Introduction to Practical Behavior-Based Safety
Goals

In this presentation we will:

• Discuss the difference between system-driven (behavior-based) and program-driven (compliance) safety.

• Overview the micro, macro, and integrated behavior-based safety strategies.

• Describe the importance of leadership and best practices in behavior-based safety.
Antecedents -

• **Tell us what to do** to receive a consequence
• Can be **tangible/concrete** or **intangible/abstract**
• Only as powerful as the consequences
Behavior is Behavior

**Behavior** - acts or actions

- A dead man can’t do it
- Must be **observable**, **measurable**
- Any time, any where, any body
Consequence - what happens to the performer as a result of the behavior.

- **Positive or negative.** Defined by the receiver.
- **Immediate or future.** When do they occur?
- **Certain or uncertain.** Probability?
Motivation Strategies: Behavior is a Function of its Consequences

Every culture is a culture of consequences

Positive reinforcement - To be effective, it must increase desired behavior.

• “Worker performs to receive the consequence
• Worker may perform far beyond minimum standards - discretionary effort
• The only strategy that works to increase discretionary effort
• Focus is on excellence - success based
• “If you report a hazard, you are recognized.”
• “If you prevent an injury or save money, you are rewarded.”
Negative reinforcement - Intent is to increase desired behavior.

- Worker performs to avoid the consequence - fear based
- Worker performs to minimum standard - just enough to get by
- Can work well if the focus is on compliance
  - “If you wear that eye protection, you won’t get injured.”
  - “If you comply with safety rules, you won’t be disciplined.”
Punishment - Intent is to stop undesired behavior

• You get something you don’t want when you misbehave.
• Does not predict what the replacement behavior will be.
• Is usually unintentional in organizations
• “If you engage in horseplay, you will be suspended from work.”
**Extinction** - Withdrawal of positive reinforcement.

- “Worker eventually performs without expectation of consequences (other than wages)
- Person is ignored - no relationship with management
- Is epidemic in organizations
- “It doesn’t matter how hard I work around here.”
- “Apathy is rampant, but who cares.”
What are effective consequences?

**Soon** - occurs immediately after the desired behavior occurs.

**Sure** - the employee knows he or she will be recognized and they know what they’re being recognized for.

**Significant** - perceived as more than an entitlement.

**Sincere** - genuine appreciation or disapproval.
Micro Approach to BBS -

Improvement is achieved primarily by changing the behavior of the hourly employee.

Thomas Krause - BST ABC Steps in the Behavioral Safety Process

The Safety Improvement Process:

1. **Identify critical problem behaviors.** These become action items to work on.
2. **Identify root causes.** The “basic things” that need to be fixed to eliminate the problem.
3. **Generate potential actions.** Think of as many solutions as possible.
4. **Evaluate possible actions.** Choose those that are most productive.
5. **Develop an action plan.** To carry out the chosen solutions.
6. **Implement an action plan.** Carry it the change. Limit variables.
7. **Conduct follow up.** Problem solved? Measure and evaluate.
DuPont Safety Training Observation Program (STOP)

STOP for Supervisors.
A comprehensive training program that teaches managers, supervisors, and team leaders how to become more skilled observers of unsafe acts, to take action to prevent their recurrence, and to encourage safe work practices.

STOP for Employees.
Teaches employees how to observe and audit themselves to prevent injuries and improve safety performance.

STOP Audits.
Employee self-audits (independence) and observation and feedback to peers (interdependence).
Macro Approach -

Improvement is achieved through cultural change

Michael Topf's Process

1. Assess the culture
2. Educate and train to affect attitudes for line managers, supervisors, employees
3. Encourage structured involvement of all employees in problem identification and problem solving
4. Reinforce key concepts
5. Provide ongoing support and commitment
6. Observe behaviors and provide feedback

Apply strategy to all organizational levels

Safety is woven into the very fabric and culture of the workplace.
Common obstacles to cultural change:

1. Management has assumed responsibility for safety and supervisors play the role of “safety cops.” Safety in such workplaces is perceived as a negative.

2. The safety message is not getting out because downsizing has reduced the number of individuals available to communicate it. Meanwhile, production demands are on the rise increasing pressure to cut corners.

3. The press of meetings and other administrative tasks means less time for supervisors to spend on safety training and reinforcement.

4. Supervisors are often poor role models, taking shortcuts themselves and failing to follow company and OSHA rules.

5. Supervisors ask employees to take risks, either implicitly or explicitly.

6. Supervisors condone or overlook risk-taking behavior until an injury occurs, and then they counter it with discipline.

7. Line employees hold on to tenacious, counterproductive beliefs such as: “Accidents don’t happen to me.”

8. There is a lack of trust between labor and management; unresolved conflicts erode trust and communication.

9. Fear of job loss is prevalent and negatively impacts morale and job performance.
Core beliefs that influence culture on the personal and organizational level.

• All injuries are preventable.
• All employees are responsible for their safety and the safety of their co-workers.
• Management is ultimately responsible for the safety of all employees.
• Working safely is a condition of employment.
• All risks will be identified, addressed, and managed.
• Educating and training employees to work safely is essential.
• Preventing injuries is good business - a profit center activity.
• Safety, production, cost, and quality depend on each other.
• Safety will never be compromised for production or convenience.
• Every employee has the obligation to shut down an unsafe operation.
• The continuing health and wellness of each employee is vital to our long-term success.
Integrated approach -

Culture and individual behavior are both important components and reflect “active caring”

E. Scott Geller: Safety Performance Solutions (SPS) Model

A Total Safety Culture requires continual attention in three domains.
DO-IT PROCESS

**Define** critical behavior(s) to increase or decrease

**Observe** target behaviors during the pre-intervention phase to determine baselines, set goals, understand influences on target behaviors.

**Intervene** to change the target behavior(s) in desired directions.

**Test** the impact of the intervention procedures by continuing to observe and record the target behavior(s) during the intervention program.
Geller’s Seven Principles that Define Behavior-Based Safety

1. Focus interventions on observable behaviors.
2. Look for external (system) factors to both understand and improve behaviors.
3. Direct behavior with activators (antecedents) and motivate behavior with consequences.
4. Focus on positive consequences to motivate behavior.
5. Apply the scientific method to improve interventions.
6. Use theory to integrate information but not to limit possibilities.
7. Design interventions with consideration of internal feelings and attitudes.
What Behavioral Based Safety does not do…

• It does not shift responsibility or accountability away from management to the employee.

• No relief from the basic truth that safety is line management's responsibility.

• Not a quick fix
Three Basic Strategies to Influence Behavior: Dan Petersen

1. To **change attitudes** in the belief that our behavior is consistent with our attitudes.

   *How can you accurately determine an attitude?*

2. To **build a psychological climate** in which people will choose to behave as we wish, since that behavior helps to satisfy their current needs (We call this motivation).

   *What’s the difference between a tough controlling culture and a tough caring culture?*

3. To **modify behavior** through the systematic use of reinforcement following behavior to influence future behavior.

   *What are the behaviors we want to modify?*
Traditional program-oriented safety management

- Relies primarily on Strategy #1. Emphasis on antecedents to influence behavior
- Motivation - avoid negative consequences.
- Occasional negative reinforcement - discipline and loss of rewards.

Contemporary behavior-based safety management

- Relies primarily on Strategies #2 and #3. Emphasis on consequences to influence behavior. Does not attempt to measure (but does not ignore) attitudes because it’s very complex.
- Motivation. Receive positive consequences
- Frequent positive reinforcement - frequent recognition and Occasional reward.
What Behavioral-Based Safety does not do…

✓ **Does not turn safety over to any one level of the organization.** It does not shift responsibility or accountability away from management to the employee.

  *Why is it dangerous to promote the idea that “our employees own the safety program”??*

✓ **No relief from the basic truth that safety is line management's responsibility.** Management still has legal responsibility for safety.

  *Why does OSHA Law hold the employer accountable…not the employee?*

✓ **Not a quick fix.** The underlying system weaknesses must be improved.

  *Why does OSHA conduct accident investigations? Why should employers not investigate…but rather analyze incidents and accidents?*
One of the fundamental tenets of safety is that safety systems can look like almost any thing, as long as these systems meets two key criteria.

Two key criteria:

1. **There is a system of accountability in place** that defines roles, ensures knowledge to fulfill the roles at each and every level from worker to CEO, measures role fulfillment; and has rewards contingent upon role fulfillment.

2. The system asks for, allows for, requires, and ensures **participation** at each level.
BBS is not BS...What does it take to work?

According to Dan Petersen, It must...

1. Define critical behaviors at each level of the organization - bottom to top.

2. Ensure each person clearly understands required behaviors

3. Accurately identify and measure the presence of behaviors

4. Reinforce appropriate behavior with soon, certain, significant, and sincere recognition.
1. Formal standards for behavior and performance

- Vision, mission, values, priorities
- Programs, Policies, Plans, Processes, Procedures, Practices
- Clearly communicated and understood by all

2. Resources to meet/exceed standards

- Physical = tools, equipment, materials, workstations, facilities
- Psychosocial = workload, time, education, training, scheduling, culture, leadership, trust
3. **A system of measurement**

- Measurement = Observation + quantification
- Criteria. Performance evaluated against established criteria.
- Informal observation and feedback
- Formal appraisal/review

4. **Effective consequences**

- Soon - Certain - Significant - Sincere
- Must increase desired behaviors.
5. Appropriate application

- Selection criteria. How are employees selected for recognition and reward?
- Presentation. How is recognition presented? Who, what, where, how, when?
- Fairness. Consistently applied laterally, vertically

6. Continual evaluation of the system

- This system is married to the accountability system
- Analysis/evaluation headed up by Safety committee, safety coordinator
- Improvements headed up by line management
The Five R's of Behavior

If you Regularly Recognize and Reward, you'll Rarely have to Reprimand