

Behavior Based Safety Training

Prepared by Dr. John Brian Anthony

Introduction:

Promoting safe behavior at work is a critical part of the management of health and safety, because behavior turns systems and procedures into reality. On their own, good systems do not ensure successful health and safety management, as the level of success is determined by how organizations 'live' their systems.

In order to promote safe behavior at work, Lafarge has requested us to propose an initial TWO days training for your front line managers. The first day will cover structured program knowledge on behavior safety and the second day will be devoted to actualizing this knowledge by examples and demonstration in the training room.

Aim of the training:

Behavioral programs have become popular in the safety domain, as there is evidence that a proportion of accidents are caused by unsafe behavior. Whilst a focus on changing unsafe behavior into safe behavior is appropriate, this should not deflect attention from also analyzing why people behave unsafely. This training cover the reasons for not focusing solely on changing individual behavior without considering necessary changes to how people are organized, managed, motivated, rewarded and their physical work environment, tools and equipment can result in treating the symptom only, but without addressing the root causes of unsafe behavior.

It is proposed that the TWO days training will cover the following topics:

FIRST DAY (Program Knowledge)

- INTRODUCTION
- BEHAVIOR MODIFICATION THEORY
 - antecedents trigger behavior
 - how consequences drive behavior
 - impact of time frame, predictability and significance of consequences
 - It is the consequences for the individual that matter
 - Importance of continuing to provide reinforcement consequences
- KEY ELEMENTS OF HEALTH AND SAFETY OBSERVATION AND FEEDBACK PROGRAMMES
 - implementation
 - observation and feedback process
 - enablers and barriers to effective behavioral safety program
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- EFFECTIVENESS OF BEHAVIOUR MODIFICATION TECHNIQUES
- EFFECTIVENESS OF BEHAVIOURAL SAFETY PROGRAMMES

SECOND DAY (Implementation)

- **PROMOTING CRITICAL HEALTH AND SAFETY BEHAVIOURS THAT SUPPORT THE HSMS**
- **DESIGNING A HEALTH AND SAFETY BEHAVIOUR MODIFICATION INTERVENTION**
 - using behavior modification to promote management behaviors (an example)
 - using behavior modification to promote risk control behaviors (an example)
- **INTEGRATING BEHAVIOUR MODIFICATION WITH THE HSMS**
 - Behavior modification as a part of the HSMS
 - using behavior modification to support the HSMS
 - integrated approach to identifying critical safety behaviors
- **LEADERSHIP STYLE AND BEHAVIOR THAT ENHANCE SAFETY**

HOW DO YOU IMPLEMENT BEHAVIOR BASED SAFETY?

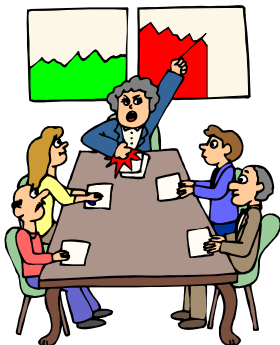
There are **THREE** options to choose from:

1. Using In – house Resources (Two- Person Project Teams).
2. Existing Safety Committee can be used rather than to set up a separate steering committee.
3. Employ the services of consultant to provide guidance in the implementation process and delivering the required trainings and tools of Behavior Based Safety

Functions of implementation Teams:

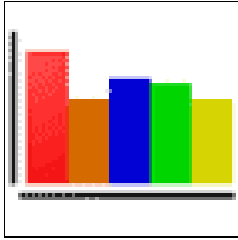
Although each of the above alternatives has potential problems, they are not insurmountable if the organization is truly committed to implementing a behavioral safety improvement initiative. Whichever mechanism is adopted, the basic function of each remains the same: namely

1. Conduct Briefings



2. Developing safety performance inventories

3. Identifying



4. Recruiting Observers



5. Training



6. Supporting safety observers



7. Monitoring and reviewing on going progress



Safety Climate Survey:

One practical method for determining the scope and nature of the improvement initiative under behavior based safety is to conduct a safety climate survey of the workforce's current perceptions and attitudes towards safety. A psychometric measure of safety climate can be used to provide invaluable assistance to the initial development of the direction of the behavior safety initiative.

Training

The following topics are recommended to be included in behavior based safety training.

1. Reasons for people behaving unsafely and how unsafe behaviors can be eliminated	2. What being an observer means	3. How the safety performance inventories were devised, and how they should be scored
4. how to set safety performance targets with trainees' peers	5. how to recognize and manage resistance from others	6. how to give feedback to others about their behavior
7. training room practice of observation skills, video or real life examples of unsafe behaviors or conditions found in the work place	8. Two hours practice observations in the work place	9. Discussion about the ground rules for observations. (how to interpret the scoring of unsafe behaviors or conditions found in the place of work)
10. what they should do with the observation data	11. a close –out session that summarizes the training and explains how logistical and other support will be provided.	12. How behavior based safety complement rather than replace existing safety improvement initiatives.

Process of Implementation of Behavior Based safety

Steps in implementation	Elements of Implementation	Responsibility / Time line
1.Planning the change strategy	<ul style="list-style-type: none"> • Conduct safety climate survey • Form teams • Identify project champion • Design team members roles • Briefing the organization • Conduct management briefing • Recruiting Observers • Recruitment issues 	
2. Identifying the problem	<ul style="list-style-type: none"> • Historical Accident data • Validating the Behavior Identified • Constructing Safety Performance 	

	Inventories <ul style="list-style-type: none"> • Recording Observation Scores • Calculating a Percentage Safe Score 	
3. Implementing the Change Strategy	<ul style="list-style-type: none"> • Observers training • Establishing Baselines • Target setting 	
4. Evaluating the Extent of Change	<ul style="list-style-type: none"> • Feedback issues • Correcting any Deviations from the Changes Required • Monitoring Trends • Monitoring the Observation data Each shift • Monitoring the Frequency of Observations • Developing new Safety Performance Inventories • Monitoring the levels of visible Ongoing Support 	

The above provides a strategic overview of the major elements to implementing a behavioral initiative. The TWO training days addressed by this proposal is therefore inadequate for the implementation of behavior based safety. It is felt that the implementation would require THREE consulting days and FIVE training days. The climate survey will take another TWO days.

THE GOOD POINTS OF BEHAVIOR – BASED SAFETY
<ol style="list-style-type: none"> 1. The focus is on the human side of safety 2. Safe and unsafe behaviors are defined. 3. There is an organized process to encourage safe behaviors 4. Employee involvement is encourage and integrated in the process 5. Management’s financial commitment suggests the importance they attach to safety 6. BBS has shown itself capable of engendering commitment – with passion 7. BBS inherently involves the first level of supervision to a significant extent.

Conclusion

It is of vital importance for the organization management to play a strong proactive supportive role in the day-to-day running of the programs, as this could make or break the project in the longer term. This means senior management involvement should be as much as possible in each stage.

Finally, it is inevitable that those implementing the program will meet resistance, obstacles and problems, especially during the early phases. It can appear that they are going forwards two steps, and one step backwards. However, these problems present learning opportunities that will help them continually improve their safety efforts and reduce the company's accident rates.

Price per pax: \$3000.00

Class size: max 15 pax

Participants: registered Safety Officer or Managers

Duration: 3 days

Trainer: Dr. John Brian Anthony (Doctor of Management)