

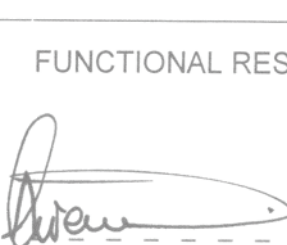
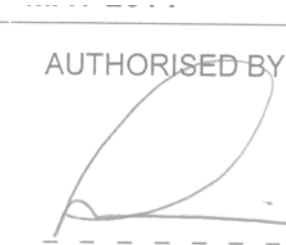


Document Classification: **Controlled Disclosure**

Title: Distribution Type – Part 21:	Unique Identifier: 34-380
IDENTIFYING, ANALYSING, DOCUMENTING AND OBSERVING TASKS ACCORDING TO CRITICALITY	Document Type: DPC
	Revision: 1
	Published date: JULY 2009
	Total pages: 27
	Review date: JULY 2014

COMPILED BY	APPROVED BY	FUNCTIONAL RESP	AUTHORISED BY
			
T BARNARD Safety Health and Environmental Officer	S GOVENDER Risk Management SC Chairperson	A STRAMROOD for TESCO	L MTHOMBENI Business Performance – GM (Dx)
DATE: July 2009	DATE:.... July 2009...	DATE:.... July 2009	DATE:.... July 2009

Content

	Page
Foreword.....	2
1 Scope.....	3
1.1 Purpose	3
1.2 Applicability.....	3
2 Normative references.....	4
3 Definitions and abbreviations.....	4
3.1 Definitions	4
3.2 Abbreviations	5
4 Requirements.....	5
4.1 Responsibilities.....	5
4.2 Critical task management.....	6
4.3 Training requirements.....	7
4.4 Identification of critical tasks (Refer to Annex B).....	7
4.5 Determine the criticality of each task per occupation	7
4.6 Analyse critical tasks	8
4.7 Identify the inherent hazards associated with each step.....	9
4.8 Analyse the risk by determining the risk rating.....	9
4.9 Identify measures to control the risk.....	9
4.10 Integrate the risk control measures	10
4.11 Develop training modules.....	10
4.12 Implement work instructions/task manuals and task procedures.....	11
4.13 Task observation process.....	11
Annex A - Critical Task Management Process.....	12
Annex B – Identification of Critical Tasks	13
Annex C - Model Occupation Task Inventory and Analysis	14
Annex D - Eskom Distribution Critical Task Analysis	15
Annex E - Tables to Rate the Criticality of a Task in terms of Potential Severity and Likelihood (Frequency of Exposure and Probability)	16
Annex F - Distribution Critical Task Inventory	18
Annex G - Observation Form.....	19
Annex H - On Job Observation for HV, MV and LV WORK.....	22
Annex I - Impact Assessment.....	24

Foreword

In order to create and maintain a safe working environment, behavioural observations are an integral process to assess and address the actual safe and unsafe behaviours of people in the workplace as well as the work place conditions.

Revision history

This revision cancels and replaces revision no. 0 of DPC 34-380.

Date	Re.	Clause	Remarks
July 2009	1	-	Document approved.
May 2009	0A	-	Document submitted for comments.
April 2009	0A	-	Compiled By: S. Govender New document format, in line with Corporate Identity. Included Forward Section 1 Scope, Amended 1.1 Purpose. Section 2 Updated Normative References. Amended 3.1 Definitions, specifically: Amended Competent person Amended Critical task Amended Employee Amended Hazard Section 3 Amended Hazard identification Amended Risk assessment Amended Unit; Amended 3.2 Abbreviations, specifically: Included EDFS Included HIRA The following sections of the text were revised: Amended Requirements, amended opening paragraph; Amended 4.1 Responsibilities, specifically 4.1.5; Amended 4.3 Training Requirements, deleted previous 4.3.1, 4.3.2, 4.3.3; Amended 4.6 Analyse critical tasks, specifically: Section 4 4.6.1 List of steps in each critical task, deleted previous 4.6.1.6(d); Amended 4.10 heading – Integrate the risk control measures – deleted “into work instructions or task procedures”; Amended 4.12 heading – Implement work instructions – specifically included the words “task manuals” and deleted the words “tasks procedures”; Amended 4.13 – Task observation process, specifically amended 4.13.1. Annex A Updated contents. Annex G Changed heading from Planned Task Observation Report to Observation Form and amended contents to include safety behavioural observations. Annex H Updated contents.
Jan 2007	0	-	Document approved.
Nov 2006	A	-	Compiled By: S. Govender Document incorporates certain sections of and supercedes SCSPVACK0; New document format, in line with Corporate Identity; New reference number issued DPC 34-380 to supercede SCSPVACK0.

Authorisation

This document has been seen and accepted by:	
Name	Designation
L Mthombeni	Business Performance – General Manager (Dx)
A Stramrood	Division Risk Manager (Dx)
S Govender	Risk Management Study Committee (Chairperson)
T Barnard	Safety Health and Environmental Officer – Eastern Region

Development team

List of people involved in the development of the document.

Andre Toulson

Bernie Kriel

Cedric Booth

Frans Lötter

Maniel Lakhan

Ockert Swanepoel

Paul Diedericks

Sivendri Govender

Ted Barnard

Keywords

Analyse, Critical task, Identify, Risk rating, Task, Task observation, Task manuals, Work instruction

Bibliography

Not applicable.

1 Scope

1.1 Purpose

The purpose of this procedure is to ensure standardisation in terms of the methodology used to identify, quantify and manage the identified critical tasks and behaviour within jobs.

1.2 Applicability

The completion of this process shall be applicable to all Distribution units and departments as well as independent contractors.

2 Normative references

Parties using this document shall apply the most recent edition of the documents listed below:

Occupational Health and Safety Act, Act 85 of 1993

DPC 34-227: Pre-task Planning and Feedback Process

DPC 34-333: Health and Safety Requirements to be met by Principal Contractors employed by Eskom Distribution

DPC 34-367: Management of Substance Abuse

DPC 34-925: Procedure for Refusal to work on the grounds of Health, Safety and Environmental concerns

DPC 34-1164: Medical Surveillance

DST 34-316: The Requirements for the Selection of Health and Safety Representatives and Establishing Health and Safety Committee Systems

DST 34-403: Risk Management Training

DST 34-405: Risk Management Filing System

DST 34-961: Legal Appointments and Authorisations

EPC 32-407: Behavioural Safety Observations

ESKPVAEY6: Operating Regulations for High Voltage Systems

3 Definitions and abbreviations

3.1 Definitions

At risk behaviours: Are those unusual or unpredicted behaviours demonstrated by employees while performing a task that increase the risk of a hazard/s to cause harm.

Competent person: A person having the relevant and applicable training, knowledge and experience and qualifications specific to the work or task being performed.

Critical task: A task that has been analysed and evaluated in terms of severity, likelihood, probability and frequency.

Employee: Any person who is employed by or works for an employer and who receives or is entitled to receive any remuneration or who works under the supervision of an employer or any other person. This also includes Temporary Employment Services employees, Graduates in Training, Engineers in Training, Technicians in Training and Bursars.

Dangerous/High risk/Hazardous task: A specific element of work, which has produced and/or which possesses the potential to produce major loss or harm to people, assets, processes/production and/or the environment when not performed properly.

Hazard: It is a condition (source of danger) or an activity (exposure to danger) with the potential to cause harm.

Hazard identification: Means the identification and documenting of existing or expected hazards to the health and safety of persons and environment, which are normally associated with the type of work being executed or to be executed.

Job: The occupation that a person has been appointed in.

Risk: Is the potential of a hazard to cause harm, such as injuries or ill health to people, damage to assets, losses in processes/production and/or damage to the environment.

Risk assessment: This is a program which involves the combined functions of hazard identification, task analysis, risk evaluation, determining the risk control strategy/ies and the identification of the risk control measures.

Risk evaluation: Can be defined as the calculation of the level of risk in numerical terms.

Risk control measures: Refers to those identified measures that will be applied to tolerate, terminate, treat or transfer the risk.

Task: A segment of work that requires a set of specific and distinct actions for its completion.

Task analysis: The systematic examination of all dangerous/hazardous tasks (work) in order to identify and quantify all the potential and existing inherent hazards that employees are exposed to while the task is being executed.

Work instruction/task manual: A documented sequence of steps required to complete a task.

Unit: Is defined as a section within a department, for example, Technical Service Centre (part of Field Service Centres), Technical Specialist Group (part of Field Service), Walk-in-centre (part of Customer Services), EDFS (part of Electricity Delivery Management).

3.2 Abbreviations

EDFS: Electricity Delivery Field Services

HIRA: Hazard Identification and Risk Assessment

IARC: Industry Association Resource Centre

OHS Act: The Occupational Health and Safety Act 85 of 1993

PPE: Personal Protective Equipment

T & Q Department: The Technology and Quality Department

TESCOD: The Technology Steering Committee of Distribution that oversees the internal documentation approval process

4 Requirements

Compliance with this procedure will be monitored through the Risk Management Audit System, site visits, unit visits, on job observations by Line Managers/Supervisors, Officers Field Services, Safety Risk Management and other discipline consultations, not limited to the above.

4.1 Responsibilities

4.1.1 The Employer or his/her assignee shall ensure that this procedure is implemented and adhered to in his/her area of responsibility.

4.1.2 All Line managers shall be held accountable for hazard identification, risk assessments and risk control measures and/or strategies within their area of responsibility.

4.1.3 The responsibility to identify tasks with critical or high risk ratings, to analyse them and to compile work instructions and/or task procedures rests with Line management, who shall do it in consultation with all the relevant specialists.

4.1.4 Safety/Task Observation frequency:

Ideally observations should be carried out by all levels of line management in order to create and maintain a safe working environment. The following are the recommended levels of management and time frames for safety observations within the Regions:

4.1.4.1 Executive and Senior General Management, No formal frequency, however it is strongly recommended that they include a regular safety/task observation tour as part of their scheduled business unit visit (4-6 times per year).

4.1.4.2 Senior Non-Operational Management (e.g. HR, Finance, etc.), Quarterly safety/task observations.

4.1.4.3 Senior Operational Management (e.g. Engineering Manager, etc.) and Non-Operational Middle Management, Monthly safety/task observations.

4.1.4.4 Operational Middle Management (e.g. Operations Manager, Project Manager, Field Service Manager, etc.), Twice per month safety/task observations.

4.1.4.5 Operational Area and Front Line Management (i.e. Field Service Centre Manager), Weekly safety/task observations.

4.1.4.6 Supervisory Staff (or assigned employee) shall carry out at least 4 safety/task observations (planned/unplanned) per month as per unit's critical requirements.

4.1.4.7 SHE Managers, Monthly safety/task observations;

4.1.4.8 SHE Practitioners, Weekly safety/task observations.

4.1.4.9 All staff that perform critical tasks shall be observed at least once a year while performing these tasks.

4.2 Critical task management

4.2.1 It is recommended that IARC, Technical Support and other departmental specialists, on a Regional level should be the custodians for the development and maintenance of the critical task control measures.

4.2.2 The proposed process, as set out in Annex A, attempts to ensure that:

4.2.2.1 the focus is on the most critical tasks;

4.2.2.2 that the organisation prescribes a standardised methodology and format for conducting and documenting task analysis and critical task control measures;

4.2.2.3 that duplication is eliminated; and

4.2.2.4 that all documentation will go through the TESCOT process and be accepted as official Distribution Division critical task control measures. Where Regions draw up their own task analysis, these need to be published on the Regional websites.

4.2.2.5 Furthermore the recommended process attempts to ensure that for each critical task:

4.2.2.5.1 the associated inherent hazards and risks will be identified, quantified and documented in a critical task analysis;

4.2.2.5.2 a step by step description of how the critical task should be done, is identified and documented in a critical task control measure such as a work instruction or task manual;

4.2.2.5.3 a detailed training module based on the minimum requirements as defined in the critical task analysis and work instruction or task manual is developed.

4.3 Training requirements

4.3.1 Line Management shall undergo the appropriate training on hazard identification and risk assessment (HIRA).

4.4 Identification of critical tasks (Refer to Annex B)

List tasks per occupation

4.4.1.1 Once the occupation inventory is completed, list all the tasks performed within each occupation and also how many employees within that occupation at unit/department perform that specific task. (Refer to Annex C) This occupation task inventory shall reflect all the hands-on work as opposed to the administrative duties associated with the specific occupation.

4.4.1.2 Supervisors, team leaders, specialists and workers who are experienced and competent in the occupation are the best for identifying all the tasks within an occupation. This may be done as a team either by brainstorming about the hands-on work relating to the occupation or by observing and talking with those who actually perform the tasks.

4.5 Determine the criticality of each task per occupation

4.5.1 Once the tasks per occupation have been listed, this comprehensive occupation task inventory will permit each of the tasks to be individually analysed to determine their risk rating. (Refer to Annex D and E)

4.5.2 The relevant employees, supervisors, team leaders, specialists and workers who are experienced and competent in the occupation, shall be involved in the process of identifying and determining the criticality of tasks.

4.5.3 To do this the following questions, amongst others, shall be asked:

4.5.3.1 Are there hazards that could cause harm?

4.5.3.2 Who or what could be harmed?

4.5.3.3 Can this task, if not done properly, result in a major loss while being performed?

4.5.3.4 Can this task, if not done properly, result in a major loss after having been performed?

4.5.3.5 How serious is the loss likely to be? What is the severity of the injury, cost of damage to assets or the environment or the cost of quality or production loss likely to be?

4.5.3.6 What is the expected frequency of losses? Frequency of loss is strongly influenced by how often the task is performed in the organisation in a specific period of time (repetitiveness), and how likely it is to result in a loss each time it is done. (Probability)

4.5.4 Use the tables in Annex D and E as a guideline to give each task a rating in terms of Severity (S), Frequency (F) and Probability (P).

4.5.5 Once the ratings have been determined for a specific task, add the Severity, Frequency and Probability ratings and enter the sum of the ratings in the risk rating block. This risk rating is an indication of the criticality of a task.

4.5.6 When all the tasks of an occupation have been individually rated, the tasks can be listed in order of their ratings, from those with a critical rating, to high, moderate and then low rating.

4.5.7 This occupation task inventory provides a prioritised list of tasks for each occupation based on the calculated criticality of each task.

4.6 Analyse critical tasks

The next step is to analyse each critical task, as a priority first those with a risk rating of critical and high, by reducing the task to the steps performed and identifying all loss exposures.

4.6.1 List the steps in each critical task

4.6.1.1 Identify every step of the task. These steps need to be performed in a logical sequence to ensure that the right results are achieved and that employees are not exposed to undue risks. (Refer to Annex D)

4.6.1.2 The breakdown shall include every step that is inherent in doing the task correctly.

4.6.1.3 It is important to use a structured approach to identify each step of a task. The two recognised methods are: (1) analysis by observation and discussion (Preferred method) and (2) analysis by discussion alone.

4.6.1.4 Whenever feasible, use the observation and discussion technique, in which you actually see the person, tools, equipment, materials, surroundings and the work process.

4.6.1.5 There are seven steps involved in analysis by observation and discussion (Preferred method):

- a) Select several competent and experienced workers who are willing to share their skill, knowledge and required attributes.
- b) Always refer to the relevant organisational standard/s and/or procedure/s to ensure knowledge of the minimum requirements.
- c) Gain co-operation by explaining what and why it is being done and assuring that it is the work, not the worker, which is being evaluated.
- d) Observe the task being done by one of the selected workers and record an initial breakdown.
- e) Discuss this breakdown with the worker for accuracy, thus encouraging the worker to share knowledge and experience.
- f) Repeat steps (b) and (d) with another worker if appropriate. Record the basic steps of the task breakdown. It helps to start each statement with an action verb, such as set, adjust, remove etc.
- g) Contact other subject matter experts, interested groups or departments such as Risk Management, Health and Wellness Services, Field Services, Technology and Quality, and Training and Development for a detailed discussion and/or critique of the identified steps. (Incorporate their suggestions with revisions where necessary)

4.6.1.6 When it is not feasible to observe the work, do an analysis by discussion alone. This could be for a new task that is not yet being done, for one at a location so remote that a visit is impractical or for one that is done infrequently but is so critical that it is not wise to wait.

In such cases:

- a) Get together the most competent and experienced people available, holding one or more meetings.
- b) Explain the purpose and approach.
- c) Identify and record the task steps.

Note: Both approaches make good use of the principle of involvement. Effective participation may well make the difference between failure or success in developing and implementing effective work instructions and/or task manuals.

4.7 Identify the inherent hazards associated with each step

4.7.1 After breaking the critical task down into steps, identify the inherent hazards (conditions or activities) associated with each step that may cause harm to people, assets, processes/production and the environment. (Refer to Annex D)

4.7.2 A team of competent and experienced people shall perform this analytical work. They should have a thorough understanding of the task, applicable regulatory requirements, and the hazardous nature of any chemicals, tools, material and equipment used in the execution of the task.

4.7.3 Every aspect of the task steps, including safety, health, environmental, quality and production shall be considered.

4.7.4 When pinpointing the hazards, avoid describing them in general terms such as personal injury, poor quality, prolonged down time or increased costs. To be of real value, these entries should be specific enough to give team members sufficient insight when control measures are being considered.

4.8 Analyse the risk by determining the risk rating

4.8.1 Determine the risk rating of each identified hazard. (Refer to Annex E, for example, is the risk critical, high, moderate or low?)

4.8.2 This phase is undertaken to determine the level of risk that each of the identified hazards would pose during the task execution so that the most appropriate selection of risk control measures that would apply can be determined.

4.8.3 If a hazard presents a critical and/or high risk, a high degree of risk control shall be applied.

4.8.4 Just as in identifying which tasks were critical so too, you need to assess the level of risk for each of the hazards associated with each step of the task to ensure that the focus is on controlling the most critical hazards.

4.9 Identify measures to control the risk

4.9.1 Once all the inherent hazards for each task step have been identified and rated in terms of the risk, the next step is to identify risk control measures designed to eliminate or otherwise control the risks for those hazards with the biggest potential to cause harm. (Rated as critical or high)

4.9.2 Risk control measures must be set in place for the identified hazards rated as critical or high in order to prevent a potential loss from occurring or to minimise its effects if it were to occur.

4.9.3 This is done to ensure that for the hazard/s associated with a task step, there is a control measure/s that eliminates or mitigates the risk.

4.9.4 The solutions will normally be from one of the following six categories:

- a) engineering out the hazard;
- b) task frequency reduction;
- c) environment change;
- d) specialised tools and equipment;
- e) protective equipment; and
- f) attitude and/or behavioural change from the individual.

4.9.5 Firstly, identify existing control measures that the employer stipulates must be in place when performing that specific task or step. (Refer to Annex D) This is done to ensure that employees using the task analysis know which existing control measures need to be implemented when performing that particular step.

4.9.6 The completed risk control measures (Refer Annex D) shall be subjected to continuous evaluation by means of regular job observation and the resultant feedback to the regional custodian.

4.10 Integrate the risk control measures

4.10.1 IARC, on a Divisional level, shall be responsible for integrating risk control measures into work instructions/task manuals for all the identified most critical tasks within the Distribution Division.

4.10.2 On a Regional level each Region shall be responsible for establishing a regional specific process in order to ensure the integration of risk control measures into work instructions/task manuals based on their most critical tasks.

4.10.3 A work instruction/task manuals shall be developed and documented from the information gained in the task analysis and should consist of the task steps as were outlined in the task analysis. It should also include both the relevant technical specifications and associated hazards with a risk rating of at least critical and high.

4.10.4 A work instruction/task manuals shall be available for at least all tasks with a critical and high rating, and shall be reviewed in terms of organisational requirements on a three yearly basis or more frequently if the criticality of the task, the environment, legislation, best practices, tools, equipment, material, etc changes.

4.10.5 The work instruction/task manuals shall contain all the details required to ensure that the employee knows how to properly perform each step of the task and most critical hazards associated with the task steps.

Note: There is no better practical supervisory management tool than work instructions/task manuals.

4.11 Develop training modules

4.11.1 IARC shall be responsible for developing and updating training interventions and material based on the identified most critical tasks within the Distribution Division.

4.11.2 The Regional Training and Development departments shall be responsible to ensure the development and updating of training interventions.

4.11.3 The task analysis, the work instruction/task manual and the training module shall be reviewed as one unit in order to ensure consistency in terms of the methodology that is being applied.

4.11.4 If a change is required in either the task analysis, work instruction/task manual or training module due to changes in legislation, the environment, best practices, tools, equipment, materials or other, the changes first have to be made in the task analysis before making the changes in the work instruction/task manual and then the training module. This is done to ensure that the risks associated with these changes are identified and evaluated before they are incorporated into the supporting documentation.

4.12 Implement work instructions/task manuals and task procedures

4.12.1 The Technology and Quality department shall facilitate implementation in terms of organisational requirements through the Change Control process.

4.12.2 It is recommended that Field Service Officers and Safety Health and Environmental Officers should support the Change Control process with the application of the critical task control measures at unit level by ensuring that work instructions/task manuals are applied in practice by:

Field Service Officers:

4.12.2.1 Discussions on the critical task control measures e.g. work instructions/task manuals.

4.12.2.2 Planned task observations and/or site visits.

4.12.2.3 Proper task instruction.

4.12.2.4 Personal contacts, coaching and passing on tips.

Safety Health and Environmental Officers / Training and Development Practitioners:

4.12.2.5 Employee orientation/induction.

4.12.2.6 Talks, seminars and road shows.

4.12.2.7 Accident/incident investigations.

4.12.2.8 Training and development as requested.

4.13 Task observation process

4.13.1 Task observations may be conducted by an observer who is at least equally competent to conduct planned, unplanned or partial basis (all of which are important) observations. (Refer to Annex G and H)

Note: Certain tasks may comprise of a number of sub-tasks and may in their entirety be classified as safe, while certain elements of the task may be identified as critical and require more attention.

4.13.2 When carrying out a task observation, it shall be documented and filed under the corresponding risk element number of the Risk Management Filing System. (Refer to DST 34-405)

4.13.3 Certain people are more at risk and therefore need to be observed more frequently and more systematically than people who are at low risk. Select and prioritise, even after hours, those individuals who are at high risk of being injured or causing a loss whilst performing dangerous/hazardous work.

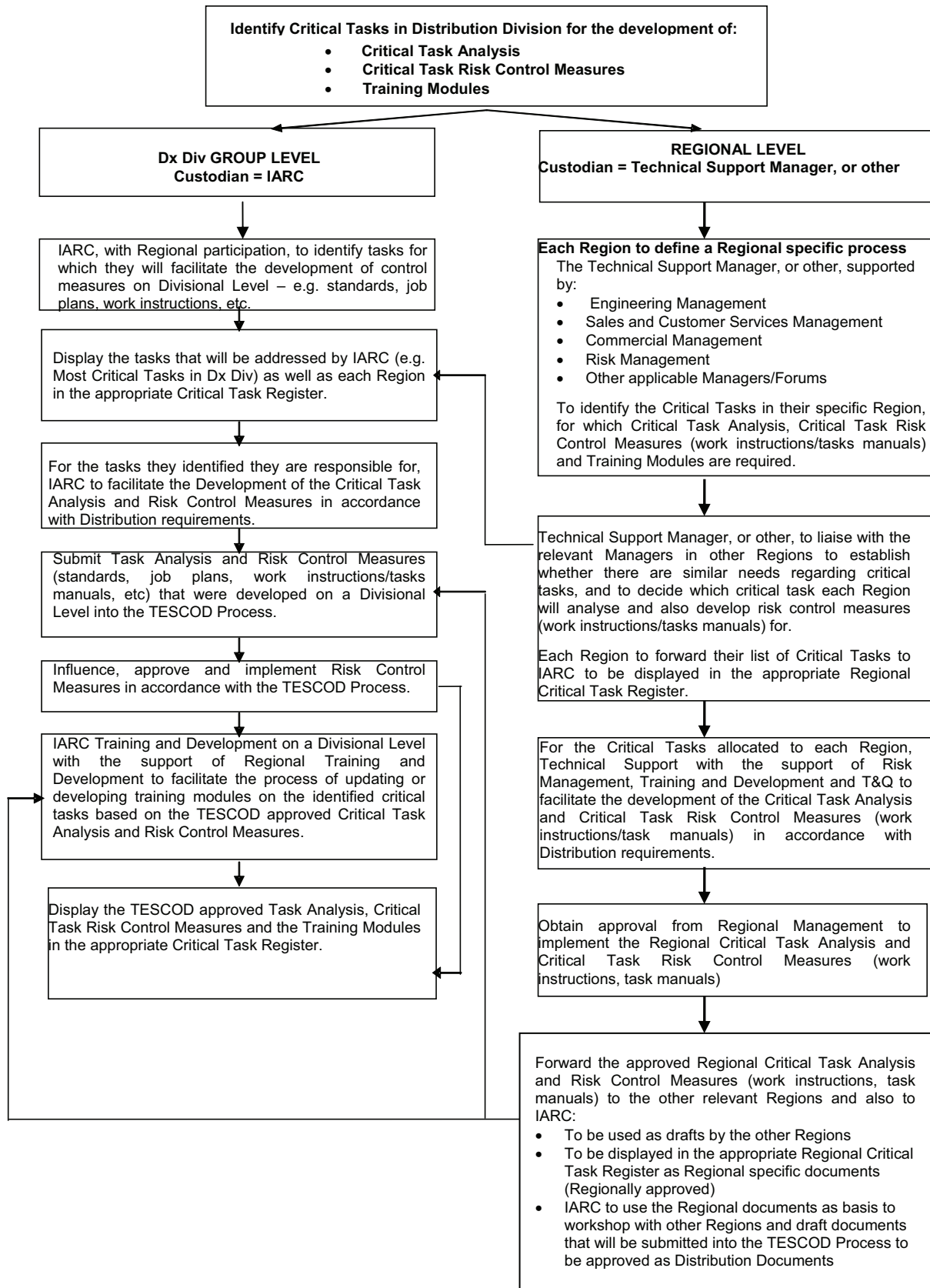
Guide for selection (high-risk employees)

- new and transferred employees
- poor performers
- employees with limited experience or competence (skill, knowledge or attributes)
- employees with substance abuse problems (such as alcohol and/or drug problems)
- employees who display at risk behaviours such as risk takers
- as well as good performers (possible improvement to procedure)

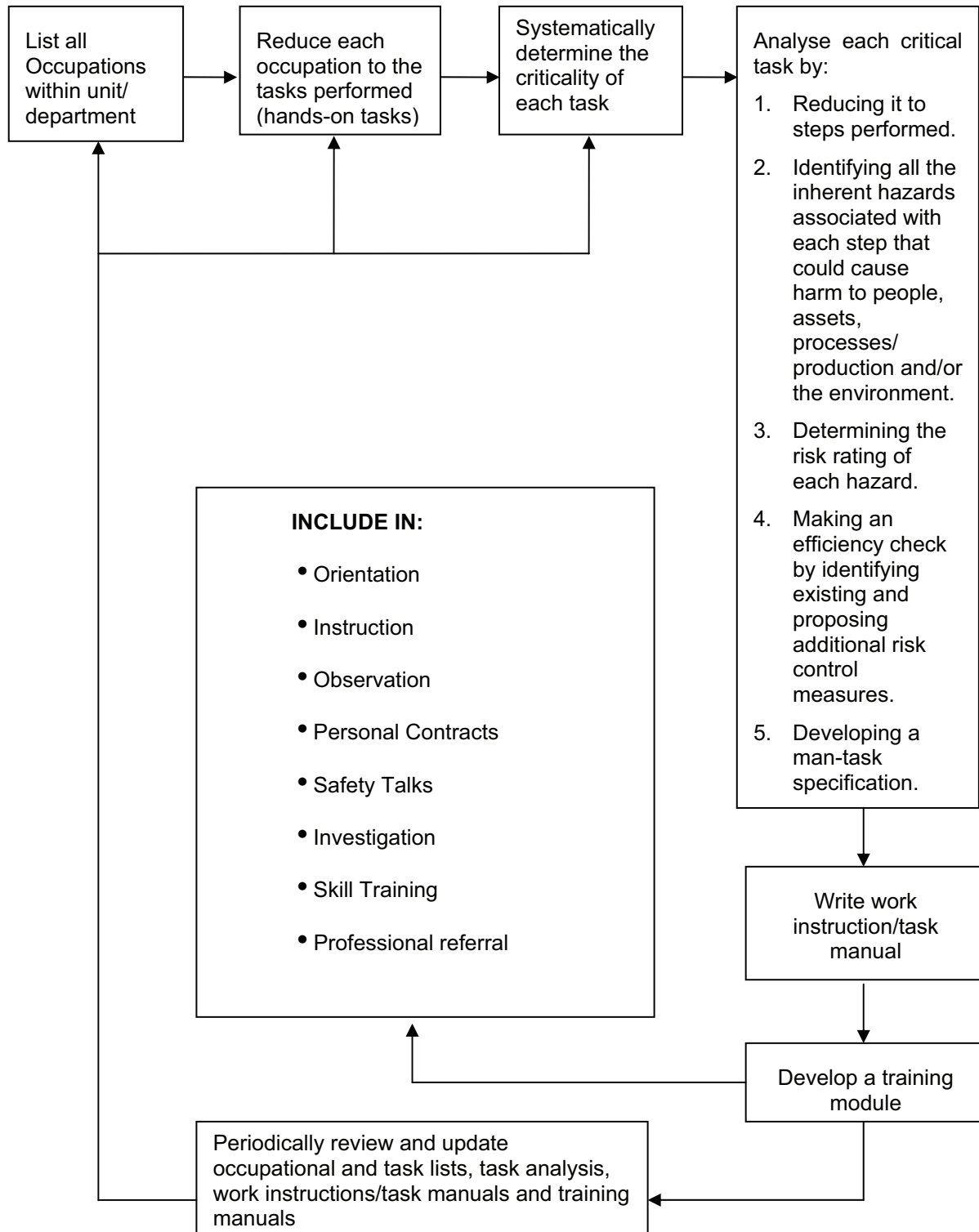
4.13.4 Following a task observation, feedback and instruction shall be given immediately to the worker who has been observed.

Annex A - Critical Task Management Process

(informative)



Annex B – Identification of Critical Tasks
(informative)



Annex C - Model Occupation Task Inventory and Analysis

(informative)

Region: _____ Area: _____ Unit/Department: _____

Occupation: _____

No	TASKS PERFORMED AS PART OF THE OCCUPATION	NUMBER OF EMPLOYEES PERFORMING EACH TASK	TASK RISK ANALYSIS			
			S	F	P	Risk Rating
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						
21.						
22.						
23.						
24.						
25.						

Legend: S = Severity F = Frequency P = Probability

Compiled by: _____ Signature: _____ Date: _____

Approved by: _____ Signature: _____ Date: _____

Annex D - Eskom Distribution Critical Task Analysis

(informative)

1. OCCUPATION:			5. REFERENCE:			Legend: S = Severity F = Frequency P = Probability				
2. TASK ANALYSED:			6. ANALYSED BY:							
3. AREA:			7. APPROVED BY:							
4. UNIT/DEPARTMENT:			8. SIGNATURE							
STEP NO	SEQUENCE OF TASK STEPS	POTENTIAL AND EXISTING HAZARDS SAFETY – EYES, HANDS, FINGERS, BODY, ETC. HEALTH – CHEMICAL, PHYSICAL, ERGONOMICS QUALITY – FAILURE, WASTE, FIRE, REWORK ASSET DAMAGE, ENVIRONMENTAL DAMAGE OR PROCESS/PRODUCTION LOSSES	HAZARD ANALYSIS				RISK	EXISTING RISK CONTROL MEASURES	Job Observation	
			S	F	P	Risk Rating			Yes	No
1										
2										
3										

**Annex E - Tables to Rate the Criticality of a Task in terms of Potential
Severity and Likelihood (Frequency of Exposure and Probability)**
(informative)

EVALUATION OF THE POTENTIAL SEVERITY OF THE LOSSES THAT MAY BE INCURRED DURING THE EXECUTION OF THE TASK			
Severity Rating	Severity Rating Description		
	Severity in terms of harm to people (degree of injuries and/or ill health)	and/or	Severity in terms of Harm to Assets, Processes/Production and/or the Environment
1	No injury or illness	and/or	Losses less than R100 000
2	Medical treatment required but without lost time	and/or	Non disruptive asset damage, and/or other losses of more than R100 000 but not exceeding R500 000
4	Disabling injury or illness, but without permanent disabling	and/or	Disruptive asset damage, and/or other losses of more than R500 000 but not exceeding R 1000 000
6	Permanent disabling injury or illness, and/or loss of life or body part	and/or	Extensive disruptive asset damage, and or other losses exceeding R1000 000

EVALUATION OF THE FREQUENCY OF EXPOSURE				
Number of persons that perform the task	Frequency Rating Description			
	How often will the task be performed?			
	Once a month or less	Once a week	Once a day	More than once a day
	Frequency Rating			
1	1	1	2	3
1-3	1	1	2	3
4-6	1	2	3	3
> 6	2	2	3	3

Annex E
(concluded)**Tables to Rate the Criticality of a Task in terms of Potential Severity and
Likelihood (Frequency of Exposure and Probability)**

EVALUATION OF THE PROBABILITY THAT THE LOSS WILL BE INCURRED	
Probability Rating	Probability Rating Description
0	Almost no probability that the loss will be incurred (<25% probability)
1	Below average probability that the loss will be incurred (<50% probability)
2	Average to above average probability that the loss will be incurred (50 - 75% probability)
3	Almost certain that the loss will be incurred (>75% probability)

TASK RISK RATING		
Calculated Task Risk Rating	Description	Action To Be Taken
10, 11 or 12	CRITICAL RATING	Control measures shall be developed to be implemented during task execution. Highest level of priority.
7, 8 or 9	HIGH RATING	Control measures must be developed to be implemented during task execution. High priority.
4, 5 or 6	MODERATE RATING	Be aware of the task criticality rating and the possibility that the task may become more critical. Control measures may be developed. Moderate priority.
1, 2 or 3	LOW RATING	Risk may be tolerated until the task criticality is again assessed. No need for control measures to be developed immediately. Lowest priority.

Task Risk Rating Calculation:

Task Risk Rating = Severity Rating + Likelihood Rating (Frequency of Exposure Rating + Probability Rating)

- Task Risk Rating (max 12)
- Severity Rating (max 6)
- Likelihood Rating (max 6) = Frequency of Exposure Rating (max 3) + Probability Rating (max 3)

Annex F - Distribution Critical Task Inventory

(informative)

1	Replace a pole mounted transformer
2	Work with/on extension/single ladders
3	Work with/on pedestal mounted ladders
4	Operate a vehicle mounted crane
5	Operate a vehicle mounted crane with a bucket attached
6	High voltage operating
7	Work in live chambers and prohibited areas
8	Operate metal clad switch gear
9	Replace a rotten/broken pole (intermediate single pole structure) manually
	A. Scenario 1 – Damaged pole still standing in position – Able to climb against with ladder (when pole is supported)
	B. Scenario 2 – Damaged pole still standing in position – Unable to climb a with ladder (partially burnt off, broken off, etc)
10	Replace a rotten/broken pole (intermediate single pole structure) with a vehicle mounted crane
11	Build/maintain overhead lines (LV) under energized/dead lines (11/22 kV)
11a(i)	Build overhead lines (LV) under energized lines (11/22 kV)
11a(ii)	Maintain overhead lines (LV) under energized lines (11/22 kV)
11b(i)	Build overhead lines (LV) under dead lines (11/22 kV)
11b(ii)	Maintain overhead lines (LV) under dead lines (11/22 kV)
12	Work in an energized pillar box – Replace a circuit breaker
13	Cut a newly constructed line into an energized line (live tapping)
14	Work with chainsaws (petrol driven) and high cutters (mechanical)
15	Physical material handling
16	Driving a vehicle
17	Install pre-paid meters – Electricity dispenser (ED) and energy control unit (ECU)

Annex G - Observation Form

(informative)



1.						
	Task observer's name:..... Section / department: Occupation:..... Date: Time with task:			Task observed / Scope of work: Location: Is there a procedure for this task? <input type="checkbox"/> Procedure ref. no. Work order no.		
2.	REASON FOR OBSERVATION					
	Planned <input type="checkbox"/> Accident repeater <input type="checkbox"/> Experience worker <input type="checkbox"/> Risk taker <input type="checkbox"/> Follow-up <input type="checkbox"/> Name of employee/s being observed:					
3.	TASK OBSERVATION					
	Did employee adhere to the procedure/practice requirements?			Could observed practices / conditions lead to:		
		Yes	No		Yes	No
	1. Failure to use PPE			1. Injury:		
	2. Ignore safety specifications			a) Risk of getting caught by		
	3. Tools equipment:			b) Risk of striking against/get struck by		
	a) used correctly			c) Risk of fall from same level		
	b) In good and safe condition			d) Risk of fall from different level		
	c) Test certificates valid and available			e) Risk of slip, trips and falls		
	4. Toolbox Talk:			2. Illness (fumes, gas, etc.)		
	a) Work instructions/task manuals used			3. Costs (delays)		
	5. Complete Worker's register			4. Poor quality (non-conformance)		
	6. Risk Assessment been done					
	7. Valid work permits available					

Annex G
(continued)

4.	NON COMPLIANCE PRACTICES OBSERVATION					
		Yes	No		Yes	No
	1. Working at unsafe speed			7. Failure to warn		
	2. Using unsafe equipment			8. Taking chances		
	3. Using equipment unsafely			9. Failure to identify hazards		
	4. Unsafe loading, placing & lifting			10. Failure to secure lock-out		
	5. Taking unsafe position			11. Safety signs ignored		
	6. Safety rules ignored					
	NOTE: ALL OBSERVED CLASS HAZARDS SHALL REQUIRE IMMEDIATE INTERVENTION					
5.	OBSERVED DEVIATIONS / NON-CONFORMANCES					
6.	AT RISK BEHAVIOURS					
7.	PROPOSED CONTROLS					
	Compile a procedure for this task	<input type="checkbox"/>	Issue a standing instruction	<input type="checkbox"/>		
	Revise present procedure	<input type="checkbox"/>	Change work methods	<input type="checkbox"/>		
	Retraining of employees	<input type="checkbox"/>	Professional referral	<input type="checkbox"/>		
	Engineering revision	<input type="checkbox"/>	Coaching	<input type="checkbox"/>		
8.	ANALYSIS					
	IAC – inadequate capability	<input type="checkbox"/>	ABU – abuse or misuse / equip / drugs or alcohol	<input type="checkbox"/>	MAIN – inadequate maintenance	<input type="checkbox"/>
	KNO – lack of knowledge	<input type="checkbox"/>	NAT – natural factors	<input type="checkbox"/>	EQU – inadequate equipment	<input type="checkbox"/>
	SKI – lack of skill	<input type="checkbox"/>	LEA – inadequate leadership	<input type="checkbox"/>	STA – inadequate work / train. Standards	<input type="checkbox"/>
	STR – stress	<input type="checkbox"/>	ENG – inadequate engineering	<input type="checkbox"/>	WEA – wear & tear	<input type="checkbox"/>
	MOT – improper motivation	<input type="checkbox"/>	PUR – inadequate purchasing	<input type="checkbox"/>	CON – inadequate control	<input type="checkbox"/>

Annex G
(continued)

9.	DISCUSSION BETWEEN SUPERVISOR/OBSERVER AND EMPLOYEE	
	1. EMPLOYEE EXPLANATION FOR RISK BEHAVIOUR	
	2. AGREEMENT TO CHANGE AT RISK BEHAVIOUR	
10.	FOLLOW-UP ACTION	WHEN / WHO

Person being Observed signature: _____ Date: _____

Signature (Task Observer): _____ Date: _____

Signature Chairperson Safety Committee: _____ Date: _____
(if deviations were found)

NOTE 1: ALL PROPOSALS / REVISIONS MUST BE ATTACHED TO THIS REPORT

NOTE 2: THIS FORM SHOULD USED FOR UNPLANNED OBSERVATIONS CARRIED OUT ON NON CRICAL TASKS

Annex H - On Job Observation for HV, MV and LV WORK
(informative)

Unit: -----

Person being observed: -----

Job observed: -----

Observation done by: ----- Job title: -----

* Planned / Ad Hoc / Risk Taker / Experienced Worker / Accident Repeater / Follow up

Suspected use of drugs/alcohol

JOB OBSERVATION	YES	NO	N/A	Comments of observation
Is PPE worn?				
SAFETY EQUIPMENT				
Is FAS worn?				
Is ladder safe to use?				
Is ladder secured correctly?				
Does the person maintain 3-point contact when climbing up/down the ladder?				
SAFETY PROCEDURE – JOB INSTRUCTION				
Is there a safe work procedure for the work being carried out?				
Is it correctly followed?				
PRE-PLANNING				
Is pre-planning carried out?				
RISK ASSESSMENT				
Is risk assessment carried out?				
Is it done correctly?				
USE OF TOOLS				
Condition of tools?				
Correct use of tools?				
Do the tools have an asset number?				

Annex H
(continued)

JOB OBSERVATION	YES	NO	N/A	Comments of observation
FIRST AID BOX				
Is a first aid box available in vehicle?				
Condition of first aid box				
Name of first aider on site				
HV/MV/LV SWITCHING				
Is the authorisation valid?				
Has the correct isolation point been identified?				
Is the isolation of equipment done correctly?				
Is the working on apparatus sign attached to isolation point?				
Has safety testing been carried out?				
Working on apparatus sign removed after completed tasks?				
Supply safely returned back to normal?				
GENERAL				
Has the work site been left clean?				
Access restricted to public at work site?				
Has trench/ excavations been barricaded?				
Quality of workmanship				

Deviations/Comments/Feedback:

.....
.....
.....
.....
.....
.....

Training needs Identified:

.....
.....
.....
.....

SIGNATURE : **DATE:**
Person being observed

SIGNATURE : **DATE:**
Observer

Annex I - Impact Assessment

(Normative)

Impact assessment form to be completed for all documents.

1 Guidelines

- All comments must be completed.
- Motivate why items are N/A (not applicable)
- Indicate actions to be taken, persons or organisations responsible for actions and deadline for action.
- Change control committees to discuss the impact assessment, and if necessary give feedback to the compiler of any omissions or errors.

2 Critical points

2.1 Importance of this document. E.g. is implementation required due to safety deficiencies, statutory requirements, technology changes, document revisions, improved service quality, improved service performance, optimised costs.

Comment: Implementation due to creating and maintaining a safe working environment.

2.2 If the document to be released impacts on statutory or legal compliance - this need to be very clearly stated and so highlighted.

Comment: Compliments legal compliance

2.3 Impact on stock holding and depletion of existing stock prior to switch over.

Comment: None

2.4 When will new stock be available?

Comment: N/A

2.5 Has the interchangeability of the product or item been verified - i.e. when it fails is a straight swop possible with a competitor's product?

Comment: N/A

2.6 Identify and provide details of other critical (items required for the successful implementation of this document) points to be considered in the implementation of this document.

Comment: None, document is all inclusive

2.7 Provide details of any comments made by the Regions regarding the implementation of this document.

Comment: (N/A during commenting phase) none

Annex I
(continued)

3 Implementation timeframe

3.1 Time period for implementation of requirements.

Comment: On publication

3.2 Deadline for changeover to new item and personnel to be informed of DX wide change-over.

Comment: N/A

4 Buyers Guide and Power Office

4.1 Does the Buyers Guide or Buyers List need updating?

Comment: No

4.2 What Buyer's Guides or items have been created?

Comment: N/A

4.3 List all assembly drawing changes that have been revised in conjunction with this document.

Comment: None

**4.4 If the implementation of this document requires assessment by CAP, provide details under 5 -
No**

4.5 Which Power Office packages have been created, modified or removed?

Comment: None

5 CAP / LAP Pre-Qualification Process related impacts

**5.1 Is an ad-hoc re-evaluation of all currently accepted suppliers required as a result of
implementation of this document?**

Comment: N/A

5.2 If NO, provide motivation for issuing this specification before Acceptance Cycle Expiry date.

Comment: N/A – does not affect suppliers

**5.3 Are ALL suppliers (currently accepted per LAP), aware of the nature of changes contained in
this document?**

Comment: N/A

Annex I
(continued)

5.4 Is implementation of the provisions of this document required during the current supplier qualification period?

Comment: N/A

5.5 If Yes to 5.4, what date has been set for all currently accepted suppliers to comply fully?

Comment: N/A

5.6 If Yes to 5.4, have all currently accepted suppliers been sent a prior formal notification informing them of Eskom's expectations, including the implementation date deadline?

Comment: N/A

5.7 Can the changes made, potentially impact upon the purchase price of the material/equipment?

Comment: N/A

5.8 Material group(s) affected by specification: (Refer to Pre-Qualification invitation schedule for list of material groups)

Comment: None – not a specification

6 Training or communication

6.1 Is training required? Yes

Comment: (If NO then 6.2 – 6.6 will be N/A)

6.2 State the level of training required to implement this document. (E.g. awareness training, practical / on job, module, etc.)

Comment: On job

6.3 State designations of personnel that will require training.

Comment: All staff who are required to do observations

6.4 Is the training material available? Identify person responsible for the development of training material.

Comment: The document itself

6.5 If applicable, provide details of training that will take place. (E.G. sponsor, costs, trainer, schedule of training, course material availability, training in erection / use of new equipment, maintenance training, etc).

Comment: On job

Annex I
(continued)

6.6 Was Technical Training Section consulted w.r.t module development process?

Comment: No

6.7 State communications channels to be used to inform target audience.

Comment: Change control and statutory meetings

7 Special tools, equipment, software

7.1 What special tools, equipment, software, etc will need to be purchased by the Region to effectively implement?

Comment: None

7.2 Are there stock numbers available for the new equipment?

Comment: N/A

7.3 What will be the costs of these special tools, equipment, software? N/A

8 Finances

8.1 What total costs would the Regions be required to incur in implementing this document? Identify all cost activities associated with implementation, e.g. labour, training, tooling, stock, obsolescence – None

Comment: Document once published to be forwarded to RAS Workgroup for updating of RAS Templates, where applicable

Impact assessment completed by:

Name: Sivi Govender and Risk Management Workgroup

Designation: Dx Group Risk Specialist