




Collaborative Bachelor's Degree Program of Fire Protection and Safety
Engineering Technology between Southwest Jiaotong University and
Oklahoma State University, U.S.A.



FPST 3013 Safety Management

Safety and Health Management – Part 4

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INDIVIDUAL DIFFERENCES AFFECT EMPLOYEE ENGAGEMENT


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What makes a Great Place to Work?



- Challenging and meaningful work
- Hire and keep great people
- Provide competitive compensation
- Value and reward employee contributions
- Training and development
- Guidance, and support
- Work life balance
- Health and wellness



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Individual Differences



- What is "safe"?
 - Differences in what is "safe"
 - Behaviors are driven by feeling
- Whether or not an employee works safely depends upon
 - Present situations
 - Past experiences
 - Workplace methods and design
- Remove discretion
 - Safeguarding and safe design minimize effect of individual differences on accident severity

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Talking a different language					
Formative experiences	Maturists (pre-1945) War-time rationing Rock'n'roll Nuclear families Defined gender roles - particularly for women	Baby boomers (1945-1960) Cold War Swinging Sixties Moon landings Youth culture Woodstock Family-orientated	Generation X (1961-1980) Fall of Berlin Wall Rugger/Kurt Cobain Thatcherism Live Aid Early mobile technology Divorce rate rises	Generation Y (1981-1995) 9/11 terrorists attacks Social media Invasion of Iraq Reality TV Google Earth	Generation Z (Born after 1995) Economic downturn Global warming Mobile devices Cloud computing Wiki-leaks
Attitude toward career	Jobs for life	Organisational - careers are defined by employees	"Portfolio" careers - loyal to profession, not to employer	Digital entrepreneurs - work "with" organisations	Multitaskers - will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal computer	Tablet/smartphone	Google glass, 3-D printing
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held communication devices
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally but increasingly will go online	Online - would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

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I don't know what's wrong with these Kids today!




"The children now love luxury; they have bad manners, contempt for authority; they show disrespect of elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents, chatter before company, gobble up dainties at the table, cross their legs and tyrannize their teachers"

Socrates (469-399 B.C.)





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It has to be meaningful and have
perceived value






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So how do you we avoid
committing unsafe behaviors?



- Stated earlier..
 - Proper equipment and procedures
 - Education on equipment and procedures
- These are on Leadership
- What about the employee?
 - Applying education
- How do we get them to want to do this?



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BEHAVIORAL MANAGEMENT

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BEHAVIORAL MANAGEMENT

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BEHAVIORAL IMPROVEMENT

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Behavioral Improvement

- In order to improve behavior, Leadership must understand the “why” of behavior
 - Two reasons for doing something unsafe
 - Always approach the situation first seeking to identify which one...then the why
- Strategies for improving behaviors
 - Identification, evaluation and control of safety-critical behaviors
 - Structural Change

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Learning



- Reinforcement vs. discipline
 - Discipline is less effective than reinforcement because it shows only what should not be done
- Training
 - Only about 20% of information is retained

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EMPLOYEE MOTIVATION

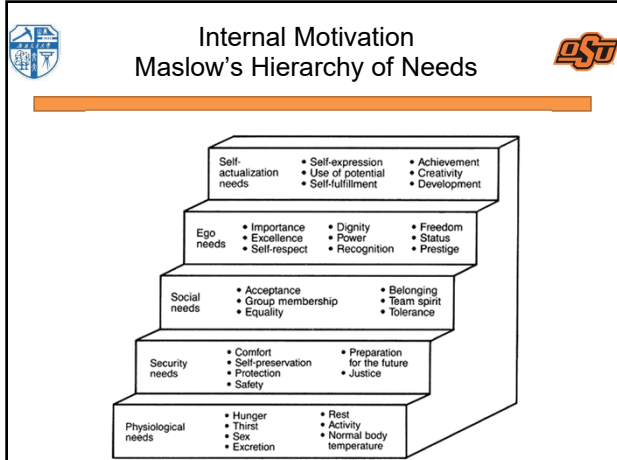
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Motivation

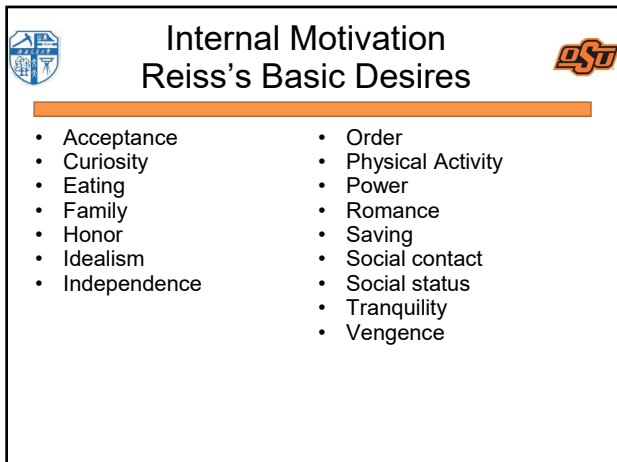
- Moving people to action that supports or achieves desired goals



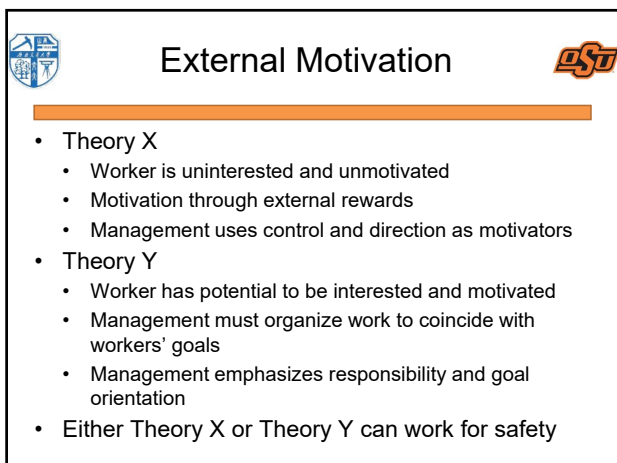
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Principles of Motivation



- Emphasize how workers will be affected
- **Point out the risks** of improper work habits
- Show how **improper work habits affect the product or service** provided
- Show the **long-term impact** of improper work habits
- **Seek worker's aid** in addressing problems
- What's common in these items?
 - Motivation is simple...make it about them

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**DO WE HAVE TO GIVE THEM
SOMETHING IN RETURN?**

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WHAT'S IN IT FOR ME?

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Awards and Incentives



- Incentives are controversial
- People expect to be rewarded
- Violations might go unrecognized
- Awards and incentives must be action based and in the control of the workers
 - Lagging indicators
 - Leading indicators

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Incentive Programs



- Gifts, awards tied to some from of Safety Program
 - Drawings for high value items
 - T-shirts, hats
 - Gift cards
 - Lunches, parties
- Tied to lagging or leading indicators???

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Incentive Programs



- | | |
|--|--|
| <ul style="list-style-type: none">• Advantages<ul style="list-style-type: none">• Add interest to an established safety program• Increase safe behavior• Improve safety culture• Encourage peer pressure in the right way | <ul style="list-style-type: none">• Disadvantages<ul style="list-style-type: none">• Ripe with controversy• May encourage underreporting• Reward is insufficient so employees lose interest• Reward is not tied to behavior |
|--|--|

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Incentive Programs



- Strategies for Success
 - Be very careful that the award is designed to encourage the behavior desired and discourage the behavior not wanted.
 - Have a start and end point
 - Communicate
 - Follow-up
 - Celebrate success

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OSHA Does Not Like Incentive Programs



- 2012 OSHA Memorandum
- 2018 OSHA Memorandum
- 11(C) of OSH Act prohibits discrimination or retaliation
- Employees must feel free to report an injury
 - Post-accident disciplinary action must be consistent
 - Blanket post-accident drug testing
 - Incentive programs must not discourage reporting

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Reward and Incentive Programs



- Controversy
 - Underreporting
 - Incorrect OSHA recordkeeping information
- What do you reward?
 - No OSHA recordable accidents
 - Lower incident rate
 - Reporting near misses
 - On-time corrective action closure
 - Reward behaviors...not outcomes

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**SAFETY AWARENESS
PROGRAMS**
