



ADITYA BIRLA GROUP

Safety as Value in Behavioural Based Risk Management



- Value means.....
- Philosophy of Safety as Value
- How to Implant Safety as Value
- Conclusion

Our Purpose ...

Why it exists, why it does what it does ?

WE MANUFACTURE MATERIALS THAT MAKE THE WORLD
GREENER – STRONGER – SMARTER



Fundamental underlying philosophy

Two fundamental underlying philosophies –

- (1) aiming for zero harm and
- (2) actively caring for others.

All accident and incidents are preventable

Change the situation to change the behavior – Cooper 1998

What we do now: developing rules and procedures, providing Safety training, posting safety signs and poster, conducting inspections, audit, developing themed campaigns, involve and motivate workforce in safety management, but everything is on compliance mode.

A company gets the level of Safety performance that it demonstrates to achieve – Du Pont

Safety culture –

which is that observable degree of effort to which all organization members direct their attention and action toward improving safety on a daily basis – Health & Safety Commission, Cooper



How to implant Safety as value

Two key factors involved: (1) a value is learned from others and

(2) everyday experiences will either reinforce or weaken the strength of the value in forming attitudes, opinions and behavior

So it requires consistent, demonstrable safety leadership whereby the entire management structure proactively and visibly shows its leadership of – and commitment to – safety on daily basis

We expect complete dedication to the elimination of unsafe act and unsafe conditions by all employees – management and employees alike – regardless of any other factor – Nelson 42



Sr. Management must 'walk the talk' and 'lead by example'

This will reflect the management commitment and dispel perceptions that it pays lip-service to safety

How to implant Safety as value

Time commitment from Sr. Management team.

Schedule at least 1 hr safety visit to every parts of the mine, i.e., workshop, substation, working section, old section, dispatch section, office, OHC etc.

Responsibility & Accountability:

Poor safety performance in your sphere of control is a career-limiting step.

Focus on success not on failure;

Achieving success rather than avoiding failure motivates people - Atkinson

We should focus on Leading indicator rather than Lagging indicator

Revisit, Reinforces and Rewards for Safety:

The most fundamental problem with the traditional incentive programs is that they focus on outcomes (e.g., no accident) rather than behaviors required to achieve those outcomes – Robertson & Cooper 227)

They must engage in Safety –related activities in order to receive appropriate rewards – Cooper and Phillips

How to implant Safety as value

Good Management is the key:

In middle Management level, the vision should be continuously be advocated at all meetings and training events; it should top the agenda of each meeting – with no other topics discussed until safety issues have been addressed.

‘Sell’ the vision to new hires and/or contractors.

Maintain a proactive focus on safety at operational level:

Poor management control is the primary cause of accidents – HSE 1988

These managers should be encouraged to-

1. Correct all unsafe acts observed
2. Identify unsafe conditions
3. Discuss safety with the workgroup each day
4. Monitor outstanding remedial actions
5. Seek advice from Safety personnel as needed
6. Conduct tool box talks
7. Safety training and Risk Assessment
8. Provide feed back on safety to the workgroup
9. Lead safety meeting and conduct positive audits during which they actively seek to acknowledge people performing safely (something rarely done)

How to implant Safety as value

Building relationship:

Actions speak louder than words, management must do more than simply espouse the importance of safety; it must respond to employee safety concerns.

Empowerment:

When employees have the autonomy and authority to identify a problem and take responsibility for enacting the appropriate solution, they believe they can make a difference - Cotton

This will further enhance feelings of belonging, which increases the likelihood that people will actively care for colleagues – Glendon & McKenna

Performance measurement – Putting the concept into practice:

What gets measured and rewarded gets done well, performance measurement is the key to improving any activity - Hansen

How to implant Safety as value

Employee performance measurement:

Most behavioral safety systems include a peer to peer observation and feedback process

Management performance measurement:

Manager should self-monitor themselves on a weekly basis because:

1. People automatically change their value, belief and attitude system to match those behaviors in which they engage to avoid internal psychological tensions (cognitive dissonance)
2. What gets measured and reinforced gets done well.

‘Safety is a value’ is based on:

1. All harms are preventable and the goal of Zero Harm is achievable.
2. Leaders must develop a vision and commit to it. Commitment must then be cascaded down through management structure
3. All employees are responsible and accountable for safety within their sphere of operations
4. Reward system must ensure that safety-related behavior – not the outcomes of such behavior – is acknowledge
5. Both managers and employees must take proactive approach to safety and show that they are truly care about co-workers
6. Both management and employee safety-related behavior must be measured to ensure Safety is a value.

THANK YOU

BE SAFE

STAY SAFE

Curtsy: KATHUTIA OPEN CAST COAL MINE