

BEHAVIOUR BASED SAFETY

T. S. Ramanathan, CESC Limited

SOME EYE OPENERS

One serious road accident in the country occurs every minute
16 die on Indian roads every hour.

1214 road crashes occur every day in India.

Two wheelers account for 25% of total road crash deaths.

20 children under the age of 14 die every day due to road crashes in the country.

On an average, 377 people die every day, equivalent to a jumbo jet crashing every day.

Almost 12 people die due to electrocution every day

8% deaths that occur in factories are due to electrical causes

Around 411 deaths occur from job related electrical accidents every year

Does this information really open the eyes of the general public?

WHY CONVENTIONAL SAFETY PROGRAMS DO NOT WORK

- Safety is a priority, not a value!
- Safety is not managed in the same manner as production, quality, and cost issues!
- Safety is not driven through continuous improvement!

SAFETY FABLES - “FALLACIES OR REALITIES”

- Conditions cause accidents!
- Enforcing rules improves safety!
- Safety professionals can keep workers safe!
- Low accident rates indicate safety programs are working well!
- Investigating to find the root cause of accidents will improve safety!
- Awareness training improves safety!
- Rewards improve safety!

CORE ELEMENTS IN SUCCESSFUL SAFETY PROGRAMS

- A culture that says “safety” is important around here!
- A tight accountability system!

BEHAVIOUR BASED SAFETY – WHAT IS IT?

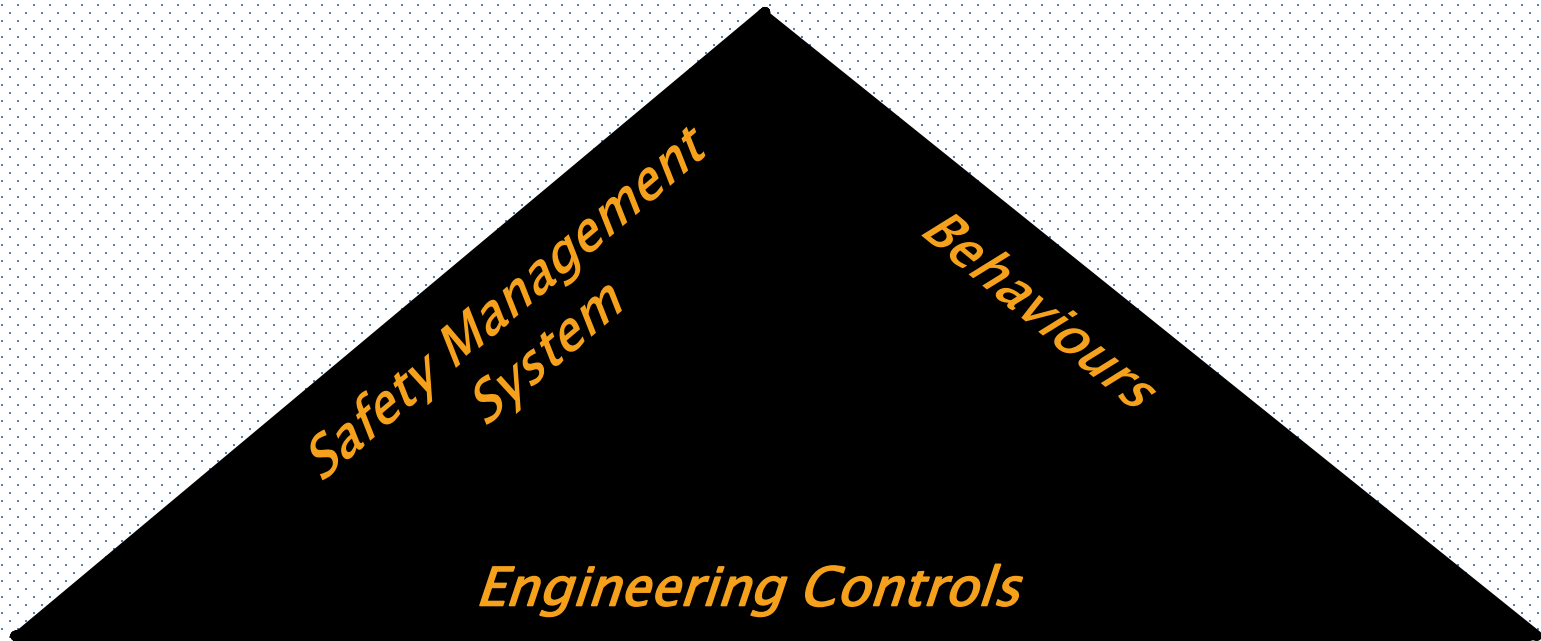
- An excellent tool for collecting data on the quality of a company's safety management system.
- A scientific way to understand why people behave the way they do when it comes to safety.
- Properly applied, an effective next step towards creating a truly pro-active safety culture where loss prevention is a core value.
- Conceptually easy to understand but often hard to implement and sustain.

BEHAVIOUR BASED SAFETY – WHAT IT IS NOT?

- Only about observation and feedback.
- Concerned only about the behaviours of line employees.
- A substitution for traditional risk management techniques.
- A focus on incident rates without a focus on behaviour.
- A process that does not need employee involvement.

BBS INTERVENTIONS

Always Consider these 3 Components



TRADITIONAL HIERARCHY OF SAFETY

Interventions Include:

- Attempts to eliminate the hazard.
- Having employees work around the hazard.
- Guarding or warning employees about the hazard.
- Training employees to deal safely with the hazard.

SAFETY MANAGEMENT SYSTEM INTERVENTIONS

7 Components:

1. Management leadership
 - Vision, values, commitment
 - Safety goals & objectives
 - Costs of safety performance
2. Responsibility & accountability
 - Defined for management & employees
 - Accountable for performance
3. Safety organization
 - Safety committees
 - Safety staff resource
 - Safety budget
4. Safe work practices & procedures
 - General & job specific
 - Housekeeping
 - Contractors
 - Emergency
5. Safety review & improvement
 - A Plan / Do / Check / Act process
 - Accident investigation process
 - Safety audit / inspection process
6. Safety training
 - Based on needs assessments
 - Designed & presented effectively
 - For both management & employees
 - Results in observable changes in behavior on the job
7. Safety communications
 - Internal & external
 - Appropriate for audience
 - Effectiveness of communication methods

IF SAFETY INTERVENTIONS ARE EFFECTIVE...

You will see:

- % of safe behaviours increasing and the % of at-risk behaviors decreasing.
- Reporting of near misses/hits increasing.
- Both the number of observations and level of participation increasing.
- Frequency & severity of injuries decreasing.
- Increasing acceptance of responsibility and accountability for personal behaviour.

HUMAN BEHAVIOUR

Is a function of:

- Activators (what needs to be done)
- Competencies (how it needs to be done)
- Consequences (what happens if it is done)

HUMAN BEHAVIOUR

Is both:

- Observable
- Measurable

And anything that can be observed & measured can also be managed

Therefore...Behaviour can be managed!

ATTITUDES

Are inside a person's head –therefore they are not observable or measurable.

However...Attitudes can be changed by changing behaviours

ABC MODEL

- **Antecedents** (or Activators) – Trigger Behaviour
- **Behaviour** – Human Performance
- **Consequences** – Either Reinforce or Punish Behaviour

DEFINITIONS

- **Activators** – A person, place, thing or event that happens before a behaviour takes place that encourages you to perform that behaviour.
- Activators only set the stage for behaviour or performance – they don't control it.

Examples

STOP

You are under CCTV surveillance

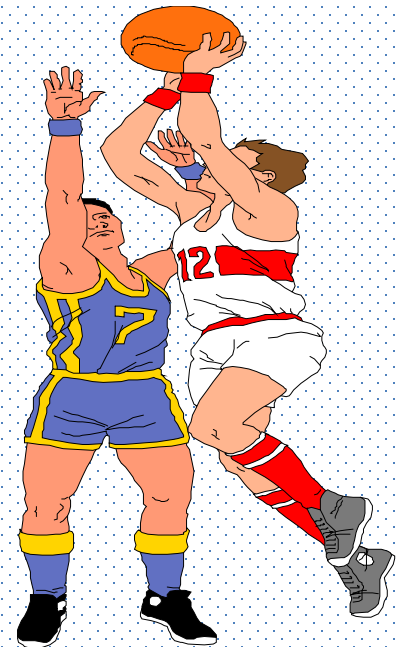
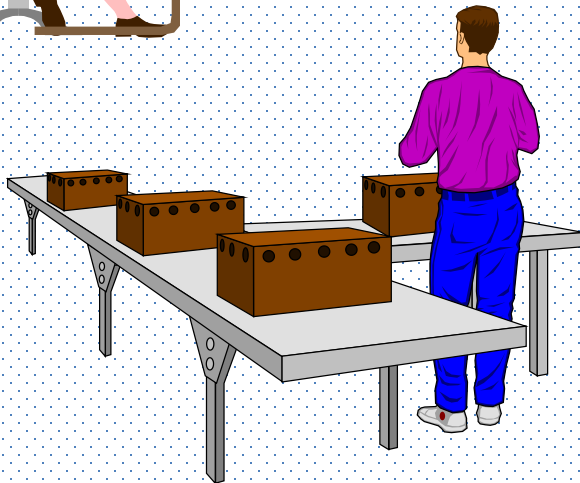
Speed Breaker Ahead

CAUTION – Men at Work

DEFINITIONS

Behaviour – any directly observable/measurable thing that a person does, including speaking, acting, and performing physical functions.

Examples



DEFINITIONS

Consequences – Events that follow behaviours.


Consequences increase or decrease the probability that the same behaviours will occur again in the future.



ONLY 4 TYPES OF CONSEQUENCES:

- Positive Reinforcement ($R+$)
 - "Do this & you'll be rewarded"
- Negative Reinforcement ($R-$)
 - "Do this or else you'll be penalized"
- Punishment (P)
 - "If you do this, you'll be penalized"
- Extinction (E)
 - "Ignore it and it'll go away"

CONSEQUENCES INFLUENCE BEHAVIOURS BASED UPON INDIVIDUAL PERCEPTIONS OF

- Significance – positive or negative
 - Timing – immediate or future
 - Consistency – certain or uncertain
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- Magnitude – large or small
- Impact – personal or other

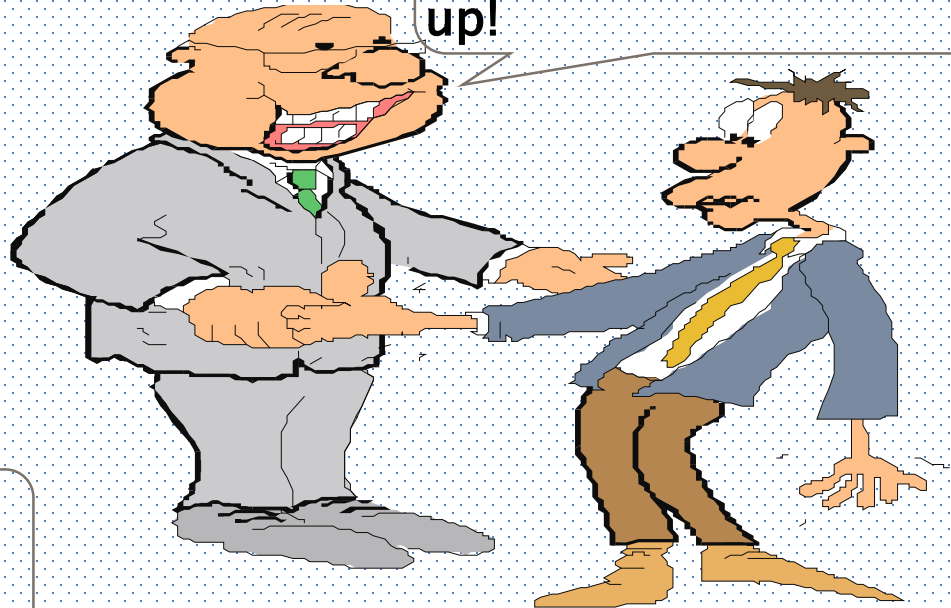
BOTH POSITIVE (R+) & NEGATIVE (R-) REINFORCEMENT CAN INCREASE BEHAVIOUR

- R+ : any consequence that follows a behaviour and increases the probability that the behaviour will occur more often in the future – You get something you want.
- R- : a consequence that strengthens any behaviour that reduces or terminates the consequence – You escape or avoid something you don't want.

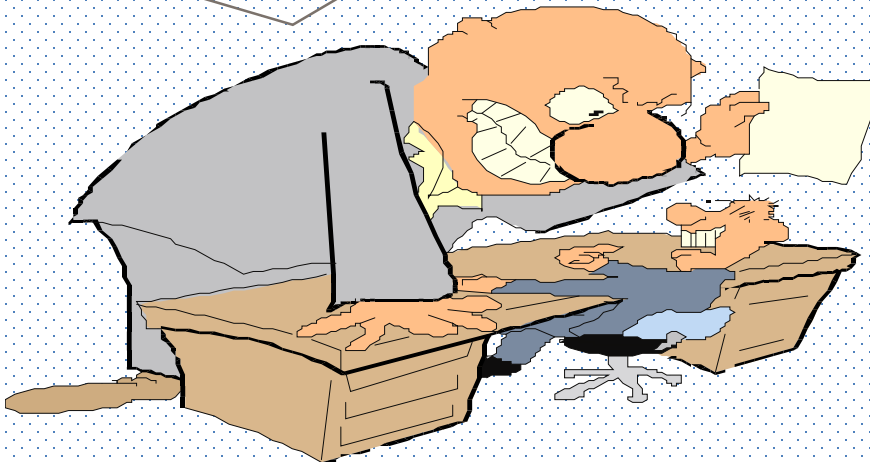


R+

Good safety suggestion
Ram! Keep bringing 'em
up!



One more report like
this and you're outa
here!



R-

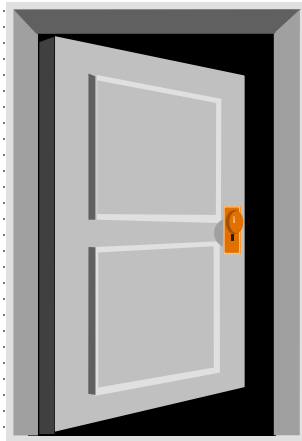
BOTH PUNISHMENT & EXTINCTION DECREASE BEHAVIOUR

- Punishment – a procedure in which a person (consequence that decreases the frequency of the behaviour it follows) is presented with something he doesn't want.
- Extinction – withholding or non-delivery of positive reinforcement for previously reinforced behaviour.
 - You don't get what you want.

Punishment



You bonehead!! You can kiss that bonus for this year good-bye.... and take a few days off without pay!!!



Let him cry honey. If we get up every night when he cries he'll never learn to go to sleep peacefully.



Extinction

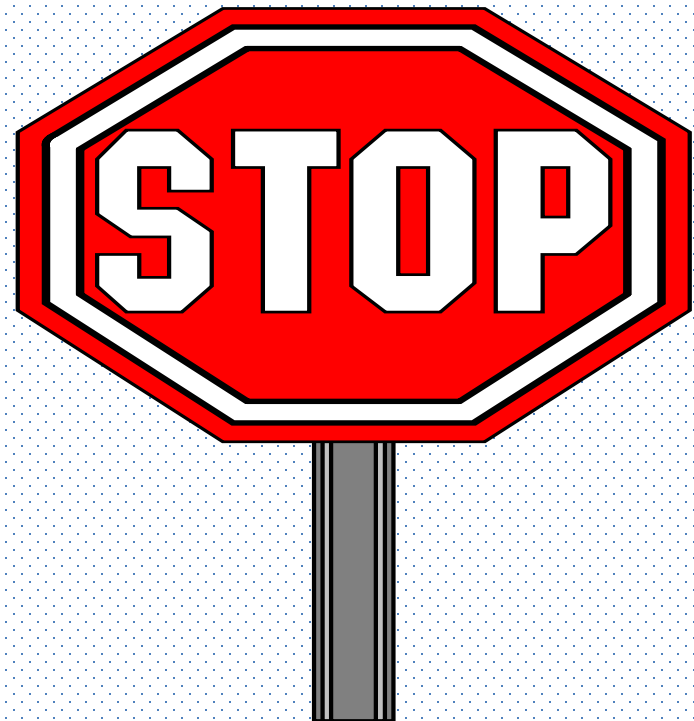
WHAT DO EMPLOYEES WANT.....

- A Safe Workplace
- A Positive Workplace
- To Take Care of One Another
- To Stop employees getting Hurt!

WHAT DOES THE MANAGEMENT WANT.....

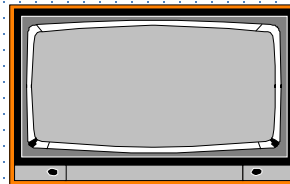
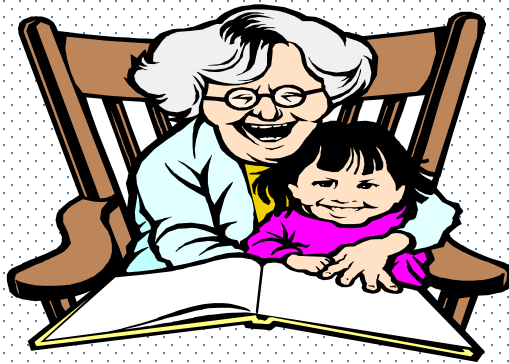
- An Accident Free Workplace.
- Empowered Employees.
- Pro-active Rather Than Re-active Work Process.
- To Minimize Direct and Indirect Costs and Threat of Liability From Accidents.

WHY IS ONE SIGN OFTEN IGNORED AND THE OTHER ONE OFTEN FOLLOWED?



IF YOU WANT TO KNOW WHAT PEOPLE FIND TO BE REINFORCING...

Observe what they do when they have the freedom to choose.



BBS IMPLEMENTATION – SUGGESTED PROCESS

- **Discovery** – Determine Behaviours that have Greatest Impact on Losses.
- **Design** – Identify Team that will define & design BBS Process.
- **System Up** – Implement BBS observation process & collect data.
- **System Check** – Ensure BBS Process has been effectively Implemented.

OBSERVATIONS, FEEDBACK & DATA COLLECTION

- Use a design team consisting of dedicated workers, supervisors and managers, to design the process – forms, training, data collection and identified roles & responsibilities.
- Clearly define critical behaviours that will be observed – what is ‘safe’ vs. ‘at-risk’?
- Give feedback on ‘safe’ & ‘at-risk’ behaviours observed.
- Determine who will act on data collected through observations.

DEFINE CRITICAL BEHAVIOURS – WHAT IS SAFE & WHAT IS AT RISK?

- Focus on relevant behaviors that will have a direct impact on losses.
- Many behaviours that are directly related to the losses are unconscious behaviours that occur quickly.
- Select critical behaviors to focus on through actual observation of people at work – not just through discussion & brainstorming.

BBS - OBSTACLES TO SUCCESS:

- Poorly Maintained Facilities
- Top-down Management Practices
- Poor Planning/Execution
- Inadequate Training

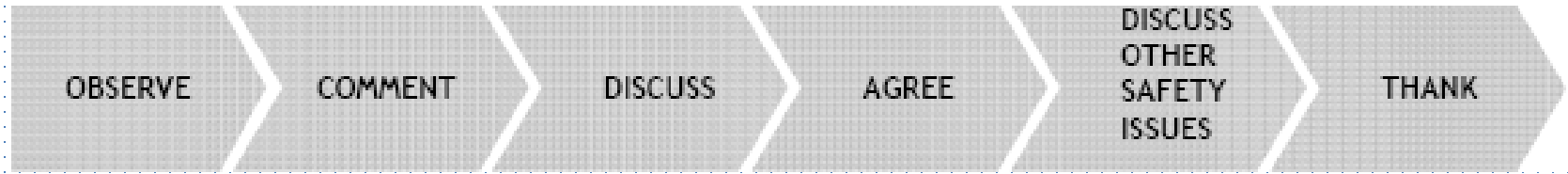
KEYS TO SUCCESS

- Meaningful Employee Empowerment.
- Designing a Well Planned and Supported BBS Process.
- Managing BBS Process with Integrity.

THE BEHAVIOUR BASED SAFETY CHALLENGE

To create conditions that encourage people to collaborate because they **want to** ...not because they **have to**!

BBS IMPLEMENTATION -SIX STEP PROCESS



1. **Observe**, decide how to approach the employee, stop the unsafe act (safely).
2. **Comment** on safe acts/behaviour.
3. **Discuss** any unsafe/at risk behaviour observed.
 - Discuss consequences (possible injury) of the unsafe act/behaviour.
 - Encourage the employee to discuss safer ways to do the job.
4. **Get agreement** to work safely.
5. Invite the employee to **discuss other safety issues** in the work place.
6. **Thank** the employee.

WHAT TO LOOK FOR ...

- **Reactions of people** – Are people modifying their behaviour (unsafe to safe) when they see a Leader / Manager in the area?
- **Positions of people** – Are people positioning their body in a way that reduces the potential for injury?
- **Personal protective equipment (PPE)** – Are people utilizing the appropriate PPE, using it correctly, and is it in good condition?
- **Tools and equipment** – Are the proper tools being used? Are they being used correctly? Are they in good condition? Are “homemade tools” being used?
- **Procedures** – Are adequate procedures in place? Are they understood and being followed?
- **Housekeeping** – Is the work area orderly?
- **Ergonomics** – Are ergonomic principles being followed in office and operating/maintenance environments?

CORRECTIVE ACTIONS

All observed unsafe acts, behaviours, and conditions in any area or location must be addressed and acted on immediately.

Looking the other way is a passive form of approval.

All leadership must role model the safety behaviours that they expect from their employees – Very very important

You get the level of safety that you demonstrate you want.

BBS - A VALUE-BASED PROCESS

Behaviour-Based Safety is a process that helps employees identify and choose a safe behaviour over an unsafe one

Focuses on at-risk behaviors that can lead to injury

Focuses on safe behaviours that can contribute to injury prevention

BBS is an injury prevention process

Focus on the process

...not results...

they will come later !

WHY DO WE NEED TO CHANGE?

“If you do what you’ve always done, you’ll get what you always got!”

– W. Edwards Deming

Vision without action is merely a dream

Action without vision just passes the time

Vision with action can change the world.

- Joel Bark Er

To change is to risk something that makes us insecure. Not to change is a bigger risk, but it seldom feels that way.



THANK YOU