

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 28th, 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 third toolbox we discussed why these at risk behaviors occur on our projects. In this fourth and final toolbox we will discuss how to correct or manage these behaviors.

Last week we reviewed the four possible outcomes that result in unsafe behaviors.

- **Human Error- System Induced**
- **Human Error- Person Factors**
- **At-Risk Behavior- System Encouraged**
- **At-Risk Behavior- Willful Violation**

Below are some of the controls that we currently have in place to help identify and reduce the number of unsafe behaviors.

- Human Error- System Induced: Corporate Management & Project Management have the greatest impact on monitoring and controlling system induced behaviors. Managing our work consistently between all projects across all groups helps to develop a strong culture. Assessing our performance regularly through DBO2 will help identify any unwanted trends or behaviors and allow us to act immediately. Making sure that our employees have the appropriate training, via the Project Training Checklist, assures that the employees have the appropriate knowledge.
- Human Error- Person Factors: Our Site Supervisors have a challenging task of assessing the personal factors of many workers in the transient workforce. Understanding knowledge, skill set and experience, in addition to what our employee's are thinking, can feel impossible at times. Relying on each other (Supervision & Journeymen) we can help one another out and making sure that we're putting the right people in the right positions. Talking to employees during training, completion of the JSA's, toolbox talks and safety observations are all great opportunities to ask questions and get to know what our employee's are thinking. Depending on the feedback that you receive, placing the employee with a specific supervisor or in a particular position may be necessary.

- At-Risk Behavior- System Encouraged: Corporate Management & Project Management have the greatest impact on monitoring and controlling system encouraged behaviors. This may be specific to a particular Foremen, Trade, Group, Safety Professional or Superintendent. Two very simple methods of identifying system encouraged unsafe behaviors are monitoring our DBO2 Inspection Reports and talking to our Employee's while performing DBO2 and JSA Audits. Once you've identified the systemic issue you need to confront it, ask questions, discuss solutions and report this to a Supervisor. The issue may not be specific to just that one occurrence and the organization should follow up.
- At-Risk Behavior- Willful Violation: As a Field Supervisor when you've done all that you can as far as training, coaching and warning an individual about their unsafe behavior, the only control left to correct the unsafe behavior is to utilize the Disciplinary Program. Sure the Positive Recognition for Safe Behaviors is effective for those who strive to do well, but for those "who just don't get it", they need to understand that there's a negative consequence for their action. Corporate Management & Project Management can monitor this through talking to employee's during DBO2 & JSA Audits, and finding out if Employee's are being held accountable. Also, the Human Resource Manager can access each and every disciplinary warning that's ever been issued. Remember, the disciplinary program is a tool to control accountability on a project and it doesn't take an incident to occur to discipline an employee.

Remember:

**Behavior-based safety (BBS)** is the "application of science of behavior change to real world problems". "focuses on what people do, analyzes why they do it, and then applies a research-supported intervention strategy to improve what people do".

88 percent of all accidents, injuries and illnesses are caused by worker errors.

We need to look out for one another. Know the information on behaviors and their impact on Safety. Don't hesitate to engage another employee in conversation about what they're doing and why they're doing it. Comment on both the positive and negative consequences of their actions during the activity. Field Supervisors know your people and put them in the right position. Management continue to monitor your DBO2 Reports identifying behavioral trends, engage workers in discussion during audits and act when system induced or encouraged issues present themselves.