

- 1. Change behaviors.
- 2. Challenge ourselves to re-think how we work.
- 3. Certify the results on a daily basis.



Tool Box Talk

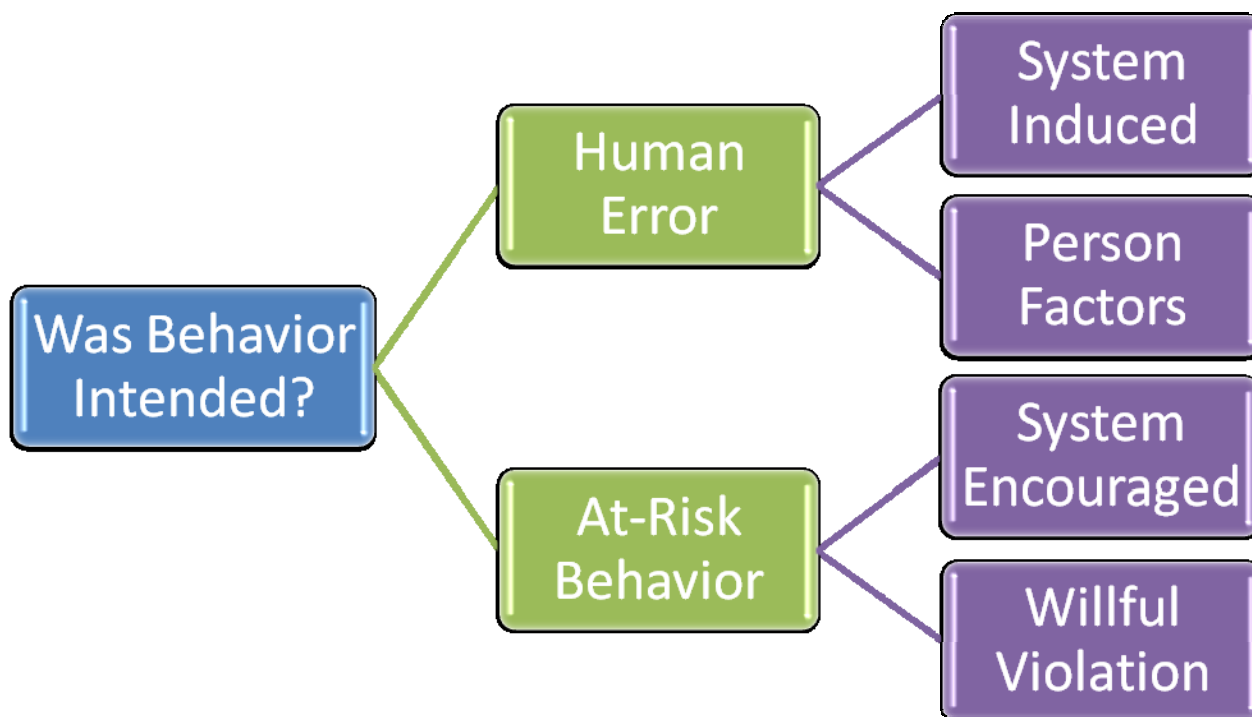
Week of June 21, 2010

Behavioral Safety

June's safety topic is "Behavioral Safety". We will provide an overview of what Behavioral Safety is, how this impacts our projects, what to look for and how to control.

In the second toolbox we discussed the key behavioral issues that we've observing on our project and what the consequences are. This week we will discuss why these behaviors occur.

The chart below is a simple flow chart that helps us visualize why these behaviors are occurring on our projects. (Note: this same behavioral flow chart can be applied to any process within an organization, not just safety) So, if we ask ourselves for each unsafe observation "Was the behavior intended?", which 88% of the time the answer is Yes, there's only one of two possible answers. Human Error indicates that either the employee didn't know any better, or for personal reasons they thought that what they were doing was okay. At-Risk Behavior indicates the employee did know that they were taking a risk, but what we need to determine was this a behavior that's acceptable within our culture or was this an isolated willful behavior.



Once you've determined why the behavior existed, then you can determine how to fix the problem. The following bullets breakdown each one of the outcomes above from the flowchart and give you some ideas on how you/we can correct these issues.

- **Human Error- System Induced**: This is when we put an employee in the wrong position or put them in a position without the right training. This comes down to knowing our people, planning our projects and either verifying or providing our employees with the knowledge to perform their work safely.
- **Human Error- Person Factors**: Items such as age, physical ability, experience, family, economy, etc. These are all things that each of us has to deal with and can be distracting or prohibit us from executing our work safely. The one on one interaction during our observations can help bring some of these issues to light, and solutions can be discussed.
- **At-Risk Behavior- System Encouraged**: Something as simple as 8 out of 10 on a job not wearing the appropriate PPE, or 4 out of 5 JSA's not being filled out completely indicate that we have some system encouraged unsafe behaviors, assuming that they've received all of the necessary training. These need to be thoroughly investigated by site and corporate management. This may be specific to a particular General Foremen, Trade, Group, Safety Professional or Superintendent. If not corrected immediately, system encouraged at-risk behaviors can spread and damage your overall culture.
- **At-Risk Behavior- Willful Violation**: Occasionally, there's an employee that will go out of their way to get something done by taking a short-cut or deviating from a procedure. After determining that the employee did know better, by verifying training records and looking at past experience, our disciplinary program can be used to correct these behaviors. There are consequences for knowingly violating a procedure. Without consequences it's difficult to implement accountability and ultimately establish a culture.