

## VISIBLE SAFETY LEADERSHIP ENGAGEMENT GUIDE (CONTINUED)

### 3. DIALOGUE (CONTINUED)

- Ensure identified opportunities are being followed up in a timely manner
- Listen more than talk
- Be ready to remove obstacles that hinder success
- Solicit ideas

#### C. Summarize

- Restate the issue

### 4. SEEK UNDERSTANDING

- Share: observations, insights and conclusions (OIC)
- Identify/agree on issues and actions (avoid over committing)
- Close on a positive note
- Say thank you

### 5. FOLLOW-UP

- Record engagement
- Conduct follow-up and communicate

## LEADERSHIP DEVELOPMENT

Shell leaders personally develop the best people

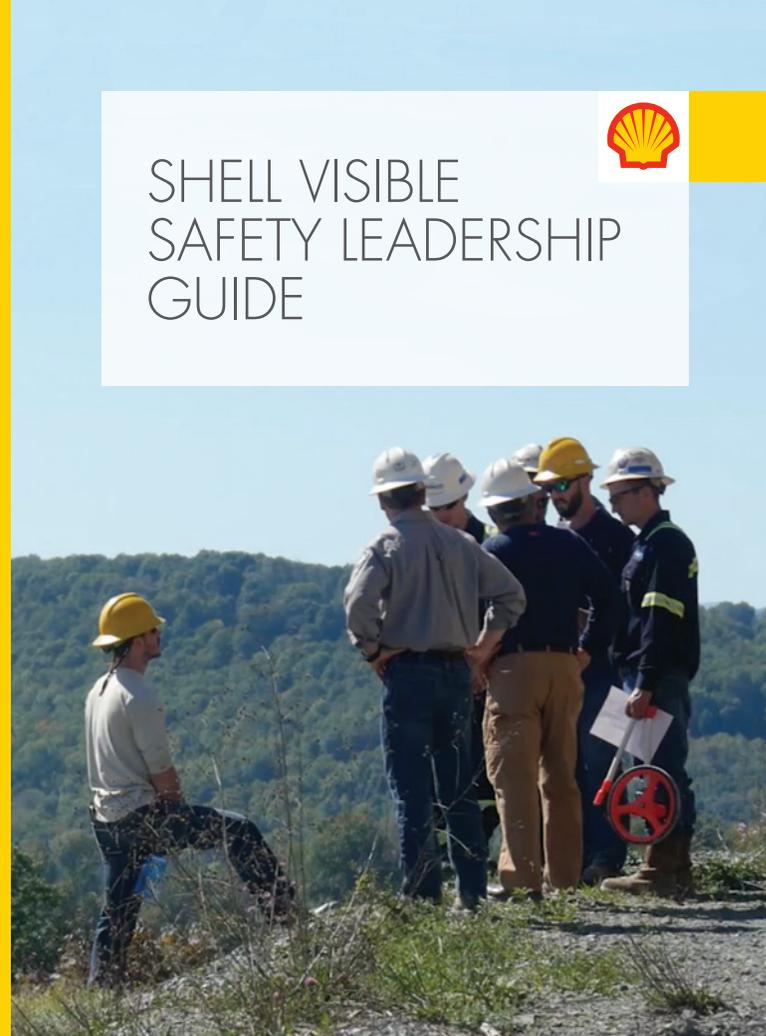


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SHELL VISIBLE SAFETY LEADERSHIP GUIDE



## SHELL VISIBLE SAFETY LEADERSHIP GUIDE



## VISIBLE SAFETY LEADERSHIP ENGAGEMENT GUIDE

### 1. PLAN THE ENGAGEMENT

- Have a focus and purpose
- Consult tip sheet

### 2. APPROACH

- Be aware of circumstances
- Gauge whether to proceed
- Maintain a positive outlook

### 3. DIALOGUE

#### A. Introductions

- Establish rapport
- Provide context

#### B. Inquiry

- Focus on behaviour
- Use open-ended questions (Why, What, How)
  - "What do you do if you have a problem?"
  - "What are your suggestions for improvement?"

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## INTRODUCTION:

Set the example that you wish your workers to follow. Without support and solid examples from their leaders, people will not act on the safety programs we have at site.

**VSL Objective:** To sustain the PAUSE program and set expectations. Demonstrate using a PAUSE card to identify hazards and open a conversation about control measures.

## WHAT TO SEE/DO

- Look for opportunities to champion or lead a PAUSE (part of the Worksite Hazard Management process) moment with workers during work planning or execution.
- Outline WHM/PAUSE as an expectation in work identification, planning and execution.
- Wear your PAUSE card visibly. Be seen to use PAUSE for yourself. Use PAUSE language.
- Prepare and tell a personal story about using your PAUSE card, perhaps at home, and how it helped you see hazards you would have missed.

## QUESTIONS

- How did you use the PAUSE process today to identify hazards and changing conditions?
- Did everyone in the work team participate in the PAUSE? What did you contribute?
- Has Pausing helped you to stay safe, at work or at home? Tell me about it.
- What controls have you had to change because of changing conditions?
- Lead me through a PAUSE here on this job, so that I can better understand the hazards.
- What have you identified as “Yellow Lights”?
- Show me specific hazards you might have missed if you didn’t PAUSE?
- When will you PAUSE again during this job?
- Who of your work team have taken PAUSE training? When are the others booked to participate? How are you helping them to learn about the PAUSE process?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Field Level Risk Assessments/Job Hazard Analyses are supposed to keep people safer. If workers are filling them out by habit, without discussing the hazards or deciding to remove hazards before they begin work, then they are wasting time and the opportunity to be safer.

**VSL Objective:** To show by demonstration of interest that these processes are critical to the individual's and site's safety goals.

## WHAT TO SEE/DO

- It is optimal to personally observe the FLRA/JHA discussion. Try to time the engagement for early in the day, or determine when the discussion is to happen for a particular job.
- The entire work team is engaged in the discussion about hazards of the job, hazards in the area, and controls necessary to mitigate risks.
- The FLRA/JHA is completed by and discussed by all involved in the work.
- The hazards noted are specific to the work and the worksite area, not generic or broad categories.
- The most relevant hazards are highlighted and not hidden by too many hazards or too much detail.
- The last person to sign on to the FLRA/JHA has been part of the group discussion or has been thoroughly briefed on its contents.

## QUESTIONS

- How does the FLRA/JHA help you to work safely?
- What do you do if someone recognizes a hazard after the FLRA/JHA is filled out and signed?
- What specific pinch points are involved with this job?
- What value is there in starting to fill out the FLRA/JHA before you come out to the job site?
- What could you miss if you completed the FLRA/JHA before you got to the job site?
- What did you contribute to the FLRA/JHA discussion?
- Will you/do you review the FLRA/JHA after your next break?
- What happens to the FLRA/JHA document after the job is complete?
- Does your team lead review the FLRA/JHA before the work is complete?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Permits are a communication tool designed to pass information about job scope and hazards from the planners to the issuers and then to the people carrying out the work. If the permit does not contribute to the work team's safety, it is failing.

**VSL Objective:** To gauge the effectiveness of communication that is documented on the permit to work. These questions line up with Blade 24 and the Permit to Work Effectiveness Toolkit. More questions are available in the PtW Assessment Tool.

## WHAT TO SEE/DO

- Planners, Permit issuers and holders have good communication about the scope of work, boundary conditions, hazards introduced by the work, hazards in the area, energy isolation and requirements on job completion.
- Permit holder has good communication with the work team about the above topics as well as specific hazards, individual responsibilities for controls, lock out/tag out, housekeeping, personal focus, and any questions they may have.
- The Permit aids communication and is not only a ticket to go to work.
- Entire work team is engaged in the discussion and all understand work scope, hazard controls and personal responsibilities.
- Controls required by the Permit are actually in place.

## QUESTIONS

- Do you have enough time and resources to ensure appropriate planning?
- Do you know how to use the PtW system? Why is it important? What training have you had on PtW here?
- How does Permit to Work help you and your team to stay safe?
- Did the last person to sign on to the Permit attend the tailgate meeting, or what were you briefed about?
- What was discussed at the site visit between the issuer and receiver?
- What hazards were not covered on the Permit?
- What happens if your job scope changes?
- What activities are covered on your Permit?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Establishing relationships with people is the key to showing them that they are valued and cared for. Take the time to tell them a bit about yourself, and listen to them tell you about themselves. Share experiences.

**VSL Objective:** To develop a strong team, build relationships, learn about site culture and the strength of our safety systems.

## WHAT TO SEE/DO

- Go to the worksite; let the workers show you what they do and how they do it, including what hazards they face.
- Show interest.
- Listen more than you talk.
- Wear clear glasses so they can see the humility, authenticity and respect in your eyes.
- Use positive body language: open your arms, lean forward, smile, look at the person, practice non-verbal communication so that the person will continue to speak.

## QUESTIONS

- Did the pre-planning for your current task help you to identify hazards? Does the permit help?
- What hazards were discussed during the site visit prior to signing the permit? Did you have a two-way discussion?
- What would be an example of how you controlled the hazards? How do you know this will be enough?
- Show me how you **PAUSE** during your work activities. Were hazard categories reviewed? How do you ensure you are alert to changing conditions?
- What hazard would be most likely to hurt you or your co-worker in this job? What could go wrong?
- What tools and safety equipment would help make this task safer?
- Where can you find MSDSs, and what ones apply to your job? What will you do if one of you is exposed?
- Show me the procedures you are following for this task.
- What kind of changes, which may affect your safety, have happened since the job started? What will likely change as the job goes on? What will you have to do to stay in control?
- How are energy sources isolated? How was the isolation verified?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

How contract companies and workers fit in to Shell's safety programs is vital to building and maintaining our safety culture. Contractor leadership and contract owners need to be very clear about their responsibility to care for and mentor their people. This site is where the contractors work too.

**VSL Objective:** To partner with our contractor leaders to model Shell leadership attributes and deliver consistent messages and visibly demonstrate safe behaviors.

## WHAT TO SEE/DO

- Safety values shared between Shell and Contractor.
- Contract leadership encourages workers to **PAUSE**, to ask questions, to stop unsafe work, to avoid rushing, and to remain focused on safety throughout the job.
- Demonstrate and observe listening behaviours, caring attitude, interest in workers as people. Share concerns with co-leaders.

## QUESTIONS

- What issues would prevent your workforce from working safely?
- How does your workforce get safety questions answered?
- When did you last review the Life Saving Rules with your workers?
- What can our site do to help your workers perform their work safely?
- What would your workers say is the worst hazard they face at work today?
- What have you done today to help your workforce avoid getting hurt?
- How do you support your workers taking extra time to ensure their worksite is safe, clean, and their concerns are answered before starting work and during the job?
- What are your ideas about how we could prevent people from getting hurt here?
- What best practices have you seen in your experience that we could use here?
- Are contractors comfortable with intervening on Shell personnel on this site?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

### PURPOSE

To provide continual reinforcement of Shell's safety values by introducing meetings and training sessions personally, with a heart-felt safety story or learning from an incident, or telling people why safety is important to you, leads them to internalize the vital safety culture we are building in our workplace.

**VSL Objective:** To lead by example and share safety values.

### WHAT TO SEE/DO

- Ensure the safety moment/message is relevant to the meeting and the participants.
- The message must be genuine.
- The audience should be engaged and actively listening/participating.
- Share a personal story from work or other activities where safety was an issue.
- Choose a topic from the site's safe work practices and review why it is important to you.
- Review a recent incident at site or within the industry and what was learned.
- Share what you have learned from recent leadership engagements, and the follow-up.
- Share a **PAUSE** moment where you have, at work or away from work, made a difference to your own safety. Commend a safety act which you have seen conducted by someone at work.

### QUESTIONS

- Ask attendees to share their work and personal experiences with focus on hazards, controls, lessons learned.
- What are we doing to ensure hazards are not normalized or rationalized?
- Ask who has been involved in a workplace incident and to share their personal experience and observations with the group.
- Did the meeting/training session content have value? Was it applicable? What went well and what could be improved?

*COMMIT TO THE PROCESS – CARE FOR PEOPLE*

## PURPOSE

PPE is the last line of defense against an injury. Leaders must display that they care for their workers by ensuring they have what they need to do their jobs safely.

**VSL Objective:** To verify people know what PPE they need to work safely, can easily access it, that it is in good condition and being worn properly.

## WHAT TO SEE/DO

- Determine what PPE people should be wearing and visually inspect if the correct PPE is available and being used, including ensuring that the PPE has the appropriate FRC rating.
- Lead by example by wearing the appropriate PPE in PPE required zones.
- Check if workers are wearing their PPE properly (coveralls zipped all the way, boots laced and tied all the way, ear plugs inserted correctly, hard hat worn correctly, etc.).
- Eyes, face, head and foot PPE should be of safe construction and in good condition.
- Task-specific PPE should be easy to access; e.g.: a face shield should be located close to the drill press, a chemical suit should be in a locker close to the chemical totes.
- Review PPE inventory in tool crib or warehouse.

## QUESTIONS

- What PPE is required for your task?
- Has the PPE been specified on the work permit?
- Does everyone have access to the same PPE?
- Is PPE easy to get when you need it?
- What are the limitations of the PPE?
- Is there any PPE specified for this task, either on the work permit or in the MSDS that is not readily available?
- Why might you not wear or use the PPE specified? Does it add any restrictions?
- What would you do if your co-worker refuses to wear the specified PPE?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Housekeeping is a practical method of creating a safer working environment and reducing accident rates by keeping the work area free from obstructions and waste. Good housekeeping is the hallmark of a safe and efficiently run facility and it reflects the level of professionalism and standards of its employees. You as a leader will get the lowest level of cleanliness, efficiency and safety you are willing to accept.

**VSL Objective:** To set the tone for good housekeeping to ensure safe and efficient work practices.

## WHAT TO SEE/DO

- All emergency equipment, aisles, walkways, entries and exits are accessible, unobstructed and clear of garbage, oil or other spills.
- Tools and equipment, including safety equipment (e.g. signs, ladders and hoses) are cleaned and properly stored.
- Scrap metal, surplus materials (including fittings and welding rods) and trash are placed in the designated storage areas and bins.
- Look for snow and ice build-up and check to see that it is removed as quickly as possible.
- Combustibles (e.g. contaminated rags, fuel containers, aerosol cans, paints, lubricants) are stored in their designated locations and in clearly marked containers.
- Prepare and tell a personal story about a near miss or incident that may have been prevented by proper worksite cleaning practices.

## QUESTIONS

- How do you manage waste materials, both domestic and hazardous?
- How do you leave the site at a break or end-of-day?
- What controls have you put in place to mitigate a spill or release? Where is the closest spill response equipment?
- Do you **PAUSE** to ensure your workspace is cleaned of hazards before you start work? What have you had to clear away lately?
- How do you lay out your tools before and during work?
- What materials are left on scaffolds at this site?
- Do we have adequate hose storage close by?
- What hoses/tools/slings are currently in use, or can be put away?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Working at heights can kill people. People can fall from heights and objects can be dropped from heights. All personnel must take height hazards seriously.

**VSL Objective:** To gauge the safety culture by assessing how basic safety procedures, such as use of ladders and scaffolding, are implemented at site. And, to help site personnel understand and control the hazards associated with the use of ladders and scaffolds, and ensure workers know they can ask for different methods of support if a ladder is not the best option.

## WHAT TO SEE/DO

- Provisions are available to transport tools and materials up and down allowing for three point ladder contact.
- Ladders are set at a 4:1 ratio of Up:Across.
- Ladders are tied off and tall enough to avoid using the top three rungs.
- Ladders are in good condition.
- Non-conductive ladders are used when working near electrical sources.
- Scaffolds in use have a current green or yellow tag, constructed of correct materials, and are sturdy.
- Scaffold surfaces are free of ice and snow.
- Scaffolds are securely anchored and castors are locked in place.
- Scaffolds are not storing excess or unnecessary materials.
- Material is secured before scaffolds are moved.

## QUESTIONS

- How are you getting materials up and down the ladder?
- Is a ladder the only alternative or just the easiest?
- What tasks are you doing from the ladder? How long will it take? What type of effort will be exerted from the ladder?
- How do you know if the scaffold is big enough and positioned properly for you to complete your work safely?
- How can you tell if the scaffold is inspection current? Is the scaffold secure?
- What happens to the scaffold support once the ice melts?
- Have you considered the use of toe boards to ensure materials are not dropped off the scaffold deck?
- When do you wear a harness when working at heights? Do you have training on its use? What is a good tie-off point?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Confined Space Entry activities are hazardous because of restricted access and egress, unknown or degraded atmospheres, difficulty with communication, and difficulty in rescuing someone if something goes wrong. For those reasons, these situations require extra care and attention.

**VSL Objective:** To confirm that all required steps have been taken to ensure personal and process safety before, during and after entry into a confined space.

## WHAT TO SEE/DO

- Look for a plan for ventilation and testing prior to entry.
- Look for the controls on the permit and verify that those controls have been put in place.
- Review the management of risks from any energy sources used inside the confined space (e.g. electrical equipment).
- Verify that lighting in the confined space allows entrants to see well enough to work safely and to exit the space quickly in an emergency.
- Verify that a documented procedure and rescue plan available to the workers. Verify that a workable rescue plan that has recently been rehearsed. Ensure rescuers are aware of their roles.
- Verify the entry points to be used, and barricades or signage in place at all other openings to prevent unauthorized entry.
- Ensure there is a qualified attendant outside the confined space who is tracking personnel inside the confined space.

## QUESTIONS

- How do you know that the atmosphere inside the confined space is not flammable or toxic?
- When do you require a respirator? Is that specified on the work permit?
- Are you aware of all the hazards that are present when entering this confined space? How does the permit help?
- Was there a "first pass" conducted? What were the results?
- What do you do in case of an emergency? Is there a rescue plan in place?
- What are the communication methods you will use?
- Have you reviewed the isolation with Operations? Are you satisfied that the confined space has been adequately isolated? Where is your personal lock placed?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

### PURPOSE

Improper isolation of equipment allows hidden energy sources to be released which can injure or kill people. All personnel must follow site procedures to ensure no pressure, dynamic (movement), chemical, hydrocarbon, toxic or electrical hazards will escape controls.

**VSL Objective:** To determine how isolation, lockout and tag out (LOTO) of energy sources is actually managed at site, beyond being familiar with the written procedure. Gauge understanding of this important process and any gaps in the procedure.

### WHAT TO SEE/DO

- Look for barriers/signs that protect people from energy and hazardous substances (e.g. isolation of equipment, locking of circuit breakers, locking movable isolation devices and placing a tag at each point of isolation).
- Look for a documented procedure available to the workers.
- Engage workers in discussion about the hierarchy of controls for isolation to protect people from energy and hazardous substances (e.g.: blinding vs. double blocking).
- Find out how workers are using permit to work and isolation to control hazards.
- Review the LOTO procedure.
- Look to see the isolation was verified by another person.
- Review Manual of Authorities competence and training records.

### QUESTIONS

- Can you tell me about this isolation? Show me how it was done. How do you know it is going to be effective?
- Where are the isolations recorded?
- Who checked the isolation? Did they co-sign the records?
- Who is specified to authorize isolation and LOTO of equipment?
- What procedure do you use to place and remove tags?
- Are there any additional controls or methods specified for downstream of the isolated unit?
- Who will authorize the de-isolation? Is there any possibility it could be de-isolated before everyone is ready?
- Is there more than one job protected by this or another current isolation? How do you handle that?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Dropping equipment or material over people or process equipment during a lift can have dire consequences. If not performed with due diligence, lifting and hoisting activities are extremely dangerous.

**VSL Objective:** To ensure all personnel involved are competent to determine proper lift techniques, the correct equipment to be used, and all involved clearly know their roles.

## WHAT TO SEE/DO

- Determine who the assigned authorized person for the lifting and hoisting is and review the operation with him/her.
- Review the Risk Assessment and Lift Plan.
- Check the permit and verify that those controls have been put in place.
- Determine when the equipment was last inspected.
- Ensure a method is in place to keep people clear of overhead loads and areas of potential impact.
- Ensure engineered lifting points are used.

## QUESTIONS

- What are the lifting and hoisting procedures applicable to the lift?
- Has a pre-use inspection of the Lifting Equipment been carried out and are the Lifting Accessories tagged or marked (e.g. Safe Working Load, unique identification number, valid certification date)?
- Are all safety devices working?
- Who is the Person-in-Charge of the lift?
- What are your specific tasks?
- Is there a current Lift Plan and JSA and does everybody understand the job and precautions?
- What are the environmental limits (e.g. maximum permissible wind speed) for the lift? How will you know when the limit is close or exceeded?
- Is the lift area controlled and will everyone be clear if the load falls or swings?
- Are signaling methods and communication agreed and clear to you?
- Are there any live process lines or equipment which could be impacted by the lift, or if something goes wrong with the lift?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

### PURPOSE

Using the improper tool or tools which are damaged has resulted in injury or worse to our workers. Oftentimes lack of inspection or misguided attempts to save costs leads personnel to accept tools which should be replaced. Workers need to be properly trained in the use of various tools, and to complete pre-use inspections consistently.

**VSL Objective:** To reinforce workers' work only with correct tools, and act on defective or incorrect tools.

### WHAT TO SEE/DO

- Look to see that associated hazards for the tool are on the permit or Field Level Risk Assessment/Job Hazard Analysis.
- Be sure the worker can demonstrate knowledge of all the precautions required for the use of the tool, i.e.: gas testing, proper grounding, body positioning, hand positioning.
- Look to see that the worker is wearing all of the correct PPE for the task, such as: goggles, gloves, face shield.
- Confirm that the worker has training and experience with the specific model of power tool. Tickets may be required.
- Look for damage or temporary repairs to the equipment.
- Ensure all manufacturer-installed guards and safety features are in place and have not been modified.

### QUESTIONS

- What is the electrical classification of the area where the task will be done?
- Have you inspected the tool for damage since the last use? Please show me what you look for.
- How do you decommission or repair the tool if it breaks?
- What controls have you put in place to protect other workers in the area?
- How do you know that you are working on the right equipment or line?
- Have you had problems with these tools in the past and what are you doing different now to prevent that problem?
- How do you operate the emergency stop on the equipment?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Hot work has the potential to cause an explosion which could kill many people. Workers must take precautions to ensure process and personal safety whenever they introduce a hazard such as a source of ignition to the jobsite.

**VSL Objective:** To learn how hot work procedures are actually practiced on site. To determine gaps between procedure and actual practice and identify what roadblocks keep workers from practicing safe hot work behaviours.

## WHAT TO SEE/DO

- Hot work is preferably conducted in controlled area.
- Good housekeeping practices ensuring flammables are removed from the area or stored in approved manner.
- Gas tests performed and recorded in accordance with procedure.
- Qualified fire watch positioned and equipped with fire extinguishing and communication methods.
- Permit to work specifying hot work activities correctly lists preventative controls and recovery measures.

## QUESTIONS

- Is this the best location to conduct this hot work task?  
Could it be moved somewhere safer?
- What might go wrong here? What are you doing to prevent that? What is Plan B, if it still goes wrong?
- What fire fighting training do you have? When did you complete it?
- How have you tested your fire extinguisher?
- How are you protecting equipment, fellow workers and passers-by from hot surfaces, sparks, slag, particles, or flash?  
Could anyone come into the work area without knowing what is happening, and be exposed to hazards?
- What do you have to check after the hot work is complete, and when? How often will follow-up be completed?
- Could this hot work activity set off fire detection?  
Is it disabled? How is that controlled?
- What types of tasks are considered hot work here?

## COMMIT TO THE PROCESS – CARE FOR PEOPLE

## PURPOSE

Electrical hazards are not well understood; incorrect electrical isolation has caused fatalities in Shell.

**VSL Objective:** To learn how electrical hazards are dealt with by workers on the site and to show that electrical hazards are taken seriously by leadership. Time must be taken to get the controls right before starting or continuing work.

## WHAT TO SEE/DO

- Permits involving work on electrical systems have been verified by a qualified electrical person.
- Equipment is bonded while flammable liquids are being transferred to eliminate static electricity hazards.
- Only intrinsically safe devices are allowed in process areas unless under a hot work permit with gas testing.
- Electrical cords are in good condition and protected by GFCI where required.
- Explosion proof cheater cords are only used under a hot work permit with gas testing.
- Electrical clearances for vehicles and power lines are identified.
- PPE specific to electrical hazards is being worn.
- Electrical isolation is sufficient to protect workers and the system cannot be re-energized while people or the equipment is at risk.

## QUESTIONS

- How have you verified that this equipment is bonded?
- Who has the responsibility of designated gas tester?
- How often are the gas tests being recorded?
- What minimum clearances are to be maintained?
- What could/does produce a potential source of ignition here? Static? Internal combustion engine? Fluid transfer? Are hoses grounded?
- How does your PPE protect you from specific hazards?
- How do you deal with the potential for arc flash?
- What was one thing that was identified in the last **PAUSE**?
- What is the electrical classification of the work area?
- What would you do if one of the cords shows damage? Is a replacement easy to get?
- Where is this electrical system isolated? Can you show me the lock out?
- Could this system be put back in service before all the work is completed? Is there more than one job being conducted under this one isolation?

*COMMIT TO THE PROCESS – CARE FOR PEOPLE***PURPOSE**

Manual Handling can expose workers to physical conditions such as lifting heavy loads or awkward and repetitive motions that can lead to serious injuries. It is important to recognize the hazards involved in job task(s) and ensure proper 'fit' between the demands of the work task and capability of the worker.

**VSL Objective:** Look to see what material handling tasks are being performed manually and how they are being conducted. Provide support and guidance on how to handle material safely.

**WHAT TO SEE/DO**

- The maximum weight to be lifted by one person using two hands must be under 50 lbs (23 kg), and by two people under 100 lbs (45.5 kg).
- If the load looks like more than one person can handle, the worker must get help from a co-worker or use a mechanical lifting/moving aid. No one should attempt to lift heavy loads on their own. Check to see if the load can be divided into smaller units for safe handling.
- Look for proper body position and hand placement while lifting small articles. Look for improper bending and twisting movements.
- Look for repetitive motion and reach limits. Is the load kept close to the body?
- Look for forceful exertions. Is the worker carrying a heavy load?
- Look for static postures. Is the worker in a fixed position for a long period of time?
- Ensure a way out for the worker if the load slips during lifting.
- If the worker is carrying material up or down stairs, ensure they have a hand free to hold the rail.

**QUESTIONS**

- Is there any equipment or aid that would reduce the risks of lifting?
- Has a hazard assessment been done that considers the: weight, size, and shape of the load, frequency of lifting, the manner in which the load is lifted, lowered, pushed, pulled, carried, handled or transported?
- Are you comfortable doing the task? Can someone help you?
- Do you have any injuries or previous health concerns that might affect your ability to lift this load?
- What will you do if the load slips during lifting?

## **What is Visible Safety Leadership**

Visible Safety Leadership is about leaders engaging daily with workers at the workplace with focus and purpose, capturing observations and learnings in order to improve the site's safety programs and practices and develop a caring safety culture!

## **Disclaimer**

These tip sheets are for guidance in topic selection and in the type of open-ended questions to ask to get started on an engagement. For up-to-date specifics on Safe Work Procedures, please refer to site Safe Work Procedure documentation.





## **Tonya Williams**

### **General Manager for Appalachia**

"Visible Safety Leadership is about demonstrating care for our employees through open and consistent conversations to foster a learning environment and curiosity around workplace dilemmas. Our leadership engagements bring alignment and promote the necessary discipline required to drive exceptional safety performance."



"MY BEHAVIOUR AS A LEADER DRIVES OTHER PEOPLE'S BEHAVIOUR"