



Session 16

VALUES AND BEHAVIORAL DIMENSION OF LOSS CONTROL

OBJECTIVES



- Relate the human factors in safety
- Explain the importance of behavioral-based safety
- Describe the behavioral-based approach of motivating people



DID YOU KNOW?



- Personal factors cause 80 - 90 % of industrial accidents
- 15 - 30% of the workforce is seriously handicapped by emotional problems
- Emotional problems are responsible for approximately 20-30% of worker's absenteeism
- At least 65% and possibly as much as 90% of people fired by industry were dropped from their jobs because of personal rather than technical problems



Negative Attitude
Mental Handicap



ACCIDENT



- failure to use safety equipment
- using equipment unsafely
- operating without authority
- operating at an unsafe speed
- using unsafe equipment

- unsafe loading
- taking unsafe position
- repairing or oiling machinery in motion
- horseplay
- making safety devices inoperative, etc.



ROOT CAUSE:

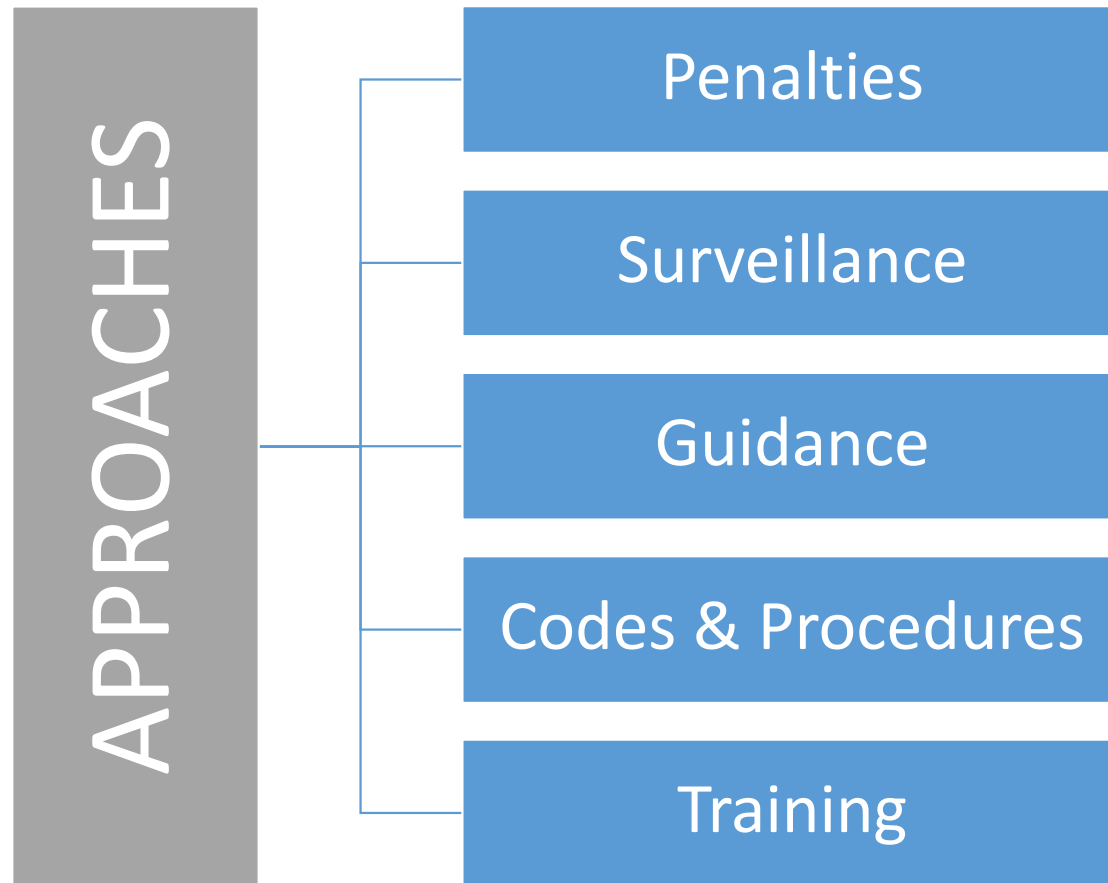
- ✓ Lack of Knowledge
- ✓ Improper Attitude
- ✓ Physical and/or Mental Handicap

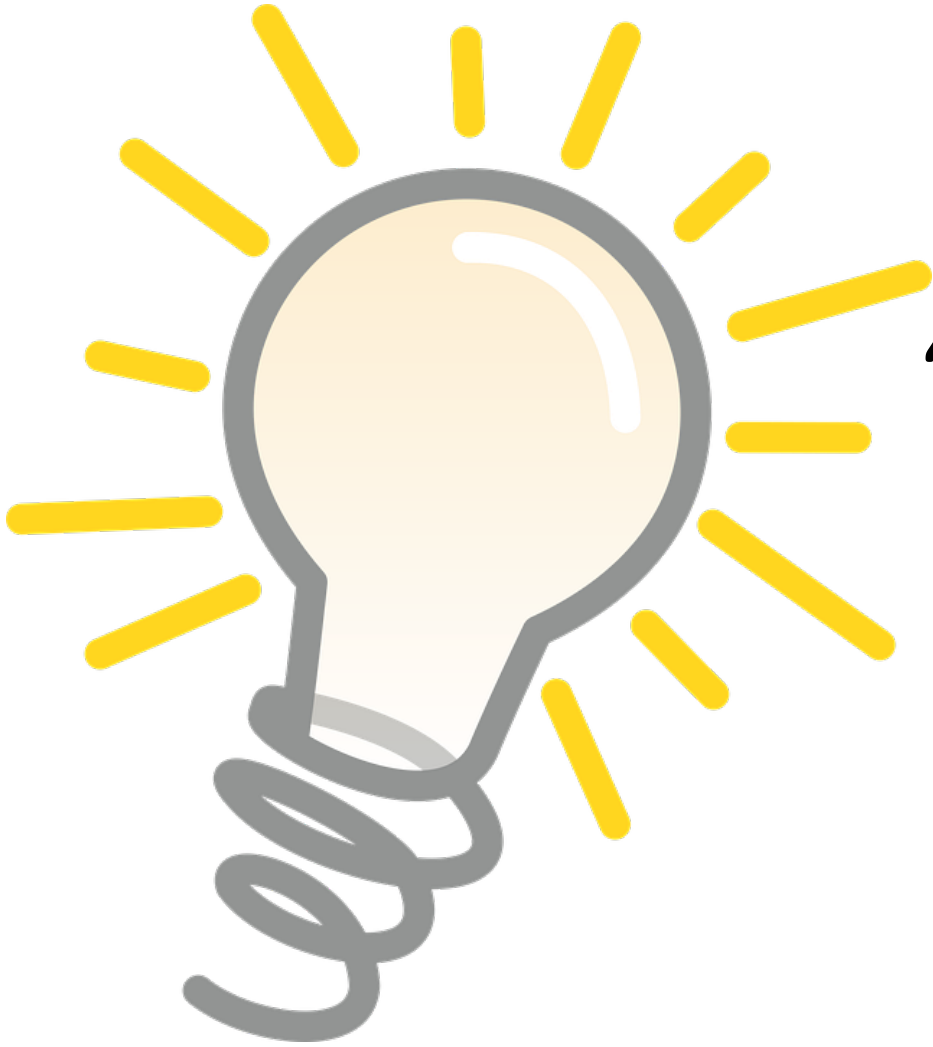


*There is a need to utilize the economic as well as the human aspects of loss control in motivating people to be **safe or loss control conscious**.*



Common Approaches to Reduce Unsafe Behaviors





THE BIG IDEA

“safe behavior is maintained by some Consequences after it is evoked by pre-designed Antecedents”



ABC of Developing Behavior

Antecedent →	Behaviour ↔	Consequence
A stimulus or event that occurs before a behaviour in time. This stimulus or event may result in the behaviour. Work examples include goals, policies, training, job aids, guides.	Anything that we can see an individual do, or say.	A stimulus or event that occurs after a behaviour in time. This consequence could increase or decrease behaviour in the future, depending on its reinforcing or punishing properties. Work examples include feedback, recognition, task completion, goal achievement, rewards.

*We rely heavily on **antecedents**, but it is **consequences** that have the greatest influence on behavior.*



For example, a **toolbox talk** addressing correct manual handling techniques might result in **correct techniques** on the day of the talk; however, over time employees will revert to old practices. This is because nothing has occurred after their correct behaviour to indicate that it is correct, or that it has benefitted the individual or the organisation to be so safety-conscious.

Antecedent

Behavior

Consequence?



William Heinrich and Frank Byrd Study on Industrial Safety

➤ **90%** of Safety Incidents are due to Unsafe Acts

The Risk Pyramid

Fatal

Major Injuries

Minor Injuries

Cuts, Bruises, Scrapes

Close calls, Near Misses

At Risk Behavior

WHY BEHAVIORAL SAFETY?

- Given that **90%** of all **workplace accidents** are triggered by unsafe behavior, further reducing accidents and improving safety performance can only be achieved by focusing on unsafe behaviors in the workplace.

The Safety Triad

Behavior -the things people actually do.

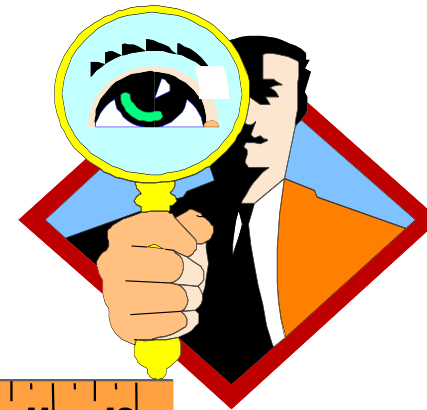
The outside stuff, we can see and identify.



Human behavior is both:

⇒ **Observable**

⇒ **Measurable**



therefore

Behavior can be managed !

Behavior versus Attitude

- **Behavior** - what you do
- **Attitude** - what you think, feel, or believe

Behavioral-Based Approach

- ✓ Is based on solid principles about engaging, motivating, assisting, reinforcing, and sustaining safe behaviours.
- ✓ Takes a systematic approach, examining the motivation underlying behaviours, in order to increase safe behaviour.
- ✓ Aims to understand causes of incidents and near misses and correct them through behavior of relevant people.



Many Focus on Antecedents (events before the behavior)

EXAMPLE:

Trainings

Safety signs

Pep talks

Tool box meetings

Pre-briefs



Activate behaviors initially

BUT

“it is what is done after the initial behavior that determines the behavior will be repeated”



Reinforcement

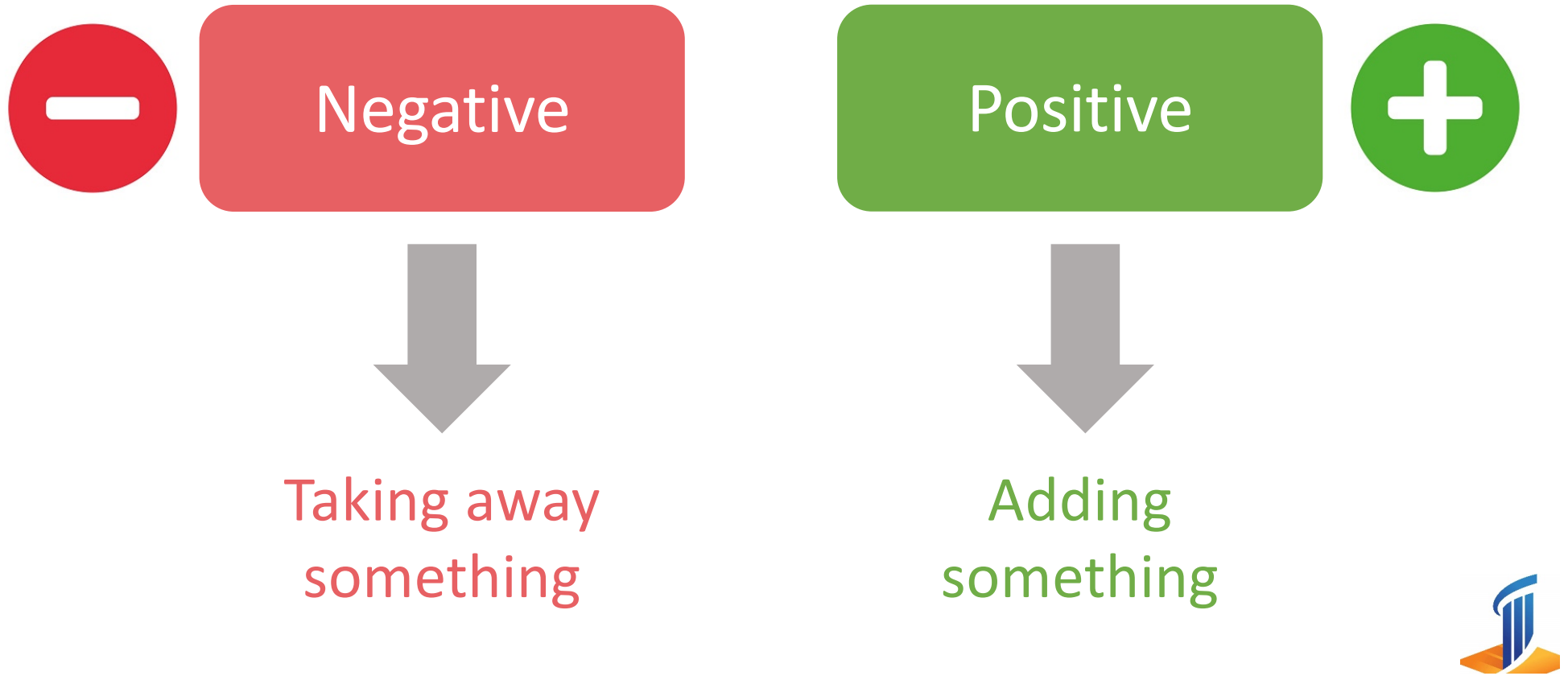
- Occurs when a consequence that follows a behavior makes it probable that the behavior will reoccur in the future
- Therefore, a reinforcing consequence is one that causes behavior to occur more frequently

Essentially, everything we do changes our environment in some way (consequence).

When the environment changes in a way that we like, we repeat the behavior that led to the change (reinforcement).

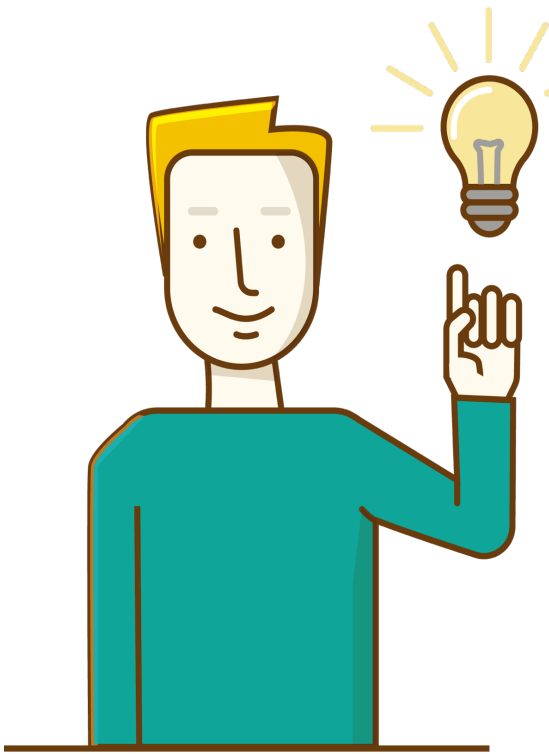


Reinforcement

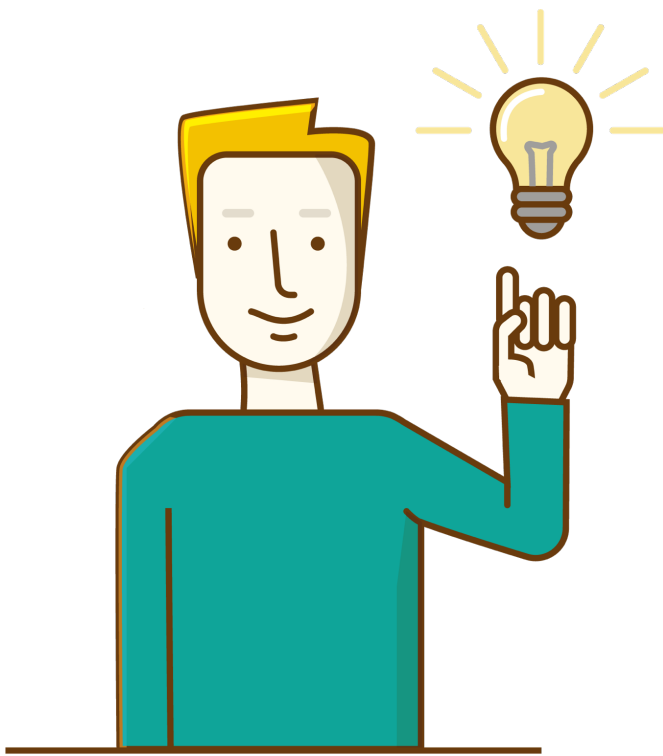


Think through this...

Doing something to avoid punishment will not inspire better performance. We get by, but we are not motivated to improve – we are motivated by fear! Working because we “have to” will get sufficient performance, but working because “we want to” will mean we get maximum performance (Daniels, 2000).



Think through this...



Doing something that results in positive reinforcement promotes strong, durable behaviour change, in addition to other new positive behaviours.



Negative Reinforcement

A lot of what we do is to avoid something, so we behave to get rid of the thing we don't want – this is negative reinforcement.

For example, if you wear PPE to avoid a fine (that might occur for not wearing PPE), this is you working under negative reinforcement. Your 'wearing PPE' behaviour has increased in order to avoid a bad situation.



Positive Reinforcement

In work settings it is less common to see individuals working under positive reinforcement conditions; however, it is preferable. Positive reinforcement leads to durable behaviour change, and happier employees!



Positive Reinforcement

For example, if you wear PPE because you feel like you are contributing to safety in your organisation (by taking personal control of safety), you will be more likely to wear PPE when your boss is not present, in situations in which it is not mandatory, and you may well begin to exhibit other safe behaviours in addition to this, voluntarily.



Key Points

- ✓ Behavior is a major factor in safety
- ✓ Focus on the significant factor (budget, effort, attention)
- ✓ Bottoms-up approach with top-down support works
- ✓ Use positive reinforcement to maintain desired behavior
- ✓ Create an effective BBS program



Thank You!...