

## **BASIC BBS(BEHAVIOURAL BASED SAFETY)**

### **INTRODUCTION**

The Behavioural Based Safety system is designed as an aid to management and supervisors to review the deployment of the Behavioural Safety processes and tools in the organisation.

This process also allows employees to observe each other in a constructive way thereby taking ownership of their safety as well as of their fellow colleagues on a daily basis as they carry out their activities and to prevent costly and unnecessary incidents.

Regular reviews will help identify existing improvement opportunities to enable continuous improvement and development of improved safety and health management systems.

The management of safety has undergone a number of radical changes in the past years. The most important paradigm shifts occurred in through the work of Heinrich, the advent of the safety systems era and off late, the behavioural safety approaches that became popular around the world. All of these 'approaches' to safety each left an indelible mark on the way we targeted safety improvements, what interventions were deployed and how those were measured. It also resulted in a number of strongly held "myths" of safety management, each discussed, analyzed and challenged.

This approach also analyzes the effects of some of these myths and points to a complex problem of the increased levels regulation and of perceived protection that workers enjoy in the work place – leading to what is commonly known as 'complacency'. A second problem of modern safety management is a consequence of the superficial treatment of accidents through procedures and rules changes, leading to a phenomenon called accident migration.

The most recent approaches to safety is generally known as behaviour-based safety or Competency Based Safety as it is called in other circles flowed from the human sciences and quality management era. This approach had a dramatic impact on the way safety was managed around the world, but is still falling short on a number of key aspect most notably the area of risk awareness and risk understanding. Many workplace accidents occur simply because the risk was unidentified, underestimated, not understood or ignored. The approach proposes a new direction for safety, called competency-based safety, which is based on cognitive psychology(study of mental state)in combating and preventing incidents and accidents.

## **THE PROCESS HAS FIVE COMPONENTS:**

**Risk Awareness and Assessment** focuses on the reasons why people overlook and underestimate the risks in their workplaces. It addresses why people are willing to take risks and what motivates this behaviour, which on reflection seems illogical. Risk assessment is the area where people make decisions to take risks based on their evaluation of the risk, and it is the last line of defence before an incident occurs. The experience and accuracy of our people's risk assessment is a major competency within the process.

**Risk Observation and Coaching** relies on team members observing each other's workplace behavior and coaching each other in areas for improvement. The observation process is one of the fundamental components of any behaviour-based safety program and is important for the correct implementation of the programme. Information from the observations is used to identify areas where workplace safety may require additional awareness of the risks which are present or which have become too familiar and risk taking has increased.

**Positive (Incentive) Reinforcement** is designed to reduce incompetent risk taking by increasing the benefit from competent risk taking. People take risks that in some cases seem illogical or irrational, but they do so because of the perceived benefit they will receive from the risk they are prepared to take. To balance this human behaviour, a system that is designed to combat this type of risk taking and to increase the positive reinforcement, from management, on the safe behaviours and work standards that are required to reduce work place incidents.

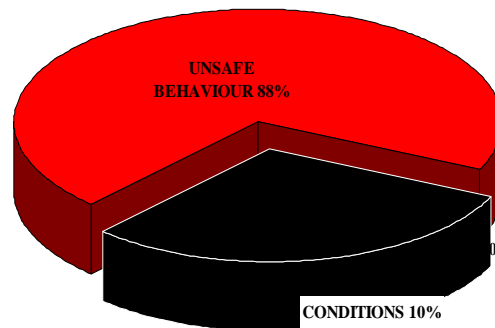
**Measurement** becomes part of the company's site safety matrix and gives the management the ability to predict areas where incidents may occur. All the tools and interventions from the process are measured, analyzed and reviewed. This will allow the process to be flexible enough to adapt to the company's requirements.

**Improvements** will be implemented in a manner consistent with a quality management model, which will ensure the tools and interventions are being deployed and implemented in the most practical and time/cost effective way. To date, the deployment was completed successfully at all the operations in the group and the impact on safety performance was significant and sustained.

**PEOPLE NATURALLY WANT TO BE SAFE  
TRUE OR FALSE**

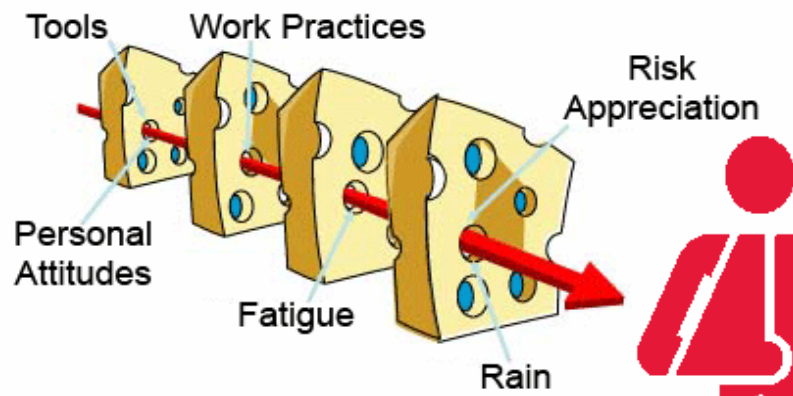
At-risk behaviours are often more comfortable, convenient, and time-efficient than safe behaviours. At-risk behaviours rarely result in the sort of consequences (e.g., injury, disease, discipline) sufficient to discourage their occurrence. We have to take “good” risks

**Risk  
Taking  
Behaviour**



From the above chart it is evident that research has proven that the majority of incidents and accidents are attributed to human behaviour therefore the human factor should be given more attention instead of physical conditions that contribute less to incidents. The human being is extremely reliable however human capacity varies over time. People make mistakes,  $\pm 10$  per hour. People have other needs to satisfy. People rely more on their own experience and errors should always be seen as consequences, not causes.

The cheese effect in relation to risk:



The above illustration related to the domino effect that leads to an incident. It is another way of looking at the sequence of events that lead to an incident. In most instances the human behaviour is the last domino that would eventually lead to an incident. All systems can be in place but if the human factor can play an important role in minimising incident instead of hoping that tools and systems would prevent incidents.

**The BBS Process functions within this context:**



The BBS process is done through observation where the observer observes another employee performing a task. The identification of compliance and non-compliance is the main focus point. If an employee performs adequate appreciation is demonstrated immediately and same with correcting the unsafe behaviour.

A few of at 'risk behaviours' can be attributed to the following:

- Risk being overlooked
- Risk underestimated
- Risk taking being rewarded
- The procedure is risky
- Risk being ignored
- Risk condoned

## **CONCLUSION**

Safety climate is regarded as a manifestation of safety culture in the behaviour and expressed attitude of employees. The number of dimensions of safety climate remains disputed, although recurring themes across safety climate surveys include management commitment, supervisor competence, and priority of safety over production, and time pressure. Elements of safety climate emerge as predictors of unsafe behaviour and it is increasingly becoming accepted that a favourable safety climate is essential for safe operation.

Lisa Ronald in her excellent literature review of factors contributing to successful safety programs concluded that the following dimensions were recognisable predictors of improved safety outcomes:-

- People Oriented Culture
- Active Safety Leadership/Management Commitment

## **PRACTICAL EXERCISE**

**VISITING AREAS ALLOCATED PER TEAM**  
**ARRANGEMENTS TO GO TO A WORKING PLACE**  
**TEAM MUST DO A “BEHAVIOUR” OBSERVATION**  
**CLASSIFY THE “RISK BEHAVIOUR”**  
**IDENTIFY HAZARDS / BEHAVIOUR / INCIDENTS**  
**GIVE FEEDBACK**