

Management Commitment to a Behavior Based Safety Program

Arturo Prieto

Honeywell

- **Behavior based safety programs versus the traditional approach**
- **Why should we focus on behaviors?**
- **Who should be engaged and leading the program?**
- **The Honeywell Tucson approach**
- **Trending**
- **Summary**
- **Questions?**

Behavior Based vs. Traditional Approach

- **Traditional focus was on unsafe (physical) conditions**
- **Very little interaction with employees**
- **Focused on the “What”**
 - What did we look for?
 - What did our solutions consist of?
- **What happens when you focus on the conditions?**
 - They only go away for a short period of time and continue to occur

Behavior Based vs. Traditional Approach

- **Behavior based safety focuses on human behaviors in the workplace.**
- **Focus is on “why” and “how”**
- **What do we look for?**
 - **At risk behaviors:**
 - ◆ Improper lifting technique
 - ◆ Exposed sharps
 - ◆ Trip hazards
 - **Desired Behaviors**
 - ◆ Employees wearing PPE
 - ◆ No trips hazards in the area
 - ◆ Sharps properly contained

Behavior Based vs. Traditional Approach

- **Behavior based programs rely on employee interaction and employee feedback**
 - Feedback should be immediate and should be given for both desired and at risk behaviors
- **Feedback should be a two way communication**
- **Feedback should be provided in the form of coaching**
 - Avoid yes/no questions
- **Employees should be held accountable for reoccurring at risk behaviors**

- **Behavior based programs initially require a culture change at the site level**
- **Who should lead this change and why?**
 - The change must be led by the sites management/leadership team
 - Leadership sets the example for the rest of the site
 - Leadership can set the vision and goals for the site
- **Safety should be held at the same level as quality, delivery, inventory, and cost**
 - It should be a core value of the business

Leadership is in the best position to influence safe behavior

- **Follow through**

- **Management needs to show commitment by following up on behavioral issues**
- **Hold people accountable including leadership**
 - ◆ **Actions taken need to be consistent across the board**
 - **Safety Accountability Policy**

- **Develop Goals and Objectives**

- **Goals should be measureable**
- **Should be proactive**
- **Should be relevant**

What are some examples of goals?

While unsafe conditions and physical hazards should be noted and corrected, the main objectives of these programs are *Safe Behaviors*

How do leader's know what to focus on?

- **Risk Assessments**
 - Need to be performed on a routine basis
 - Need to be performed at the lowest level
- **Incident and near miss trending**
- **Proactive Metrics/ indicators**
- **External Consultants**
 - HSE assessment of site processes

The Honeywell Tucson Approach

- **Leadership Safety Observation Program**
- **Standard Work**



Key Components of LSOP

- **Proactive, behavior-based observation walkthroughs (not safety inspections!)**
- **Focus is on critical targeted behaviors**
 - “at-risk”
 - “desired”
- **Leaders conduct interventions**
 - Supportive interventions – recognize/reinforce “desired behaviors” (safe behaviors)
 - Constructive interventions – advise employees of “at-risk behaviors” and coach to resolve the issues
- **The intent is not to ‘catch’ employees doing tasks wrong, but rather to help them recognize risks and create a “safety agreement” going forward!**

Steps to a Successful Intervention

- **Be tactful**
 - Put yourself “in their shoes”
 - Consider how they may perceive your message.
- **Put the employee at ease (break the ice)**
 - Establish common ground
 - Spark a personal interest in what they are doing
 - Use appropriate humor
- **Explain what you are doing**
 - “We are conducting a safety observation walkthrough and are looking at potential risks or hazards in your work area.”

Steps to a Successful Intervention

- **Involve the employee**

- Ask them about the hazards that are associated with what they are doing
- Ensure the employee's response includes the hazards you are targeting
- If necessary you may need to introduce the target behavior into the discussion

- **Give Feedback**

- Recognize or advise

- **Establish “an Agreement”**

- Ensure the employee is aware of and understand the hazards and the safe way to perform the job.
- If “at risk” behavior observed, ensure employee understands and AGREES to perform the job task safely going forward.

Example Format

Leadership Safety Observation Checklist

Area #1: EPG, EPG R&O (ME-2-1)

Checklists are area specific

Manager: Steve Bell

Name: _____

Date of Walkthrough: _____

INSTRUCTIONS: **Interaction with employees is the key to a successful LSOP.** Before entering the work area, take some time to understand each desired behavior listed below. After entering the work area, look for each desired behavior as you walk through. Provide immediate feedback/interaction to affected employee(s) based on whether observed behavior are “desired” **or** “at risk”. Write all interaction comments in the space provided.

Remember: LSOP goals are based on participation and the number of interactions recorded.

When finished, send completed hardcopy form to HS&E at M/S-104 or email to Jessie Blaydes.

Targeted Behavior	FYI	Interaction comments
<p>Employee uses lifting device (hoist) or ‘two-person lift’ to move items weighing in excess of ~35 pounds. Employee performs visual inspection of hoist before operating.</p>	<p>Hoists are available at every workbench, storage area and test stand in EPG, as well as the area where incoming R&O units are stored.</p>	<p>If the employee is performing the ‘desired’ behavior, record the interaction comments here</p>
<p>Employee moves items weighing in excess of ~35 by themselves. Employee uses hoist without inspecting it.</p>	<p>The only generator weighing less than ~35 lbs is the small ‘Mighty Mite’.</p>	<p>If the employee is performing the ‘at risk’ behavior, record the interaction comments here</p>

OR

Each interaction needs to address a ‘desired’ **OR** an ‘at risk’ behavior – not both!

The FYI column contains information you may find useful regarding the specific targeted behavior, potential injury or area

Targeted Behavior...Proper Use of Sharps

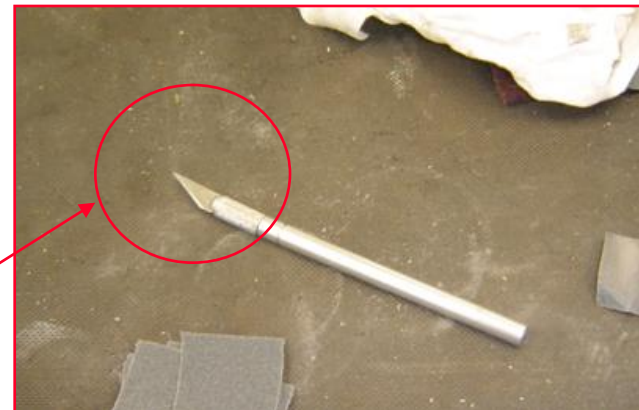
Employee stores exacto knife/box cutter properly when not in use.

Protected blade



Employee does not store exacto knife/box cutter properly when not in use.

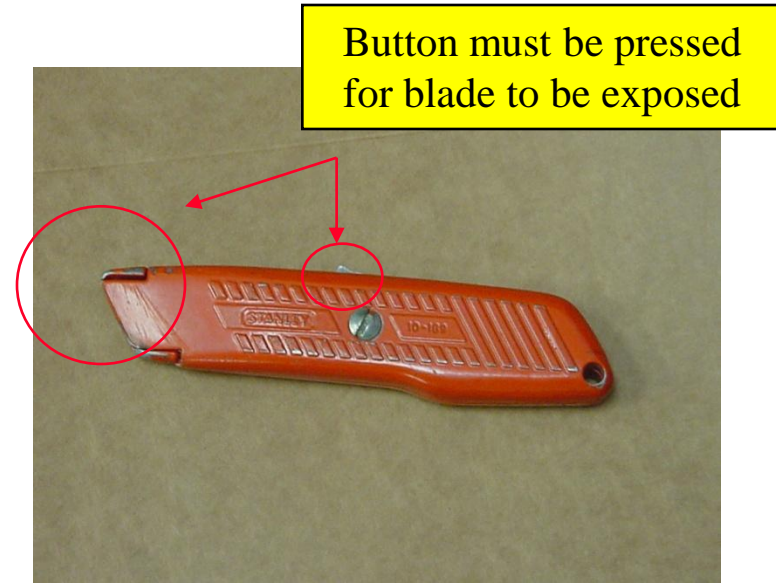
Exposed blade



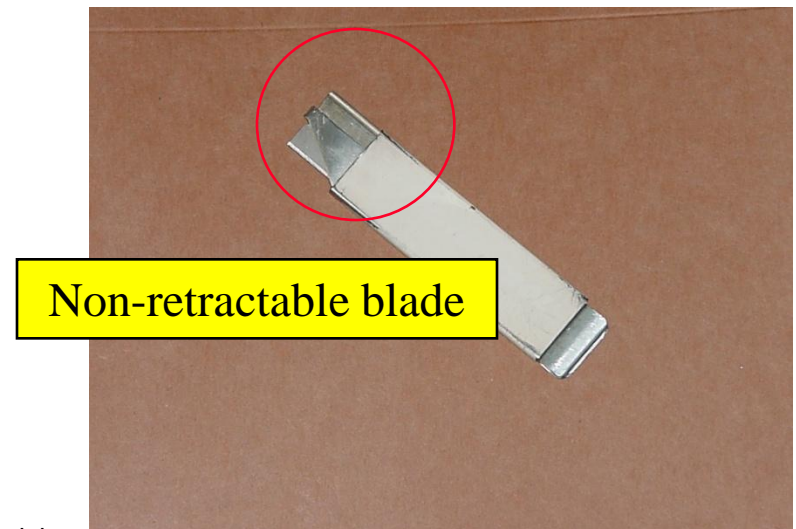
Targeted Behavior...Proper Use of Box Cutter

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Employee uses the proper retractable safety knife.



Employee does not use the proper retractable safety knife.



Targeted Behavior...Proper Lifting Techniques

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Employee uses hoists or other material handling equipment when handling heavy objects.



Uses hoist
for lift

Employee does not use hoists or other material handling equipment when handling heavy objects.



Manual lift

Targeted Behavior...Use of Safety Glasses

Employee wears safety glasses with attached side shield in posted/required safety glass areas



Safety glasses with side shields

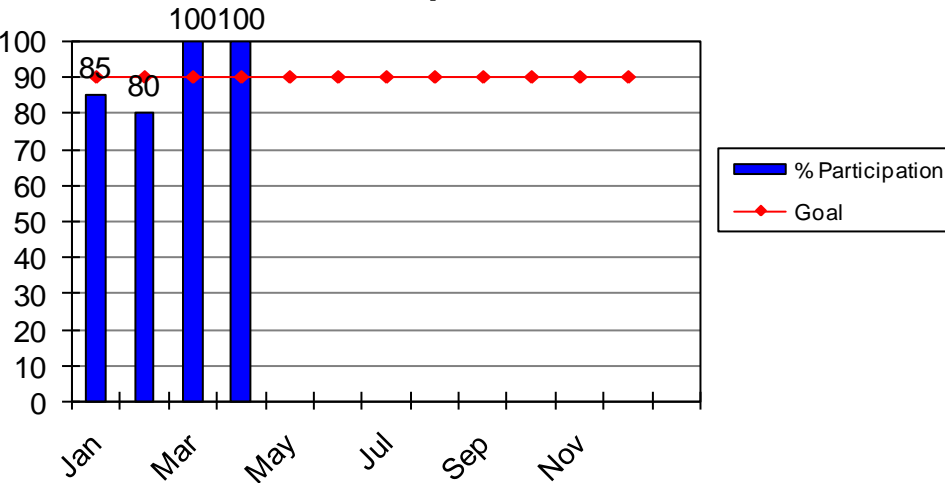
Employee does not wear safety glasses in posted/required safety glass areas.



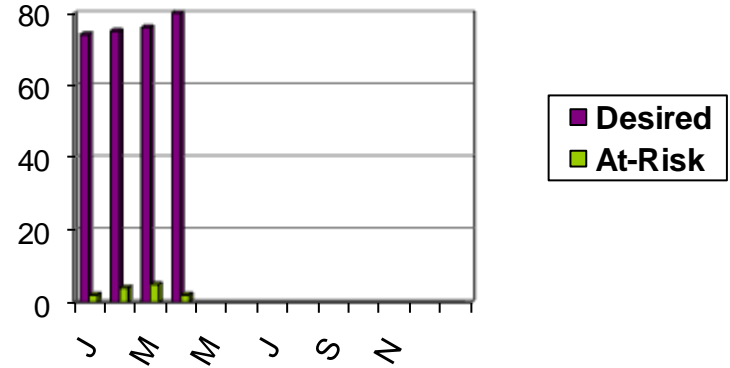
No safety glasses

Metrics

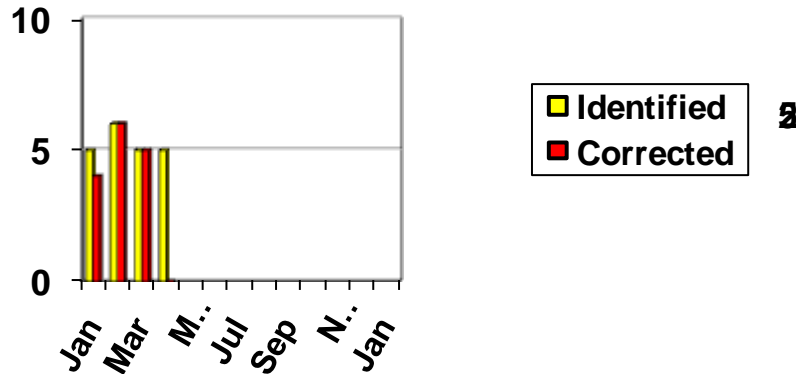
Participation



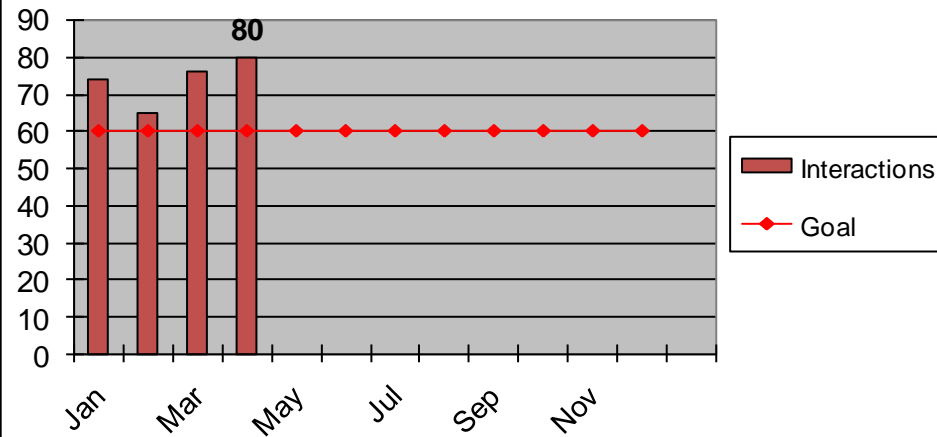
Behaviors



Physical Hazards



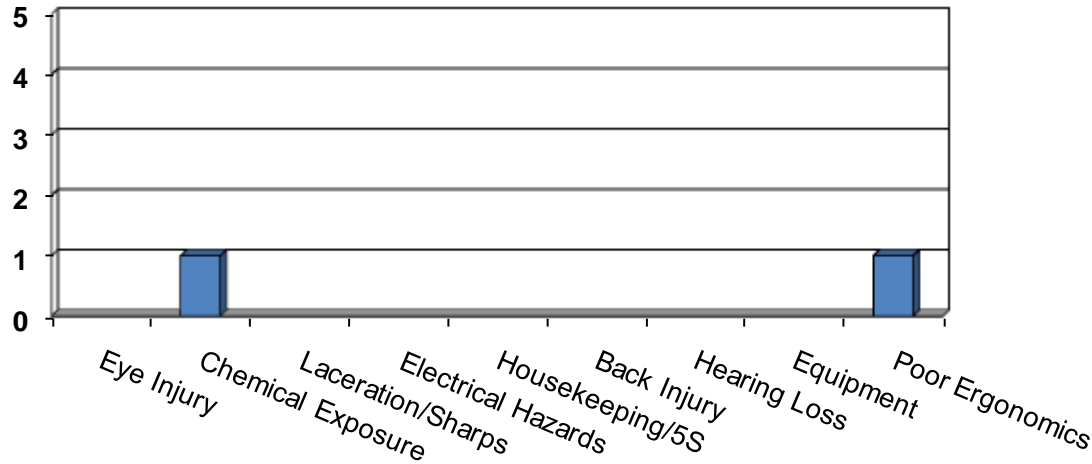
Interactions



Participation is tracked on the HSE Performance Index!

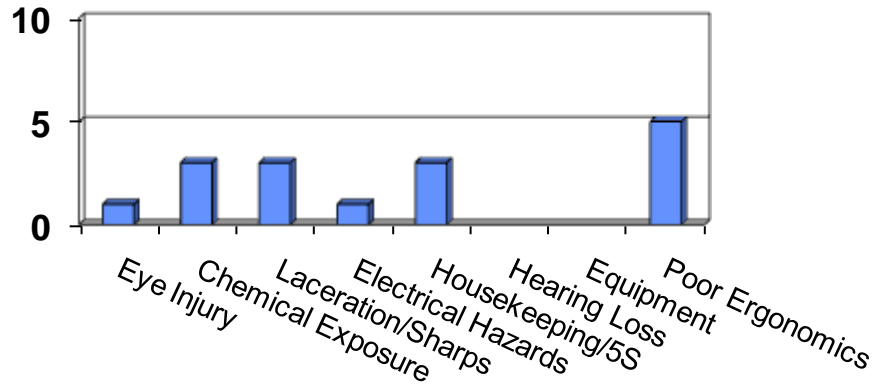
Trending At-Risk Behaviors

April At-Risk Behaviors



■ At-Risk Behaviors

2009 At-Risk Behaviors



■ At-Risk Behaviors

- **Managers perform walkthroughs once per month in pre-determined areas**
- **All targeted behaviors on checklist must be assessed**
- **Interventions (supportive or constructive) must be performed for each behavior to receive credit (observed behaviors are counted for LSOP goals)**
- **Completed checklist must be turned in to HS&E by the end of the month. Late submissions will not be accepted.**
- **Participation is recorded for the monthly site metrics**
- **Leader participation is tracked and is part of their annual goals.**

- **Standard Work for leaders creates the structure and routine for leaders to know what they need to do to manage effectively within an organization**
- **Items for Leadership standard work around safety include:**
 - **Coaching on HSE behaviors**
 - **Conducting LSOPs**
 - **Reviewing incidents for root causes**
 - **Corrective action closure**
 - **Participate in rapid problem solving exercises**
 - **Walk the manufacturing floor**
 - ***Standard work should be part of you daily management system***

Questions?



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