

# BEHAVIOR BASED SAFETY PROGRAM



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## 1. INTRODUCTION

Behavior based safety (BBS) is a process that helps employees and coworkers identify and choose a safe behavior over an unsafe one. For BBS to work, all levels of company workers and management must work together under a cohesive safety program. BBS can improve safety performance and decrease incident rates by bringing awareness to the daily job tasks and the risks associated with those tasks. BBS focuses on three interconnected topics: the person, the work environment, and behavior (the safety triad)

## 2. THE SAFETY TRIAD

Common practices have adopted the theory that there are three elements of the safety triad.

- a. Person – knowledge, skills, abilities, intelligence, motives, personality, attitudes, and values
- b. Environment – equipment, tools, machines, housekeeping, heat/cold, engineering, materials, safety rules, standards, operating procedures
- c. Behavior – complying, coaching, recognizing, communicating, actively caring

## 3. SAFETY ASSURANCE

To ensure safety, employees, supervisors, and management should:

- a. Actively care about environment and improving workplace conditions
- b. Acknowledge personal rights and motivate workers to be safe
- c. Reduce at-risk behaviors and increase safe behaviors

## 4. PRINCIPLES OF BEHAVIOR BASED SAFETY

BBS assumes that behavior is a cause of accidents; therefore, by using observations of behaviors potential accidents can be identified and mitigated.

- a. Observe – measure – manage
- b. Feedback is essential to improvement
- c. Consequences motivate behavior
- d. Communication is the key
- e. Participation creates ownership

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- f. Continuous improvement happens when we work together
- g. Be proactive rather than reactive

## 5. BEHAVIOR VERSUS ATTITUDE

Behavior is an action of a person, i.e. it's what a person does. Attitude is how a person feels, thinks, or believes. An effective BBS program instills a safety oriented attitude which affects behaviors positively.

A negative attitude can affect an employee during their daily activities and may be result in committing an unsafe act or failing to act to prevent an accident. Accidents and attitude are directly related.

Conversely, a positive attitude has a beneficial effect on actions and awareness thereby decreasing accidents. A positive attitude and behavior creates a positive work environment and boosters relations with co-workers. By initiating a "can do" spirit, an employee can set the proper atmosphere for safety. Supervisors can affect this attitude by leading by example with a positive approach and encouraging employees to look out for one another.

Every employee is a crucial component to a working BBS program. Each worker is involved in creating a safe atmosphere.

## 6. BARRIERS TO SAFE BEHAVIOR

- Untrained or unskilled workers
- Complacency
- Disagreement on safe practices
- Personal choice
- Culture
- Ineffective management systems
- Inappropriate rewards
- Poor facilities and equipment
- Disorganization of supervisors/leaders

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## 7. ABC MODEL

Behavioral changes can improve safety. The ABC Model identifies three key components as the way to look at how changing your behavior can improve safety.

A = Activator – triggers behavior

B = Behavior – what we do

C = Consequence – reinforcement or punishment

Cause and Effect of BBS: Employee attitude (the activator) affects how behavior. Behavior has consequences which either reinforce positive actions or deter negative ones. Positive reinforcements affirm safe behavior and negative reinforcements deter unsafe behavior.

## 8. BBS TRAINING

BBS training reduces work-related injuries by creating a culture of safe behavior through Observation, Feedback, and Positive intervention. Training will be provided to all employees upon hire and retraining as needed. The training will include an overview of the program and observation process. Supervisors will be trained in the BBS program, observations, and delivery feedback. Supervisors will reinforce training during “skull sessions” (see ROW program) and during daily practices by identifying safe and unsafe behavior.

## 9. SITUATIONS OF ACCIDENT POTENTIAL

Look out for situations of accident potential (SOAP). Achieve this by recognizing potential hazards or safety problems. Once identified, fix the problems before starting work or task. Upon arrival for the day, make observations of SOAP. Have a proactive approach to safety. Lastly, recognize threats that may not be obvious, such as slippery places on walking surfaces or nails protruding from boards.

## 10. BUILDING A BBS PROGRAM

There are four key components to a BBS Program.

- a. “The Right Way” or the correct behavior list: Assess and determine the safe way to do the job. Identify unsafe behaviors and determine the alternate safe behavior.
- b. Observation input: Observe and record unsafe behaviors on JSA or using Near Miss mobile application. Know how to observe for unsafe acts, Unsafe conditions, initiate SOAP, exercise stop work authority, correct unsafe behaviors, and report unsafe behaviors. Workers will not be penalized for reporting unsafe behaviors.

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- c. Feedback process: Deliver feedback immediately following an observation. Feedback should acknowledge and reinforced. The observer must delivery feedback to the observed according to the guidelines outlined for positive feedback. Unsafe behaviors observations should identify the cause of unsafe behavior and explain why the behavior was unsafe. Once the alternative safe behavior is identified, corrective actions can be implemented.

It is important that feedback be positive. The feedback process should detail better, safer ways to do the job. Feedback can be organized, delivered, and discussed at safety meetings to include all employees as part of the safety team. The goal of giving feedback is to make a positive change which leads to a safer work environment.

- d. Measurement tool: BBS is an ongoing process and feedback is essential (data assimilation and review, i.e. Lessons Learned, statistics). The BBS must be an ongoing process and everyone must be involved. Data entry and statistical management including performance charts, observation reports, and safety goals are important tools for a successful BBS program and will be shared with the Safety Committee to implement best practices for growth of the safety programs. Trends and statistical analyses will be used to forecast areas for the annual HSE Improvement Plan.

## **11. OBSERVATION PROCESS**

- a. Observe the job to make sure you understand what the worker is doing and provide necessary feedback
- b. Understand and communicate effectively - Make sure the workers understand why their behavior is unsafe
- c. Identify alternate behavior - Coach the worker in the correct, safe behavior and allow change for safer way of getting the job done
- d. Clarify commitment - Make it clear that workers are committed to doing the job safely through feedback and positive intervention
- e. Obtain agreement - Workers must agree to change unsafe behavior to an alternate safe behavior
- f. Observe to follow-up - Observe workers later to make sure they are using the safe behavior; reinforce the safe behavior with positive feedback

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## **12. ROLES AND RESPONSIBILITIES OF BBS**

- a. Managers
  - i. Provide oversight for supervisors
  - ii. Understand the BBS process
  - iii. Eliminate organizational issues
- b. Supervisors
  - i. Keep all personal observation data confidential
  - ii. Ensure that no disciplinary actions are taken because of observation
  - iii. Provide enough time for workers to perform observations and properly document them
  - iv. Understand what the data is saying about safety performance
  - v. Remove any barriers to safe behavior
  - vi. Make BBS a part of daily operations for themselves and their workers
- c. Workers
  - i. Develop a positive safety attitude
  - ii. Participate in BBS training
  - iii. Understand and participate in BBS process
  - iv. Participate in safety meetings that support the BBS process
  - v. Keep an eye on fellow coworkers
  - vi. Take a direct role in making sure everyone is working safely
- d. Safety/Steering Committee
  - i. Develop action plan based on reported observations
  - ii. Communicate issues at safety meetings
  - iii. Make safety recommendations to management
  - iv. Provide BBS training to ensure all workers are using the program consistently