



اوتورنٽي ڪمپنن ڪمپنن  
ڪمپنن دن عالم سڪيٽر  
Safety, Health and Environment  
National Authority

## INDUSTRY GUIDANCE NOTE

<b>TOPIC:</b> <b>GUIDANCE FOR TOOLBOX TALK</b>			<b>Reference Number:</b> 2021/IGN/09
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## 1. INTRODUCTION

The term *Toolbox Talk (TBT)* refers to a general industry practice of a formal discussion between the supervisor and the person(s) carrying out the job, prior to commencing that job and is held at the worksite. It may also be conducted when there are significant time breaks in the job and/or when significant changes are introduced to the work operations or arrangements. The purpose of TBT is to ensure that all parties involved in the activity to be carried out are fully aware of ALL aspects of the work scope. This includes, but not limited to, understanding of the work itself, identifying potential hazards and associated risks, discussion on the required controls and isolation, clarification on the roles and responsibilities of team members, all tools and any special equipment needed and how to operate them, as well as any circumstantial and additional precautions that may be required. Conducting a TBT provides an additional line of defense to enhance the safe execution of the job.

## 2. GLOSSARY OF TERMS AND ABBREVIATIONS

<b>ERP</b>	Emergency Response Plan/Procedure
<b>HAZID</b>	Hazard Identification – a process of identifying potential hazards to an activity or operation at a workplace, in order to prevent and reduce any adverse impact that could cause injury to personnel, damage or loss of property, environment and production, or become a liability.
<b>HIRA</b>	Hazard Identification and Risk Assessment – a process that consists of a number of sequential steps such as hazard identification, consequence and frequency assessment, risk estimation based on the existing controls and recommendations to mitigate risks which are above acceptable limits.
<b>JHA</b>	Job Hazards Analysis – an up-front analysis of the hazards and risk associated with a certain job or workplace as part of risk assessment process, which focuses on identifying and controlling hazards before they occur. In this way, hazards can be eliminated or at least reduced to an acceptable level of risk.
<b>MV</b>	Monitoring Visit – a non-scheduled visit to a workplace by SHENA’s appointed inspectors as a surveillance and verification measure to check for awareness, knowledge and compliance to the health and safety requirements under WSHO, 2009.
<b>PPE</b>	Personal Protective Equipment
<b>PTW</b>	Permit to Work – a management system used as a control for hazardous or high-risk work to be done safely and efficiently. It involves procedures to request, review, authorise, document and de-conflict tasks of simultaneous operations to be carried out by front line workers.
<b>SME</b>	Small and Medium Enterprise
<b>TBT</b>	Toolbox Talk
<b>WSHO</b>	Workplace Safety and Health Order, 2009 – the primary Law on Workplace Safety and Health in Brunei Darussalam that was introduced in 2009 that sets the general framework to which all workplaces must comply and has been enforced with effect from 1 <sup>st</sup> August 2013.

### 3. PURPOSE

The Safety, Health and Environment National Authority (SHENA) regularly conducts inspections and monitoring visits (MV) which function as a surveillance and verification measure to check for awareness, knowledge and compliance of workplaces on the health and safety requirements under the Workplace Safety and Health Order (WSHO), 2009 and its regulations, as well as an outreach initiative to these workplaces on the matter.

Findings from the above inspections and monitoring visits and other outreach programmes have indicated, that the level of understanding and the effectiveness of TBT application within the various industries across the country in general, varies drastically, from zero to basic level in Small and Medium Enterprises (SMEs) across various industries, to highly advanced in some of the leading oil and gas companies and contractors. There is also a lack of consistency in the standard and the manner in which TBT are conducted. Therefore, it is appropriate and timely that SHENA publishes this Industry Guidance Note to help the industries in Brunei Darussalam to ensure better communication of occupational safety, health and environment practices as well as awareness onsite.

The purpose of this guidance and the accompanying TBT checklist is therefore, to provide a common, simple approach for conducting a proper TBT or site safety briefing for the workers or employees. The level of details, the duration of the meeting, and the frequency of TBTs may be adjusted and scaled up or down depending on the criticality, sensitivity, risk exposure, number of people involved and the magnitude or complexity of the operation, etc. The TBT checklist also forms a record and will serve as evidence for conducting such meeting, if required. SHENA strongly recommends that workplaces conduct such TBTs to support safe work practices onsite.

### 4. SCOPE

This document provides guidance on the safety aspects and considerations that should be covered under TBT and how to execute a quality TBT effectively. A TBT form or template is included as an Appendix to supplement this process, which also forms a record or evidence of the discussion between the supervisor and the workers. A general guidance list on hazard identification and risk management in preparation for TBT is also provided as an additional Appendix.

### 5. APPLICABLE LAWS AND REGULATIONS

TBT is not a specific legal requirement under the law and regulations. However, by introducing and applying TBT, it may be deemed as supporting evidence for the *employers, occupiers* and *principals* of a workplace to demonstrate due diligence in exercising their duties to provide the required *instruction and information* to their workers for executing their work safely, as per the following:

Workplace Safety and Health Order, 2009 (WSHO, 2009)

## Section 11 – Duty of occupiers

It shall be the duty of every occupier of any workplace to take, so far as is reasonably practicable, such measures to ensure that

- (a) the workplace;
- (b) all means of access to or egress from the workplace; and
- (c) any machinery, equipment, plant, article or substance kept at the workplace,

are safe and without risks to health to every person within those premises, whether or not that person is at work or is an employee of the occupier.

## Section 12 – Duties of employers

- (1) It shall be the duty of every **employer** to take, so far as is reasonably practicable, such measures as are necessary to ensure the safety and health of his employees at work
- (3) For the purposes of subsection (1), the measures necessary to ensure the safety and health of persons at work include –
  - (e) ensuring that the person at work has adequate **instruction, information**, training and supervision as is necessary for him to perform his work.

## Section 14 – Duties of principals

- (1) Subject to subsection (2), it shall be the duty of every **principal** to take, so far as is reasonably practicable, such measures as are necessary to ensure the safety and health of
  - (a) any contractor engaged by the principal when at work;
  - (b) any direct or indirect sub-contractor engaged by such contractor when at work;
  - (c) any employee employed by such contractor or sub-contractor when at work.
- (2) The duty imposed on the principal in subsection (1) shall only apply where the contractor, sub-contractor or employee referred to in that subsection is working under the direction of the principal as to the manner in which the work is carried out.
- (4) For the purposes of subsection (1), the measures necessary to ensure the safety and health of persons at work include –
  - (e) ensuring that the persons at work have adequate **instruction, information**, training and supervision as is necessary for them to perform their work.

## Section 14A – Additional duties of principals in relation to contractors

- (1) It shall be the duty of every principal to take, so far as is reasonably practicable, such measures as are necessary to ensure that any contractor engaged by the principal:
  - (a) has the necessary expertise to carry out the work for which the contractor is engaged by the principal to do; and
  - (b) has taken adequate safety and health measures in respect of any machinery, equipment, plant, article or process used, or to be used, by the contractor or any employee employed by the contractor.
  
- (2) The duty imposed on every principal under subsection (1)(a) includes ascertaining that the contractor engaged by the principal and any employee of the contractor:
  - (a) have sufficient experience and training to carry out the work for which the contractor is engaged by the principal to do; and
  - (b) have obtained any necessary license, permit, certificate or any other document in order to carry out the work for which the contractor is engaged by the principal to do.
  
- (3) The duty imposed on every principal under subsection (1) (b) includes ascertaining that the contractor engaged by the principal:
  - (a) has conducted a risk assessment in relation to the safety and health risks posed to any person who may be affected by the work for which the contractor is engaged by the principal to do; and
  - (b) has **informed any person** who may be affected by the work for which the contractor is engaged by the principal to do of the nature of **the risk involved in the work and any measure or safe work procedure** which is implemented at the workplace.

## 6. GENERAL NOTES ON TOOLBOX TALK

### What is a TBT?

A **TBT** refers to a formal discussion held **before the start of any work activity**, involving a two-way interactive dialogue between the supervisor and the person(s) carrying out the job and is held at a safe and secure place **within the worksite**. There are a few other names or terms for such safety talk, the more common ones are safety toolbox talk, safety moments, safety briefing, and tailgate meeting. Although there can be slight differences in its application between companies or industries, generally the toolbox meeting and its contents are similar and has a common purpose. TBT meetings are normally short in duration. They are in the range of 5 or 10 minutes long, however, in some particular instances, may extend to over 20 min.

The TBT is not a general safety briefing, a lecture or an open HSE discussion. It is delivered to cover the specific job and the HSE aspects associated with that job, to ensure all those involved know what is expected for safe work completion.

## **Why conduct TBT and what benefits does it bring?**

TBT can cover a range of topics or may focus on a specific issue. For the purpose of this guidance note, the TBT should address safety issues specific for the job to be executed. This is to ensure that all parties involved in the activity are fully aware of ALL aspects of the work scope. This includes, but is not limited to, understanding of the work itself, identifying potential hazards and associated risks, discussion on the required controls and isolations, available resources, clarification on the team roles and responsibilities, any special tool or equipment needed, and any additional precautions that may be required. The TBT also provides an opportunity for the supervisor to make an informal assessment of the team members' state of physical and mental alertness and recognize any sign of fatigue.

When done correctly, these talks can have a profound effect on the overall safety program at a workplace. Conducting these meetings on a regular basis can help to reduce incidents and hence, work-related injuries. It is an effective way to deliver relevant and timely safety messages to an entire work crew. The time spent conducting these talks also goes a long way into reinforcing prior efforts on training and other hazard and risk assessment processes.

## **Who should conduct/lead a TBT?**

The person who is directing the work should be the one responsible for conducting or leading the TBT. This is normally the supervisor in-charge of the working team. This is to show support and commitment to the message and efforts to work safely. All workers involved in executing the work activity must attend this meeting. However, this lead role may be rotated within the team, i.e. the task may be delegated to any member of the team under his/her supervision. A rotation system as such could also provide a development opportunity to the workers and would help them to understand all aspects of the job better.

It is not advisable for a safety officer or a person of similar position from the HSE department to lead the TBT as this may raise a question on the commitment of the frontline supervisors on safety. The HSE department should instead assist in an advisory role to the supervisor conducting the talk.

## **When and how often is TBT conducted?**

As a minimum it is recommended as a good practice that TBTs are done on a daily basis:

- prior to the start of a job or task, and/or
- prior the start of a shift, and/or
- whenever there is a change in the scope of the job, and/or
- whenever there is a change in the circumstances or work environment surrounding the job (e.g. adverse weather, interference by other work activities, moving to a new work location, etc.).

Even if the work is repetitive, short meetings would still add value to re-emphasize the work scope, roles and responsibilities, as well as to ensure full understanding of the safety requirements to execute the work safety is sustained.

It is important that a TBT covers all personnel involved in the work activity. Therefore, any latecomers who are involved in executing the job must redo the Toolbox Talk to ensure that they fully understand all the hazards associated with the job and the controls to be put in place to manage those hazards. If the job can only start when other key workers arrive (e.g. a crane or machine operator), the TBT should be deferred until their arrival.

### **How to deliver a good TBT – (some tips)?**

- Know your material
- Do not get side-tracked by other topics
- Make eye-contact with the audience
- Speak at optimal voice tone and speed, depending on the size of the crowd
- Involve and interact with the audience using open questions
- Summarise key points
- Try to avoid or hide any feelings of anger, nervousness and other negative emotions.

## **7. GUIDELINES FOR CONDUCTING A TOOLBOX TALK**

There is no specific prescribed technique on how to deliver a TBT and no fixed list of things to be covered during the talk. The most important aspect of the TBT is to conduct a **two-way dialogue between the supervisor and the team members** to ensure everyone fully understands **what the job is all about, what could go wrong, what are the things that can cause it to go wrong, what should be done to prevent them, and what to do if something does go wrong**. Where required, the supervisor may use an interpreter to assist him in improving the understanding of the workers, if they are of different nationalities or speak different languages.

### **7.1 PREPARING FOR A TBT**

Prior to conducting the TBT, the supervisor needs to make some preparations by getting all the relevant materials ready, such as work instructions, reference documents, SOPs, PTW, HAZID/JHA, etc. The supervisor also needs to check and find out if there are any other activities carried out or planned at the same

work site. In this case he should have a pre-discussion with the respective supervisor(s) of the other work activities to understand the scope, hazards, risks and controls for those activities.

To ensure that the TBT will run smoothly, it is advisable that the supervisor prepares a structured approach to run it, including:

- To allow enough time for the presentation and any discussion or question and answers after e.g. 10-15 minutes
- To prepare some questions to ask the workers
- To remind the workers that they should not be afraid to ask any questions and that questions are welcomed to clear any doubts concerning their work
- To draw the experience of others (the supervisor should not assume he needs to know all the information)
- Not to read a pre-prepared script (the audience may lose interest).

## **7.2 RUNNING THE TBT**

The supervisor of the activity first needs to assemble all the workers involved at a suitable and safe location of the worksite. Their names are then registered into the TBT form or template. To begin the TBT effectively:

- Greet the workers accordingly
- Get their attention quickly by showing enthusiasm and professionalism
- Give them a reason for being there which will mean something to them
- Tell them why it is important for this TBT to be conducted
- Give them some numbers to think about such as the number of days lost due to injury or the number of fatalities.

Where there is more than one activity to be carried out in the same work location, it is important that a separate TBT is conducted for each activity, separately documented, but reference is made and discussion on the other activities are included in each TBT.

## **7.3 THINGS THAT SHOULD BE COVERED AND DISCUSSED**

As a good practice the following guidance points, which are not exhaustive, are given to assist the presentation of TBT:

- Explain/discuss the job/task in hand
- Explain/discuss the procedures to be followed
- Assign/clarify the roles and responsibilities of each member of the team
- Discuss any pre-existing HAZIDs, hazards register, JHA, HIRA, unsafe and intervention records, or any other hazard/risk assessment process that has been done prior to execution of the job

- Identify any additional hazards specific to the worksite
- Discuss ways to eliminate or reduce the risks — e.g. isolation, elimination, substitution, administrative controls, etc.
- Discuss the controls to be put in place and precautions to be taken
- Discuss the required PPE
- Explain the materials, tools and equipment required
- Explain any Permit to Work (PTW) as required
- Discuss any contingency plan
- Discuss the emergency response plan (ERP)
- Discuss the hazards, risks, control measures and other HSE concerns from simultaneous operations/activities carried out within the same work location, if any
- Invite comments and questions from the team
- Ask reinforcing questions to confirm positive understanding of the team
- Record the discussion into the TBT form and get everyone to sign it, to acknowledge their presence and understanding.

A sample TBT form/template is shown in Appendix 1 below. This template may be modified as necessary to include additional items or remove some as is seen fit for the purpose of the company/organization. However, it is advisable to keep the TBT form as simple as possible and aim to capture everything in a single page.

To provide further guidance, a list of common elements in hazards identification and risk management for consideration in preparing for TBT is shown in Appendix 2.

## APPENDIX 1 – TOOLBOX TALK FORM/TEMPLATE

### TOOL BOX TALK (TBT) TEMPLATE

Project:		Location:	
Activity:		Date/Time:	

#### PERSONNEL ATTENDING THE TBT MEETING

No.	Name	Role/Responsibility	Signature for Understanding

*If required please add additional list of attendees at the back of this form or as an attachment.*

#### CHECKLIST

Is there any procedure/work instruction?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	REFERENCE:
Is there any PTW required?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	REFERENCE:
Is there any HAZID/JHA already done?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	REFERENCE:

#### TBT DISCUSSION

No.	Items/Topics Covered	Remarks
1.	Job details (tasks to be carried out):	
2.	Hazards (existing HAZID/JHA + hazard search on site):	
3.	Control Measures (barriers and systems put in place):	
4.	PPE (including any special harnesses required):	
5.	Emergency Response and Recovery:	
6.	Other Special Topic (discussion on HSE info pack, etc.):	

## APPENDIX 2 – GENERAL GUIDANCE LIST ON HAZARD AND RISK MANAGEMENT

### GENERAL GUIDANCE ON HAZARD IDENTIFICATION AND RISK MANAGEMENT FOR TOOL BOX TALK (TBT)

Below is a non-exhaustive list of the common elements involved in hazards identification and risk management to be considered in preparation for a TBT:

#### 1. Possible hazards and exposures

Manual handling/heavy loads	Extreme temperatures	Power tools
Lifting equipment	Adverse weather	Hand tools
High pressure	Strong tidal currents	Heavy, high-speed traffic
Hazardous substance	Excessive noise and vibration	Wild/dangerous animals
Confined space	Electricity	Poisonous insects and flies
Working at height	Flame torch and sparks	Obstructions
Surface condition (working area)	Elevated objects	Illumination
Access routes	Dust and fumes	

#### 2. Potential risks and impacts

Slips and trips	Fire	Electric shock
Falls	Explosion	Chemical burns
Struck by objects	Heat stroke	Traffic accident
Trapped between objects	Hearing damage	Attack by wild animals
Caught in objects	Impaired vision	Poison from bite and sting
Striking against objects	Lack of oxygen/suffocation	Environmental impact
Ergonomic RSI	Respiratory illness	

#### 3. Control systems and barriers

Barricade/barriers	Gas test & monitor	Equipment test and calibration
Isolation	Radios/walkie-talkies	Breathing apparatus
Warning sign/light	PTW	Fire extinguishers
Check & inspection tags	Route diversion	Change management system
Procedures and regulations	Ventilation system	

#### 4. PPE and Harnesses

Safety coverall (e.g. fire retardant)	Safety belt/harness/life line	Life jacket
Safety helmet/hard hat	Face shield	Work vest
Safety shoes/boots	Face mask	Safety apron
Gloves (appropriate type for the job)	Ear muff/plugs	Chemical handling suit
Safety goggles/glasses		

#### 5. Emergency and recovery systems

Emergency Response Plan	First aid box	First aiders
Emergency contact numbers	Sick bay	Stretcher, defibrillator, etc.
Fire marshall/wardens	Assembly point	

**END**