



INTRODUCTION TO RUMCO BEHAVIORAL BASED SAFETY



OUTLINE/LEARNING OBJECTIVES

- Why Behavioral Based Safety?
Behavioral Based Safety Defined
- The Performance Equation
- The Behavioral Based Safety Model
- Pre-performance
- Performance
- Post-performance
- Using the Behavioral Based Safety Model, Examples:
 - To Encourage Hazard Recognition and Reporting
 - To Eliminate Equipment versus object hits

Why Behavioral Based Safety?

- Taking Our Safety Performance to the Next Level
- Challenge to Improve and Maintain
- Complete integration of safe behaviors with quality work

Why Behavioral Based Safety?

Approach	# of Studies	# of Subjects	Reduction %
Behavior Based	7	2,444	59.6%
Ergonomics	3	n/a	51.6%
Engineering Change	4	n/a	29.0%
Problem Solving	1	76	20.0%
Gov't Action	2	2	18.3%
Jobsite Audits	4	n/a	17.0%
Stress Management	2	1,300	15.0%
Poster Campaign	2	6,100	14.0%
Personnel Selection	26	19,177	3.7%
Near-miss Reports	2	n/a	0%

Behavioral Based Safety Defined

- BBS is the use of behavioral psychology to promote safety.

Theory X
and
Theory Y

Hierarchy
of Needs
Theory

Expectancy
Theory

Equity
Theory

Integration
and
Implications

Goal
Setting
Theory

Three
Needs
Theory

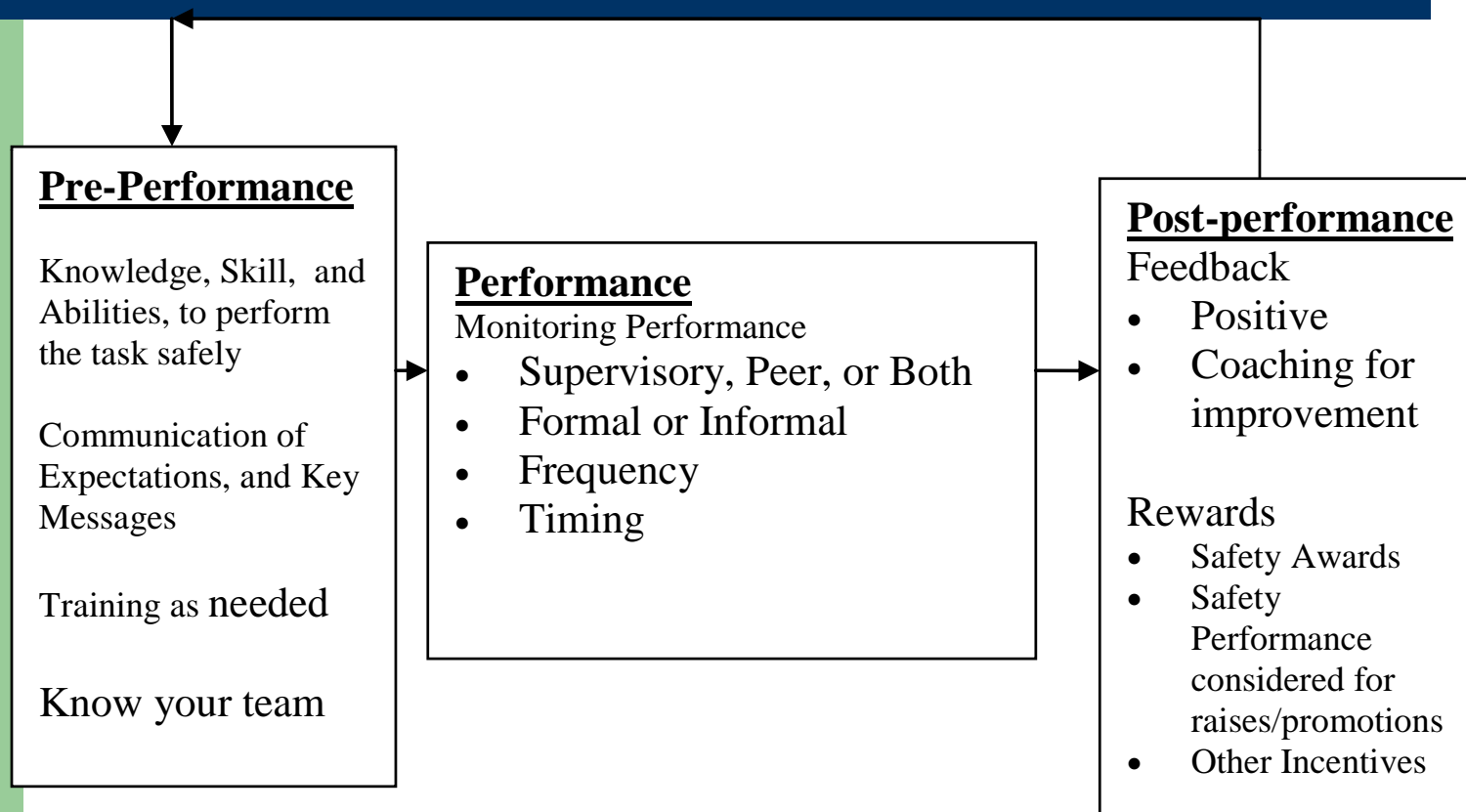
The Performance Equation

- Performance=
 - Ability
 - Born with or developed over long-periods of time
 - X Behavior
 - Effort
 - Following instructions and procedures
 - Going above and beyond to solve problems
 - X Opportunity
 - Knowledge of expectations
 - Work environment supports performance
 - Training
 - Feedback
 - Rewards that reinforce behaviors

Behavioral Based Safety Defined

- Focuses on at-risk behaviors that can lead to injury
- Focuses on safe behaviors that can contribute to injury prevention
- BBS is an incident prevention process

Behavioral Based Safety (BBS) Model- Keep it Simple



Determine what behaviors to focus on

- Start with a problem or opportunity
 - What factors have been related to frequent incidents?
 - What are potential serious incidents on the job.
- Two-types of behaviors
 - Safe Behaviors-reduce potential hazards
 - At-risk Behaviors-create potential hazards
- Sources of information:
 - Job Hazard Analysis
 - Team members performing the work
 - Other Supervision
 - Incidents, accidents, and injury reviews
 - Weekly Supervisor Report, Quarterly Summaries
 - HR/Safety

Pre-performance

- Knowledge, Skills, Abilities, and Attitude
 - What they come with
 - Know your team
- Training-
 - Operations Training Program
 - Orientation Video
 - Jobsite Orientation Guidelines
 - Job Specific Training: Flagger Training, MSHA, Safe Driving Etc.
 - Daily Tailgate and Weekly Safety Meetings
 - Recognizing Hazards
 - On-going, on-the job training

Pre-performance-Expectations

- The key is communicating so that team members know what is expected of them.
 - Repeat, make it interesting, use examples/tell a story; think of it as advertising.
 - Persuade/make the case, connect the expectation to organizational performance and individual rewards

Pre-performance-Expectations

- Company-wide Expectations:
 - Foundations for Success/Values
 - Safe Production
 - Zero Incidents, Accidents, Injuries
 - Recognize and Report Hazards to Supervision
 - Report Incidents
 - Common Operations and Behaviors to abate hazards-
 - Employee Handbook, Loss Control Manual, Safety Meetings, other policies/procedures

Pre-performance-Expectations

- Project Specific Expectations
 - What behaviors are needed to abate specific hazards and maximize safe production
 - Tools and methods used to determine project specific expectations:
 - Job site safety inspection/walk-through-physical layout
 - Job Hazard Analysis-Tasks, Hazards, and Abatements that are behaviors
 - Review project materials for project unique scopes/operations
 - Client derived expectations
 - Changing conditions (daily)
 - Periodic Hazards that may appear

Performance

- The key is to monitor behaviors that influence performance and detect gaps from desired behavior
 - AKA: Are employees meeting the expectations?
- Performing Tasks Safely
 - Are team members performing all safety procedures related to their position?
 - Are team member performing behaviors needed to abate project specific hazards?

Performance

- Recognizing and reporting hazards
 - Are team members recognizing and reporting hazards before incidents occur?

Performance

- Monitoring Systems
 - Who?:
 - Supervisors
 - Peer Team Members
 - Formal Systems
 - Observation Training
 - Observation Form
 - Feedback (Post Performance)
 - Informal Systems

Post-Performance

- Feedback
 - The key is to communicate with team members so that they know if they are meeting expectations
 - Formal Feedback
 - General
 - Performance reviews-written or verbal
 - To reward behaviors that meet or beat expectation
 - Recognition-
 - Announcement in a team meeting highlighting an achievement.
 - To correct behaviors that are not meeting expectations
 - Coaching (Reference Coaching Procedure/Worksheet)

Post-Performance

- Feedback
 - Informal feedback
 - Positive-Give specific, positive feedback/praise/recognition to reinforce team members that meet or exceed expectations.
 - Informal Corrective Action-Give specific feedback to correct behavior of team members not meeting expectations

Post-Performance

- Safety Awards
 - Recognition and an award with significant monetary value to reinforce meeting and beating expectations
 - Hats, shirts, gifts cards, safety award check, etc.
- Raises, Promotions, company bonus, etc. tied to meeting or exceeding performance expectations
 - Raises and promotions are more likely if team members don't have incidents, report hazards, and positively impact safe production
 - The workers' compensation dividend is rolled into the company's discretionary bonus pool
 - Minimizing incidents lowers insurance rates and gives the company the ability to get work and provide pay/benefits for team members

Encourage Hazard Recognition and Reporting-A safe behavior

Pre-Performance

-Hazard recognition training using Job hazard analysis process and jobsite inspection form.

-Team members are told that supervision encourages them to report hazards. Examples of team members reporting hazards that avoided losses are used.

Performance

-Monitoring is used project-wide, supervision expects at least one report every few weeks.

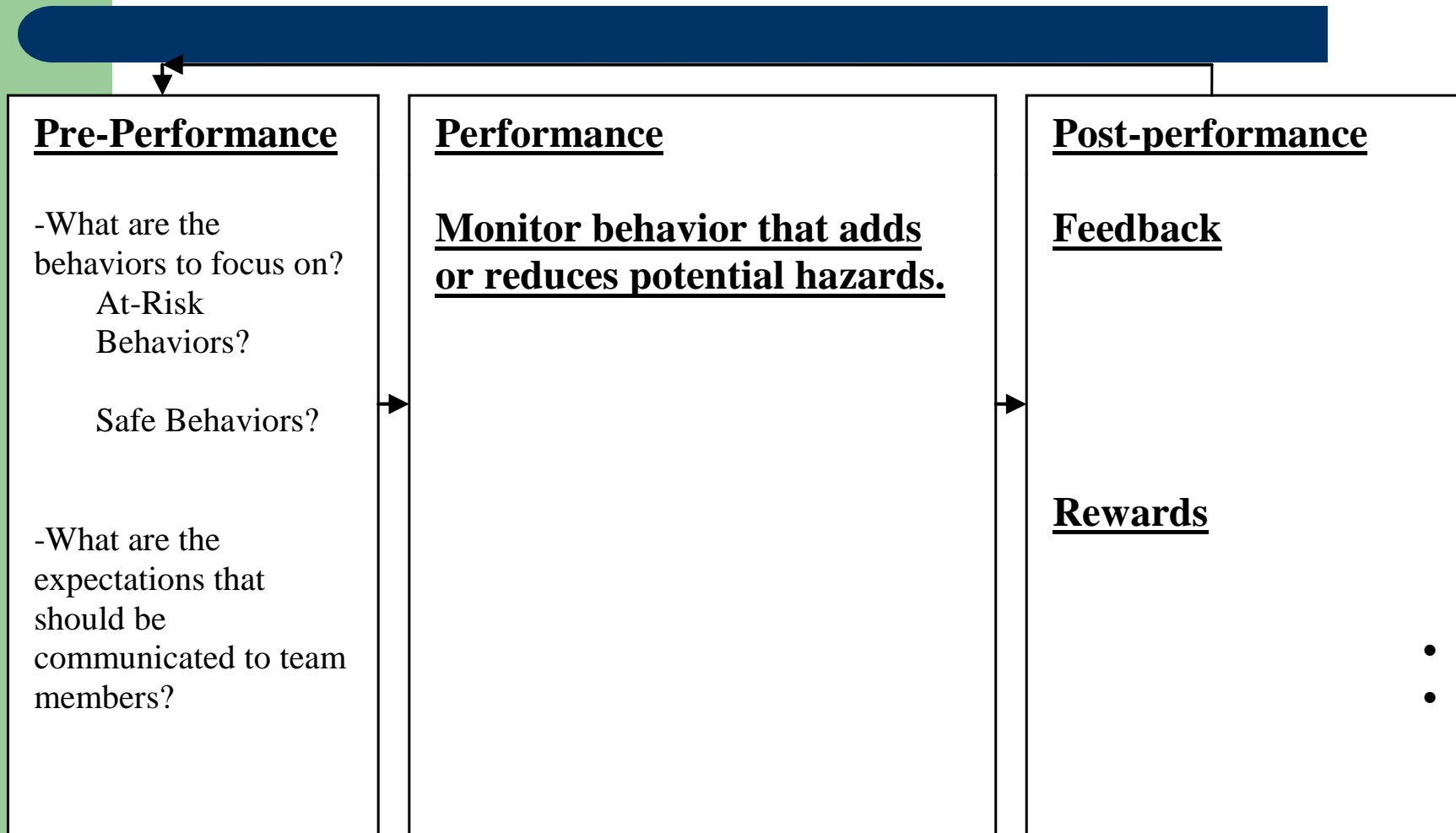
If not, supervision does more probing and troubleshooting to ensure the environment is encouraging reporting of hazards.

-Team members are asked in tailgate meetings and individually if they saw any hazards that need to be addressed throughout the duration of the project.

Post-performance

- If a report is received, team members are positively recognized in the following days tailgate meeting. Often, a Safety Award is issued.
- Supervision follows up with the team member and then the team on results from looking into reports.
- Supervision does not discourage reporting, even if the alleged hazard was unfounded.

Trouble Shooting Performance Problems-Operators hitting curbs



Group Exercise

- Select a common safety incidents
 - Determine what behaviors decrease the safety incident
 - Determine what behaviors increase the safety incident
- Design a BBS system to address the safety incidents
 - What expectations to communicate
 - How behaviors will be monitored
 - How behaviors will be reinforces

Summary

- Start with a problem or opportunity
- Pre-performance-The key is communicating so that team members know what is expected of them.
- Performance-The key is to monitor behavior and detect gaps from desired behavior.
- Post-performance-The key is to communicate with team members so that they know if they are meeting expectations
- The BBS Model can be used to help set-up an environment to encourage desired behavior or to trouble-shoot performance problems or opportunities.