also find the Scoobies. The Scoobies are small videos which can provide valuable information to reps. You can show a scoobie at each meeting to help enhance the knowledge of the reps.

All safety reps are committee members.

## Supervisor

A supervisor should encourage their safety rep to meet with their constituents before the safety committee meetings so that the rep can perform their legislative functions. Please encourage the reps to attend the meeting.

The Reps have created Scoobies, which are small videos on safety rep subjects. You can watch these videos yourself and encourage the reps to look at them. This way you are both learning the same items.



## Constituent Guidance

As a constituent, you should ensure that you take unresolved safety concerns to your elected safety rep. You should use the safety rep for helping with safety concerns and not for welfare issues.

Please keep in regular contact with your rep and help them prepare for the upcoming safety committee meetings.

The safety committee has a lot of power under legislation to resolve safety issues and every safety rep is a member of a safety committee.

## HSEA Guidance

HSEAs can assist by:

- Rounding up ESR's for the meeting
- Providing technical assistance for issues brought up

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this "How To."

### SI971

Sections 19-22 tell you what a safety committee is and how to conduct them. Section 23 explains the duties as an OIM

### HSEx

The inspector will look to see that actions are properly recorded in meeting minutes and that the meetings are scheduled and being held a minimum of every 90 days. They will look to see that the appropriate people are invited to the meeting. They will check to see that appropriate open communication takes place during the meeting.

The Inspector will look to see that the committee is set up correctly and follows the legislation in its creation.

## Step Change in Safety

Step change recommends frequent meetings and engagement with reps.



## **Include E-Reps in Safety Committee Meetings**

### **Background**

The Offshore Safety Directive requires that the workforce is engaged in the review of Environmentally critical elements. The method of this engagement is still under review by the HSEx. However, the current guidance is to co-opt an E-rep onto the safety committee.

### **OIM**

Encourage the Safety Committee to co-opt an E-rep onto the Safety Committee and actively encourage that rep to review the OSD changes to the safety case.

### **Supervisor**

Encourage any E-rep to join the safety committee and actively educate other constituencies on ECE's

### **Constituent Guidance**

Encourage your safety rep, to ensure that an E-rep is invited to the safety committee meeting. This way environmental concerns can be addressed and Environmental Critical Barriers can be maintained.

### **HSEA Guidance**

HSEAs can assist by:

Encourage any E-rep to join the safety committee and actively educate other constituencies on ECE's

### **Legislation or Guidelines Followed**

The following legislation or guidelines are covered by this "How To."

#### **SI971**

Section 20 includes the legislation for committee membership.

#### **HSEx**

Schedule 6 para 432 - 2015 safety case Regs -Workforce Involvement Paragraphs 28, 29, 30, 32 & 33

### **Step Change in Safety**

Waiting on Guidance



## Set Up IT Access

### Background

Communication is a key aspect of safety rep organisation. Reps may not have access to all the correct tools and may not know how to use them if they have them. On our assets, a good 2/3s of the reps do not have a Taqa global login to the network resources. As most of our communication are through email or resources are available through the Taqa Websites, it is important that the reps have access to that.

### OIM

For safety reps who have a Taqa account, an application should be made through the IT service Portal for access to their platform safety rep mailbox and their platform safety rep distribution list. After that, the safety rep should be set up on a machine where they get access to their mailboxes.

The safety rep should be shown where the E-learning sections of the intranet are so that they can get up to speed with the technologies used.

For safety reps who do not have a Taqa login, an application should be made on their behalf to the IT service Portal to add their personal or company email to the distribution list for their platform. Also, they should be put in contact with a supervisor who can show them how to access the Taqa resources from their machine.

### Supervisor

A supervisor should approach their rep and ensure that they are up to speed on the different technologies and methods for sharing information on the Taqa Intranet. You should make sure that they are getting the opportunity to catch up with ESR emails and assess if the rep needs further IT Skills.

### Constituent Guidance

No specific Guidance

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

ESRs are to be provided with space and facilities in section 23, to perform their functions. Also, given the considerable resources available on IT systems, ESRs should be able to access these and given the correct permissions to reach them.

### HSEx

The HSEx will grade the company’s provision of facilities. The ideal situation is for an office, PC and full access to relevant information.

### Step Change in Safety

Step change encourages companies to ensure information is made available to all employees.



## Provide Training

### Background

As part of SI971, the operator has a duty to perform training. There is a training matrix at Taqa for reps which makes it easier for reps to get trained. It is also something that the HSE look at very carefully and that the reps may not understand what they are supposed to do. Certain Step Change in Safety ESR functions and Taqa Sponsored onshore events participation are also encouraged.

### OIM

At the 121 meetings with the Rep, find out where the rep is with their training and then help them schedule any missing elements throughout the year.

If the rep has completed their training, please read the section on “Work with experienced reps” to help them with continued development.

For a Taqa employee, requests for training are processed through the L&D department. For a non-Taqa employee, as an OIM, you have to authorise the training as per the matrix. However, the reps company has to provide for the training, and that is billed back to Taqa.

The legislation is quite clear on day rates for training. As an overview, if the rep is normally offshore during the training, then they get the offshore day rate. If the rep is onshore during the scheduled training, then they get the contracted day rate, or if no day rate is set up through the contract, then they get paid for worked hours only.

### Supervisor

As a supervisor, please help the rep look for the time to get trained.

The company has a legislative responsibility to get the rep trained, and this may be a clash with his work duties. Every effort should be undertaken to move work to allow the rep to conduct his courses through work time.

When a rep has been on a training course, on their return, give them an assignment based on their experience. This attention will help them use their knowledge to help their constituents. This effort can be made through a safety meeting or a TOFS.

### Constituent Guidance

Safety reps are trained in order to provide support for you. It is important that your safety rep is adequately trained to represent you and understand the challenges and risks in your work environment. Please help ensure that your safety rep is trained by approaching them and discussing their training needs and encouraging reps who either do no training or seek training in areas where they may not be able to assist you, to revisit their training plan with the Safety committee.



## HSEA Guidance

HSEAs can assist by:

Providing contact details for reps who are unfamiliar with getting this type of training. At Taqa this is can be done by emailing [training.uk@taqaglobal.com](mailto:training.uk@taqaglobal.com)

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

Section 27 contains the statement for training. Section 26 contains the day rate information.

### HSEx

The HSEx look closely that a rep is given the basic training in the first 90 days of being a rep. They also look to ensure that a rep receives ongoing training. For Taqa, that means active compliance to the ESR Training Matrix. There may be opportunities for further training development for Reps, which the HSEx may want to be appraised off on their visit.

## Step Change in Safety

Step Change encourages the continued development of ESR's. This is done through training and attendance at various onshore events. Reps should be encouraged to attend onshore events or step change workgroups.



## Provide Time for Rep Activity

### Background

The goal for Safety reps is to provide 2 hours of activity per offshore week. On a 2/3 rota this equates to 4 hours of ESR activity and for a 3/3 rota, this equates to 6 hours of activity. The rep has a list of activities which can easily fill that time. The issue of letting reps get that time is a contentious issue and is open to interpretation.

Reps are typically expected to discharge their functions through their regular work time. Many reps will do extra work outside of work hours. Though great to see, that is not the expectation. Many reps feel that they have to work out of regular hours, and this is where it is contentious as they may want overtime for their work as they feel they cannot do what they were elected for during the day.

A poorly managed safety rep environment can cause this. At Taqa, our aim is to set the expectations clearly so that the rep has the time to succeed at their job and as a safety rep.

### OIM

As an OIM, you can set the expectation of time allocation. This can be done in your 121 meetings with them. At these meetings,

- Reaffirm the commitment to provide the 2 hours per week.
- Guide the ESR on how to work the 2 hours per week into their shift. The rep cannot just take any 2 hours, so help on time allocation should be provided.
- Guide the ESR on the safety activities that they can do. You can use the ESR Guide to make suggestions. There is a Scoobie on the inspection program which they can view to gain assistance.
- Speak to the Supervisor of the rep, to coordinate ESR time so that the reps gets guidance on scheduling.

### Supervisor

As the supervisor of a rep, you are the person who the rep may have the greatest difficulty communicating with. You are the one where the stresses of doing their day job and being a safety rep come to a head.

This issue can be dealt with by you being proactive and approach the ESR first and help them to allocate their time correctly. Meet with your rep once per trip and help them to prioritise and set aside the appropriate time.

Your rep will expect you to know about safety issues affecting your team, so please make yourself aware of safety issues, so that you can discuss them with your reps. At Taqa, you can get information from the Process Safety Dashboard, safety alerts, the Intelligent Safety Website or from Scoobies.



## Constituent Guidance

Safety reps can struggle for time to attend to their functions under the legislation. You can make what time they do have, have more value by helping them with issues and helping them gather information. You can also approach the platform OIM and supervisors and help them understand the need for the safety rep to execute their functions.

## HSEA Guidance

HSEAs can assist by:

- Encouraging reps to participate in safety meetings
- Encouraging reps to choose activities from the safety rep folder
- Accompanying reps on their inspections

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

SI971 Does not stipulate time but looks that ESRs are given time off for specific items. Those are contained in sections 23 and 26

### HSEx

The HSEx when they visit the asset will look that ESR's are given the adequate time to perform their functions as of Section 16 and 23 of the SI971 regulation and those of the Safety Committee.

## Step Change in Safety

Step Change in Safety has set the standard of 4 hours of safety rep activity per 2-week shift. This recommendation is followed by Taqa.



## Perform 121s

### Background

121s have been introduced to provide an effective loop of communication and support. The meetings are important as it allows for the rep to take ownership of the role, have OIM support and set a different culture of engagement.

### OIM

The guide to having effective 121s is located on the Y drive under SI971 resources. The document will guide you through the meetings.

It is important to teach the rep on how to do their own meetings with their constituents and to help them schedule those meetings. The rep should be encouraged to take ownership of the safety issues within their constituents and trades.

A safety rep can have supervisors and the OIM in the list of interviewees, so they may need help on how to work with them.

### Supervisor

As a supervisor, a safety rep may have to interview you, so please take the time to read the 121 guide and help them to do the meeting properly. You are likely to have the reps other constituents under your charge, so encourage the reps to meet with them and help provide the time to meet with them.

### Constituent Guidance

Encourage your safety rep to meet with you to complete their 121 support meeting with you. This is not done every trip, and your rep will inform you of when your 15 minute meeting is. You can take this time with your rep to discuss safety issues and what support you both need to do your roles.

### HSEA Guidance

HSEAs can assist by:

- Assisting OIMS coordinate ESR meeting schedules.

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

#### SI971

Section 16(b)(g) is the driver for the 121 meetings. They provide a more structured method of communication and allows the ESR to lead the conversation.

#### HSEx

The inspectors will want you to demonstrate that you are providing an opportunity for the reps to communicate with their constituents. 121 meetings are not recorded. The HSEx inspector will want



to review any records of safety communication. However, the 121 meetings are for support and guidance rather than safety communications.

### **Step Change in Safety**

The guidance is to encourage OIMs and ESRs to communicate before issues become problems.



# Communicate Safety Issues

## Background

Safety reps should be made aware of all company safety communication and any platform safety issues. Email communication is not sufficient to go through the array of different activities that a safety rep should be aware of.

## OIM

A safety rep should have access to each piece of communication through printed media as well as through electronic means. Either yourself or your HSEA should print off alerts to allow non-IT users ease of access

All safety communications which is for general distribution should be printed off and put on notice boards to enable non-IT users access to the information. Ideally, all communications should be explained verbally so that adequate feedback is maintained. Where resources are more matured in this process, the reps should undertake to put up the material and help to disseminate the information.

The Process Safety Dashboard is a great way to go through the wide range of safety information. It is unlikely that your reps will have had training in the Process Safety Dashboard, therefore, use the safety committee meetings to go through the data. There is a Scoobie, which explains to the reps, the type of information in there.

The process safety meetings onshore and the Contractors Safety forum provide further information and education on ongoing issues. This information is shared through the offshore ESR Video Conferences.

## Supervisor

Your role here is to simply ask the reps about safety related activities and encourage them to seek out more information. This engagement helps them with their engagement with their constituents. This engagement should not be underestimated.

## Constituent Guidance

Safety reps have the opportunity to discuss and act on safety issues brought up by you. This does not happen if you do not bring up issues to them. A silent constituent on issues that matter make it tough for safety reps to act for you. Please take the time to speak to your safety rep about safety issues. Safety reps can also inform you of safety programmes and plan condition. To find out more you should take the time to speak to rep as they will be informed and will have access to current information.



## HSEA Guidance

HSEAs can assist by:

- Distributing any safety messages received onshore to reps

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To.”

### SI971

Section 22(2) and section 23 details that information about occupational health affecting all employees should be communicated to safety reps.

### HSEx

The Inspector will look to see that reps are provided adequate information on ORA’s, maintenance backlogs, deferred maintenance and defective reports. This information is available through the Process Safety Dashboard. They will also look for evidence of sharing occupational health issues.

### Step Change in Safety

Safety committees should share safety information with their constituents.



# Get reps involved in Investigations

## Background

Investigation involvement is a core function of a safety rep. However, it is tough on a practical side, to get reps you need at the right level of engagement. There are always incidents which require investigation. Investigations provide learnings which can be used by the workforce.

## OIM

For minor investigations, the results should be sent to the safety reps to give them visibility of learnings. The reps have to decide what to do with them. However, they are given the opportunity to look at them.

For major investigations, a safety rep should be involved. They should be involved from the beginning and take an active part of the investigation. It is not acceptable to have a safety rep just sign off on an investigation after it has been conducted. Reps have been instructed not to sign off on an investigation if they have not been included as soon as practical.

Reps should be given the appropriate opportunity to work within the Major Incident investigation team from the start.

## Supervisor

Your role is to support the rep in getting time to discharge his function and responsibility under legislation with the incident investigation.

Encourage the rep, where appropriate to share the investigation results with the different constituencies.

## Constituent Guidance

No specific Guidance

## HSEA Guidance

HSEAs can assist by:

- Placing minor investigation reports in the Si971 folder
- Actively engaging the Focal point to locate an appropriate rep for major investigations
- Coaching a rep where they may be inexperienced in investigations.



## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To”

### SI971

Section 16(a) includes the requirement for reps to get involved with investigations

### HSEx

The inspector will look to see that the reps are engaged in investigations and that the outcomes are properly communicated to the rep.

### Step Change in Safety

No specific guidance

### Other Legislation

HSG 65 (2013) P42 Worker Consultation and Involvement provides further information on the development of elected reps.



## Share Information

### Background

All information on safety related matters is available to all reps, and they should be given access to retrieve any and all such information.

### OIM

Reps should be encouraged to review safety related information and to explore the safety related documentation and procedures.

### Supervisor

Ensure that reps have adequate access to information on the Intranet and that they are actively guided to it. Many reps have little or no IT experience and therefore it should not be assumed they will not know where to find documentation. Please assist reps in locating safety documentation. Reps may not check the emails on the same regular basis as supervisors so it should not be assumed that they have read or received safety communications.

### Constituent Guidance

Constituents should approach the reps, supervisors and OIMS when looking for information. You have the right to ask your safety rep for any piece of information pertaining to an investigation or incident. You need to ask for the information and not assume it will effectively be cascaded down.

### HSEA Guidance

HSEAs can assist by:

- Actively sharing safety communications from internal and external sources
- Informing reps on legislation changes where they might not normally get that information.
- Encouraging reps to meet with their constituents and pass relevant concerns which can be resolved quickly.

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To”

#### SI971

Sections 23, 24 and 25 include the sharing of information

#### HSEx

The inspector will look to ensure the rep has access to all relevant information

### Step Change in Safety

No specific guidance.



## Support HSEx visits with Reps

### Background

The Health And Safety Executive (HSEx) along with the Department of Energy and Climate Change (DECC) visit the platform to ensure that we are managing our Major Accident Hazards along with other penitential issues. As part of these visits, they assess Workforce Engagement.

Workforce engagement is both the workforce and management working together, so both parties have a role to play in this. The HSEx have a check sheet which they use to score individual assets on.

Safety reps are entitled to talk to the inspectors each time they visit an asset; sometimes a rep may need coaching on the role and purpose of the visit and how they can contribute. The HSE inspector will look to meet with the reps on each visit.

### OIM

Before a visit, an OIM will have discussed with his shift what the HSE are coming on board to do. Ideally, the HSEx letter of intent should be discussed with the reps and the letter subsequently posted on a key noticeboard. By doing this, constituents are given the opportunity to discuss items of note with their OIM or Safety Rep

As an OIM, you are expected to provide time to a rep to meet with the HSEx. Also, it is good practice to allow time for a rep to escort or shadow an inspector when they visit areas of a platform where that constituency is prominent. This way learnings can be communicated a lot quicker, and engagement is more relevant.

### Supervisor

If a supervisor has an ESR as a direct report, then the supervisor should encourage the rep to meet with the inspector and ask if the rep is comfortable speaking to them. If not then encourage the rep to speak to the OIM to help get the required skills to work with the HSEx.

### Constituent Guidance

As a constituent, you should ask your rep when the HSEx Inspector is due out to the platform. You should have read the information that the HSEx have sent out to the platform so that you can comment on the information and provide feedback where relevant.

### HSEA Guidance

HSEAs can assist by:

- Notifying reps of visits of the visits
- Helping reps to spend time with the inspector on visits
- Coordinating the official inspector and rep meeting



## **Legislation or Guidelines Followed**

The following legislation or guidelines are covered by this “How To”

### **SI971**

The HSEx visit the platform to ensure compliance with various regulations. SI971 is part of that.

### **HSEx**

The HSEx look for compliance against their guidance or that of industry best practice.

### **Step Change in Safety**

The HSEx can look for compliance against Step Change in Safety guidance where it differs from HSEx Guidance.



## Review the Platform Safety Case

### Background

The review of a safety case is an important part of the work of a safety rep. At Taqa, we do this through scheduled safety case reviews, programmed inspections of the safety case and through the safety committee. As some of this can be “dry” it is tough to encourage constituents to do this. However there is a lot of information in there, and it is valuable to the rep.

### OIM

Encourage the rep to read portions of the safety case. Suggest they start at section 5G and give them time to do the reading. You can ask for feedback on specific sections to encourage engagement. Where possible, use the MDC process to make changes.

### Supervisor

As per the OIMs instructions

### Constituent Guidance

As a constituent you will normally have very little to do with a safety case, however it is advantageous to your safety and that of others to understand that there is one, what it is for and the type of information in there. It is recommended that you seek out the platform safety case and have the HSEA take some time to help you understand the component pieces of it. On the Taqa Assets a cope of it will be in the OIMS office, the HSEA office and on the Intranet under the TMS Pages.

### HSEA Guidance

HSEAs can assist by:

- Help the ESR's on how to locate information on the safety case
- Passing on updates to the safety case to the ESR's

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To”

#### SI971

Section 16s 18 and section 25 includes the safety case document reviews.

#### HSEx

The inspector will look to ensure that the safety case is being reviewed, and access to the safety case is given to the reps. Ideally, a full copy should be available to the reps.

### Step Change in Safety

No specific guidance.



## Use onshore Resources

### Background

Operating SI971 is tough on a per asset basis. The legislation does not provide you much help. Therefore, we have set up an onshore resource to provide support to each asset with their SI971 organisation. This support does not take the place of your legislative responsibilities, and this resource is provided voluntarily. The resource is to assist with workforce engagement and Si971. This resource is a voluntary position.

### OIM

As part of your 121 with the Onshore resource, ask for help on any workforce engagement matters and the goal is to provide consistent answers to queries. The onshore rep does not need to be part of any official meetings and is purely there to support.

Each Y drive has a section called si971 resources. In that folder, you should find information and documentation to help you in all aspects of your SI971 communication.

### Supervisor

The onshore support can help clarify any responsibilities you have with your Reps and provide guidance in working with your safety reps.

### Constituent Guidance

This area is primarily for the reps and the safety committee, however you are free to read what is in there and watch the scoobies. The material should be cascaded down to you, however you can be proactive and ask for clarification on information in there.

### HSEA Guidance

HSEAs can assist by:

- Providing feedback to onshore support of potential issues

### Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To”

#### SI971

There is no specific legislation to include the use of onshore resources although Section 17 provides for reps to use resources to gather information.

#### HSEx

The inspector will look to see that the ESR’s are receiving the appropriate support in their role.

### Step Change in Safety

Step change advises that all the necessary resources are made available to the reps.



## Work with Experienced Reps

### Background

If a rep has been active for a couple of re-elections, then it is likely that they have completed all training, met several helicopters and may get disillusioned with the position. However, there is an enormous amount of usable experience that can be leveraged and plenty for the rep to do.

### OIM

Here are some suggestions to keep good reps involved.

- Speak with them on a more frequent basis about safety activity and simply find out where they are and what they need to carry on. Do not assume that they know everything.
- Encourage the rep to mentor new reps.
- Suggest further career training. For example, Top Set lead investigator course, Process Safety Dashboard.
- Ask the rep to get involved in upcoming projects for their safety experience.
- Ask the rep to get involved with onshore safety meetings especially Contractor safety meetings and process safety meetings.
- Attend Step Change in Safety Meetings
- Apply to be in the G18 group.
- If the rep decides to resign, have them mentor the new rep coming in as a deputy to the elected rep.
- A rep can feel that they are stuck in the position or feel that they expected to remain as no one else will do it. Please make sure that you show appreciation for their involvement and reiterate that this is a voluntary position and that it is ok to take a break or resign as the responsibility to fill the position sits with the safety committee and not them as an individual.

### Supervisor

As a supervisor, you have probably worked with your safety reps over an extended period, so foster that relationship and ask them for advice on upcoming work. You can encourage them to take on the activities that are mentioned above, and you can motivate them in being a supportive rep.

### Constituent Guidance

No specific Guidance

### HSEA Guidance

HSEAs can assist by:

- Engaging experienced reps in platform issues



- Engaging experienced reps in presentations
- Encouraging experienced reps to mentor new reps
- Encouraging experienced reps to take on the focal point position

### **Legislation or Guidelines Followed**

The following legislation or guidelines are covered by this “How To”

#### **SI971**

There is no specific legislation

#### **HSEx**

There is no specific legislation

### **Step Change in Safety**

Step change recommends that experienced Reps mentor newer reps in the role.



## Work with “inactive” or “problem” reps

### Background

A poorly motivated rep can destroy the safety culture of an asset. The issue is that the constituents elected the individual, and they are the only ones who can remove an ESR. Your goal should be not to remove the ESR but to respect that the constituents elected the individual and that you need to work with them. You should not at any time, talk about removal of the rep. This approach is not only a poor way to handle the issue but will give cause for the HSEx to be involved and will be detrimental to the reputation of the Operator and could give cause to receive a formal letter from the HSEx. However these situations are difficult, and no one wants them, so they have to be properly handled.

### OIM

Ideally, you should deal with any issues before they become a problem. However, this is not always practical as you may have inherited these problems in your position.

First and foremost, do not try to get rid of them.

Speak to the rep on a regular basis to create real trust and understand the root cause of the issue. Explain to them that their behaviours are counterproductive to a good safety environment.

Meet with the rep along with the other reps and work the issue together.

Regularly meet with the rep and his constituents and explain why the behaviour is counterproductive. There is not a problem in explaining the issue and approaching them in this manner, especially if the intent is reactivation and encouragement

Encourage the rep in positive activities. Do not try and bribe with training as it will only work short term. The goal is to have the rep supported and active in their role while keeping aligned with the legislation.

Encourage Constituency involvement in the issue and help the constituency members to enthuse activity with their representative. The constituents can be reminded at safety presentations of the duties of the rep and how they can become reps and get active.

Discuss with your onshore support and the reps supervisor on methods of engagement and support. The onshore support can send the constituencies reports on rep activity so that they can make up their own minds on how to deal with their reps unsatisfactory representation.

### Supervisor

Support your OIM on his initiatives with the support of the ESR.

Work with the ESR and help them to understand their role and their functions under SI971.

Explain to them that their behaviour is counterproductive to good safety culture and that they can change and be a positive influence for their constituents.



## Constituent Guidance

If a rep is not properly representing you, then it is up to you to talk to them. If a personal discussion does not work, then you should discuss the issue with your fellow constituents. At this point, you can talk to the rep together or bring it to another rep to make it a point of discussion at the next safety committee meeting. If the rep continues to not represent you after these actions these have been done, then the next action is to put someone else forward for the position and hold a ballot. You are the only party that can remove a rep, however the goal is not to do that but to encourage the rep to gain the support they need to be effective in their functions.

## HSEA Guidance

HSEAs can assist by:

- Encouraging the rep to be active
- Encouraging the rep to voice opinions in a manner which is effective.

## Legislation or Guidelines Followed

The following legislation or guidelines are covered by this “How To”

### SI971

Section 14 details how a rep can cease to be a rep.

### HSEx

The Inspector will look to ensure that reps are not coerced into or out of their position

## Step Change in Safety

There is no specific guidance from Step Change.



## Identify Safety Reps

### Background

Safety Reps have asked to be easily identified while on the platform. There are several methods of doing this and this section covers the main points and intention.

### OIM

The following methods of identification are acceptable and should be in place for the reps.

A board in heli-admin showing pictures of the reps with their constituencies highlighted should be on display. This board should also indicate who is currently on the platform from their constituency.

Safety reps should have access to Blue safety helmets. These helmets come in peaked and non peaked based on their job requirements.

Safety reps can wear clothing indicating that they are safety reps. This is not a requirement for coveralls.

Only safety reps should wear clothing or equipment indicating that they are safety reps.

### Supervisor

Supervisors can encourage safety reps to advertise their position and be available for discussion from their constituencies.

### Constituent Guidance

Constituents should encourage their reps to wear appropriate clothing to make it easy to identify reps. Constituents should not wear clothing or equipment indicating that they are reps when they are not.

### HSEA Guidance

HSEAs can assist safety reps by making them aware of the suggestions for clothing and helmets and assist in the correct process of procurement for these items. HSEAs should direct the safety reps on how to get the items rather than processing the order themselves.

### Legislation or Guidelines Followed

No specific guidance.

### SI971

No specific guidance.

### HSEx

No specific guidance.

### Step Change in Safety

No specific guidance.

