TOOL BOX MEETING

PROCEDURE

PERMIT TO WORK SYSTEM HANDBOOK

TOOL BOX MEETING PROCEDURE

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**TOOL BOX MEETING**
**PROCEDURE**

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Table of Contents:

1  Introduction 4
   1.1. Purpose and Scope 4
   1.2. Benefits 4
   1.3. Publication and Follow up 5
2  Abbreviations, Definitions and Terminology 6
   2.1. Abbreviations 6
   2.2. Definitions and Terminology 6
   2.2.1. HSE Committee 6
   2.2.2. Schedule of HSE Meetings 7
3  How to Conduct a Tool Box Meeting 10
   3.1. Format and Elements of a Toolbox Meeting 10
   3.2. Frequency 10
   3.3. Topic for discussion 11
   3.4. Location 11
   3.5. Audience 11
   3.6. Time 11
   3.7. Approach 11
   3.8. Style 11
   3.9. Signatures 11

Appendix:

App A  HSE Committee Meeting Minutes 13
App B  HSE Committee Meeting Attendance List 14
App C  Tool Box Meeting Plan 15
App D  Tool Box Meeting Report 16
Section 1: Introduction

The Accident / Incident rate, occurrence of ill Health and Environmental damage in the Construction Industry are serious national problems. Continued training is essential to prevent Accidents / Incidents, ill Health and Environmental damage. The Tool Box Meeting, if implemented correctly, can play a major part in our continuing effort to create an increased awareness of:

- hazards present in the industry
- precautions which must be taken to eliminate or control them

And in doing so will help to reduce unwanted incidents

The Tool Box Meeting has been written as a series of numbered discussion topics on Safety, Health and Environmental issues. The development and maintenance of a safe working culture can only be effective if everyone is included and actively involved. The use of “Tool Box Meeting” is an invaluable means of involving those most at risk, the employees, sub-contractors and self-employed, without incurring any significant time or financial penalty.

Thus this “Tool Box Meeting Procedure” is provided to assist companies, and in particular the likes of contracts managers, site managers, HSE managers, supervisors, sub-contractors, foremen, etc, in implementing an efficient system of conducting regular toolbox talks with minimum effort, whilst hopefully achieving maximum gain.

Toolbox talks provide a convenient and effective method of communicating and reinforcing the safety message throughout the workforce, and, used properly, can significantly enhance the development of a safe working culture.

The cost of implementing a regular toolbox talk system is minimal, 10-15 minutes a week! The benefits will include greater awareness, with the potential to reduce accident rates, and possibly even save a life.

1.1. Purpose and scope

This procedure and guidance has been developed to ensure that effective HSE meetings and communication procedures are established on Pars Oil and Gas Company Project to monitor implementation of the Project HSE Plan in line with Statutory and Contractual HSE requirements.

To be used by members of the P.O.G.C Project Management Team, Supervisors and Subcontractors personnel to enhance HSE control by providing an official platform where HSE issues are openly discussed, adopted and implemented.

1.2. Benefits

There are a range of benefits:

They provide a mechanism for communication and consultation on safety and production in which all employees participate;

- They are a great way to conduct training on safety or production topics of local concern;
- Conducting toolbox meetings enhance the authority and competency of leading hands, team leaders and supervisors; and
- Toolbox meetings give managers and supervisors a mechanism for developing their team, managing their section, and planning their work.
1.3. Publication and follow up

The subject document is issued and maintained by the Pars Oil &Gas Company (POGC). Further development and improvement through experience-transfer, learning and improvement will be handled by a dedicated group of representatives from operating- as well as contracting companies. Suitable mechanisms will be put in place in order to secure an efficient handling of feedback and proposals from the users. Exceptions from the document will be handled according to guidelines in the individual operating companies. Such exceptions shall also be considered as input when revising and updating the document.
Section 2: Abbreviations, Definitions and Terminology

2.1. Abbreviations

NIOC  National Iranian Oil Company
POGC  Pars Oil and Gas Company
TBM   Tool Box Meeting

2.2. Definitions and Terminology

H.S.E Committees and Meetings on site are one of the most effective ways to develop and to maintain a strong H.S.E culture within the Work Site. The objectives of H.S.E committees are to:

- Demonstrate line management commitment.
- Be a focus for H.S.E activities.
- Allow good communication between management and staff and visa versa.
- Be a focus for the close out of:
  - Anomaly, near miss and accident reports.
  - Recommendations following inspections and audits etc.
- Set objectives for the next periods ahead and monitor performance.
- Perform a site inspection (partial or complete).

Communication is a vital component in achieving and maintaining high standards of HSE control. The introduction of regular and effective HSE meetings with all levels of personnel working on the Project including the labor force assists in the development of a Positive Project „HSE Culture“:

1. Communication
2. Co-operation.
3. Control

2.2.1. HSE Committee

Means a group of people appointed from Contractors and sub-contractors, delegated to perform a function, such as investigating, considering or acting on a HSE Matter.
### 2.2.2. Schedule of HSE Meetings

<table>
<thead>
<tr>
<th>Type of HSE Meeting</th>
<th>Frequency</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractors – Subcontractors Pre-bid HSE Meeting</td>
<td>1</td>
<td>- Project Manager&lt;br&gt;- Project HSE Manager&lt;br&gt;- Administration Manager&lt;br&gt;- Sub-contractors Representatives</td>
</tr>
<tr>
<td>HSE Committee</td>
<td>Monthly</td>
<td>- Construction Director&lt;br&gt;- Project HSE Manager&lt;br&gt;- Site Manager&lt;br&gt;- Site HSE Manager Administration Manager Functional Manager&lt;br&gt;- Section Managers (upon request)&lt;br&gt;- Subcontractors’ Representatives including Sub-contractors’ HSE Personnel</td>
</tr>
<tr>
<td>HSE Meeting</td>
<td>Weekly</td>
<td>- HSE Manager&lt;br&gt;- Functional Manager&lt;br&gt;- Section Managers&lt;br&gt;- Supervisors upon request&lt;br&gt;- Sub-contractors HSE Personnel Medical staff upon request</td>
</tr>
<tr>
<td>Sub-contractors Internal HSE Meeting</td>
<td>Weekly</td>
<td>- Sub-contractors’ Senior Management&lt;br&gt;- Site Supervision and HSE Personnel</td>
</tr>
<tr>
<td>Workforce Tool Box HSE Meetings.</td>
<td>Weekly</td>
<td>- Sub-contractors Supervisors&lt;br&gt;- Foremen&lt;br&gt;- Workforce</td>
</tr>
<tr>
<td>Task/Craft Specific Talks.</td>
<td>Daily</td>
<td>- Sub-contractors Supervisors&lt;br&gt;- Foremen</td>
</tr>
</tbody>
</table>

**HSE Monthly Project HSE Committee Meeting**

Contractor will initiate and maintain a Project HSE Committee that will meet on a monthly basis. Contractor will if necessary arrange an extraordinary meeting to discuss any urgent HSE business. Representatives for attendance at the Monthly HSE Committee Meeting will be selected from a cross section of Sub-contractors working on the Project. The functions and terms of reference of the HSE Committee are:

1) To monitor the adequacy of the Contractor HSE Plan and ensure its implementation.
2) To monitor the adequacy of Sub-contractors HSE Plans and ensure their implementation.
3) To study accident statistics and trends to identify unsafe practices and conditions.
4) To review results of HSE Inspections.
5) To discuss any outstanding HSE anomalies that requires further actions.
6) To review emergency and rescue procedures.
7) Minutes of the Monthly HSE Committee Meeting to be circulated to all concerned within 5 days of the meeting date.

**HSE Weekly HSE Meeting**

Contractor will initiate and maintain a weekly HSE Meeting with all Sub-contractors Safety Personnel and other representatives as necessary.
The functions and terms of reference of the weekly HSE Meeting are:

1) To discuss results of HSE Inspections.
2) To provide positive answers to questions remaining open from previous meetings.
3) To highlight accident reports, statistics and analysis.
4) To identify and report all near miss situations.
5) To discuss further HSE training requirements.
6) To plan HSE topics relevant to current work activities or highlighted HSE concerns.
7) To openly discuss and answer Sub-contractors questions and points of view.
8) Minutes of the weekly HSE Meeting to be circulated to all concerned within 5 days of the meeting date.

**Sub-contractors Internal Weekly HSE Meeting**

- Sub-contractors will hold their own internal Weekly HSE Meetings to brief their own Supervision on HSE control and providing the opportunity for their Supervision to make their contribution to the Project Safety Management Program.
- It is essential that Senior Management from Sub-contractors attend their weekly HSE Meetings.
- The Sub-contractor Safety Personnel shall prepare an agenda and written minutes of each meeting highlighting the major discussion items, resolved and unresolved.
- Copies of these minutes must be made available for inspection as requested by the Contractor HSE Manager or his nominated representative.
- Minutes of the meeting to be circulated to all concerned Sub-contractors personnel within 5 days of the date of the meeting.
- Standing items to be included on the agenda:
  1) Review of minutes of previous meeting.
  2) Outstanding items.
  3) Significant accidents or near misses.
  4) Results of HSE Inspections.
  5) Forthcoming hazardous activities.
  6) Forthcoming HSE training requirements.
  7) Results of weekly and monthly HSE Meetings with Contractor.
  8) Any other business.

**Workforce Tool Box HSE Meeting**

- These meetings held between Sub-contractors Supervisors/ Foremen and the Workforce shall be topical and held on a weekly basis.
- The Sub-contractors Safety Personnel shall ensure their Supervisors/Foremen are:
  1) Provided with information for conducting the tool box talks.
  2) That weekly toolbox talks take place.
  3) Those records are kept on the subjects highlighted.
  4) That attendance records are kept.
  5) Provide records on such training as requested by Contractor HSE Manager or his nominated representative.
- The Sub-contractors Supervisors/Foremen will:
  1) Carry out the training to members of their workforce.
  2) Provide information on significant accidents or near misses.
  3) Provide information on specific hazard identification.
  4) Answer any outstanding questions raised at the previous meeting.
  5) Answer new questions raised by the workforce.
  6) Encourage and motivate their workforce to achieve high standards of HSE control at all times.

**Task/Craft Specific Daily HSE Talks**

- To supplement the Weekly Tool Box HSE Meetings, all Sub-contractors will carry out daily HSE talks to their workforce.
- These daily talks should be task specific and conducted by Sub-contractors foremen before each safety critical task.
- The talks will focus on:
  1) Specific hazard identification.
  2) Specific hazard analysis.
  3) Specific procedures for work at hand.
  4) Specific instructions unique to the work in hand.
  5) Talks to be repeated as necessary.
  6) Any questions generated pertaining to the Risk Assessment and Hazard analysis of Substances shall be answered before closing the talk. Should any further clarification be required, advice must be sought from the HSE Manager or his nominated representative prior to the task(s) commencing.

**Safety Communications and Promotions**

- The Project HSE Manager shall ensure that all Project Personnel are aware of the HSE program and their contribution to it. Project Personnel shall be kept Informed of:
  1) HSE program developments e.g. procedures developed and implemented.
  2) HSE incentive awards.
  3) HSE disciplinary actions.
  4) HSE performance i.e. frequency rates, accidents, narratives, accident analysis.
Section 3: How to Conduct a Tool Box Meeting

3.1. Format and Elements of a Toolbox Meeting

Whilst a standard format has been adopted throughout the toolbox talks contained in the manual, there remains considerable flexibility enabling users to adapt the content to their specific requirement.

The standard format used comprises the following:

a) A Talk Number and Title: Purely for reference purposes.
b) An introduction: A few lines that can be used to introduce the particular talk, most including why it is important.
c) Main points: Three to five primary points that it is recommended are included in the toolbox talk.
d) Discussion points: A list of other points to choose from. All can be covered and the format used likes a script if required or particularly relevant points can be selected. The site scale, activities and available time may determine the best option.
e) A quote: Each toolbox talk ends with a quick quote by way of summary. In the main, these are deliberately “catchy” in the hope that they will be remembered.
f) Notes: There is a space for individual notes, which can include specific site conditions and activities, site rules, company policy points, etc, as required.
g) The flip side of each toolbox talk has deliberately been left blank to allow for the inclusion of pictures if required. This will depend on individual approaches and requirements, but possibilities worth considering might include photographs of the effects of industrial dermatitis, good or bad scaffold, or types of fire extinguisher (though the latter may be better demonstrated by having the actual site fire extinguishers present!).

The meeting is attended by all the employees in the workgroup or team;

- The meeting is conducted by first line supervision;
- The meeting is usually “on-the-job” or in the workplace;
- The meeting is generally focused on the issues under the control of the workgroup, or which directly affect them. These will include production issues, quality, discipline concerns, and of course occupational health and safety; and
- The meetings are of a short duration, but conducted frequently and when required.

3.2. Frequency

One every week

Again, this will depend upon individual requirements and approaches, and also on the site conditions. On larger sites it may be necessary to give the same toolbox talk several times in order to ensure all sub-contractors etc, are addressed, or it may be more practicable to give the same toolbox talk at different locations on site, i.e. a different floor/level each day. On smaller sites, it may be simple enough to address all site personnel at once.

Whilst there is no set frequency or method, it is recommended that companies aim to give a toolbox talk to every employee, sub-contractor and self-employed person once a week. Ideally, where practicable, this should be implemented as a set routine, i.e. every day morning starts with a 10-15 minute toolbox talk.
3.3. Topic for discussion

Choose a topic that is relevant to your audience; one that will create a discussion; a two-way communication; use either your own topic e.g. discuss an incident that happened on site the week before, discuss new work hazards, or one generated from the Tool Box Meeting. Choose the relevant subject number from the list and make yourself familiar with the topic.

3.4. Location

Does not have to be an office; workshop area will suffice.

3.5. Audience

Between 4 and 10 in number will be the most effective but larger audiences, say in a contractor's mess-room, are suitable and sometimes the only solution.

3.6. Time

Limit the duration to 10-15 minutes - try not to become side-tracked on other issues.

3.7. Approach

Use a questioning approach, get the message across and listen to responses. Tool Box Talks are not lectures and are designed to get people to think and talk about Health, Safety and Environmental issues.

For example:

Typical prompts / questions may be:
- What do you as a group think the benefits are from this type of discussion?
- What are the hazards from the incident described and what are the learning points.

3.8. Style

The following are encouraged:
- Watch how other people present Tool Box Meeting and decide upon the style that best suits you.
- Try to generate interest in the topic with the questions you ask - Highlight some key words to remind you of the points to bring up.
- Avoid just reading the topic - take the topic and try to build up the discussion point by point.
- Try to be a good listener.
- Do not allow the group to get totally side tracked, if it is important and relevant allow a short discussion then bring them back to the main issue.

3.9. Signatures

Obtain signatures from delegates to confirm attendance and keep on file.
List of Appendixes:

Appendix A - Tool Box Meeting Plan
Appendix B - Tool Box Meeting Report

Annex A:

**Tool Box Meeting Plan**
(Period:    -    )

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
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Annex B:

**Tool Box Meeting Report**
## Tool Box Meeting Report

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Name & Signature of Supervisor: