

# BEHAVIOR-BASED SAFETY

What influences employee behavior and how you can change that behavior to prevent injuries and illness.

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# What is Behavior Based Safety

- An excellent tool for collecting data on the quality of a company's safety management system.
- A scientific way to understand why people behave the way they do when it comes to safety.
- Properly applied, an effective next step towards creating a truly pro-active safety culture where loss prevention is a core value.
- Conceptually easy to understand but often hard to implement and sustain.

# Why Employees Engage in At-Risk Behaviors

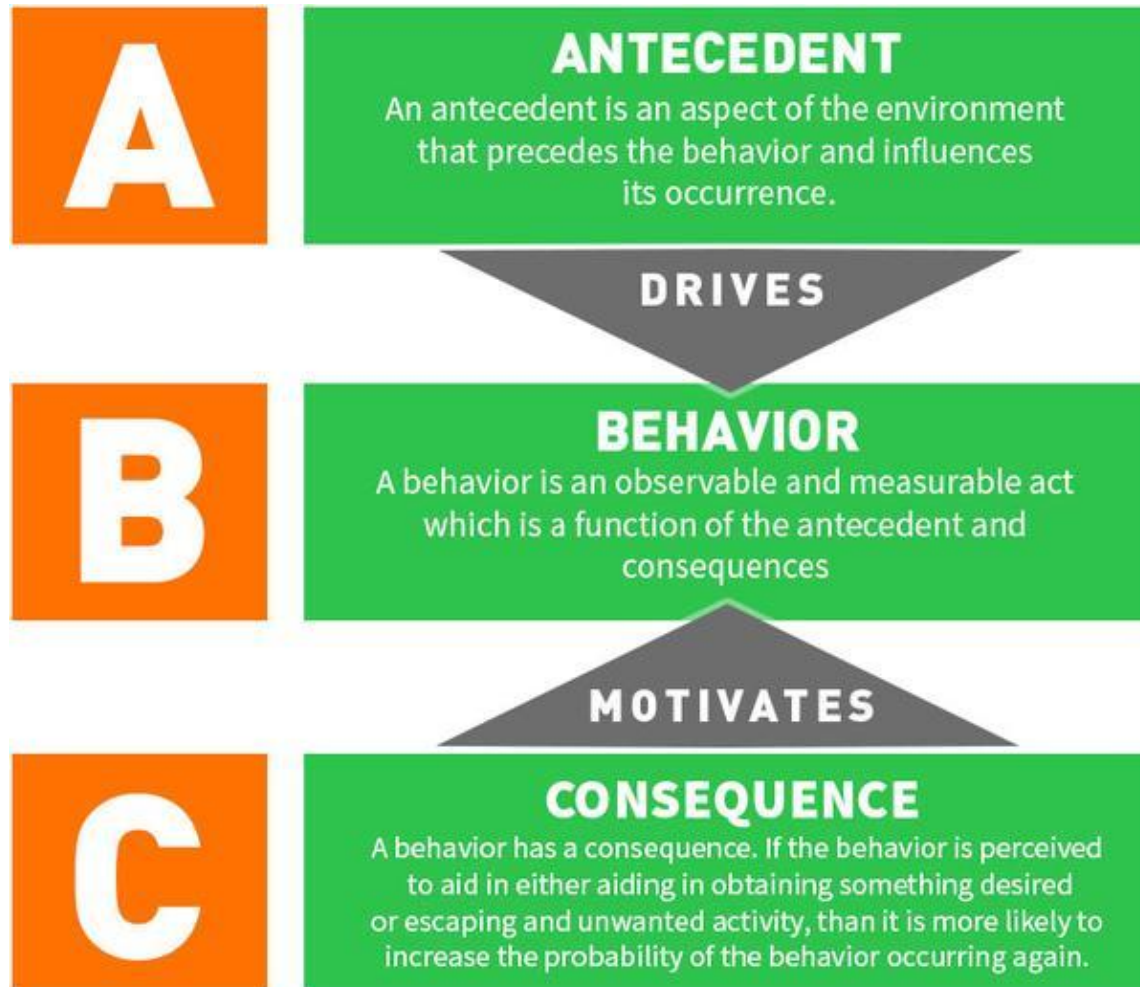
- Jobs get done faster
- Perception that risk is low
- “Nothing is going to happen to me” attitude
- At-risk behavior is reinforced
- Lack of awareness that behavior is risky



# Can We Change or Influence Behaviors?

## The Dreaded Stairs

# Human Behavior



PARTNERS

# Activators

- Prompt people to act
- Precede the behavior
- Communicate information
- Work best with consequences
- Work only in short term if no consequences
- Activators only set the stage for behavior or performance - they don't control it.



# Consequences

- Stronger than activators
- “Consequences” has negative connotation
- Positive consequences change behavior
- Consequences strengthen or weaken behavior
- Four categories of consequences
  - Positive Punishment
  - Negative Punishment
  - Negative Reinforcement
  - Positive Reinforcement



# Positive Punishment

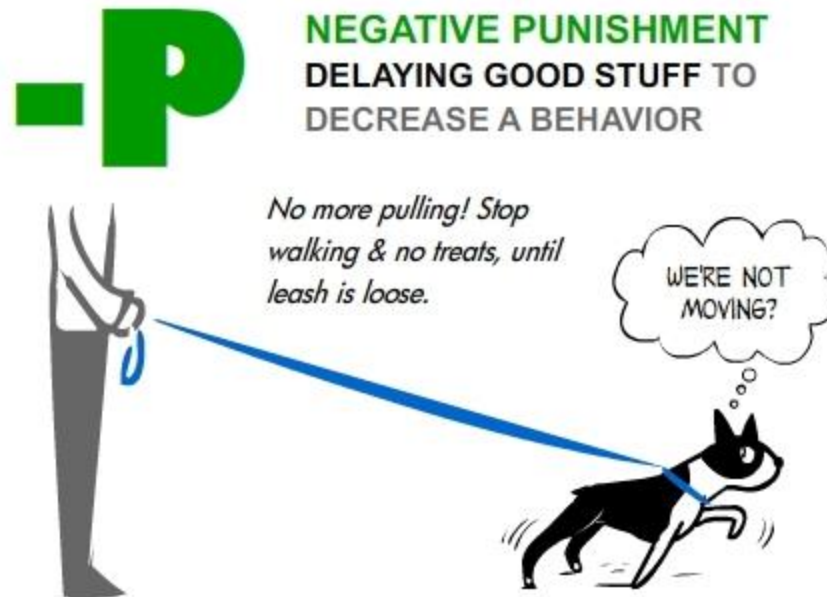
- Getting what you don't want
- Criticism, injury, written warning
- Stops unwanted behavior





# Negative Punishment

- Is not getting what you want
- Negative punishment is most effective when:
  - It immediately follows a response.
  - It is applied consistently



# Negative Reinforcement

- Avoiding criticism, unpleasant tasks, or accidents
- Performing desired behavior to avoid punishment
- Performing desired behavior only when boss is watching



**+R**

*Positive Reinforcement*

ADD Good Stuff: Give treats, keep walking  
Polite walking behavior is encouraged.



**-P**

*Negative Punishment*

END Good Stuff: Stop walking, stand still.  
Pulling behavior is discouraged.



**+P**

*Positive Punishment*

ADD Bad Stuff: Give leash correction.  
Pulling behavior is discouraged.



**-R**

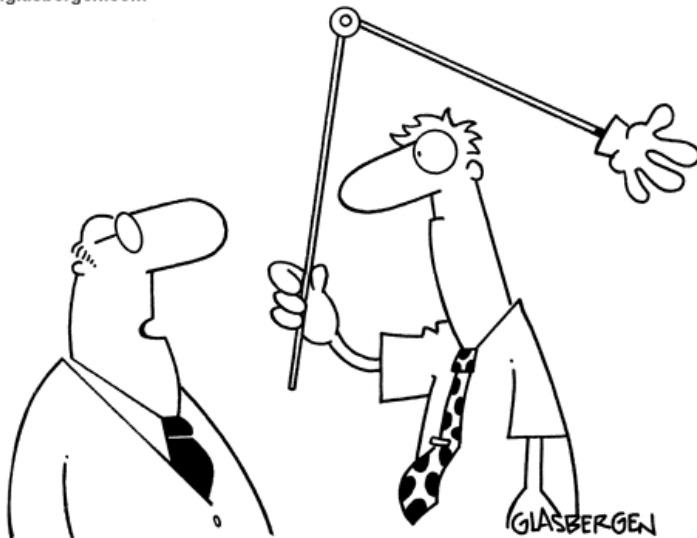
*Negative Reinforcement*

END Bad Stuff: Stop leash correction.  
Polite walking behavior is encouraged.

# Positive Reinforcement

- Getting what you want
- Acknowledgement, recognition, better work assignments
- Maintains or increases desired behavior
- Behavior occurs more frequently

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**“Company management is implementing a new program of positive reinforcement. Give yourself a pat on the back whenever you do something right.”**



# Types of Positive Reinforcement

- Social reinforcement
- Written
- Verbal
- Physical
- Smile
- Humor
- Time or attention
- Just say “Thank you”



# Types of Positive Reinforcement

- Tangible reinforcement
  - Food
  - Gifts
  - Certificates
  - Privileges
  - Money
- Anchor the memory
- Be spontaneous
- Discuss behavior
- Be sure to use different tangibles
- Avoid high-value tangibles
- Do not overuse tangibles



# Consequences Summary

Consequence Type	Description	Outcome	Example
Positive reinforcement	Add or increase a pleasant stimulus	Behavior is strengthened	Giving a student a prize after he gets an A on a test
Negative reinforcement	Reduce or remove an unpleasant stimulus	Behavior is strengthened	Taking painkillers that eliminate pain increases the likelihood that you will take painkillers again
Positive punishment	Present or add an unpleasant stimulus	Behavior is weakened	Giving a student extra homework after she misbehaves in class
Negative punishment	Reduce or remove a pleasant stimulus	Behavior is weakened	Taking away a teen's computer after he misses curfew

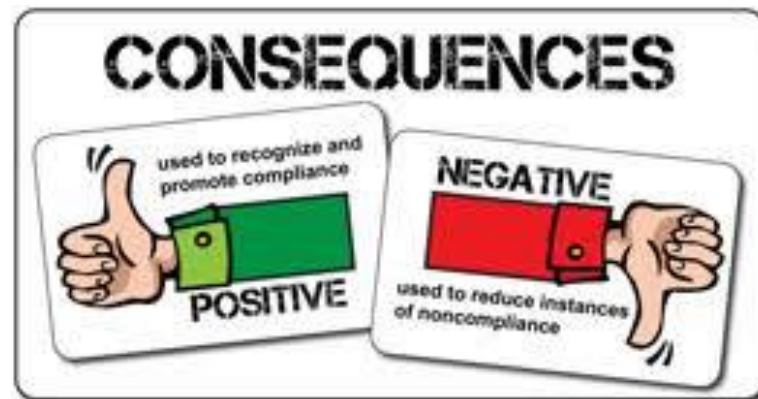
# The Importance of Balancing Consequences

- A Lack of Consequences in the Workplace Leads to Poor Performance
- Too Many Negative Consequences:
  - Unpleasant and reduces the autonomy of employees.
  - Fear of failure drives behavior.
  - Fear drives people to do “just enough”
- Pull people towards a higher goal by using positive consequences for good work.
  - People will put in extra effort when they value the positive rewards that exist.
- When there are no negative consequences you are likely to see low quality from your team.



# Most Effective Consequences

- The use of positive reinforcement in changing behavior is almost always more effective than using punishment.
- Positive reinforcement makes the person feel better, helping create a positive relationship.
- Punishment, on the other hand, is more likely to create only temporary changes in behavior because it is based on coercion.
- Typically creates a negative and adversarial relationship.
- When the person who provides the punishment leaves the situation, the unwanted behavior is likely to return.





# Implementing a BBS Program

- Understand how safety behavior is shaped
- Analyze employee behavior
- Pinpoint, observe, and measure specific behaviors
- Provide positive feedback
- Use positive reinforcement successfully to improve safety performance



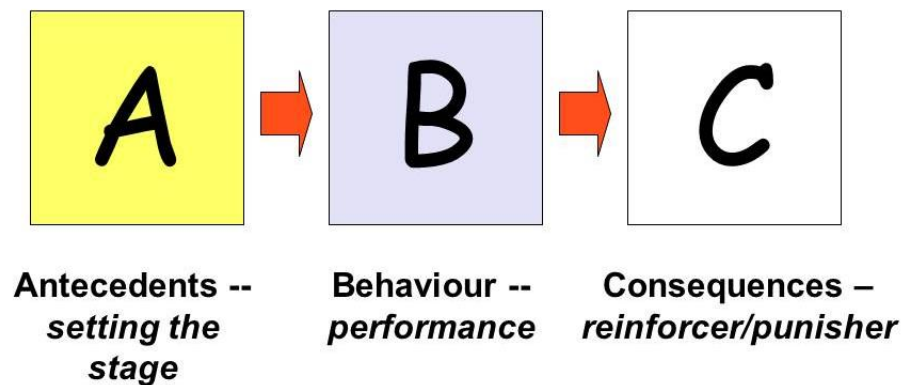
# Examine the Behavior

- Focus on relevant behaviors that will have a direct impact on losses
- Many behaviors that are directly related to the losses are unconscious behaviors that occur quickly
- Use prior experience data to target jobs for observation
  - OSHA logs
  - First aid logs
  - Near miss / hit reports
- Select critical behaviors to focus on through actual observation of people at work - not just through discussion & brainstorming



# Perform an ABC Analysis

- Describe the behaviors
- List all antecedents/activators and consequences and describe strength of consequence
- Determine which consequences are motivating behavior
- Solution to problem behavior – make weak consequences strong
- The most powerful consequences are both immediate and certain



# Pinpointing Behavior

- Based on behavior observations pinpoint critical safe and unsafe behaviors. Ensure pinpoints are:
  - Measurable
  - Observable
  - Controllable



# Complete Behavior Observations

- Observation checklist
- Spot check behaviors
- If safe behavior, mark “safe”
- In unsafe behavior, mark “unsafe”
- Provide feedback to employees and capture small improvements
- Gather and collect observations

	Observations		Feedback		Comments
	Safe	Unsafe	Positive	Corrective	
Pinpoint 1	xxx	xx	xxx	x	
Pinpoint 2	x	xxx	x	xxx	
Pinpoint 3	xxx	x	xxx	x	

# Providing Positive Verbal Feedback

- Be specific
- Be sincere
- Deliver immediately
- Be personal
- Don't use "but" or "however"



# Providing Corrective Verbal Feedback

- Don't ignore unsafe behavior
- Acknowledge small improvements
- Be objective
- Be specific
- Use a questioning approach
- Use a 4:1 ratio



# Analyze and Measure

- Analysis will measure the safety process, not just results.
- Data provides feedback and captures small improvements.
- Sharing the information becomes positive reinforcement.
- Set Goals for implementation. Goals should be:
  - Short-term and achievable
  - Include employee input
  - Introduce more opportunities for positive reinforcement





# Key Points to Remember

- Behaviors can be influenced.
- Consequences must be balanced and used effectively.
- Positive reinforcement is more effective in influencing behaviors.
- Analyze safety behaviors at the facility using the ABC model.
- Pinpoint critical safe and unsafe behaviors and make observations.
- Analyze collected data to measure results objectively.
- Give positive feedback for safe performance and corrective feedback for unsafe behavior.

