Behavioural Safety as part of your management system.
Developing safety cultures workshop event.

Plan for this “starter” session:

• Human behaviours & Risk taking;
• Influencing behaviours
• Success factors
• Summary/key messages- handle with care
Twycross Zoo & H&S professionals?
Is behavioural safety really important?

‘HSE recognises the importance that behavioural safety can play in helping avoid accidents and ill-health at work.... Up to 80% of accidents are often attributed to human error.’

(HSE website)
What is behavioural safety?

• Lots of names for the same thing –

  Changing unsafe behaviour into safe behaviour

– Behaviour modification
– Safety Behaviour modification
– Behaviour based safety
– Behavioural safety management systems
– Safety observation systems
What influences human behaviour?

- Natural instinct – flight or fight
- Conditioned responses – learnt behaviour
- Social norms, peer pressure
- Desire for rewards:
  - Wealth
  - Prestige
  - Satisfaction
  - Desire to help others
- Bad day, road rage, domestic problems
What influences our behaviour at work?

In the workplace

- Organisational values
- Safety culture – “how we do things around here”
- Management commitment - production v safety
- Mutual trust
- Communication
- Supervision
- Real world workable procedures
- Risk perception
Who’s behaviour are we talking about?

- Senior managers / directors
- Middle managers
- Front line managers / supervisors / team leaders
- Front line workers

Safe behaviour is often seen as something front-line workers have **but** it is heavily influenced by wider organisational and managerial behaviour
Human Behaviour

• Risk taking behaviour

• Who takes risks?

• Who in the audience has…….?
Why do people take risks?

Some reasons why?

• We often know the risks, but we also know that some of the effects will be far in the future
• Sometime we make rational calculations of the risk versus the perceived benefit
• Sometimes we behave on auto pilot (heuristics)
• Sometimes peer pressure makes us behave in certain ways.
• We assume others will behave in predictable ways.
• We overestimate our own abilities
Why do people take risks?
Human Error

Unintentional

Human Failure

Errors

Violations

Skill based

Mistakes

Slips

Lapses

Knowledge based

Intentional

Rule based
Individual Factors

Limited capacity processor

Minimise effort – a strong basic motivation for taking short cuts.

Adaptable & creative
How to influence behaviour.

• Understand the root causes of the behaviour
• Make practical and realistic changes to influence behaviour
• ABC analysis is one option
• **Antecedents, Behaviour, Consequences**
The ABC of behaviour.

• **Antecedents**
  – Antecedents are the things that influence behaviour in the first place
  – The trigger for behaviour
  – Safety rules, procedures, signs, skills, training, machine guards etc.

*For example*

– If there isn’t a procedure, it won’t be followed.
– But - Having a procedure in place doesn’t mean it will be followed
The ABC of behaviour

Where we direct our efforts

A → B → C

What influences what we do

A → B → C

People do what they do because of what happens to them when they do it.
ABC analysis - an example

A fitter replaces an electrical component

Antecedents.-what influence behaviour in the first place?

• Procedure to isolate electrical supply.
• Fitter trained & understands risk of electrocution
• Fitter realises that the procedure should be followed.
• Managers want the task completed quickly.
ABC analysis.

Behaviour
- Fitter replaces the component
- Fitter does not follow procedure, failing to isolate the electrical supply.

Consequence
- Fitter does not get electrocuted - gets away with it
- Fitter does not get into trouble with managers
- Fitter receives praise from manager for getting the job done quickly - minimising down time.
Was the fitter to blame for not following the isolation procedure (violation) ?
- Conform to common practice – everyone does it this way
- Perceived managers wanted it done quickly
- There may be a deep rooted bias for production over safety

Safe behaviour is often seen as something front-line workers have, but it is strongly influenced by the wider organisational culture.
Behaviour in context
Reducing error and influencing behaviour

Related information HSG 48.
Accidents and behaviour-can accident rates keep falling?

- Engineering approach to safety
- Systems approach
- Human Factors?

Incident rate

Time

1970 1990 2010
Accidents and behaviours.

- Engineering
- Safety management
- Human factors
- Continuous improvement
- Workforce involvement

I need better Engineering design
More procedures!
Behavioural modification will fix it…(theirs not mine)
Interested in using behavioural safety?

Some questions to ask yourself:

• Are you ready for behavioural safety?
• Have you got senior level commitment?
• Have you got workforce commitment?
• Are you aware of the limitations?
• Are you aware of the true benefits?
• Have you got the right programme?
• Have you picked the right targets to observe?
• What will success look like?
Advantages

• May result in a reduction in accidents?
• Can significantly improve communication and employee participation, worker involvement.
• Encourages discussion of safety at work
• Behavioral approaches can make a significant contribution to safety at work
Disadvantages

- May draw attention & limited safety resources away from safety critical issues,
- Can be perceived as shifting the onus for safety away from management onto the behaviour of individual employees. Care needed here.
- May lead to a focus on observable behaviours
- Safety incentives – may encourage underreporting of accidents, especially less obvious injury and ill-health in order to keep a bonus
Making behavioural safety work

• Genuine senior management and middle management understanding and commitment
• Involve the workforce from the start
• Frontline supervisors are key, make or break
• Requires a reasonable level of trust
• Adequate resources, money and time
• Solve those outstanding industrial relations issues before you start
• Keep the programme fresh & interesting
Success factors

√ Management and workers constructively communicating to each other about H&S
√ Increased awareness of workforce of the influence of behaviour on H&S
√ Improved H&S leadership / active management involvement and visibility in H&S
√ Worker involvement and ownership of H&S
√ Unsafe behaviours / conditions are quickly acted on
√ Staff development (e.g. communication, IT skills; self confidence)
√ Accidents and incidents are reduced
√ Positive H&S attitudes prevail
Some alternatives to behavioural safety

• Learn from near misses and incidents
• Measure safety performance positively, don’t solely focus on Lost Time Incidents (LTI’s)
• Develop active employee participation in safety
• Develop visible management commitment and strong leadership
  – Train managers to manage safety
• Develop safety culture
Key Messages

Please Handle With Care
Key messages

• Safe behaviour is often seen as something front-line workers have, **but** it is strongly influenced by the wider organisational culture.

• Organisational culture and behaviour can be influenced but it requires **long term high level commitment, adequate resourcing and time.**

• Targeting individual behaviour before addressing latent failure or performance can mean that root causes of unsafe acts get overlooked & staff are unfairly blamed for accidents and incidents.
Handle with care.

• Behavioural safety programmes are **not** an alternative to H&S policies, procedures & systems, Nor are they a “magic bullet” to addressing all human factors issues.

• BSP’s should be seen as one approach within a wider set of human factor solutions and controls.