**8.1.1 TASK OBSERVATION AND VISIBLE FELT LEADERSHIP**

1. ***PURPOSE***

To verify that whether people are performing according to procedures or standards or if there are better ways that everybody should be using. Undetected change in the workplace is a major cause of factors contributing to a high percentage of accidents.

1. ***SCOPE***

This procedure covers all tasks that are undertaken by employees and contractors of Titan Drilling.

1. ***PROCEDURE***

Planned Task Observation and Visible Felt Leadership are systematic supervisory activities that justify the benefits gained against the time taken. Benefits include fewer injuries and accidents, less damage, improved moral and motivation, less waste and improved performance.

1. ***Preparation***

Scheduling is a vital part of preparing for task observations. The principle of scheduling is to observe certain people doing certain tasks and to include every employee in the program. Prior to conducting the PTO or VFL, identify the task to be observed or discussed. Obtain a copy of the current Safe Working Procedure and go through it for better understanding.

Certain tasks require more attention than others; some have greater potential for major loss if not done properly. The focus of the observation program is on observing critical tasks being done. However, at the same time we need to consider the people doing the tasks.

Ultimately, observations should be done on all persons. This does not mean that the same number of observations and the same amount of time and attention be devoted to each person. It means that everyone can be included in a single observation.

New hires generally require more attention, coaching, and training than experienced employees do. At this stage they are forming an early and lasting impression of the work, the company and the supervisor. Whether their performance is outstanding or poor, it is reinforced each time it is repeated. New employee does not necessarily mean a new hire. It might be a person who, though not new to Titan Drilling, has not performed this specific task before and is new to it. A person transferred from another crew should be considered a “new worker” until observation proves otherwise. A supervisor needs to know how well the person performs *this* work, in *this* workplace/drill rig, and with *these* work procedures.

Many of the reasons why people perform poorly become evident when time is taken to systematically analyse the problem. If poor performers exist within a group it is essential to determine the reason *why* they perform the way they do.

There is little doubt that risk-takers deserve planned observation priority, *before* accidents and related losses occur. Risk-takers often have incomplete knowledge or awareness of what they are doing. Task observation will often reveal to the risk-taker a dimension or value of which they were unaware and which changes the whole perspective. Often risk-takers will take shortcuts because they wrongly perceive that there are rewards to be gained, in terms of time, speed or efficiency without thinking of the consequence of something going wrong.

There are many physical, mental or emotional problems, known or suspected, that cause questions about a person’s ability to do their work. These problems could range from drug or alcohol abuse to areas involving acuity or muscular coordination. In some cases, observation may reveal that the particular person cannot be trained to do that job properly. The solution may be to redesign the work to fit the person or reassign the person to work that is better suited to their profile and abilities.

Fully experienced and capable employees are left on their own much too often because their performance is taken for granted. Best workers may be using techniques and methods that could help others do their work more safely and efficiently. Giving observation priority to outstanding workers is important that if ignored too long they may drift into substandard practices and habits.

1. ***Observation***

**Stay out of the way** – Remain at a distance and in a position where your physical presence will not interfere with the worker(s) under observation. Strike a balance between the worker’s need for room to do the job properly and the need to see everything the job involves.

**Minimize distractions –** Where possible remain out of the workers direct line of vision. They may be distracted or their attention may wonder from the task at hand. Try not to interrupt the flow of work by continuously asking questions, suggestions or admonitions. Let the person complete the whole task uninterrupted.

**Focus attention –** Give the observation the undivided attention it deserves. Keep eyes and ears open to the things that can make a big difference to safety. Relate what the person does to the written task procedure. Whenever some aspect of the performance does not fit what the procedure calls for, note it for follow up. Ask whether it is as good as, poorer than, or better than the written SWP.

1. ***Discussion***

**Immediate feedback –** Whenever possible talk with the worker immediately following the observation. This feedback will contain at the very least the following:

1. Thank the person for helping with the planned observation program to improve safety.
2. Ask questions and review any points necessary to develop understanding of all important aspects of the task.
3. For any behavior requiring immediate correction, give on-the-spot feedback and instruction.
4. For exemplary behaviour, give instant recognition and reinforcement.
5. ***Documentation***

To enable thorough observations, good performance discussions and desired documentation, some basic written information is required. At the completion of a Planned Task Observation the observer is responsible for ensuring the following is carried out:

1. The outcomes of the observation are discussed with the person being observed and agreement reached on actions to be carried out
2. The Planned Task Observation / Visible Felt Leadership Report is completed
3. The completed is filed
4. ***Follow Up***

Follow up is a critical factor that determines whether the time and work to conduct the PTO and VFL was worth the effort. The preparing, observing, discussing, and documenting would have no value added if a follow up is not carried out. If for example, an observation highlighted a change was required to an existing SWP or re-training was required.

Follow up includes seeing whether employees have done what they agreed to do. If employees have not done what they agreed to do, by the time it was supposed to be done, take the action appropriate to the occasion. If however, employees have done what was required of them at the time of discussion, then commendation with accompanying praise and encouragement is required.

1. ***Frequency***

The schedule indicates the minimum required Task Observations to be completed for each position. The more observations carried out by personnel, the less chance of deviations from accepted procedures.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Occupation** | **Weekly** | **Bi-Weekly** | **Monthly** | **Quaterly** |
| **Chief Executive Officer** |  |  |  | 3 |
| **Project Manager** |  |  |  | 5 |
| **Site Manager** |  |  | 5 |  |
| **Supervisor** | 2 |  |  |  |
| **Safety Officer** |  | 6 |  |  |

1. ***IMPLEMENTATION***

This procedure takes immediate effect on date of issue.