

Doosan Babcock



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Committed to Safety Leadership

Doosan Babcock is totally committed to providing safe clean working environments where hazards are controlled and risk managed. This commitment is firmly enshrined within our Company Values and reflected in the decisions and actions of senior managers and throughout the organisation.

Profiling Health and Safety Risk

As an organisation Doosan Babcock recognises that activities we undertake have the potential to pose a risk to our health and safety and the health and safety of those around us if we don't control them. However, there are also activities we undertake where, if a failure were to occur, the outcome or severity could easily result in a significant injury or loss.

A company decision was taken to review the learning from our Human Performance Programme – focus2ZERO, An Error Prevention Journey. A multi-functional steering group was set up and decided there were nine key activities that would be prioritised and termed as “Critical Tasks” and include Confined Space Entry, Working at Height, Live Working, Breaking Containment and Lifting Operations.



In 2011 we introduced our Critical Task Analysis (CTA) Programme which was designed to supplement existing controls by embedding the rigorous application of analysis and the development of even more robust controls. This included a review of current

procedures along with the development and introduction of Critical Task specific controls that included specific Standards and Expectations Awareness Training, standing instructions for Supervisors, Take 5 (point of work assessment) for work teams and Human performance monitoring(active monitoring)

Guarding Against Complacency

To guard against complacency it was decided to ensure that refresher training was in place to help combat the identified complacency risk. We are currently at an advanced stage of developing new modern training packages that will help to refresh our people and help them focus on the importance of implementing the controls developed for Critical Tasks Analysis.

Recognising that updating and refreshing the CTA programme would need much more than a new training package, we took the learning from our Human Performance Programme – focus2ZERO, An Error Prevention Journey.



The processes and procedures used to control Critical Tasks

were developed, taking cognisance of the fact that there is a need to identify “error likely situations” and identify the error prevention tools that can be deployed to reduce the likelihood of error occurring.

Our current review includes shifting away from the completion of control documentation, to place a greater focus on personal responsibility and the need for proactive communication. This has resulted in greater interaction within the work teams during the planning and preparation stages of tasks.

Updating the procedural controls, documents and active monitoring regimes is only one element of the process. The key to a successful refresh is how we engage with our people and how information, instruction and training would be provided in order that those involved in CTA are aware of what is required of them, that they understand the requirements and they ensure effective implementation of the new processes and procedures.

Modernising the Experience

As part of our Human Performance journey we have realised the importance of developing training to ensure that key messages are delivered in a format and fashion that is clear and unambiguous, easily understood and memorable. Moving away from the traditional power point type presentation we have developed a series of dynamic, interactive training modules; using Computer Generated Images (CGI) animations and motion graphics. Training is facilitated and delivered by competent persons.



Making it Relevant

Our training modules identify how to establish control and ensure safety as well as illustrating the consequences of failure. This is achieved by using examples from our own industry and case studies from high profile activities out with the work place, such as Formula 1 Racing.

As well as providing information and instruction our new training modules are designed to highlight how safe working can be achieved through the use of our Human Performance error prevention tools such as:

- Induction and Orientation
- Planning and Preparation
- Procedural use and adherence
- Pre and Post job briefing,
- Ownership and accountability
- Questioning attitude



- Observation and feedback

A Lasting Impact

The training modules are having a “sit up and take note” effect on all those who have seen the capability demonstrations. The full suite of training modules is due for completion next month and roll out planned for March 2015 prior to a busy outage season. Engaging the services of those involved in the computer games industry demonstrates that we are truly refreshing and modernising our approach to the provision of Information, Instruction and Training (IIT). The approach we have adopted has led to the development of IIT in a format that is easy to understand, is memorable, influences behaviours, motivates people to do the right thing and helps to ensure safety.

We are committed to engaging with our people to provide them with the knowledge and information required to safely complete those tasks which have the potential to result in a significant injury or loss.



Keeping it relevant

Another key factor at the concept stage was that those tasks that were identified as Critical Task were not absolute and that they could be reduced or added to where required. Our review process concluded that work, on near or over water primary hazard was work at height and would be included within that task.

We now have eight Critical Tasks, Rider Operated Equipment, Lifting Operations, Work at Height, Work in Confined Spaces, Breaking containment, Work in Hot Thermal Environments, Live Testing and Pneumatic or Hydraulic Testing

Critical Task Process Flow

