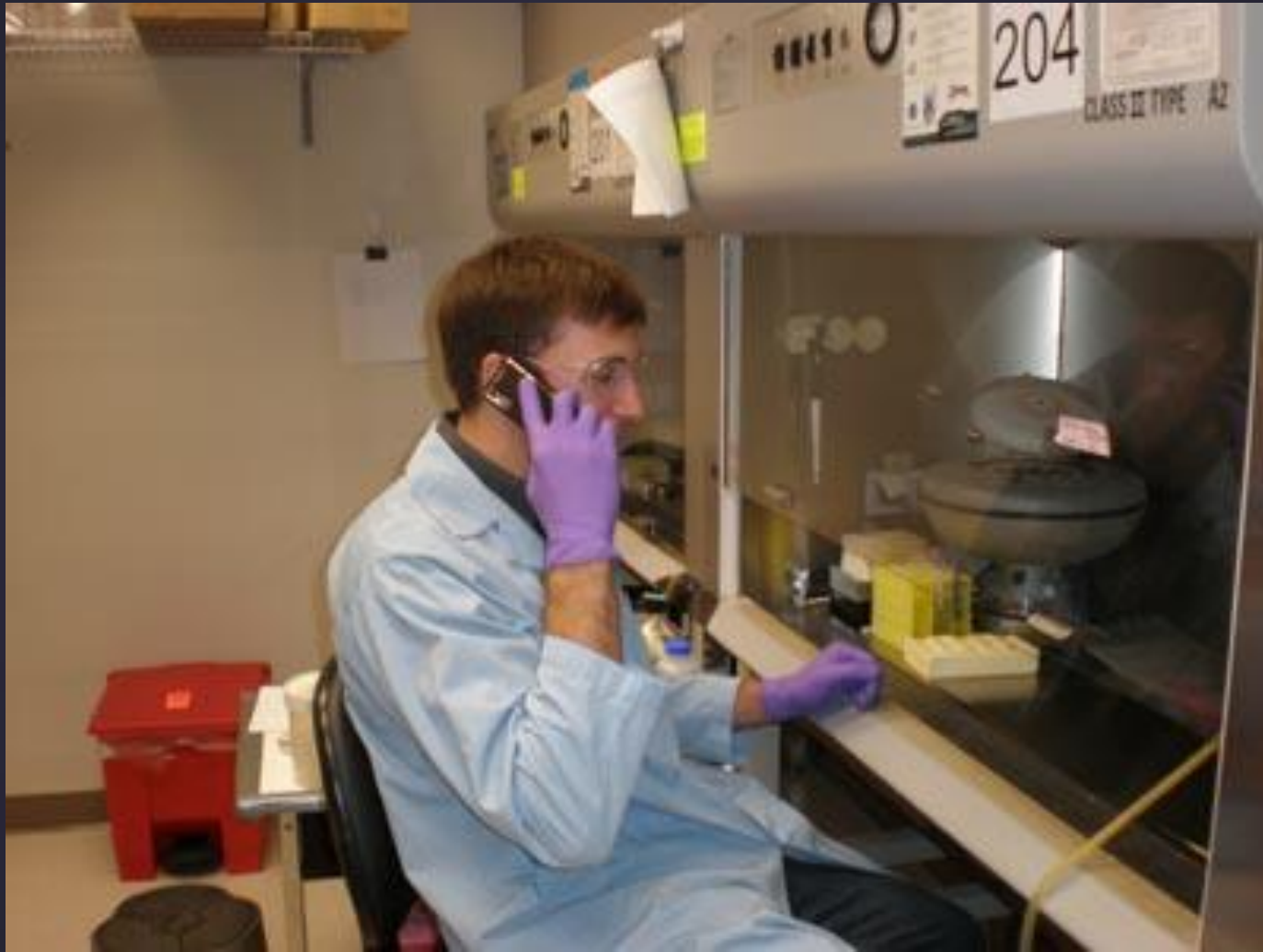# Behavior-Based Safety Programs
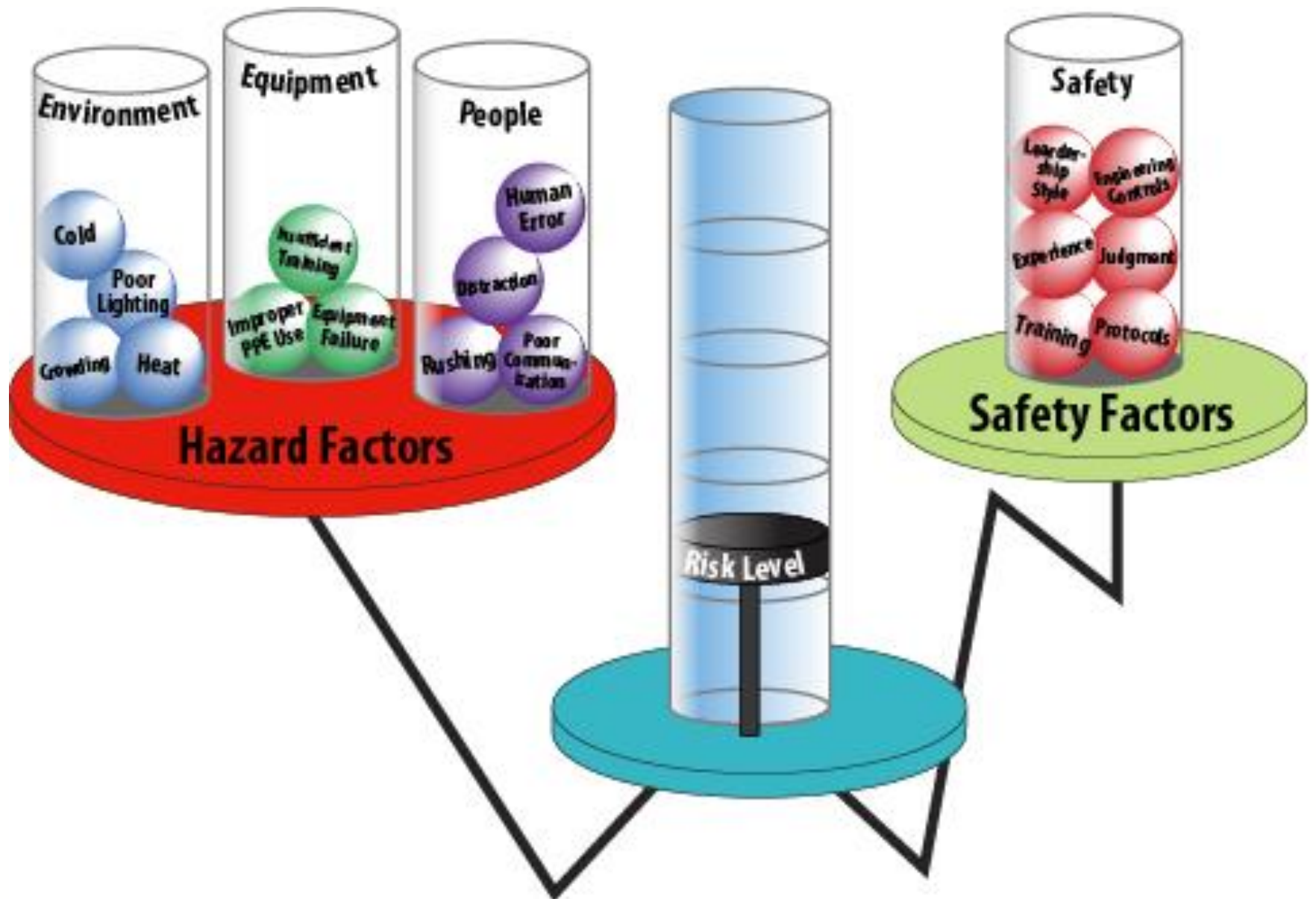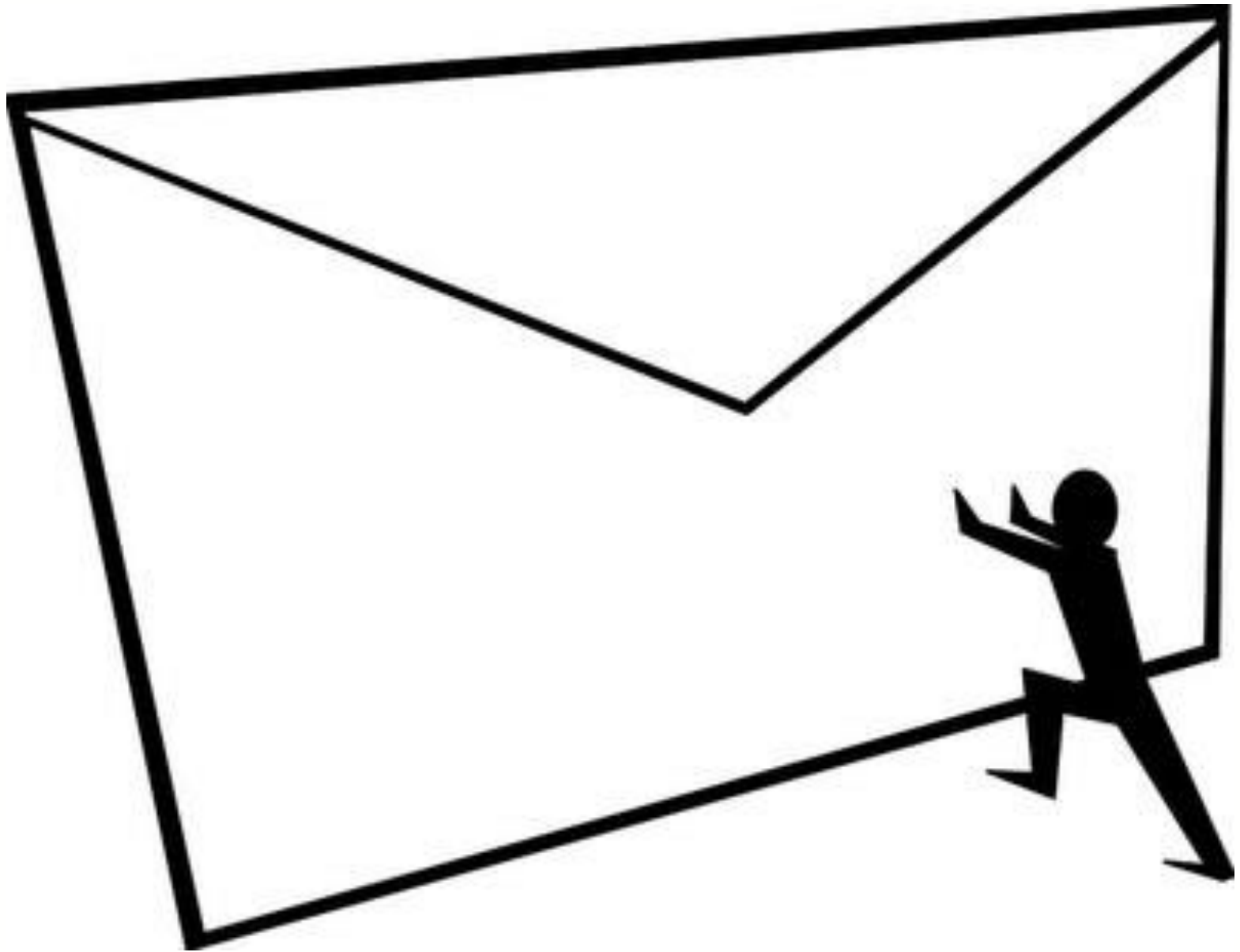
Christina Kulakowski

May 15, 2017

Risk

Risk is inherent in everything we do.

Risk never goes away.

How do we get employees to make decisions and behave in ways to reduce risk.

Environment
- Cold
- Poor Lighting
- Crowding
- Heat

Equipment
- Insufficient Training
- Improper PPE Use
- Equipment Failure

People
- Human Error
- Distraction
- Rushing
- Poor Communication

Hazard Factors

Safety
- Leadership Style
- Engineering Controls
- Experience
- Judgment
- Training
- Protocols

Safety Factors

Risk Level

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Objectives

1. Understand the basics of human behavior.
2. Understand the concepts of a traditional safety programs.
3. Understand the concepts of a behavior based safety programs.
4. Understand how to create and maintain a positive safety culture.

Behavior

Behavior is an observable act.

Behavior is not a personality, attitude or intelligence, although these may affect behavior.
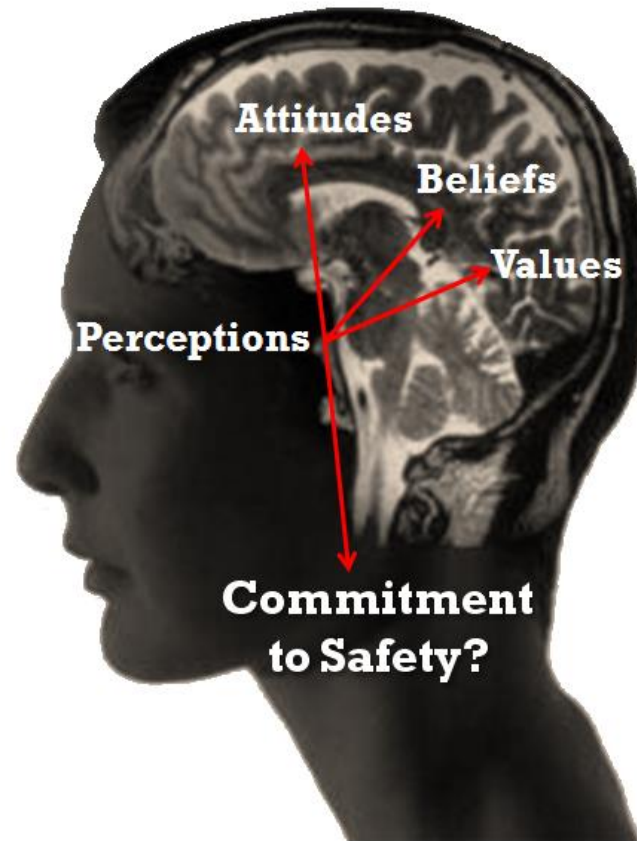
What Influences Behaviors

Employee Ability

- Knowledge
- Skill

Corporate Culture

- Training
- Procedures
- Rules
- Enforcement

Employee Attitude

- Personal beliefs
- Feelings
- Habits

What Motivates People

People are motivated by many forces which combine to dictate behavior.

Internal Forces:
- Values
- Beliefs
- Fears
- Self interest
- Worthy causes

External Forces:
- Danger
- Environment
- Chance of promotion
- **Pressures from**
  - **senior employees**
  - **peers**
  - **family**

Motivations to Take Risks

What motivates employees to take risks?

- Saves time
- Convenience
- Comfort
- Laziness
- Workplace challenges
- Insufficient training
- Negative consequences unlikely

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Unsafe Behavior is Rewarded

Unsafe behaviors don't always result in accidents or injuries

Eventually this catches up with us

- near misses
- injuries
- exposures
- illnesses

Motivating Behaviors

Rules, discipline and training direct but do not motivate employee behavior.

Consequences motivate behavior.

Behaviors must be observed and consequences must be delivered:

- Soon
- Certain
- **Positive**

I respond well to positive reinforcement

Traditional Safety Approach

- Emphasis on rules, regulations and policies
  - Rules outline what is acceptable
- Top-down approach
- Disciplinary action for non-compliance
- Reactionary approach
- Emphasis on fixing problems
- Measures success by number or accidents
- Focus on negative consequences
- Reinforces that safety is punitive

"Do As I Say…"

Traditional Safety Program Emphasis

Failures

- Injuries
- Accidents
- Incidents

Unsafe Conditions

- 80% - 85% of all workplace incidents are the result of unsafe acts.
- 15%-20% of workplace incidents are a result of unsafe conditions.

Behavior Based Safety Program

All employees participate in the safety program.

Employees develop habits that don't put them at increased risk.

Creates a culture where employees work safely because they want to and because their co-workers want them to.

Creates a continuous desire where all employees work to achieve a higher level of safety.

Elements of Behavior Based Program

Emphasis on employee behaviors and achievements

- Incentive programs
- Employee observations
- Performance reviews

Emphasis on employee participation

- Safety Committees
- Incident investigation
- Job safety analysis
- Employee feedback

Incentive Programs

Beware of incentive programs that focus on injury rates.

Give positive reinforcement for desired behaviors

- Thank you
- Recognition in any form
- Small incentive awards

Include Safety as an indicator in performance reviews.

Employee Involvement

Safety Steering Committee

- Allows top managers to provide input into safety policy decisions and direction of safety initiative

Safety Committee

- Employee committee to express concerns
- Forum to introduce new safety initiatives
- Recognize safe behaviors

Hazard Assessments and Job Safety Analysis

- Employee and managers should conduct them

Employee Involvement

Subcommittees

- Chemical hygiene

- Biosafety

- Employee safety subcommittee

- Radiation safety

- Fire and life safety

- Disaster preparedness

Evening and night shift safety liaisons

Safety Town Hall meetings

Elements of Behavior Based Program

Emphasis injury prevention

- All injures should be followed up on
    - Non punitive
    - Departmental level and corporate level
- Root cause analysis of employee injuries, illnesses or exposures
    **Have employees assist in this process
- Encourage over reporting of injuries
- Emphasize reporting of near misses

Why are most of our efforts directed at finding employee fault?

Why are most of our efforts directed toward unsafe conditions?

easy

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Why do most companies avoid behavior based safety programs?

Traditional + Behavior Based = Positive Safety Culture

What do we mean by "Safety Culture?"

"The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of an organizations health and safety management systems" *

IS EVERYBODY'S BUSINESS

Positive Safety Culture Goals

Overall feelings from employees that:

- I work in a safe environment

- My company makes safety a top priority

- My company and co-workers actively care about my safety

- I think and behave safely because it is important to me, my co-workers and my company

- I am constantly looking out for the safety of myself as well as the safety of my co-workers, even if I don't know them

- I feel comfortable pointing out an unsafe condition or process.

Creating and Maintaining a Positive Safety Culture

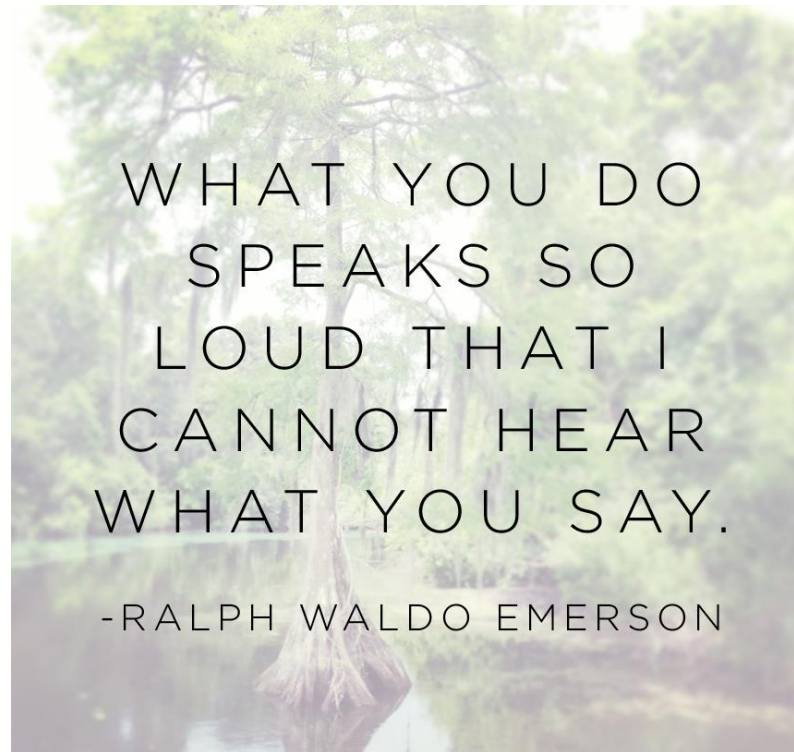Employee safety is a core value, not a priority, for the company.

- There is no job so important that is should be done unsafely.

Creating and Maintaining a Positive Safety Culture

Lead By Example

Need genuine concern from all position levels that safety of employees is a top concern.

WHAT YOU DO SPEAKS SO LOUD THAT I CANNOT HEAR WHAT YOU SAY.

-RALPH WALDO EMERSON

Creating and Maintaining a Positive Safety Culture

Accountability

- Employee and Manager

**is created by employee involvement

- OEH&S Department
    - Establishment of goals
    - Clear communication of goals
        - Regular updates on goal completion
    - Regular reporting to work-force and leadership.
        - Balanced score card approach
        - Justification of why changes are being implemented

It's my fault I didn't realize sooner how badly you all were screwing up.

Accountability

Creating and Maintaining a Positive Safety Culture

Make safety "visible" everyday for every employee

- Lab walk through
- Monthly and annual safety audits
- Email blasts about "hot" safety topics
- Articles in quarterly newsletters
- Committees and town halls
- Safety as an agenda items for departmental meetings
- Quality reporting
- Annual performance reviews

Creating and Maintaining a Positive Safety Culture

Safety culture assessment

- Done periodically
- Helps keep a pulse on how employees are perceiving safety in the workplace

Creating and Maintaining a Positive Safety Culture

Provide tools so employees will be successful

- Make PPE and tools to perform jobs safely available

- Make access to supervisors, managers, safety representatives and Corporate Safety readily available
    - safety website
    - anonymous suggestion box

Clearly communicate and post expectations.

Creating and Maintaining a Positive Safety Culture

Safety Training

- Provide employees with knowledge to make safe decisions in the work place.

  Scenario based trainings

- Provided immediately upon initial employment and reinforced annually.

  Corporate and departmental level

- Demonstrates company commitment to safety in the workplace and defines expectations.

Creating and Maintaining a Positive Safety Culture

Goes beyond the emphasis on workplace safety.

Safety culture overlaps with employee overall wellness.

- Wellness Center
- Family Health Clinic
- Employee Assistance Program
- Nutrition Counseling
- Corporate Sponsored Family Events
- Disaster Preparedness

Challenges to Creating and Maintaining a Positive Safety Culture

Perception Challenges

"Staying safe doesn't feel like an accomplishment." Scott Geller

Safety is only about following the rules.
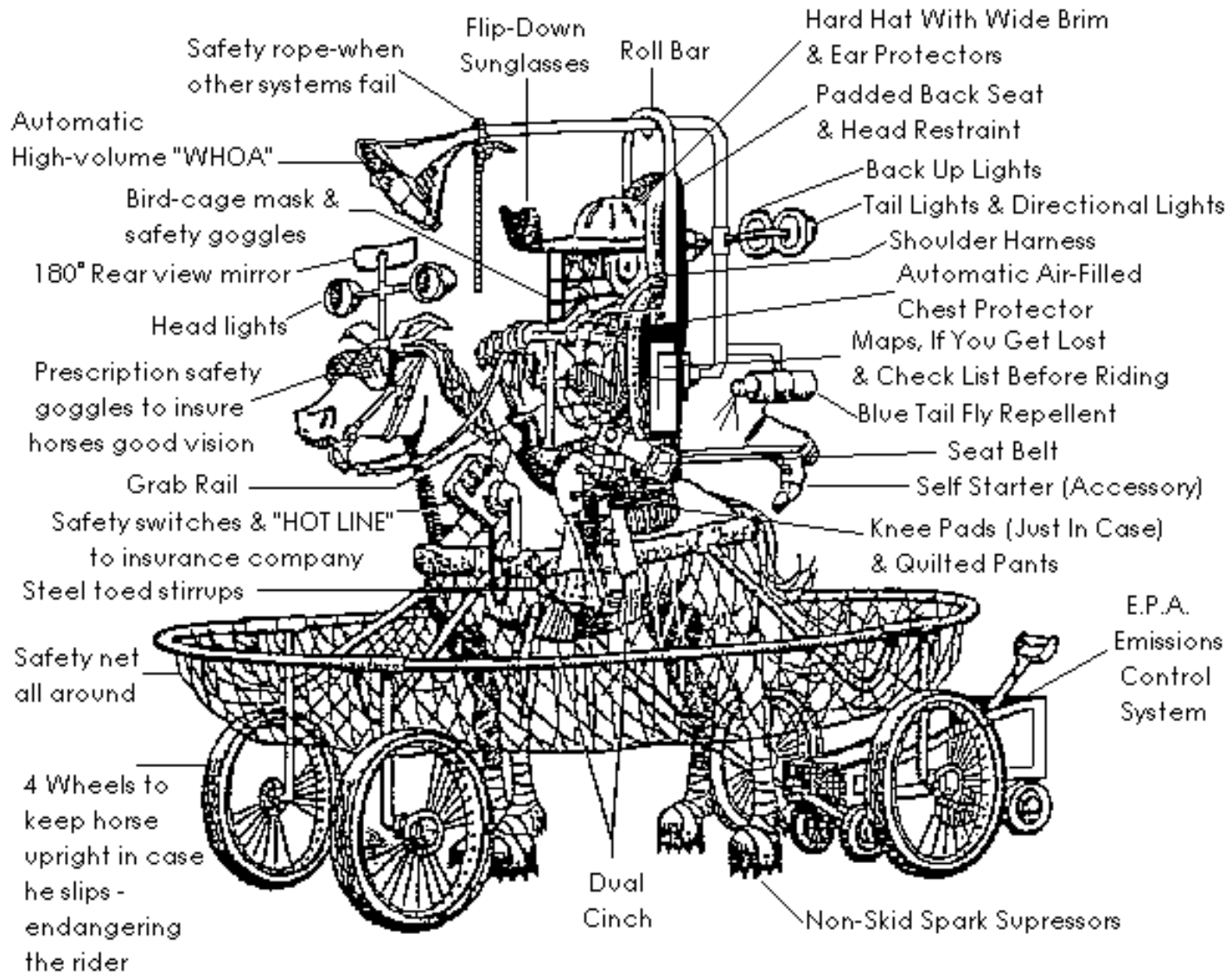
Safety is what will get me in trouble at work.

Safety makes everything more complicated than it needs to be.

Safety goes overboard. The risk is small and it is being treated as a huge risk.

Safety is pointless, you just need to use common sense.

The OSHA Cowboy

Demographics Challenges

Age
Gender
Culture

Internal Employee Challenges

Fatigue

Rushing

Frustration

Complacency

Outside stresses

Habits

Geographic Challenges

Development of subcultures

- some places can feel they don't matter as much a main/central facility.
- do not get the same "attention" from the Safety Department as other areas.

Biggest Challenge

75% of corporate change initiatives fail to meet their objectives

Executives
Managers
Supervisors
Front-line Employees

5%
13%
19%
63%
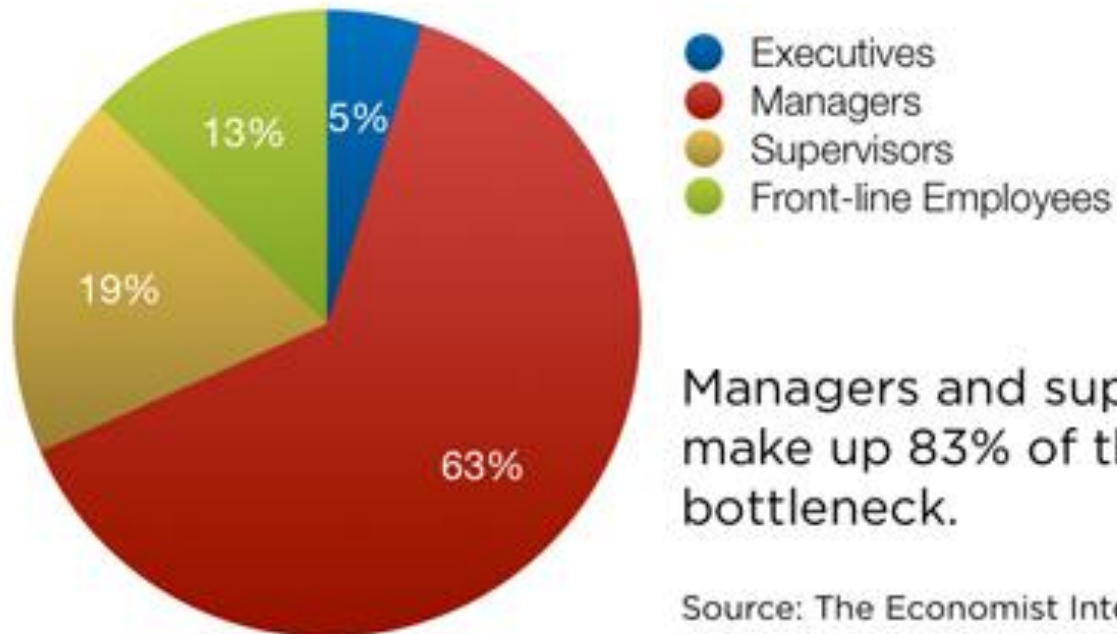
Managers and supervisors make up 83% of the bottleneck.

Source: The Economist Intelligence Unit Survey

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You are only as safe as the most tolerated unsafe behavior…