



Behavior Management for Safety Improvement

Some Basics



Employee behavior is often involved in accidents and/or other mishaps that occur in the workplace

- ◆ **use of wrong tools**
- ◆ **not following rules/procedures**
- ◆ **wrong use of tools, equipment, materials**
- ◆ **taking wrong position**
- ◆ **horseplay**
- ◆ **trying to finish on time**
- ◆ **not using PPE**
- ◆ **etc...**



Employee behavior

Is related to knowledge, skills, motivation

- ◆ risk analysis, training, supervision

Is related to worker attitude

- ◆ selection of people, supervision

Is related to work environment

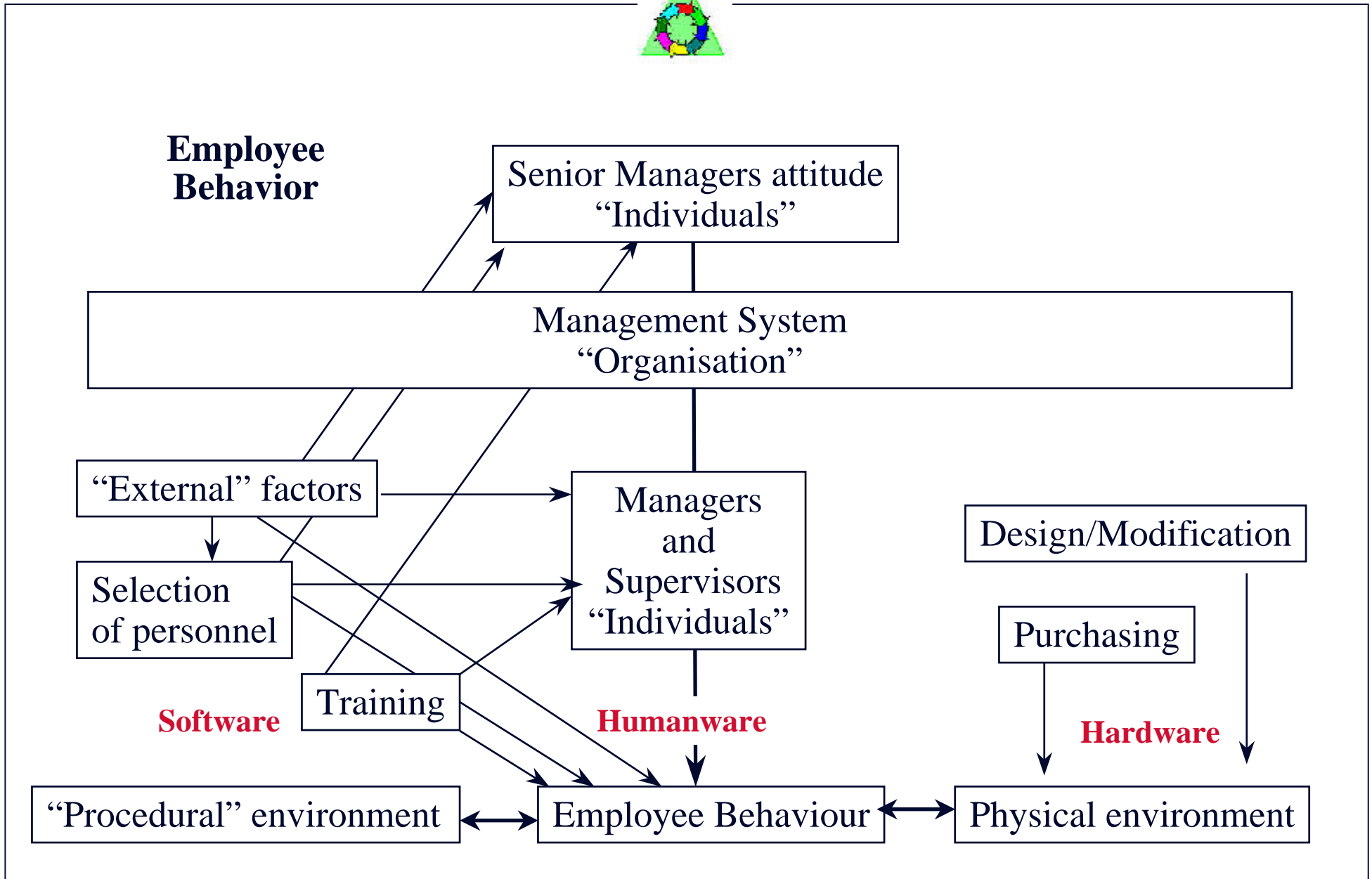
- ◆ risk analysis, design, modification

Is related to work procedures, instructions

- ◆ risk analysis, procedure writing

Is related to management behavior

- ◆ management attitude
- ◆ management system





Behavior Management

Will identify issues for continuous improvement

- ◆ task / workplace risk assessment
- ◆ work instructions and planning
- ◆ (ongoing) training and (task) observation
- ◆ workplace design (ergonomics)
- ◆ modification
- ◆ inspection and maintenance
- ◆ purchasing (materials, goods, equipment)
- ◆ selection of personnel
- ◆ accident investigation



Behavior Management

The Principle



Behavior Management

Focused on critical behavior

Directly related to behavior of individual

To be used as a window to other issues, such as:

- ◆ workplace risk assessment
- ◆ personnel selection, training
- ◆ work conditions, ergonomics
- ◆ work instructions and procedures
- ◆ management behavior, supervision, management system



Behavior Management Levels of Involvement

Corporate level
Site level



Behavior Management

Corporate level



Behavior Management - planning

CORPORATE

Executive session



Corporate project team



Train-the-Trainer



Site implementation



Evaluation and follow-up



weeks

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Behavior Management - Corporate level

1. Executive session

- ◆ role of executive management, description of program

2. Corporate project team

- ◆ for leadership, coordination and follow-up

3. Train-the-Trainers

- ◆ train individuals (also to act as site coordinators)

4. Site implementation

5. Evaluation and follow-up

- ◆ (External) facilitator with Corporate coordinator and project team



Behavior Management - Corporate Executive session (One day)

Purpose

- ◆ the place of behavior in relation to accidents/incidents
- ◆ role of senior managers

Contents

- ◆ safe behavior management (model)
- ◆ accident causation
- ◆ method of observation / tools (critical behavior list)
- ◆ site implementation



Behavior Management - Corporate project team

Purpose

- ◆ To lead, coach, guide, follow-up etc... towards success

Members should/may include:

- ◆ Corporate senior manager (chairperson)
- ◆ Corporate program coordinator
- ◆ Others



Behavior Management - Train-the-Trainer course (2 - 5 days)

Purpose

- ◆ to prepare Company personnel to further the program internally (set up at site level, incl. training of people at site level)

Contents

- ◆ training techniques
- ◆ use of materials specific to program

at least one person per site (safety coordinator)

also act as the site Behavior Management project coordinator



Behavior Management - Evaluation and follow-up (Corporate) (External facilitator 5-10 days / year)

Purpose

- ◆ To assure results from actions

Contents

- ◆ periodic reports from site coordinators to Corporate
- ◆ stimulate site implementation
- ◆ learning experiences shared with other sites



Behavior Management

Site level



Behavior Management - planning

SITE

Executive session

Site project team

Professional assessment

Action plan development

Orientation session

Observer selection

Observer training

CBL generic

CBL specific (dept)

Implementation

Evaluation and follow-up

weeks

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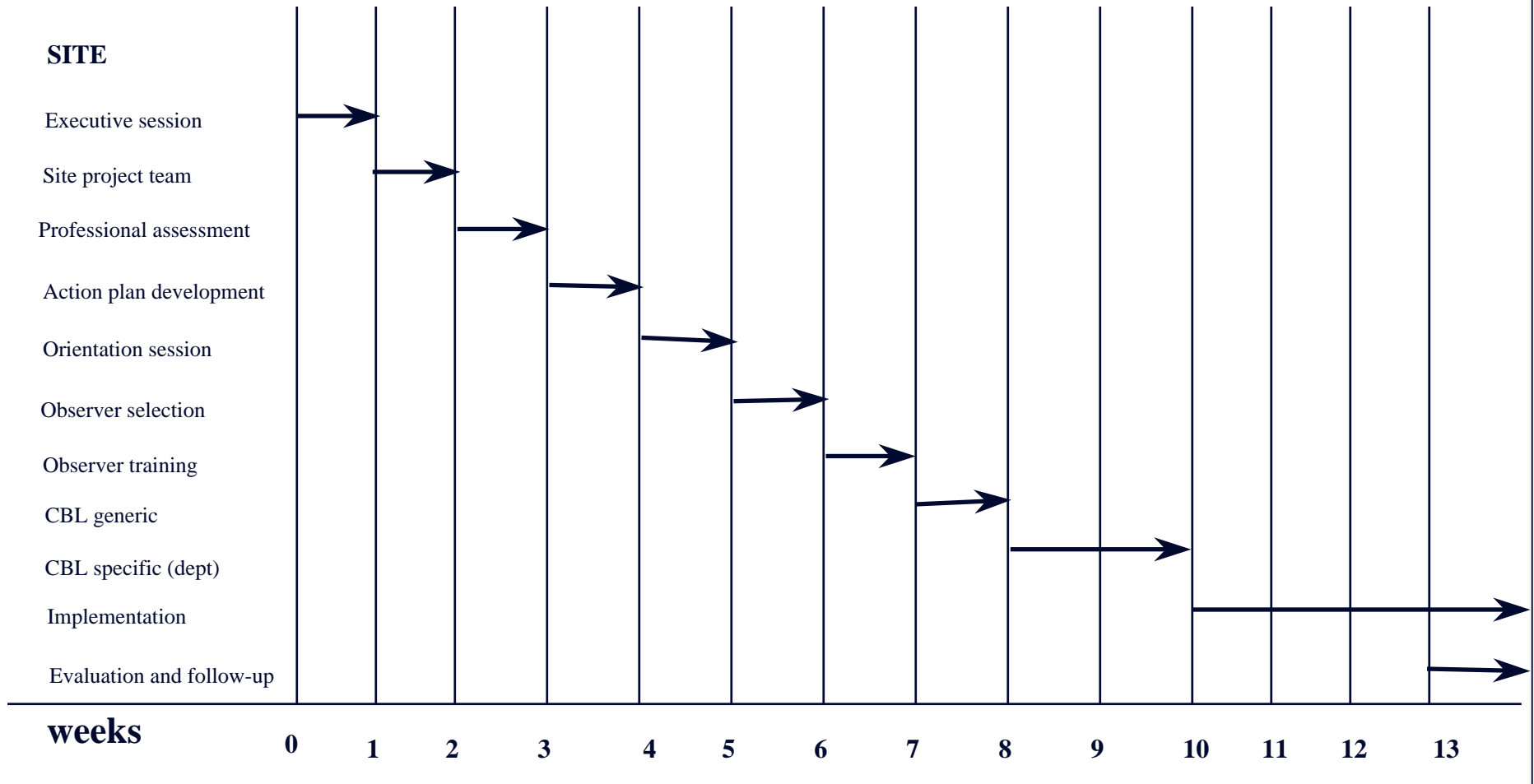
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Behavior Management - Site executive presentation (one day) *(similar session for works council?)*

Purpose

- ◆ the place of behavior in relation to accidents/incidents
- ◆ role of senior managers

Contents

- ◆ safe behavior management
- ◆ accident causation
- ◆ method of observation / tools
- ◆ site implementation



Behavior Management - Site project team

Purpose

- ◆ to lead, coach, guide, follow-up etc... towards success

members may include:

- ◆ a senior manager (chairperson)
- ◆ site program coordinator
- ◆ workers (works council)
- ◆ supervisors



Behavior Management - Professional assessment (site) 4 days

Purpose

- ◆ to establish a basis for consulting
- ◆ basis for communication with management and action plan preparation

Contents

- ◆ written survey - managers and employees (questionnaires)
- ◆ data processing (1 day)
- ◆ structured interviews (1,5 day)
- ◆ (workplace) conditions assessment (0,5 day)
- ◆ report (1day)



Behavior Management - Report presentation (0,5 days)

Purpose

- ◆ to report results from professional assessment



Behavior Management - Action plan 1 - 2 days

Purpose

- ◆ Schedule activities
- ◆ Provide resources

Contents

- ◆ Site-wide orientation
- ◆ Observer selection
- ◆ Observer training and generic Critical Behavior List
- ◆ Performance indicators
- ◆ Departmental workgroups and specific Critical Behavior List)
- ◆ Implementation
- ◆ Observer - coordinator communications
- ◆ Evaluation and follow-up (facilitation)



Behavior Management - Site-wide orientation (1/2 day per workgroup)

Purpose

- ◆ to inform all personnel about concepts and program

Contents

- ◆ behavior management
- ◆ understanding accident causation
- ◆ program



Behavior Management - Observer Selection (usually one per department or workgroup)

Purpose

- ◆ to select people to become observers



Behavior Management - Observer Training (Site) (2 day training)

Purpose

- ◆ to train people to do observations

Contents

- ◆ safe behavior management
- ◆ understanding accident causation
- ◆ behavior observation process
- ◆ how to listen
- ◆ develop a critical behavior list (generic/specific)
- ◆ how to do observations, feedback
- ◆ cause analysis, reporting



Critical Behavior List (CBL) Generic

Purpose

- ◆ determine generic critical behaviors

Contents

- ◆ tools
- ◆ procedures
- ◆ positions
- ◆ personal protection
- ◆ • • •



Behavior Management - performance indicators

Purpose

- ◆ establish base-line
- ◆ progress measurement

Contents

- ◆ number of observations
- ◆ total incident frequency
- ◆ percentage safe behavior
- ◆ number substandard conditions
- ◆ • • •



Critical Behavior List (CBL) Specific Workgroup sessions (1/2 day per workgroup)

Purpose

- ◆ determine specific critical behaviors for department or workgroup

Source

- ◆ accident incident reports
- ◆ risk analysis (tasks, workplace, equipment, materials)
- ◆ • • •



Behavior Management - Site implementation

Purpose

- ◆ implement plan and observations towards success

Contents

- ◆ frequency of observations by observers
- ◆ observations carried out (generic/specific issues - CBL)
- ◆ feedback (to person)
- ◆ risk ranking, cause analysis and actions from observations
- ◆ report to coordinator
- ◆ evaluation and follow-up - observers plus site coordinators
- ◆ evaluation and follow-up - External plus site coordinator (5 - 10 days/year)



Behavior Management - Evaluation and follow-up (Site) (External facilitator 5-10 days / year)

Purpose

- ◆ To assure results from actions

Contents

- ◆ periodic reports from site coordinators to Corporate coordinator
- ◆ stimulate site implementation
- ◆ coaching, guidance