

# Culture of Safety

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Conference - Safework Month

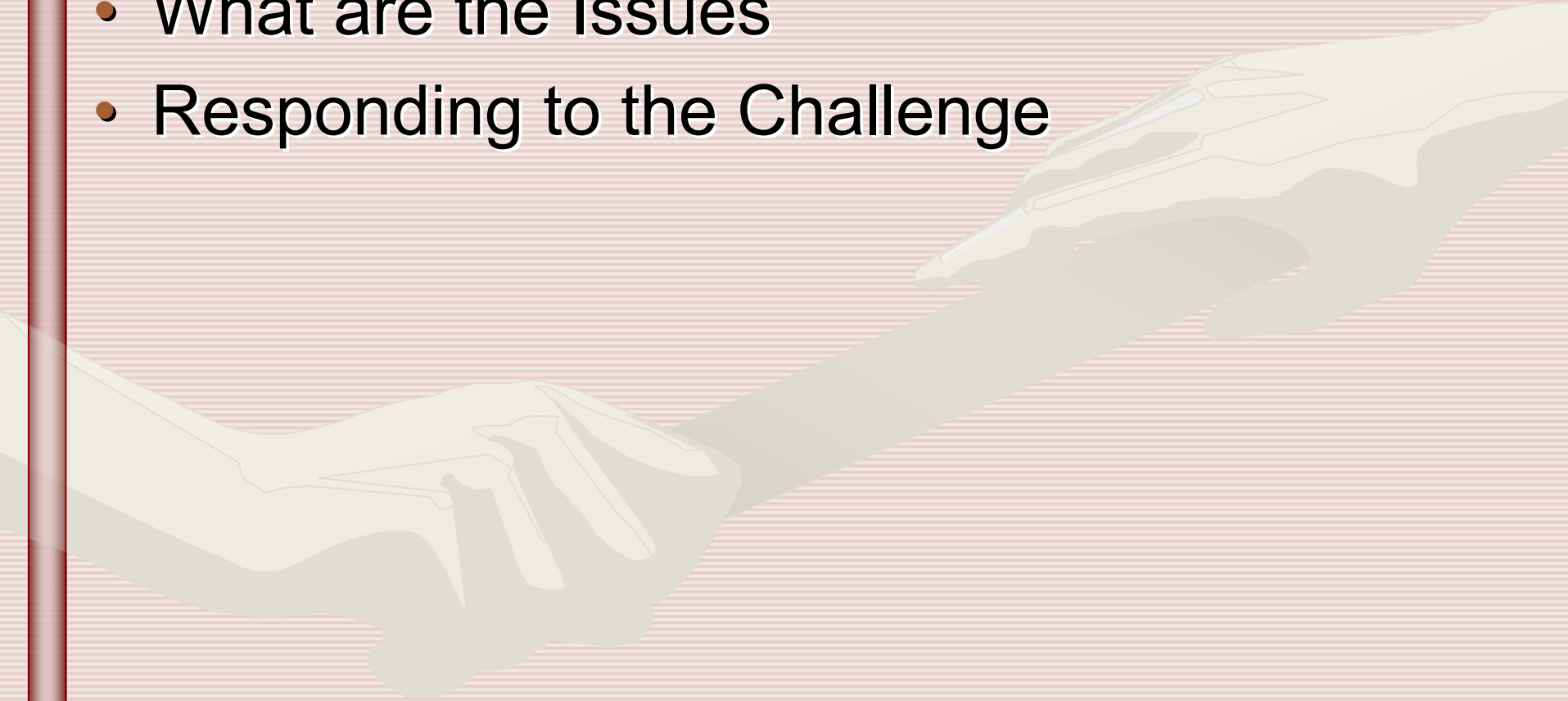
23 October 2009

*We would like to acknowledge this land we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.*

*We also acknowledge the Kurna people as the custodians of the Adelaide regions and that their cultural and heritage beliefs are still as important to the living Kurna people today.*

# Culture of Safety

- What is Behaviour Based Safety
- What are the Issues
- Responding to the Challenge



# Behaviour Based Safety

- BBS Programs claim that 80 to 96% of job injuries and illness are caused by workers' unsafe acts

# What is Behaviour Based Safety

- Derived from an Insurance investigator's study (Herbert William Heinrich) in 1931
  - 88% of all injuries are caused by unsafe acts
  - Studied supervisor accident reports only.
  - Drawn conclusions from supervisor recommended corrective actions.
  - Also concluded that ancestry and social environment are factors in every accident

# Companies who promote BBS Programs

- Dupont – the Dupont STOP Program
  - Behavioural Science Technologies
  - Aubrey Daniels
  - Topf Organization
  - Quality Safety Edge
  - E. Scott Geller Safety Performance Solutions
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- A faint, stylized illustration of two hands shaking is visible in the background of the slide, positioned behind the list of companies. The hands are rendered in a light, semi-transparent style, with one hand reaching from the left and the other from the right, meeting in the center.

# The “Culture” of Safety

“The key to safety and environmental excellence lies in creating a new culture”  
(Topf Organization)

“Culture is defined as the ideas, customs, values, norms, attitudes, commitments and behaviours of a group of people in a defined period.” – and who is this group of people?

# **The core features of BBS Programs**

- **Observation of workers by workers**
- **Extensive training, particularly to the observers**
- **Development of a list of “critical worker behaviours”**
- **Development of “model behaviours”**
- **Substantial management commitment, including financial**

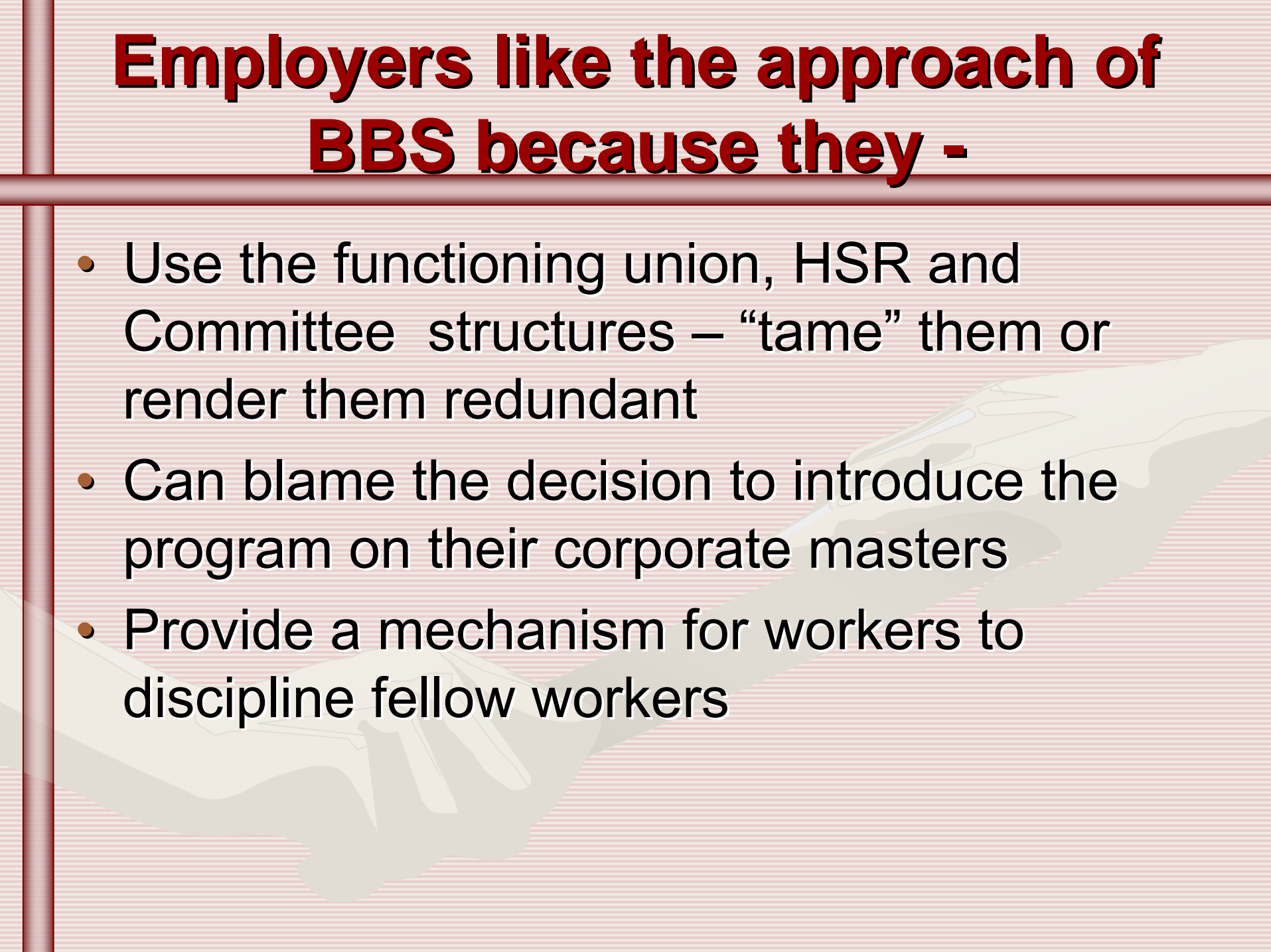
# **Additional features include:**

- **Reward systems – bonuses or acknowledgement of efforts and results**
- **Programs promoted as voluntary and inviting participation – but health and safety is “everyone’s responsibility”**
- **Use and appropriate current participative and representative structures – elected HSRs, H&S Committees and union delegates**

# Employers like the approach of BBS because -

- 96% of accidents are the result of at risk behaviour, shift the blame to the worker  
shifting blame = shifting responsibility
- They focus attention to the micro (individual behaviour) and not the macro (risk control)
- They make workers take on responsibility
- They appear to make the workplace more democratic, involve and empower them but really disempowers them

# Employers like the approach of **BBS** because they -

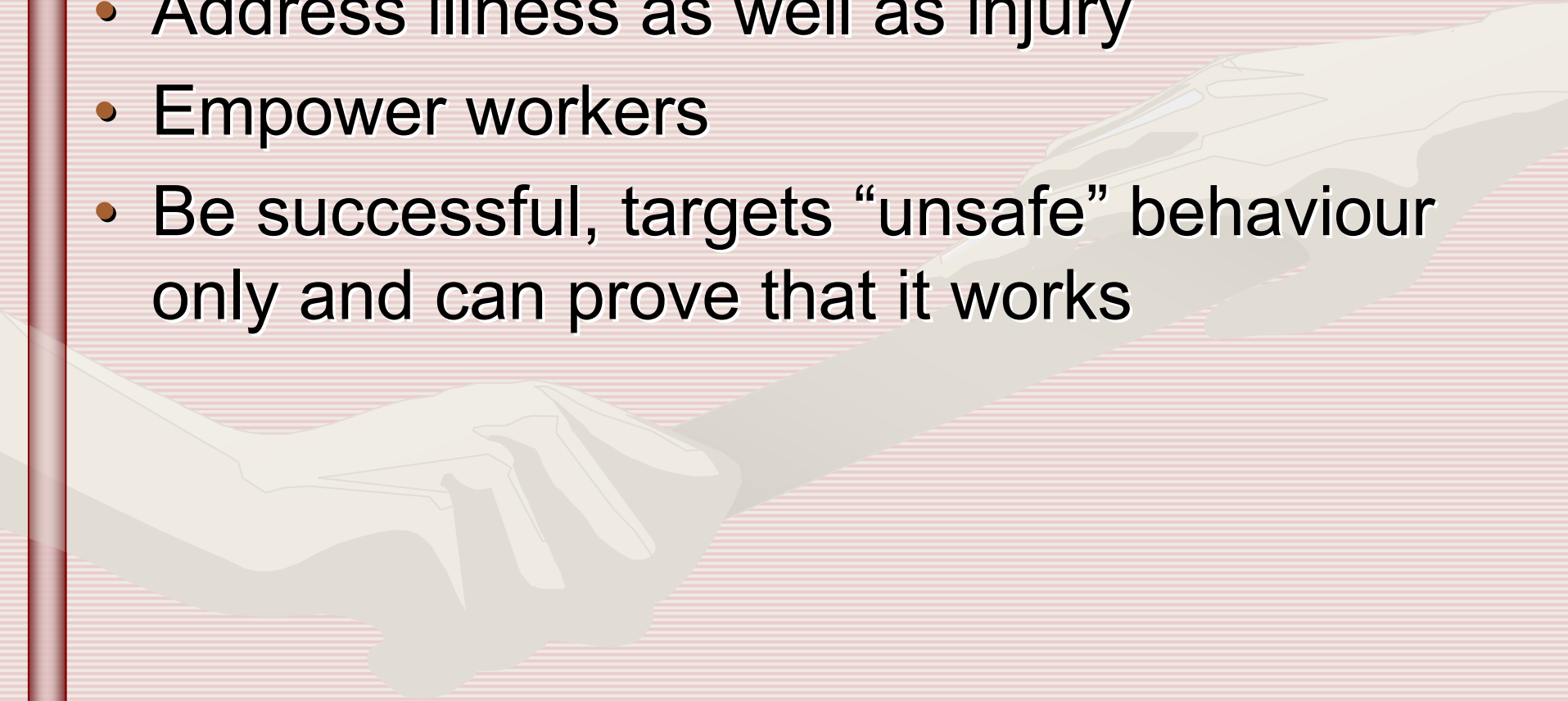
- Use the functioning union, HSR and Committee structures – “tame” them or render them redundant
  - Can blame the decision to introduce the program on their corporate masters
  - Provide a mechanism for workers to discipline fellow workers
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# **BBS Program can look attractive in the beginning because.....**

- The people introducing the program talk directly to workers in easy to understand non-technical language
- Seems to make sense – behaviour causes accidents and needs to be changed
- Appeals to sense of what is right – OHS is everyone's responsibility
- Management commitment
- Involves workers and HSRs, increased H&S training
- Involves workers as coaches
- Gives recognition , encouragement and rewards

# BBS Programs claim to....

- Be additional to all other H&S Programs
- Address illness as well as injury
- Empower workers
- Be successful, targets “unsafe” behaviour only and can prove that it works



# **How do BBS Programs work.....**

## **The most common BBS Programs**

**“ require frontline staff to carry out behavioural safety observations on their colleagues”**

**UK Health and Safety Executive**

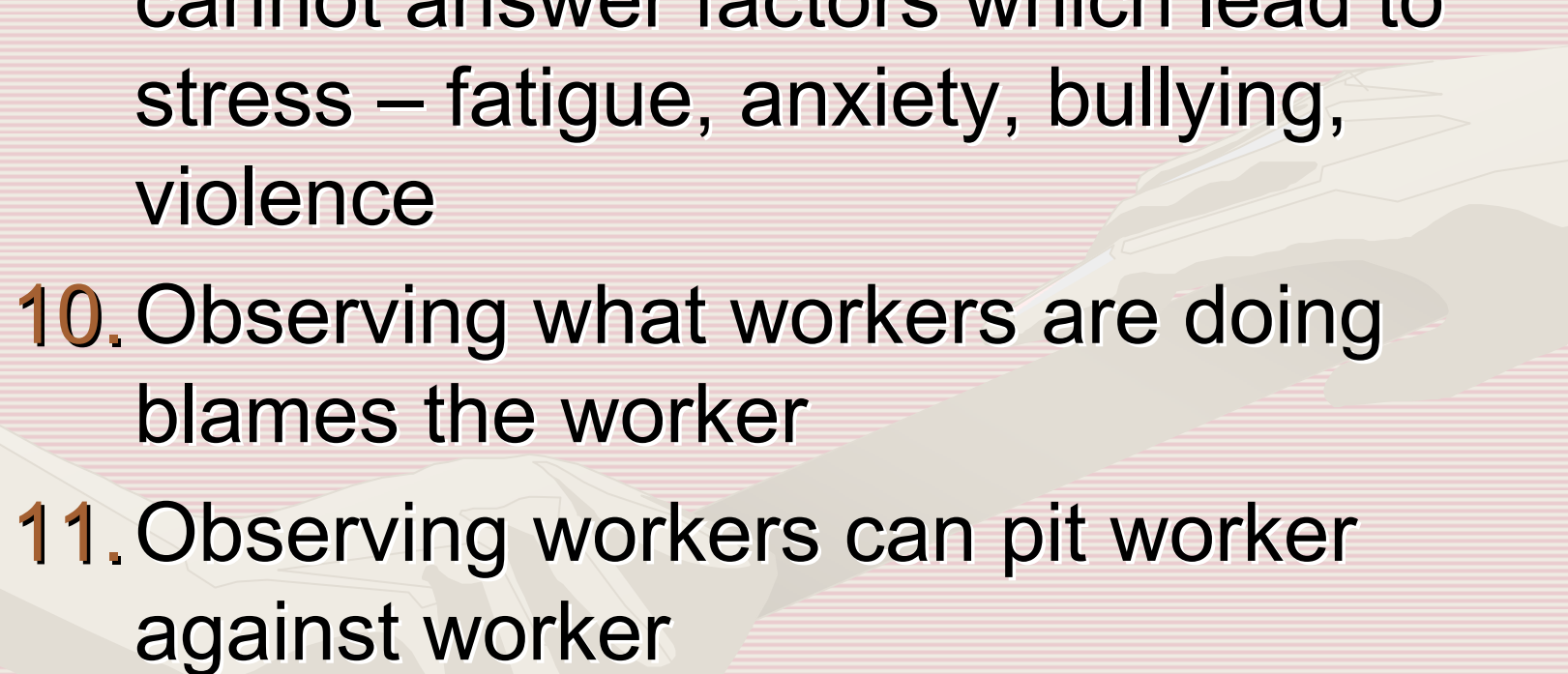
# 13 facts to know about BBS Programs

1. Observing other's behaviour focuses on 'end of chain " events
2. Observing worker's behaviour does not ask the question "why"
3. Observing others only looks at what happens often and repeatedly
4. Observing what workers are doing will not give any information about the inherent dangers (fumes, dusts etc)

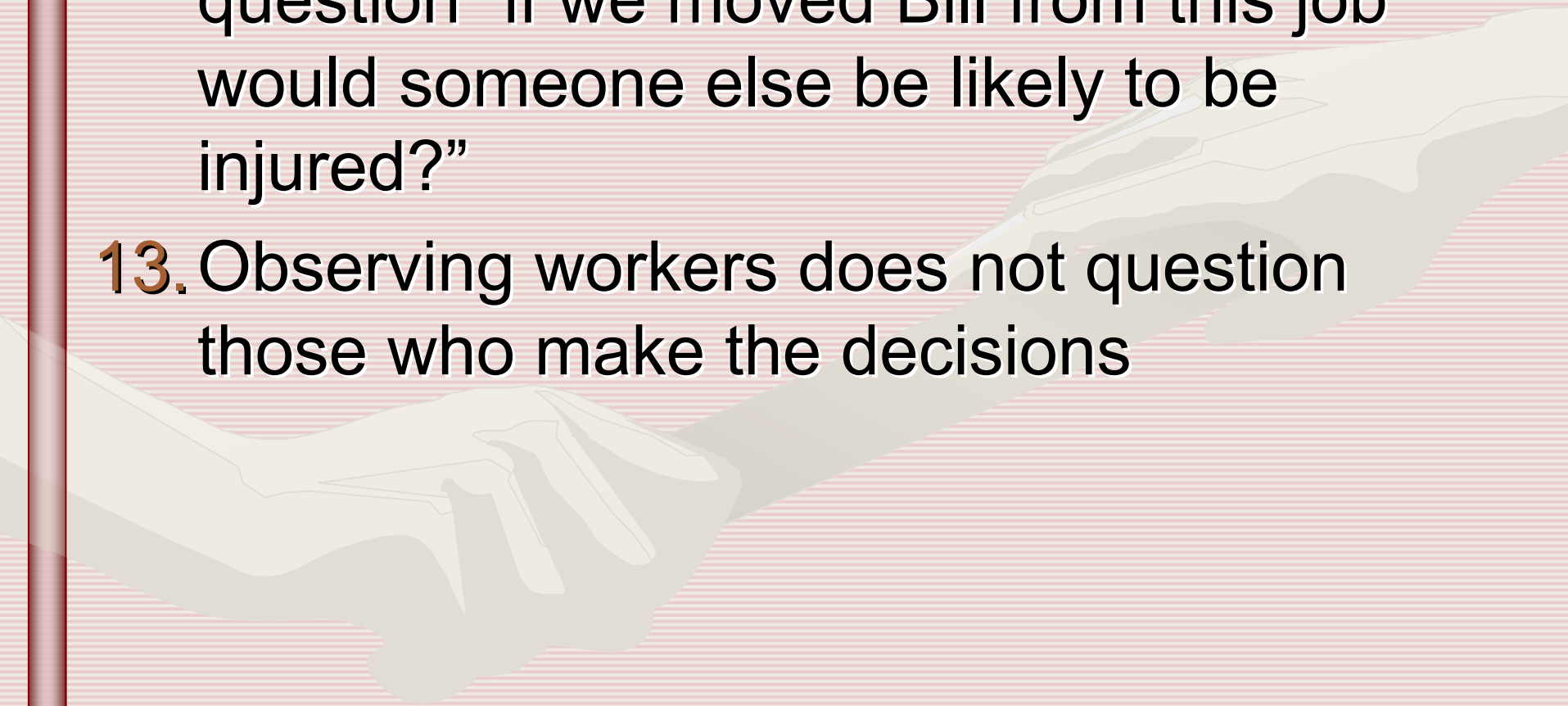
# 13 facts to know about BBS Programs

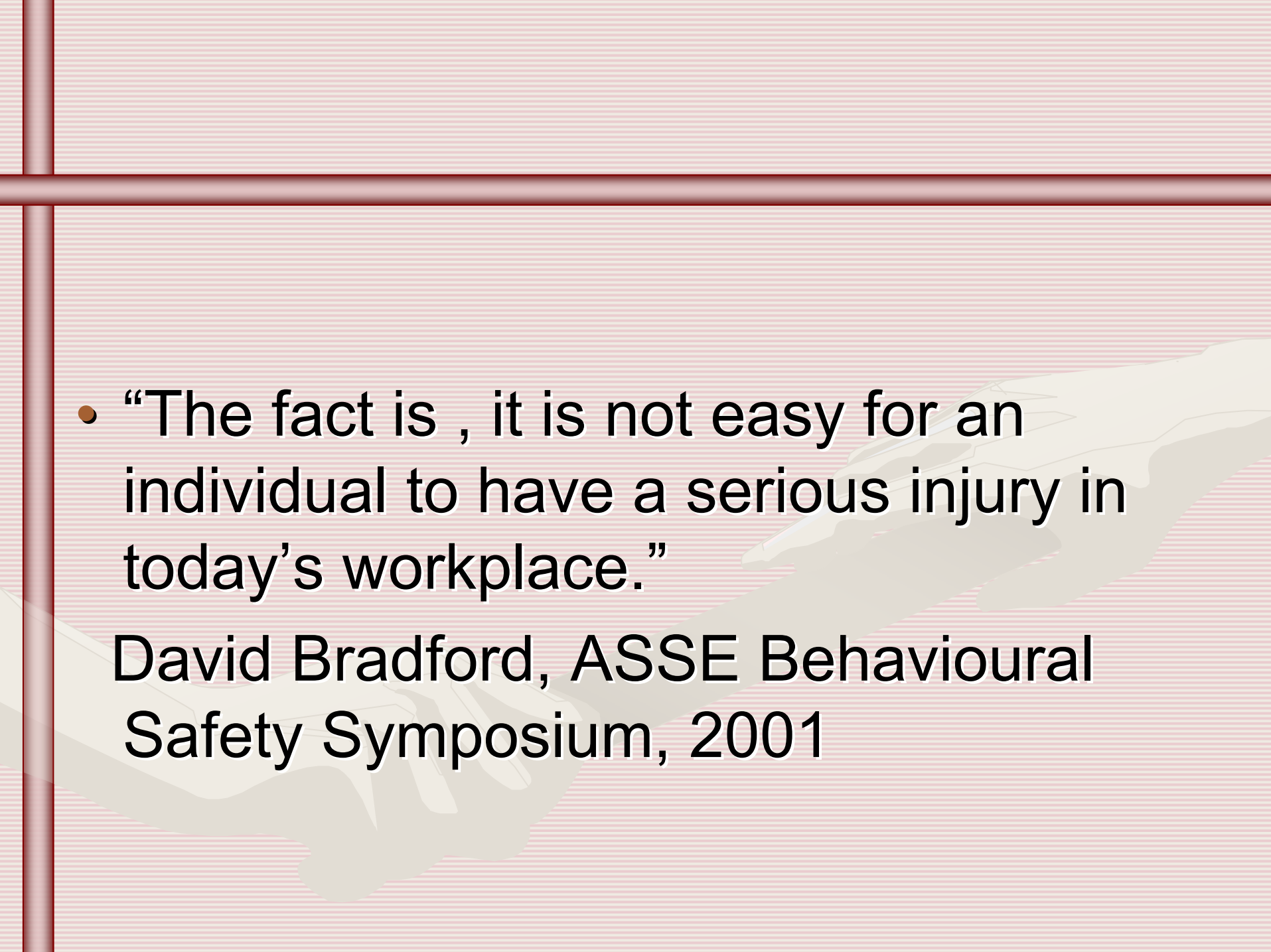
5. Observing workers and changing their behaviour can only change the decision making at the lower level
6. Observing workers takes lots of time and costs.
7. BBS can crowd other approaches out
8. Observing what workers are doing does not observe what Managers and the Board are **not** doing.

# 13 facts to know about BBS Programs

9. Observing workers working with clients cannot answer factors which lead to stress – fatigue, anxiety, bullying, violence
  10. Observing what workers are doing blames the worker
  11. Observing workers can pit worker against worker
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- A faint, light-colored illustration of two hands shaking is visible in the background of the lower half of the slide, symbolizing agreement or partnership.

# 13 facts to know about BBS Programs

12. Observing workers does not answer the question “if we moved Bill from this job would someone else be likely to be injured?”
  13. Observing workers does not question those who make the decisions
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- A faint, light green illustration of two hands shaking is positioned in the lower right quadrant of the slide, partially overlapping the text of the 13th fact.

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- “The fact is , it is not easy for an individual to have a serious injury in today’s workplace.”

David Bradford, ASSE Behavioural Safety Symposium, 2001

**“both government safety organisations and unions are quite simplistic on safety. They focus on equipment , not on the acts of people. In our experience, 95% of accidents occur because of the acts of people”**

**General Manager of Dupont Australia in an interview with Professor Andrew Hopkins, ANU, 2005**

**“The behaviour – based safety process is effective at reducing the majority of work-related injuries, since at-risk behaviour is the cause of most injuries, including those that result from cumulative trauma”**

**James . B Spigener, VP of Seminars and Training, Behaviour Science Technology, Alaska Governor’s Safety and Health Conference, 1999**

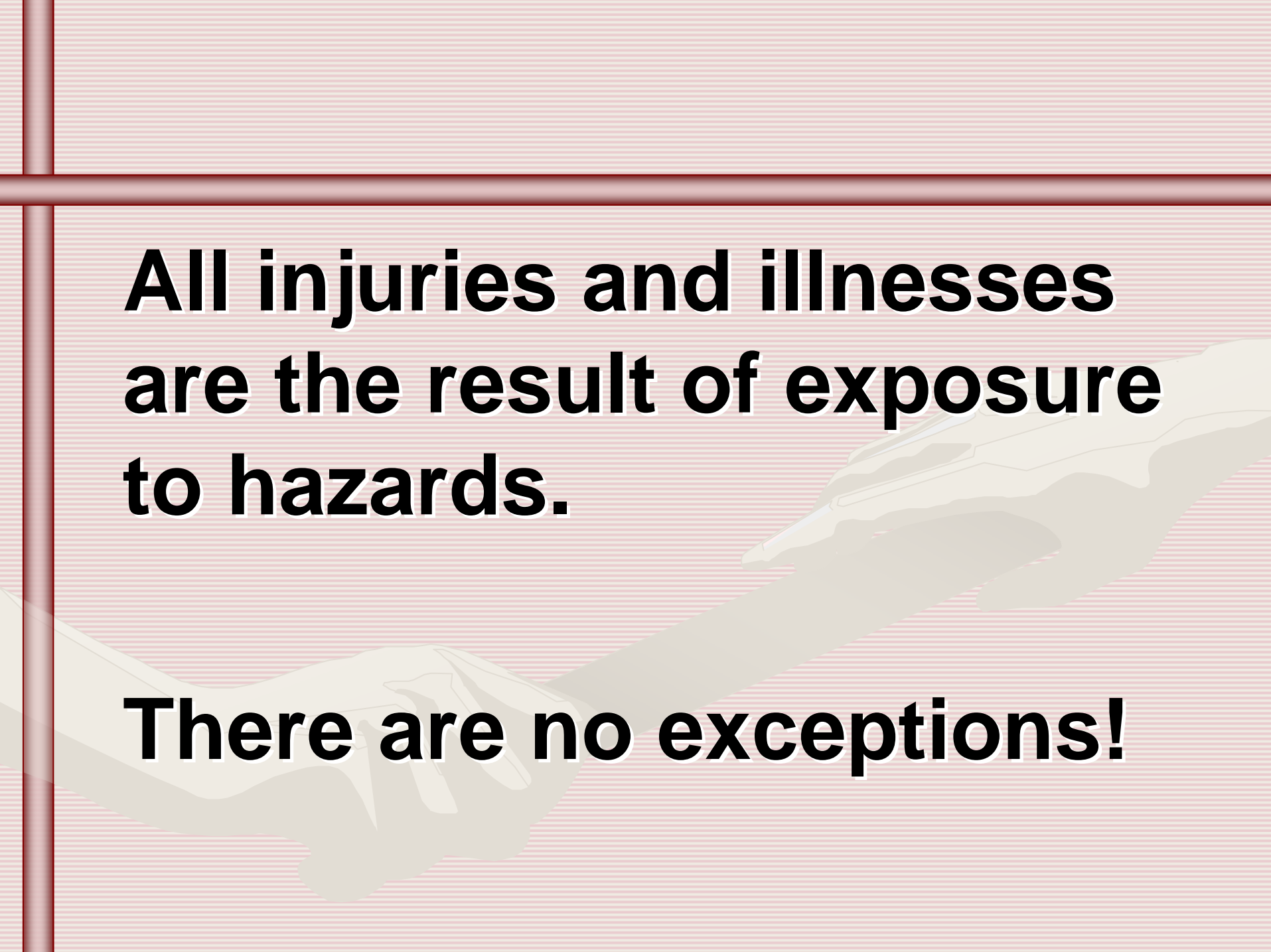
**“So putting up a guard might in fact encourage them (workers) to get closer to the hole that’s being guarded, or encourage them to take more risks because of the extra perceived safety of the guard.”**

**E. Scott Geller NACOSH meeting,  
Washington 1997.**

**Consider the world's safest string bean chopping machine. It's the safest because the workers have been trained not to get their hands caught in the chopping instrument or their clothing caught in the drive belt and they've been trained how to lift the heavy wooden bucket full of string beans and pour them into the machine without causing musculoskeletal disorders and clearly they are ensuring these safe practises are maintained by observing each other.**

**In order to have an  
at-risk or unsafe  
behaviour – what  
must be present?**

**– a HAZARD!**



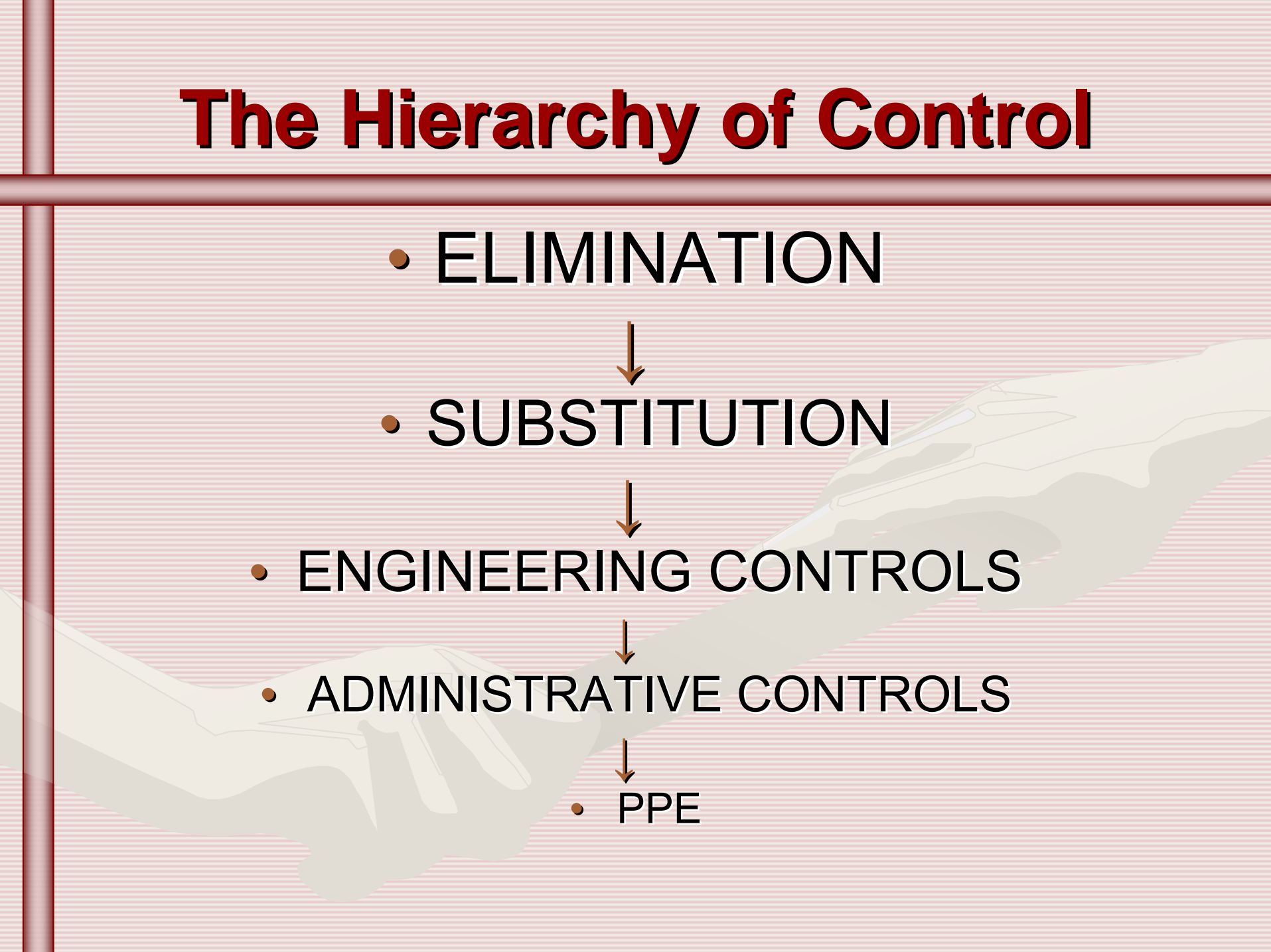
**All injuries and illnesses  
are the result of exposure  
to hazards.**

**There are no exceptions!**

**How do we control the risks from hazards at our workplaces?**



# The Hierarchy of Control

- ELIMINATION
  - ↓
  - SUBSTITUTION
  - ↓
  - ENGINEERING CONTROLS
  - ↓
  - ADMINISTRATIVE CONTROLS
  - ↓
  - PPE
- 

# The BBS Approach

- PPE



ADMINISTRATIVE CONTROLS



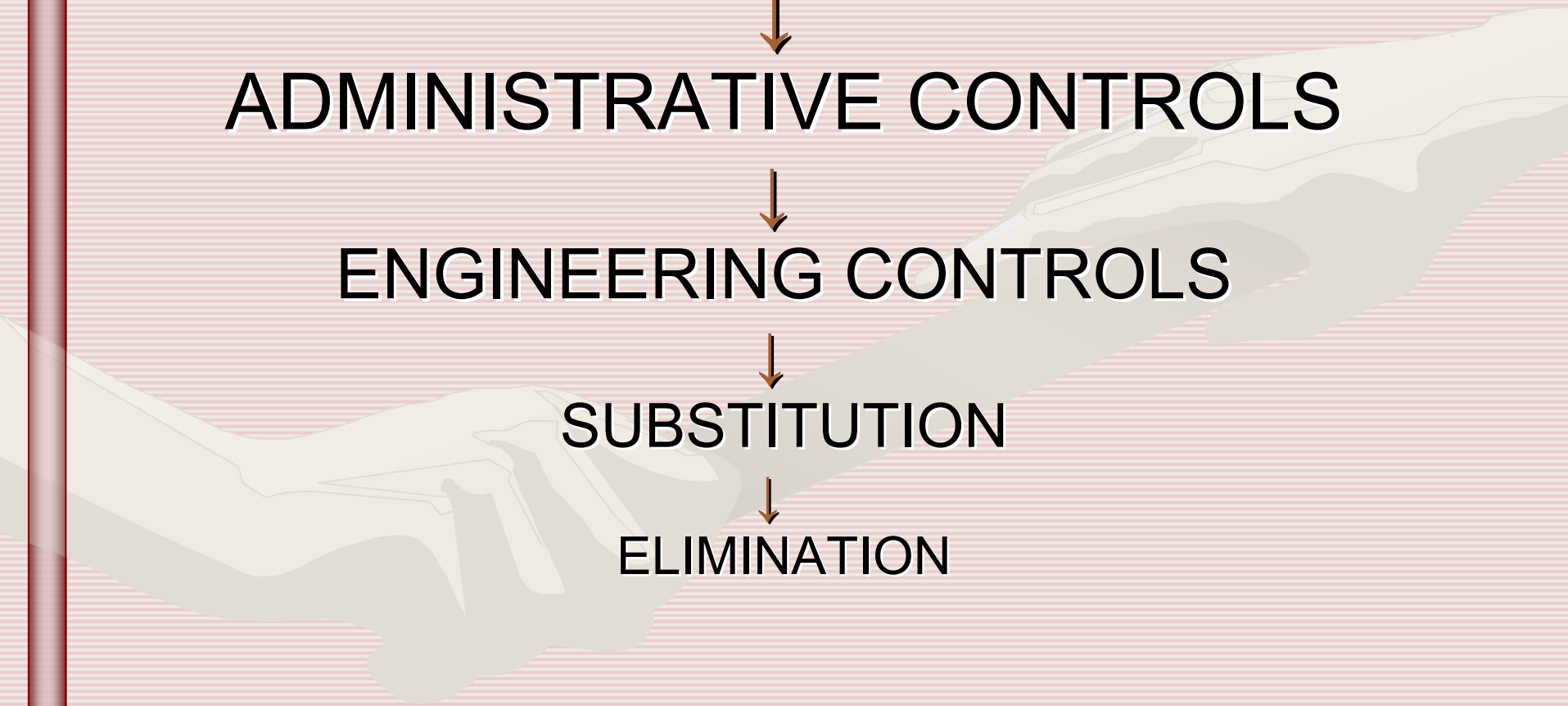
ENGINEERING CONTROLS



SUBSTITUTION

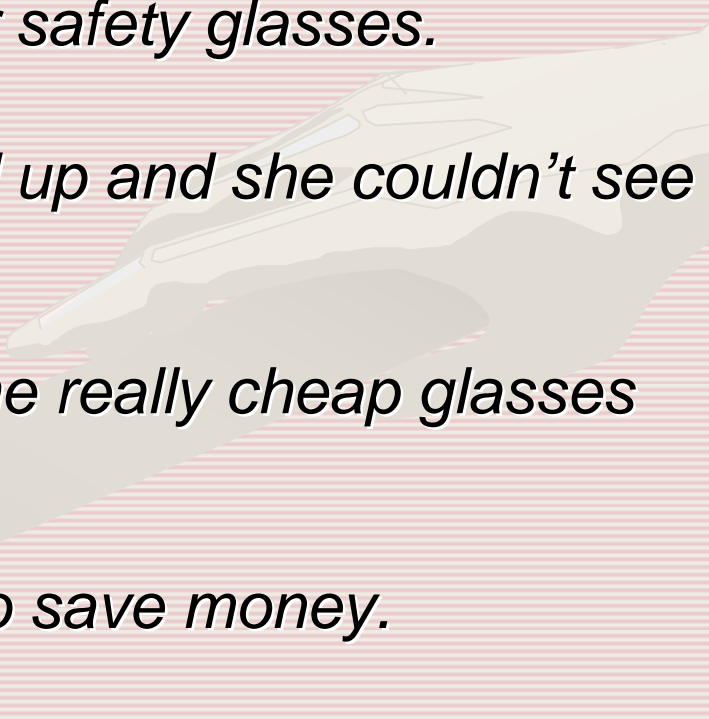


ELIMINATION



- *A worker descending a set of stairs, falls and is injured.*
- *Why did he fall?*
- *He was not using the handrail, as he was required to do by company policy.*
- *Why not?*
- *He was using both hands to carry tools.*
- *Why?*
- *If he used one hand to hold the rail he would have had to make more than one trip up and down the stairs to get his tools to the lower level.*
- *Why didn't he do this?*
- *Because there was pressure from the supervisor to get the job done quickly.*

- *Why were they so steep?*
- *Because the designers had not considered the hazards of steep stairways.*
- *Why had the designers not considered this hazard?*
- *Because they had not adopted the philosophy of designing out hazards at source.*
- *Why not?*
- *Because the regulator was not enforcing the relevant regulations.*

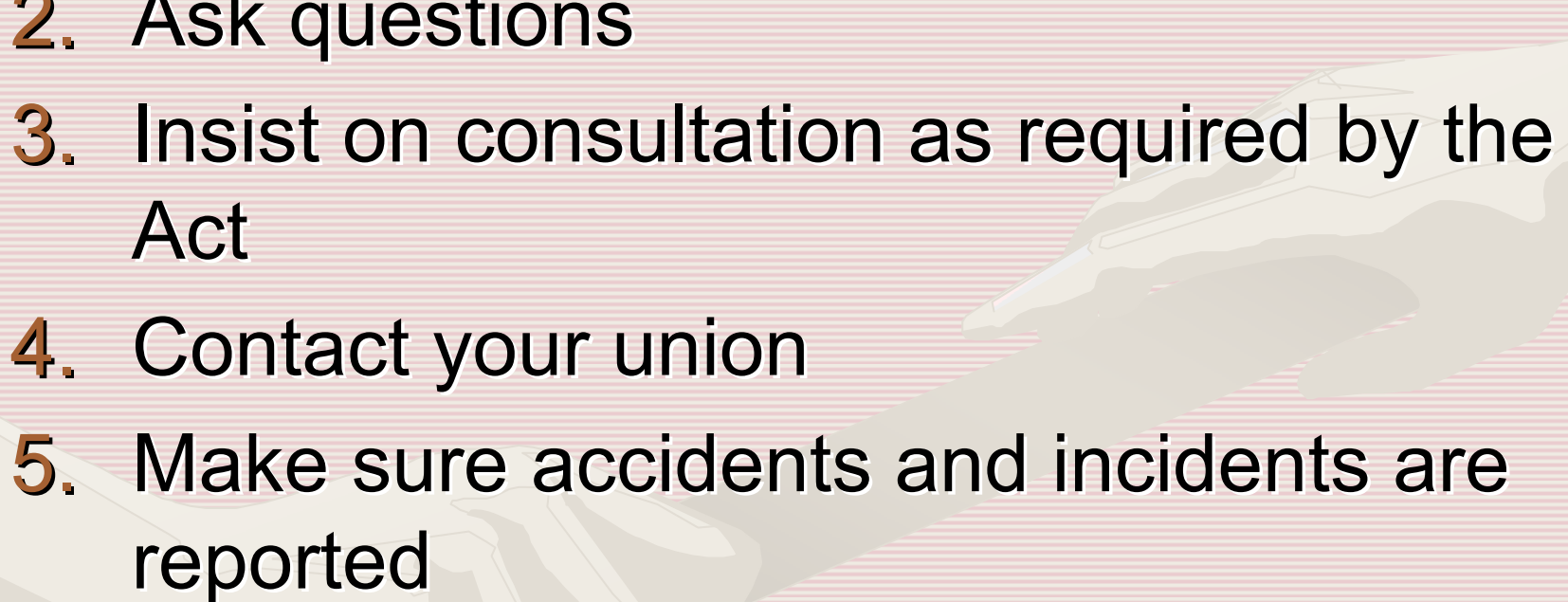
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- *A worker got something in her eye at work.*
  - *Why?*
  - *Because she wasn't wearing her safety glasses.*
  - *Why?*
  - *Because they were all scratched up and she couldn't see out of them.*
  - *Why?*
  - *Because her employer bought the really cheap glasses that get scratched all the time.*
  - *Why?*
  - *Because her employer wanted to save money.*
  - *Why?*
  - *Because profits are more important to her employer than health and safety.*

- *A lineman for an electricity company in the US reached for a 7,200 volt cable , was electrocuted and died.*
- *Why?*
- *He didn't put on his insulating gloves and ignored his training*
- *Why?*
- *He was tired.*
- *Why?*
- *He had only slept 5 hours in the 60 hours before he died.*
- *Why?*
- *There was an ice storm at the time and he had been called in to do mandatory overtime*
- *Why?*
- *The company had downsized the lineman department and customers wanted their power back on.*

# Terms from BBS....

- **Staying out of the line of fire** – replaces effective safeguarding and design
- **Proper body position** – replaces a good ergonomics program and well designed work stations
- **Personal Protective Equipment** – is a substitute for noise control, chemical enclosures, ventilation and toxic use reduction.

# If your employer is looking at introducing a BBS Program.....

1. Be prepared- know what it is
  2. Ask questions
  3. Insist on consultation as required by the Act
  4. Contact your union
  5. Make sure accidents and incidents are reported
- 

# **If your employer is looking at introducing a BBS Program.....**

6. Ensure you have access to the accident and incident register
7. Ensure HSRs are involved in accident and incident investigation
8. Hold meetings and talk and talk
9. Decide what your workplace H&S system should look like
10. Put your proposals to your employer

***Remember Behaviour Based Safety Programs are based on experiments on rats:***

***“So if it is rat psychology, who is the Pied Piper and who are the rats?”***

**Cathy Walker. CAW**

**In the case of WorkCover Authority  
NSW ( Inspector Simpson) v Delta  
Electricity (2007) NSW IR Commission  
226 (12 September 2007) A crane  
unloading a heavy load off a low loader,  
swung and struck a contractor causing  
crush injuries.**

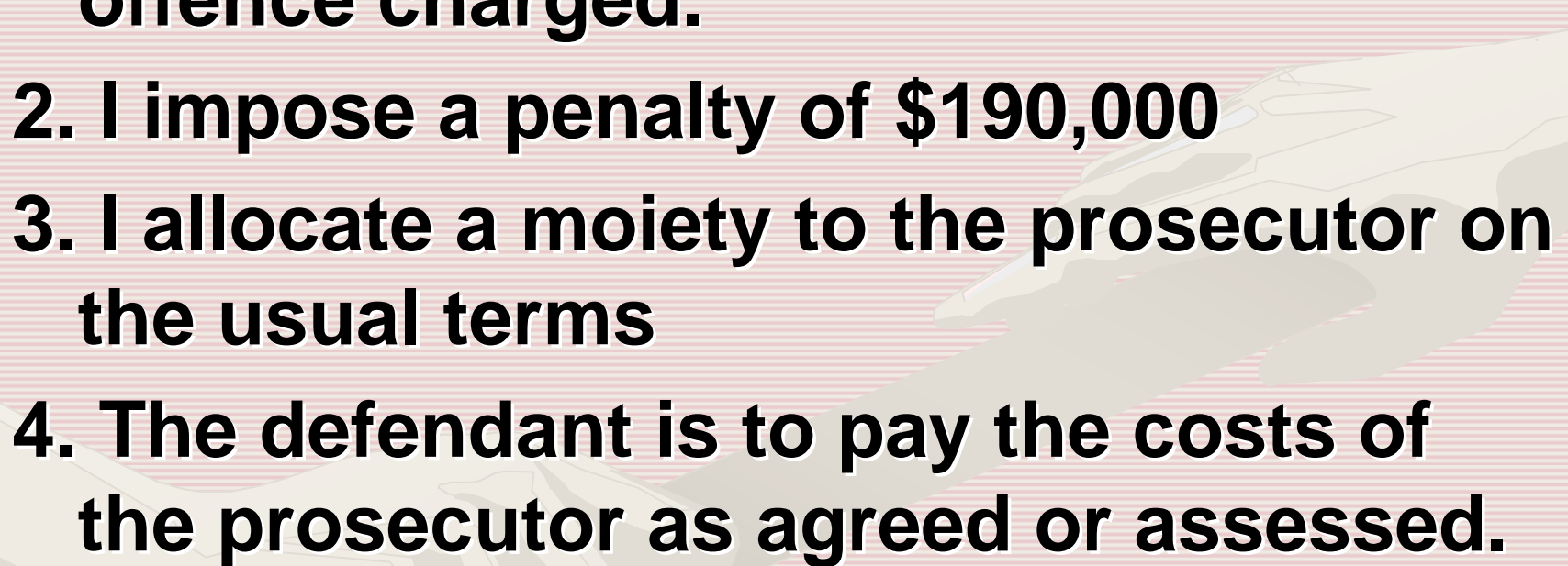


**The Judge noted that Delta Electricity ran a BBS Program called D-ZIP (Delta Zero Incident Process) which aims to encourage workers to observe work behaviours and discuss safety in the workplace.**

**With respect to the implementation of D-ZIP Delta Electricity stated that:**

**“ D-ZIP has been implemented in all of Delta Electricity business units and the corporate office to reduce risk behaviours and improve safety performance. Delta Electricity has trained over 95% of its employees and a number of contractors as D-ZIP observers.....”**

# **Did it save Delta from prosecution?**

- 1. The defendant is convicted of the offence charged.**
  - 2. I impose a penalty of \$190,000**
  - 3. I allocate a moiety to the prosecutor on the usual terms**
  - 4. The defendant is to pay the costs of the prosecutor as agreed or assessed.**
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# Resources

- Nancy Lessin *BBS - A Union Viewpoint from [www.ohsrep.org.au](http://www.ohsrep.org.au) Behavioural Safety Approaches To Managing Health and Safety*
- [www.actu.asn.au/public/ohs/](http://www.actu.asn.au/public/ohs/) From the ACTU Seminar, May 2005. Speakers who provided papers included Andrea Shaw, Dr Verna Bluett, Professor Andrew Hopkins, as well as from Mr Lloyd Fletcher Principal Consultant, B-Safe Australia, a company promoting BBS programs

# More resources

- Professor Andrew Hopkins: *“What are we to make of safe behaviour programs?”*  
Working Paper 36, National Research Centre for OHS Regulation  
[www.ohs.anu.edu.au](http://www.ohs.anu.edu.au)
- From the US Steelworkers' Union report, *'Not walking the talk: DuPont's untold safety failures'* ([www.dupontcouncil.org](http://www.dupontcouncil.org)) on the real OHS performance of DuPont - creators of one of the world's most widespread Behaviour Based Safety Programs, STOP.

# And more resources

- Hazards Magazine ([www.hazards.org/bs](http://www.hazards.org/bs)), a terrific resource supported by the UK's peak union council the TUC.

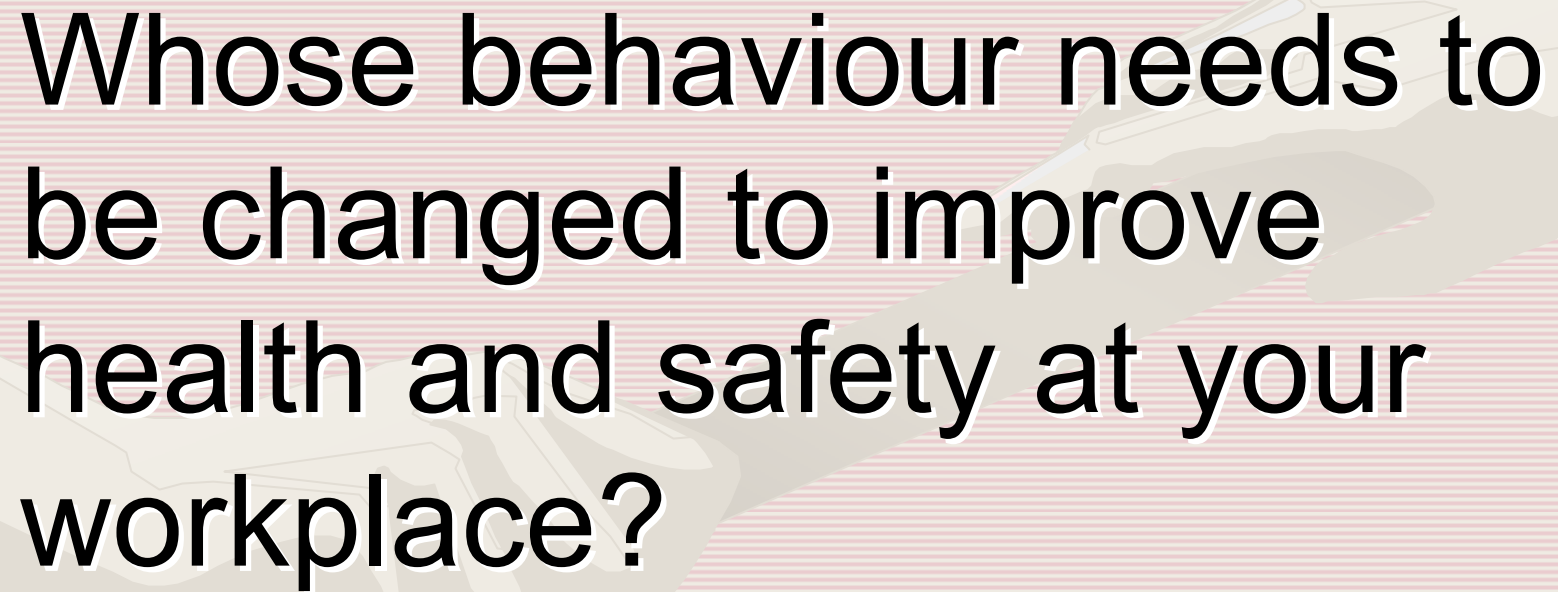
[www.hazards.org/subscribe/index.htm](http://www.hazards.org/subscribe/index.htm).

# Acknowledgements

- Renata Musolino – OHS Officer, Victorian Trades Hall Council
  - Steve Mullins – former ACTU OHS Officer
  - Nancy Lessin – United Steelworkers International Union
  - Bill Hoyle – Oil, Chemical and Atomic Workers International
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**And finally.....**

Whose behaviour needs to be changed to improve health and safety at your workplace?

A faint, light-colored illustration of two hands shaking is visible in the background, symbolizing agreement or partnership. The hands are positioned behind the main text, with one hand on the left and one on the right, their fingers interlaced in a firm grip.