

ESTVOLD OILFIELD SERVICES

BEHAVIOR BASED SAFETY (BBS) POLICY

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 Title: BBS Policy
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Policy Control Item	Policy Information
Company	Estvold Oilfield Services
Document Type	Policy / Program Manual / Field Forms / Observation and Audit Package
Applies To	All employees, temporary workers, supervisors, managers, contractors under company direction, all locations, shops, yards, vehicles, customer sites, and field operations
Program Intent	Positive safety engagement, proactive hazard recognition, leadership accountability, employee involvement, respectful coaching, trend analysis, corrective action follow-up, and continuous improvement
Regulatory Alignment	This Behavior Based Safety (BBS) Policy is established to support compliance with applicable Occupational Safety and Health Administration (OSHA) regulations and recognized industry best practices by promoting proactive hazard recognition, employee engagement, safe work behaviors, and continuous improvement in workplace safety performance
Revision	Comprehensive V2 - Editable Master
Approval	Management / HSE / Operations

INCLUDED IN THIS PACKAGE

- Expanded BBS policy manual
- Roles, responsibilities, and accountability expectations
- Observation planning, quality, and behavior categories
- Coaching conversation guide and intervention model
- Positive recognition process
- Trend analysis, KPIs, audit expectations, and management review
- Stop Work Authority and serious risk escalation process
- Contractor and third-party expectations
- Comprehensive forms package and logs

DOCUMENT CONTROL

Revision	Date	Description of Change	Approved By
0	Initial Release	Original controlled document issue	Management
1	Current Draft	Expanded BBS manual and forms package	Management
2	Current Revision	Comprehensive program language, implementation requirements, field forms, tracking logs, and audit tools expanded	Management / HSE / Operations

This document is considered a controlled safety management document. Printed copies are considered uncontrolled unless verified current through the company safety management system or authorized document control location.

DISTRIBUTION AND CONTROL

Controlled copies may be distributed to HSE, operations management, field supervision, training coordinators, company shared safety systems, client-required safety documentation platforms, and field locations where the BBS process is implemented.

HOW TO USE THIS MANUAL

- Use Sections 1-24 as the governing program standard.
- Use the Supervisor Quick Response Guide during field coaching and observations.
- Use Forms A-L as field-ready documentation tools.
- Review trend data monthly and assign corrective actions with accountable owners and due dates.
- Use positive recognition as often as corrective coaching. The program is intended to build trust and engagement, not fear.

TABLE OF CONTENTS

1. Purpose and Policy Statement
2. Scope and Application
3. Regulatory Alignment and References
4. Definitions
5. Program Philosophy and Core Principles
6. Roles and Responsibilities
7. Observation Process Requirements
8. Observation Frequency and Quality Standards
9. Safe and At-Risk Behavior Identification
10. Critical Behavior Categories
11. Coaching and Employee Interaction Expectations
12. Positive Reinforcement and Recognition
13. Corrective Action and Intervention Process
14. Trend Analysis, KPIs, and Data Review
15. Near Miss and Hazard Integration
16. Stop Work Authority
17. Employee Participation Expectations
18. Leadership and Supervisor Accountability
19. Safety Meetings and Communication Expectations
20. Documentation and Recordkeeping
21. Confidentiality and Non-Punitive Expectations
22. Training Requirements
23. Contractor and Third-Party Expectations
24. Incident Learning and Continuous Improvement
25. Auditing and Program Review
26. Supervisor Quick Response Guide
27. Forms Package



1. PURPOSE AND POLICY STATEMENT

Estvold Oilfield Services is committed to developing and maintaining a proactive safety culture focused on hazard recognition, employee involvement, leadership accountability, positive communication, and continuous improvement. The Behavior Based Safety process is intended to reduce injuries, incidents, near misses, equipment damage, environmental events, and unsafe exposure by identifying behaviors, conditions, communication gaps, and work practices that influence workplace safety performance.

The company recognizes that incidents are often influenced by a combination of human behavior, operational pressure, communication failures, work planning weaknesses, environmental conditions, training gaps, supervision quality, and workplace systems. BBS is therefore used as a learning and coaching process rather than a blame process.

No production expectation, operational pressure, schedule demand, customer request, or client expectation shall take priority over employee safety. Employees are expected to stop, ask, reassess, and correct hazards before continuing work.

2. SCOPE AND APPLICATION

This policy applies to all Estvold Oilfield Services employees, temporary workers under company supervision, supervisors, management personnel, and company-controlled worksites. It also applies to contractors and visitors when their work activities are under company direction or when their actions may affect company employees.

The BBS process applies to shops, yards, offices, vehicle operations, field operations, material handling activities, elevated work, driving operations, simultaneous operations, environmental exposure, equipment operation, maintenance, loading and unloading, and office support functions where applicable.

This process complements existing company safety systems including JSAs, inspections, audits, training, incident investigations, corrective action processes, Stop Work Authority expectations, and leadership engagement activities.

3. REGULATORY ALIGNMENT AND REFERENCES

This policy is written to align with recognized occupational safety principles including OSHA General Duty Clause expectations, employee involvement principles, hazard recognition expectations, incident prevention concepts, and human performance improvement practices.

The BBS process does not replace OSHA compliance requirements, customer site rules, company procedures, DOT requirements, equipment manufacturer instructions, or task-specific regulatory standards. Where another requirement is more stringent, the more protective requirement shall apply.

Applicable references may include OSHA standards, company safety policies, customer site safety manuals, equipment operating manuals, JSA requirements, incident reporting procedures, Stop Work Authority policy, and corrective action procedures.

4. DEFINITIONS

Behavior Based Safety (BBS): A proactive process focused on identifying safe and at-risk behaviors, communication gaps, system influences, and workplace conditions to improve safety performance.

Safe behavior: An action or decision consistent with company policy, training, hazard controls, and recognized safe work practices.

At-risk behavior: A behavior or decision that increases exposure to injury, incident potential, equipment damage, environmental release, or operational loss.

Coaching: A respectful conversation used to reinforce safe behaviors, understand why risk occurred, remove barriers, and agree on safer work practices.

Critical behavior: A behavior connected to high-energy or serious-injury exposure such as line of fire, lifting, driving, pressure, suspended loads, confined space, trenching, elevated work, hot work, or lockout/tagout.

System influence: A condition outside of the individual worker that may shape behavior, including schedule pressure, unclear procedures, inadequate tools, training gaps, poor communication, fatigue, weather, or supervision quality.

5. PROGRAM PHILOSOPHY AND CORE PRINCIPLES

The Estvold Oilfield Services BBS process is based on the belief that employees generally want to work safely and that most unsafe behaviors are influenced by workplace systems, communication, environmental conditions, supervision, training, and operational pressure.

Observations shall focus on improvement opportunities rather than blame. Employees participating in the process in good faith shall be treated professionally and respectfully.

The process is most effective when employees trust that observations will be used to prevent incidents, reinforce good decisions, and improve work systems. BBS shall not be used as a shortcut for discipline or as a replacement for supervisor leadership.

6. ROLES AND RESPONSIBILITIES

Employees are responsible for participating in the BBS process in good faith, accepting coaching professionally, reporting hazards, supporting peer accountability, participating in observations, communicating concerns, and using Stop Work Authority when needed.

Supervisors are responsible for conducting quality observations, coaching employees respectfully, reinforcing positive behaviors, identifying trends, supporting corrective actions, promoting participation, correcting unsafe conditions, and stopping unsafe work.

Management is responsible for providing resources, supporting employee involvement, reviewing trends, removing barriers, reinforcing leadership accountability, and ensuring the process is not misused as a punitive management shortcut.

HSE personnel are responsible for supporting training, forms, trend tracking, audits, program review, data analysis, and coaching consistency across departments.

7. OBSERVATION PROCESS REQUIREMENTS

Behavior Based Safety observations may include planned observations, informal field observations, supervisor observations, leadership observations, peer-to-peer observations, high-risk task observations, and follow-up observations after incidents or corrective actions.

- Observations shall be performed during actual work when it is safe and practical to do so.
- Observers shall not interrupt critical work unless an immediate hazard or unsafe exposure exists.
- The observer shall introduce the purpose of the interaction when appropriate and conduct the conversation professionally.
- The observer shall document safe behaviors, at-risk behaviors, contributing conditions, immediate coaching, corrective actions, and positive recognition.
- Observation quality is more important than observation quantity.

Observation Step	Expectation
Plan	Select the task, location, crew, and behavior category to observe.
Observe	Watch the work long enough to understand the task, exposure, tools, communication, and controls.
Engage	Talk with the employee or crew respectfully. Ask questions before making assumptions.
Coach	Reinforce safe behaviors first, then discuss exposure and safer alternatives.
Document	Complete the applicable BBS form with clear, factual notes.
Follow Up	Assign corrective action if needed and verify completion.

8. OBSERVATION FREQUENCY AND QUALITY STANDARDS

Observation frequency shall be established by management and HSE based on company size, risk profile, department needs, customer expectations, and recent incident or near miss trends. Frequency goals shall never encourage rushed or low-quality observations.

Role / Group	Recommended Participation Standard
Supervisors	Conduct routine field observations and coaching interactions based on crew size and risk level.
Managers / Leadership	Participate in visible leadership observations and review monthly trend summaries.
Employees / Peer Observers	Participate when trained and when the process can be performed safely and respectfully.
HSE	Support program administration, data review, audits, and coaching quality.

A quality observation should include meaningful work activity, clear identification of safe and at-risk behaviors, respectful engagement, employee input, and useful corrective or positive follow-up. A completed card with no conversation or no learning value shall not be considered a quality observation.

9. SAFE AND AT-RISK BEHAVIOR IDENTIFICATION

Safe behaviors should be identified and reinforced whenever possible. Positive reinforcement is a core part of this program because safe decisions should be noticed, discussed, and repeated.

- Proper PPE selection, inspection, and use
- Effective pre-job planning and JSA participation
- Clear communication and three-way communication where needed
- Good housekeeping and walking-working surface control
- Line-of-fire recognition and body positioning
- Proper lifting, pushing, pulling, and ergonomic choices
- Safe driving and backing practices
- Correct tool and equipment selection
- Proper energy isolation and pressure control
- Appropriate Stop Work Authority actions

At-risk behaviors shall be addressed respectfully and professionally. The intent is to understand why the behavior occurred, correct exposure, remove barriers, and improve the work system.

10. CRITICAL BEHAVIOR CATEGORIES

Category	Examples of Safe Behaviors	Examples of At-Risk Behaviors
PPE	Correct PPE worn, inspected, and task-appropriate	Missing, damaged, or improperly worn PPE
Line of Fire	Body positioned outside pinch points, swing radius, pressure paths, and suspended loads	Standing under loads, between equipment, or in stored energy path
Communication	JSA discussed, signals understood, roles assigned	Assumptions, unclear hand signals, no spotter communication
Tools / Equipment	Correct tool used, guards in place, equipment inspected	Bypassing guards, using damaged tools, makeshift equipment
Driving / Vehicles	Seatbelt used, speed controlled, backing spotter used as needed	Distracted driving, poor backing control, unsecured load
Housekeeping	Walkways clear, hoses managed, spills controlled	Trip hazards, clutter, poor access/egress
Procedures	JSA, permit, LOTO, hot work, and customer rules followed	Skipping steps, unclear procedure not paused
Ergonomics	Team lift or mechanical aid used, stable footing	Awkward lift, overreach, twisting under load

11. COACHING AND EMPLOYEE INTERACTION EXPECTATIONS

All BBS interactions shall remain professional, respectful, and constructive. Coaching discussions should focus on the task and exposure rather than attacking the person. The employee should be given an opportunity to explain what they saw, what influenced the decision, and what support is needed.

Recommended Coaching Model

1. Start with what was done safely and why it matters.
2. Ask the employee to explain the task, hazards, and controls in their own words.
3. Discuss the at-risk behavior or condition factually without blame.
4. Explain the potential consequence or exposure clearly.
5. Ask what would make the safer choice easier next time.
6. Agree on an immediate correction and any follow-up action.
7. Thank the employee for the conversation and reinforce Stop Work Authority.

Coaching Phrases to Use

- “What hazards are you most concerned about on this task?”
- “What changed from the original plan?”
- “What would make this step safer or easier?”
- “I noticed a good catch there. What made you stop and reassess?”
- “Let’s pause and correct this before we continue.”

12. POSITIVE REINFORCEMENT AND RECOGNITION

The BBS process shall include recognition of positive work practices, hazard recognition, employee participation, Stop Work Authority, leadership engagement, peer accountability, and proactive reporting. Recognition may be verbal, written, discussed in safety meetings, shared with leadership, or used as a learning example when appropriate.

- Recognize the specific behavior, not just the person.
- Connect the behavior to the risk that was reduced.
- Share positive examples during safety meetings when appropriate.
- Use recognition to strengthen trust and participation.
- Never use recognition in a way that embarrasses employees or creates competition that encourages underreporting.

13. CORRECTIVE ACTION AND INTERVENTION PROCESS

When unsafe behaviors or conditions are identified, corrective actions may include immediate coaching, additional training, procedure clarification, hazard correction, additional supervision, work planning review, environmental controls, or leadership review. Corrective actions shall be appropriate to the exposure and the contributing factors identified.

Risk Level	Example Condition	Expected Response
Low	Minor PPE adjustment, housekeeping issue, minor communication gap	Coach immediately, correct condition, document trend if recurring.
Moderate	Repeated procedure gap, poor line-of-fire control, incomplete JSA	Stop task if needed, coach, assign corrective action, notify supervisor.
High	Serious injury potential, uncontrolled energy, suspended load exposure, unsafe driving behavior	Stop work immediately, secure area, notify leadership/HSE, document corrective action and verify completion.
Willful / Reckless	Intentional violation after clear instruction or refusal to follow critical safety control	Remove from exposure, escalate to management/HSE, evaluate discipline under company policy.

Discipline, when necessary, shall be handled through normal company policy and shall not replace the BBS coaching process. The distinction between human error, at-risk behavior, system weakness, and willful disregard shall be considered before disciplinary action is recommended.

14. TREND ANALYSIS, KPIS, AND DATA REVIEW

Observation data shall be reviewed periodically to identify recurring unsafe behaviors, positive performance trends, training gaps, communication issues, environmental influences, work planning weaknesses, and department-specific exposure trends.

Metric	Purpose
Observation Quality	Confirm forms include useful detail, coaching, and follow-up.
Participation by Department	Shows whether the process is being used consistently.
Safe Behavior Trends	Identifies strengths to reinforce and share.
At-Risk Behavior Trends	Identify exposures before incidents occur.
Corrective Action Closure	Confirms actions are assigned, completed, and effective.
Repeat Findings	Shows where deeper system improvement may be needed.
Stop Work / Good Catch Reports	Measures proactive employee involvement and hazard recognition.

Monthly review shall focus on learning and improvement. Data shall not be used to create fear, discourage reporting, or punish crews for identifying hazards.

15. NEAR MISS AND HAZARD INTEGRATION

The BBS process shall integrate with near miss reporting, hazard identification systems, incident investigations, corrective action tracking, safety meetings, and leadership observations. When BBS observations identify hazards, the hazard shall be corrected immediately when possible or entered into the corrective action process.

- Near misses may trigger targeted BBS observations on similar tasks.
- BBS trends may be used to select safety meeting topics.
- Incident investigations may identify critical behaviors to observe during follow-up.
- Hazard reports and BBS cards should be reviewed together to identify repeated exposure patterns.

16. STOP WORK AUTHORITY

All employees have the authority and responsibility to stop work when unsafe conditions exist, hazards cannot be controlled, procedures are unclear, equipment defects are identified, or serious injury exposure exists. Employees shall not face retaliation for exercising Stop Work Authority in good faith.

Stop Work Trigger	Required Action
Uncontrolled serious hazard	Stop work, secure the area, notify supervisor, correct exposure.
Unclear procedure or conflicting instruction	Pause work, clarify expectations, update JSA if needed.
Equipment defect or unsafe tool	Remove from service, tag if applicable, report for repair.
Weather or environmental condition affecting safety	Reassess plan, add controls, delay work if needed.
Customer or production pressure conflicting with safety	Stop and escalate to supervision/management.

17. EMPLOYEE PARTICIPATION EXPECTATIONS

Employees are expected to participate honestly in observations, engage in coaching discussions, share concerns and suggestions, support peers positively, participate in corrective actions, promote positive safety culture, and report hazards promptly.

- Participate in JSAs and pre-job safety discussions.
- Speak up when hazards, confusion, or changes occur.
- Accept coaching professionally and provide honest feedback.
- Offer peer-to-peer reminders respectfully.
- Report near misses, good catches, and hazards without delay.

18. LEADERSHIP AND SUPERVISOR ACCOUNTABILITY

Leadership personnel shall participate visibly in the BBS process through field interaction, communication, coaching, observation review, trend evaluation, and corrective action support. Leadership engagement is essential because employees judge the value of BBS by what leaders do, not what the program says.

Leadership Expectation	Evidence of Completion
Field Presence	Documented leadership observations and crew conversations.
Barrier Removal	Corrective actions completed and resources provided.
Trend Review	Monthly summaries reviewed with operations and HSE.
Recognition	Positive behaviors shared with crews and leadership.
Accountability	Repeat findings addressed through supervision and system improvement.

19. SAFETY MEETINGS AND COMMUNICATION EXPECTATIONS

BBS findings, trends, lessons learned, and improvement opportunities should be communicated during safety meetings, crew discussions, leadership reviews, and pre-job planning discussions. Communication shall be focused on learning, not naming or shaming.

- Share trend summaries by category and exposure.
- Discuss positive examples and good catches.
- Review corrective actions and closure status.
- Use real field examples without embarrassing employees.
- Invite employee suggestions for improving controls.

20. DOCUMENTATION AND RECORDKEEPING

The company shall maintain observation records, coaching documentation, trend tracking logs, audit documentation, corrective action records, leadership observation records, training documentation, and participation acknowledgments. Records shall be retained according to company retention requirements, client requirements, or applicable regulatory expectations.

Record Type	Minimum Content
BBS Observation Card	Task, location, behavior category, safe/at-risk items, comments, coaching, action needed.
Supervisor Coaching Form	Observed behavior, employee feedback, coaching provided, corrective action.
Recognition Form	Employee/crew, positive behavior, risk reduced, recognition method.
Corrective Action Log	Action, owner, due date, completion date, verification.
Monthly Audit	Participation, quality, trends, closure, leadership review.

21. CONFIDENTIALITY AND NON-PUNITIVE EXPECTATIONS

The BBS process is intended to support learning, communication, and continuous improvement. Observation information shall not be used improperly for humiliation, retaliation, or fear-based management. Personal information should be limited to what is necessary for coaching, follow-up, and accountability.

Observation summaries used in safety meetings should generally focus on trends and lessons learned rather than individual names, unless positive recognition is being shared with consent or where management follow-up requires specific identification.

22. TRAINING REQUIREMENTS

BBS training may include observation techniques, coaching expectations, communication skills, hazard recognition, positive reinforcement methods, documentation expectations, leadership engagement, trend evaluation, and corrective action processes.

Training Audience	Training Topics
All Employees	Program intent, participation expectations, Stop Work Authority, reporting, coaching culture.
Observers	Observation technique, behavior categories, documentation, coaching model.
Supervisors	Intervention levels, trend review, corrective action assignment, positive recognition.
Managers	Leadership accountability, data review, barrier removal, program review.
HSE	Program administration, audit, trend analysis, training support.

23. CONTRACTOR AND THIRD-PARTY EXPECTATIONS

Contractors working on company-controlled sites are expected to support company safety expectations, communication requirements, hazard recognition, and Stop Work Authority principles. Contractors may be included in BBS observations when their work activities affect Estvold employees, company-controlled work areas, or customer operations.

- Contractor observations shall be conducted professionally and coordinated with the contractor supervisor when appropriate.
- Immediate serious hazards shall be stopped regardless of employer.
- Contractor trends may be reviewed with operations, customer representatives, or contractor management as appropriate.

24. INCIDENT LEARNING AND CONTINUOUS IMPROVEMENT

Incident reviews, near misses, trend analysis, employee feedback, audit findings, and leadership observations shall be used to improve the BBS process. The program shall be adjusted when forms, training, communication, or expectations are not producing meaningful safety engagement.

- Review whether observations are identifying real exposure.
- Evaluate whether corrective actions are closing and preventing repeat issues.
- Update critical behavior categories when operational risks change.
- Use employee feedback to make the process more practical and trusted.

25. AUDITING AND PROGRAM REVIEW

The company shall periodically review observation quality, participation levels, corrective action effectiveness, leadership engagement, employee feedback, documentation quality, and program consistency. The audit shall evaluate whether the program is being used as intended and whether it is improving field engagement and hazard control.

Audit Item	Satisfactory Evidence
Observation Completion	Cards are complete, legible, and based on actual work activity.
Coaching Quality	Forms show respectful discussion, employee input, and useful feedback.
Positive Recognition	Safe behaviors and good catches are being recognized.
Trend Review	Data is reviewed and shared with leadership.
Corrective Action Closure	Actions have owners, due dates, and verification.
Employee Trust	Employees understand the program and report concerns without fear.

26. SUPERVISOR QUICK RESPONSE GUIDE

Situation	Immediate Action	Key Documentation / Control
Unsafe behavior observed	Stop and coach respectfully. Correct exposure before work continues.	Observation form / coaching notes
Positive behavior observed	Recognize and reinforce the behavior. Explain why it matters.	Observation documentation / recognition form
Serious hazard identified	Stop work, control the area, notify supervisor/HSE, correct exposure.	Hazard report / corrective action
Trend identified	Review with leadership and crew. Identify system causes.	Trend tracking log / meeting record
Employee reports concern	Listen, thank the employee, evaluate hazard, provide feedback.	Hazard report / action log
Contractor issue observed	Stop immediate serious hazards and coordinate with contractor supervision.	Observation form / site communication



27. FORMS PACKAGE

The following forms are provided as editable templates. The company may convert these forms into electronic format, fillable PDF, shared drive logs, or safety management software entries as needed.

FORM A - BBS OBSERVATION CARD

Date	Observer	Department / Crew	Location / Job
Task Observed	Employee / Crew Observed	Customer / Site	Weather / Conditions

Category	Safe	At-Risk	Comments / Exposure Noted
PPE Usage	<input type="checkbox"/>	<input type="checkbox"/>	
Body Positioning	<input type="checkbox"/>	<input type="checkbox"/>	
Communication	<input type="checkbox"/>	<input type="checkbox"/>	
Situational Awareness	<input type="checkbox"/>	<input type="checkbox"/>	
Line-of-Fire Control	<input type="checkbox"/>	<input type="checkbox"/>	
Tool / Equipment Use	<input type="checkbox"/>	<input type="checkbox"/>	
Housekeeping	<input type="checkbox"/>	<input type="checkbox"/>	
Procedure / JSA Compliance	<input type="checkbox"/>	<input type="checkbox"/>	
Driving / Vehicle / Backing	<input type="checkbox"/>	<input type="checkbox"/>	
Energy / Pressure Control	<input type="checkbox"/>	<input type="checkbox"/>	

Positive Behaviors Observed: _____

Corrective Actions / Coaching Provided: _____

Employee Feedback / Barriers Identified: _____

Follow-Up Required: No Yes Owner: _____ Due Date: _____

FORM B - SUPERVISOR OBSERVATION AND COACHING FORM

Observation Item	Acceptable	Needs Improvement	Comments
Observation quality	<input type="checkbox"/>	<input type="checkbox"/>	
Coaching effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	
Employee engagement	<input type="checkbox"/>	<input type="checkbox"/>	
Positive reinforcement used	<input type="checkbox"/>	<input type="checkbox"/>	
Hazard identification adequate	<input type="checkbox"/>	<input type="checkbox"/>	
Corrective actions identified	<input type="checkbox"/>	<input type="checkbox"/>	
Follow-up assigned if needed	<input type="checkbox"/>	<input type="checkbox"/>	

Coaching Summary: _____

Supervisor Signature: _____ Date: _____

FORM C - POSITIVE RECOGNITION FORM

Date	Employee / Crew	Department	Recognized By
Positive Behavior / Good Catch	Risk Reduced	Recognition Method	Shared at Meeting?
			<input type="checkbox"/> Yes <input type="checkbox"/> No

Details: _____

Leadership Follow-Up / Thank You Provided: _____



FORM D - AT-RISK BEHAVIOR INTERVENTION FORM

Date	Location	Task	Supervisor / Observer
At-Risk Behavior Observed	Immediate Exposure	Immediate Action Taken	Work Stopped? <input type="checkbox"/> Yes <input type="checkbox"/> No

Employee Explanation / Contributing Factors: _____

Corrective Action Required: _____

Owner: _____ Due Date: _____ Verified Complete By: _____

FORM E - BBS TREND TRACKING LOG

Month	Department	Category	Safe Count	At-Risk Count	Top Contributing Factor	Action Needed	Owner	Due Date	Closed

FORM F - MONTHLY BBS AUDIT FORM

Audit Area	Satisfactory	Needs Improvement	Comments / Action
Observation completion	<input type="checkbox"/>	<input type="checkbox"/>	
Observation quality	<input type="checkbox"/>	<input type="checkbox"/>	
Coaching documented	<input type="checkbox"/>	<input type="checkbox"/>	
Positive recognition occurring	<input type="checkbox"/>	<input type="checkbox"/>	
Trend review completed	<input type="checkbox"/>	<input type="checkbox"/>	
Corrective actions closed	<input type="checkbox"/>	<input type="checkbox"/>	
Leadership participation	<input type="checkbox"/>	<input type="checkbox"/>	
Employee feedback reviewed	<input type="checkbox"/>	<input type="checkbox"/>	

Overall Audit Result: Acceptable Needs Improvement Action Required

Auditor: _____ Date: _____

FORM G - LEADERSHIP SAFETY INTERACTION RECORD

Date	Leader	Location	Crew / Department
Discussion Topic	Positive Observation	Concern / Barrier	Action Required

Employee Suggestions / Feedback: _____

Follow-Up Owner / Due Date: _____



FORM H - EMPLOYEE PARTICIPATION ACKNOWLEDGMENT

I acknowledge that I have been informed of the Estvold Oilfield Services Behavior Based Safety process. I understand that the program is intended to support hazard recognition, respectful coaching, positive reinforcement, Stop Work Authority, and continuous improvement. I understand that I am expected to participate in good faith, report hazards, support safe work practices, and speak up when work cannot be performed safely.

Employee Name	Signature	Date	Trainer / Supervisor

FORM I - CORRECTIVE ACTION TRACKING FORM

Action ID	Source	Corrective Action	Owner	Due Date	Completion Date	Verified By	Status

Effectiveness Review Notes: _____

FORM J - SAFETY ENGAGEMENT MEETING RECORD

Date	Department / Crew	Facilitator	Meeting Type
BBS Trends Discussed	Positive Recognition Shared	Corrective Actions Reviewed	Employee Feedback

Attendees: _____

Key Decisions / Follow-Up: _____

FORM K - HIGH-RISK TASK OBSERVATION CHECKLIST

High-Risk Area	Verified	N/A	Comments
JSA complete and task-specific	<input type="checkbox"/>	<input type="checkbox"/>	
Permits obtained if required	<input type="checkbox"/>	<input type="checkbox"/>	
Energy sources identified / controlled	<input type="checkbox"/>	<input type="checkbox"/>	
Line-of-fire exposures controlled	<input type="checkbox"/>	<input type="checkbox"/>	
Spotters / communication established	<input type="checkbox"/>	<input type="checkbox"/>	
Tools and equipment inspected	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental conditions considered	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency response / access reviewed	<input type="checkbox"/>	<input type="checkbox"/>	

FORM L - BBS PROGRAM REVIEW SUMMARY

Review Period	Reviewer(s)	Departments Included	Date Completed
Top Safe Behavior Trends	Top At-Risk Behavior Trends	System Barriers Identified	Program Improvements Needed

Management Review Notes: _____

Approved By: _____ Date: _____

APPENDIX A - OSHA AND HUMAN PERFORMANCE REFERENCE SUMMARY

This program is intended to support employee involvement principles, hazard recognition expectations, leadership engagement practices, and proactive incident prevention strategies. Human performance principles recognize that error is often influenced by work conditions, systems, communication, and operational pressures. BBS observations should therefore look beyond the individual act and evaluate why the behavior made sense at the time.

APPENDIX B - OBSERVATION QUALITY EXPECTATIONS

- Observe meaningful work activity instead of paperwork-only conditions.
- Document specific behaviors and exposures rather than vague statements.
- Ask questions before concluding why a behavior occurred.
- Identify at least one positive behavior whenever possible.
- Assign follow-up only when there is a clear action, owner, and due date.

APPENDIX C - COACHING AND COMMUNICATION GUIDANCE

Coaching interactions should remain professional, respectful, improvement-focused, and supportive of employee involvement. The best coaching conversations are short, specific, and connected to the task being performed. Supervisors and observers should avoid sarcasm, public embarrassment, threats, assumptions, or statements that discourage reporting.