Behavioural Safety

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- **Behavioural Safety Quiz**
- **Discussion of key principles**
- **Examples of unsafe acts and conditions**
- **Safety observations**
- **Providing feedback effectively**

Question 1

Which of the following terms describes the behaviour-based environment within a company that promotes, regulates and rewards safety?

a)   Safety cycle
b)   Safety management
c)   Safety culture
d)   Safety regulatory system

Answer:

(c) Safety culture

How the company and its employees think about safety

Question 2

When a safety culture exists within a company, which of the following statements is correct?

a) Incidents rise and fall in a safety cycle
b) Training has a negative effect on reducing incidents
c) Training has no effect on lowering incidents
d) The safety cycle should even out

Answer:

(d) The safety cycle should even out

The safety cycle shows fluctuations in accident rates

Question 3

Imagine you are introducing a behavioural safety programme in your company. Which of the following is a valid starting point?

a) Posting a new safety policy
b) Observing your team
c) Starting a new safety committee
d) Identifying management practices and behaviours

Answer:

(d) Identifying management practices and behaviours

Gap analysis checklist can be used for this purpose

Question 4

You are tasked with decreasing at-risk behaviours in your company. What should you do?

a) Find out who has the worst safety record
b) Identify perceptions and attitudes that influence at-risk behaviours
c) Find out who has the best safety record
d) Find out who was involved in the most recent incident

Answer:

(b) Identify perceptions and attitudes that influence at-risk behaviours

What factors influence behaviour? We'll see later

Question 5

Which of the following statements about behavioural safety is accurate?

a) It requires each employee to pledge not to have accidents
b) It only focuses on the behaviour of operational staff
c) It only focuses on the behaviour of supervisors and managers
d) It focuses on safe behaviours for each employee

Answer:

(d) It focuses on safe behaviours for each employee

Essential to have unequivocal management commitment and leadership by example

Key principles

- **How can managers improve their approach to promoting safety culture?**
- **Or, what are the pre-requisites for a behavioural safety policy?**
- **8 points**

1) **Undertake a gap analysis of the company SMS**

2) **Find ways to motivate employees**

3) **Find ways to reward safe behaviour**

4) **Improve your awareness of safety conditions in your workplace**

5) Encourage ideas for safety improvements from your team

6) Develop a closer working relationship with safety managers and safety officers

7) Help identify the training needs of your team

8) Find ways to measure safe behaviour

Identifying Leading Indicators

- **Systems and unsafe conditions**
- **Audits and inspections**
- **Planned maintenance**
- **Pre-hire employee vetting**
- **Others?**

What should be reported?

1) Accidents
2) Near-misses
3) Unsafe acts
4) Unsafe conditions

Reporting – how?

- **Who can report?**
- **To whom?**
- **What implications does this have for training?**
- **Where can forms be obtained?**

Unsafe behaviour

- **Horseplay**
- **Use of wrong equipment/tools for wrong purpose/improvising**
- **Defeating safety devices**
- **Failure to secure**
- **Failure to post warnings**
- **Operating without authority**

- **Working on moving/unsecured equipment**
- **Taking an unsafe position or posture**
- **Operating or working at an unsafe speed**
- **Unsafe loading, placing, mixing or combining**
- **Failure to use PPE**

Unsafe conditions

- **Improper or unsuitable PPE**

- **Improper or defective equipment**

- **Inadequate ventilation or lighting**

- **Unsafe dress or apparel**

- **Unclean or cluttered workspace**

- **Noisy environment**

- **N.B. Can unsafe conditions be engineered out at the design stage?**

Unsafe personal factors

- **Fatigue**
- **Muscular or physiological weakness**
- **Lack of required skills/training**
- **Intoxication through medicines, alcohol or drugs**
- **Physical or mental impairment/ injury**

What influences behaviour?

- **Attitude**
- **Motivation**
- **Intelligence**
- **Emotions**
- **Experience**
- **Desire**
- **Complacency**

- **Need**
- **Abilities**
- **Skills/Training**
- **Machismo**
- **Ambition**
- **Situational conditions**

Positive reinforcement

- **Needs to take place frequently and promptly**
- **Use positive language and body language without patronising**
- **Never ridicule safe behaviour**
- **Treat people equitably**

Motivation

- **Money/status**
- **Safety awards**
- **Positive reinforcement**
- **Employee participation**
- **Leadership by example**
- **Peer pressure**

Giving feedback

- **How to be critical without defeating your purpose!**
- **Start and end positively**
- **Address behaviour, not individual**
- **Feedback should encourage improvements, not punish**

Transactional analysis

Assumes that each of us resides in a particular mental (ego) state at all times;
❖**Parent**
❖**Adult**
❖**Child**

Transactional analysis

- **If supervisor speaks as a parent to a child, he will get a negative response – respondent will adopt a parent state and talk as if to a child = Crossed transaction**

- **If supervisor speaks as an adult to an adult – respondent likely to speak as an adult to an adult = Parallel transaction**

If a conflict arises . . .

- **It takes two to argue!**
- **Disengage from conflict**
- **Avoid confrontation**
- **Let a situation calm down, then address issues causing conflict**
- **Be constructive**
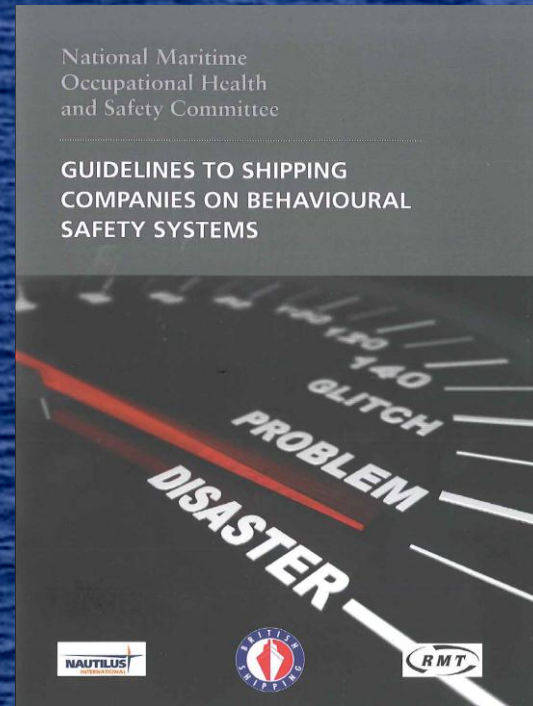- **If issue is safety-critical, stand your ground**

Exercise

You have just carried out a safety observation. The person you have observed worked safely in most respects. But he used the wrong tool for a task, which caused you concern. He also bent his back when lifting an awkward load from the floor.

❖**How would you provide feedback? What might you say?**

Further reading

- **Guidelines to Shipping Companies on Behavioural Safety Systems – produced by NMOHSC**

And finally . . .

- A fire safety inspector phoned a company to make an appointment for an inspection

- He was speaking to the receptionist when he heard an alarm ringing

- Concerned, the inspector asked "What is that noise? Do you need to end the call?"

- The receptionist replied . . .

- "Oh its just the fire alarm, don't worry . . . now is Friday ok, say 10.30?"

- The inspection highlighted several deficiencies in staff training . . .

THANK YOU FOR YOUR PARTICIPATION!