

Elements of Effective Behavior Based Safety Programs

Rocky Mountain EHS Peer Group

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Agenda

- Why BBS
- Elements of Effective BBS Programs
- Focus on Critical Elements
 - Accountability
 - Observations
- Wrap up
- Q&A

Why BBS?

Why BBS?

- Limitations of traditional “Compliance” based safety
 - Typically driver top down
 - Very little true employee involvement
 - No Employee “ownership” of the process
 - Typically will plateau at TIR of 2 – 4
 - Emphasis changes as leadership changes
 - Often falls short of understanding the true conditions in the field and how employees actually perform tasks

Why BBS?

- Why does BBS work?
 - Employees actively involved and own the process
 - Allows sites to gain a true understanding of the conditions of the work place and why at risk behaviors are occurring
 - Program does not regress with changes in leadership
 - More employees are truly able to recognize hazards and at risk behaviors and know they have the ability to directly address them

Basic Elements of Effective BBS Programs

Basic Elements of Effective BBS Programs

- Accountability
 - Management commitment
 - Employee buy in and ownership
- Strategic Planning
- Compliance
- Safe Practices
- Hazard Identification
- Training
- Behavioral Observations
- Performance tracking

Elements of BBS Accountability

- Management must be willing to provide resources and allow employees ample time to participate in program and perform observations
- Must be willing to accept that in some cases management practices may be a contributing factor to at risk behaviors
- Must be willing to hold themselves as accountable as all other employees

Elements of BBS Accountability

- Employees must believe in the process and want to be involved
- Should be led/owned by employees. Leadership should provide resources and assist in data collection and implementing corrective action but should not actually manage the process
- Employee driven steering team can be very effective in pulling everything together and ensuring progress is made

Elements of BBS Strategic Planning

- Everyone involved should understand what the desired results are and agree that BBS is a means to assist in achieving that end result.
- Employees should help define goals and objectives that will define success

Elements of BBS Compliance

- Compliance is still an essential element to be included into a successful BBS program
- Approach to achieving compliance may be different than in the past
 - More employee involvement in development and modification of safety programs
 - More employee involvement in developing and conducting training
 - More employee involvement in identifying and correcting safety issues when discovered

Elements of BBS

Safe Practices

- “Safe Practices” are recognized and agreed upon means of safely performing workplace functions
 - Should not be developed in an office away from the job site, rather developing safe practices for job tasks involves thoroughly assessing a job with operator or employee involvement and identifying the safest way to perform that job or task
 - Safe practices should be documented and often become worked directly into SOPs

Elements of BBS

Hazard Identification

- One essential part of establishing Safe Practices is being able to properly identify the hazards associated with a job or task.
- “Hazard Identification” also relates to performing routine inspections of tools and equipment such as ladders, hand tools, vehicles, emergency lighting, etc

Elements of BBS Training

- Effective training is essential component of any safety program
- With BBS, you should focus on training personnel how to properly conduct observations, perform hazard assessments or routine safety inspections and how to prepare JSA's in addition to the routine compliance related training

Elements of BBS Workplace Observations

- Should be Peer to Peer
- Observations should be anonymous
- Develop standard observation form
- Effective observer training is critical
- More long term value to the observer than the person being observed
- ***Will discuss more in detail later!***

Elements of BBS Performance Tracking

- Focus on leading indicators
- Employees should help define metrics that will determine program success
- Metrics should focus on employee involvement and corrective actions implemented rather than simply number of observations completed or percentage safe behaviors observed

Focus on Critical Elements

Accountability

- Critical to break down trust barrier between Management and employees
- Leadership must be willing to allocate adequate time for steering committee meetings, performing observations, Observer training, etc
- Leadership must be willing to “turn over the reigns” to employees and entrust them to perform observations, track data and make valid recommendations, and also to involve them in the compliance side of the program

Focus on Critical Elements

Accountability

- *Leadership must be willing to accept accountability of their own, in many cases Management created either directly or indirectly the issues that are discovered through the observations*
 - Ineffective training
 - Focus on Production
 - Front line supervision approach to safety vs. production
 - Letting routine maintenance slip

Focus on Critical Elements

Accountability

- Employees need to understand that they are responsible for their own safety **and** have the confidence that they can take appropriate action when they feel their safety may be compromised
 - This includes identifying issues and getting directly involved in implementing the solution, simply identifying a problem and passing it off on someone to fix is not sufficient
- Employees need to hold leadership accountable

Focus on Critical Elements Work Place Observations

- What to observe?
 - Should define a standard checklist of items or behaviors to focus on
 - These can be identified from a review of recent incidents and near misses, by performing Hazard assessments of the critical functions of job tasks and establishing safe work practices for those tasks.

Focus on Critical Elements

Work Place Observations

- How to observe?
 - Observer training is a critical component in doing effective observations
 - Observer must be able to:
 - Understand how to approach employee
 - Identify both at risk behaviors and safe work practices
 - Understand how to document the observation
 - Understand how to provide feedback
 - Begin with positive notes
 - Discuss at risk observations
 - End on positive note

Focus on Critical Elements

Work Place Observations

- How to observe?
 - Observer must understand how to interact with employees in a positive manner and be able to elicit valuable information about why a task is being performed in a certain manner or other issues or concerns that the employee may have.
How a question is asked or an observation is discussed will greatly impact the response received from the employee

Focus on Critical Elements Work Place Observations

- When to observe?
 - Anytime is a good time to observe
 - Best if observer can observe non-routing tasks such as performing emergency maintenance, clearing equipment jams, or dealing with production issues

Focus on Critical Elements

Work Place Observations

- Benefits of Observations
 - Person being observed gets constructive feedback on how the task is being performed
 - Person being observed has opportunity to provide comments or raise issues or concerns in an anonymous manner
 - Observer can remove him/herself from doing the task and step back and see what the job really looks like, often times identifying at risk behaviors in the way they perform certain tasks.

Focus on Critical Elements

Work Place Observations

- Benefits of Observations
 - Increased awareness all around with respect to safety
 - The more the observation process develops, the more comfortable people will be identifying and addressing at risk actions and the more receptive employees will be to that interaction.

Focus on Critical Elements

Work Place Observations

- Observation follow up
 - Be sure to close the feedback loop. If issues are identified which require corrective action, ensure that other employees are aware that the item was identified and is being addressed and also let them know when the corrective action has been fully implemented.
 - When identifying trends and investigating the root causes for those trends, engage other employees and solicit their feedback

Focus on Critical Elements

Work Place Observations

- Keeping observations current
 - Important to continually reevaluate the observation checklist to ensure that the proper items are prioritized and identified on the observation form.
 - Follow trends from observations and incidents and near misses
 - Perhaps you want to focus on a new task or job to ensure that the JSA has been properly developed and the task is being performed as safely as possible.

Wrap- Up

- BBS can be a very effective tool to help greatly improve employee safety and in turn improve traditional safety metrics such as TIR, LTIR and Workers Comp costs
- A high level of management commitment is essential for a true BBS program to based a chance to be successful
- Employees must buy into and own the process in order to have the best opportunity for success
- There is more to BBS than simply performing behavior observations
- Training and communication is essential to effective BBS

QUESTIONS??

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