Stop Work Authority

1.1 PURPOSE

1.1.1 Stop Work Authority (SWA) establishes the responsibility and authority of any individual to stop work when an unsafe condition or act could result in an undesirable event. In general terms, the SWA process involves a stop, notify, correct, and resume approach for the resolution.

1.2 RESPONSIBILITIES

1.2.1 Management

1.2.1.1 Establish clear expectations and accountability and create the culture necessary to promote SWA. Model SWA behavior and ensure that there is support, *not* reprisal, for using stop work authority. A culture should be established where SWA can be exercised without restriction.

1.2.2 Supervisor

1.2.2.1 Create a culture where SWA is exercised freely, honor SWA requests, resolve issues before operations resume, and recognize proactive participation

1.2.3 Employee

1.2.3.1 Initiate stop work and support interventions of others. Employees have both the right and obligation to use SWA when warranted.

1.2.4 Safety director

1.2.4.1 Training, documentation, compliance, and support of the *Stop Work Authority Policy*

1.3 SITUATIONS THAT INITIATE STOP WORK

1.3.1 All employees have the authority and obligation to stop any task or operation where concerns or questions regarding the control of safety risks exist.

1.3.2 Unsafe conditions

1.3.3 Incident occurs

1.3.4 Significant near-loss

1.3.5 Emergency situation

1.3.6 Alarm sounds

1.3.7 Change in conditions

1.3.8 Change in scope of work

1.3.9 Anytime anyone feels that personnel, the environment, or equipment is at risk

1.4 HOW TO STOP WORK

1.4.1 When a worker identifies a perceived unsafe condition, act, error, omission, or lack of understanding that could result in an undesirable event, they must immediately initiate a stop work intervention with the person(s) potentially at risk. SWA should be coordinated through company supervision.

1.4.2 Once Stop Work Authority (SWA) is exercised, work cannot continue until all safety issues and concerns have been addressed.

1.4.3 If the affected worker(s) are not in immediate risk and the supervisor is readily available, the stop work action should be coordinated through the supervisor. If the supervisor is not readily available or someone is at immediate risk, the intervention should be initiated directly with those at risk.

1.4.4 Stop work interventions should be initiated in a positive manner by briefly introducing yourself and starting a conversation with, “I am using my stop work authority because…” Using this phrase will clarify the user’s intent and set proper expectations.

1.4.5 Notify affected personnel and supervision of the stop work so the issue that created the stop work can be identified. If necessary, stop associated work, remove workers from the area, stabilize the situation, and make the area as safe as possible.

1.4.6 Affected parties will discuss and gain agreement on the stop work issue.

1.4.7 If determined and agreed that the task or operation is okay to proceed as is (ex. the stop work initiator was unaware of certain facts or procedures), the affected persons should thank the initiator for their concern and proceed with the work.

1.4.8 If determined and agreed that the stop work issue is valid, then every attempt should be made to resolve the issue to affected persons’ satisfaction prior to starting work. No work will resume until all stop work issues and concerns have been adequately addressed.

1.4.9 If stop work cannot be resolved immediately, work is suspended until proper resolution is achieved. When opinions differ regarding the validity of the stop work issue or adequacy of the resolution actions, the person in charge at the location will make the final determination. Details regarding differences of opinion and resolution actions should be included in the documented report.

1.4.10 The issue that initiated the SWA shall be corrected and work resumed only when it is safe to do so.

1.4.11 Positive feedback should be given to affected personnel regarding resolution of the stop work issue. Under no circumstances should retribution be directed at any person(s) who

exercise in good faith their stop work authority as detailed in this policy. All incidents of SWA will be documented for lessons learned and for implementation of corrective actions.

1.5 CONFLICT RESOLUTION

1.5.1 When opinions differ regarding the validity of a stop work intervention or the decision to resume work, a clear protocol must be established to properly resolve the conflict.

1.5.2 Persons with proper authority (ex. next level of management, safety director) who are not party to the conflict should be identified to resolve such issues. This proper authority may not reside at the location where the conflict occurred.

1.6 REPORTING

1.6.1 Stop work interventions are to be reported, formally documented for lessons learned and corrective measures, and will be reviewed by a supervisor or manager in order to:

1.6.1.1 Measure participation

1.6.1.2 Determine quality of interventions and follow up

1.6.1.3 Trend common issues and identify opportunities for improvement

1.6.1.4 Facilitate sharing of lessons learned

1.6.1.5 Contribute to recognition schemes

1.6.2 Reporting can be achieved either by developing a stand-alone reporting process or using the incident reporting processes. Whatever method is selected, separate detail regarding stop work interventions should be maintained as a demonstration of process maturity and value.

1.6.3 Observers are encouraged to document when stop work authority is used during an observation.

1.6.4 When opinions differ regarding the validity of the stop work issue or adequacy of the resolution actions, the person in charge at the location will make the final determination.

1.7 FOLLOW UP

1.7.1 Stop work interventions that identified safety concerns should be addressed to the satisfaction of all involved persons prior to the resumption of work.

1.7.2 Although most issues can be adequately resolved in a timely manner at the jobsite, occasionally additional investigation and corrective actions may be required to identify and address root causes.

1.7.3 Corrective actions should be addressed and followed through to completion.

1.7.4 Company management and front-line supervisors will review reports and incidents of Stop Work Authority (SWA) in order to measure participation, establish the quality of SWA interventions and corrective actions, establish trends, discover opportunities for improvement, and establish lessons learned.

1.8 REWARD AND RECOGNITION

1.8.1 Consistent with PODS's reward and recognition culture, a recognition scheme shall be developed to positively reinforce desired behaviors (ex. the timely execution and response to stop work interventions). Conscious effort should be given to recognize individuals or work groups that exercise their authority to stop work in a manner consistent with company policy.

1.8.2 Many opportunities exist to provide such recognition as:

1.8.2.1 Individual recognition by supervisor for each intervention

1.8.2.2 Regular peer recognition of *good stops* in safety meetings

1.8.2.3 Periodic public recognition of company-wide good stops published on company newsletters, bulletins, or other such communications

1.8.2.4 Award of nominal prizes for proactive participation

1.8.3 On occasions where there was a missed stop work opportunity, recognizing and providing feedback will ensure that everyone in the workforce understands its importance and the role it plays in preventing recurrence.

1.8.4 Any form of retribution or intimidation directed at any individual or company for exercising their right to issue a stop work authority will not be tolerated.

1.8.5 Recognizing things done right, saying thanks for a job well done, and letting employees know their efforts are appreciated goes a long way toward promoting and encouraging repeated outstanding efforts and fostering a positive work environment.

1.9 COMMUNICATION

1.9.1 The ability to effectively stop work when necessary is a critical component in the overall safety culture. In addition, an effective stop work program includes the written and verbal reinforcement of these expectations. This can be accomplished through many means including safety meetings, SWA posters at the worksite, SWA pocket cards, as well as SWA drills.

1.10 MEASURING PARTICIPATION

1.10.1 To ensure that PODS is using SWA at various worksites, we should recognize and evaluate its use. The *SWA Documentation Form* can be used to document SWA efforts for sharing and communication with individual work groups.

1.11 TRAINING

1.11.1 Awareness training with regard to SWA policy, expectations, and processes should be developed and administered at a frequency required to maintain competency.

1.11.2 Employees must receive SWA training before initial assignment.

1.11.3 SWA training is covered at awareness training courses, orientations, in-house training, and during safety meetings for all employees.

The training must be documented including the employee name, the dates of training, and subject