

SLAYING THE MONSTERS THROUGH BETTER OBSERVATIONS

2010 REGION IX
VPPPA CHAPTER CONFERENCE
NEWPORT BEACH, CA

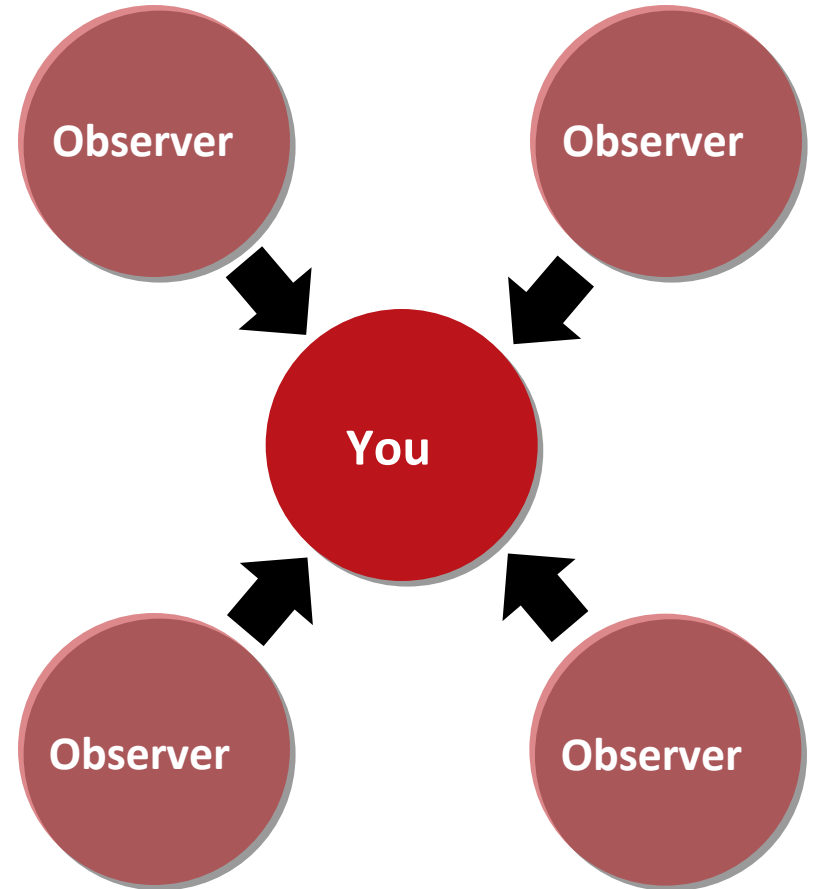
Why Observation processes fail

- Lack of Visible Management Support
- Not meaningful or positive
- Failure to educate employees
- Without Permission (Spying)
- Audits
- Quotas or incentivizing
- Discipline (Kiss of Death)



Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.



Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.
 - As a child at home

I told you it was hot! I hope you learned your lesson.



Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.
 - As a child at home
 - At school

This is your last warning.
No running in the halls!



Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.
 - As a child at home
 - At school
 - When you first started driving



We're you aware that you were speeding?

Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.
 - As a child at home
 - At school
 - When you first started driving
 - Your first job

If you survive the next screw-up you're out of here.



Personal Safety Feedback

- If you think about it, you've been receiving feedback on your safety performance your entire life.
 - As a child at home
 - At school
 - When you first started driving
 - Your first job
 - At home with spouse or other family members



Personal Safety Feedback

- You could argue that it was all positive since each one was concerned for your safety.
- However, when you saw the flashing lights, was your reaction positive “Great!—a learning opportunity” or negative “What now”?



Personal Safety Feedback

- Take a moment to consider all the feedback you've been given up to this point in your life.
- What percentage was positive? What percentage was negative?
- We'll go around the room, and I'll write down the results.











The Card

- The front of the SafeStart card summarizes key SafeStart concepts.
- Think of this side as the “**headache.**”

Headache



These four states...

- Rushing
- Frustration
- Fatigue
- Complacency

can cause or contribute to these critical errors...

- Eyes not on Task
- Mind not on Task
- Line-of-Fire
- Balance/Traction/Grip

...which increase the risk of injury.

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The Card

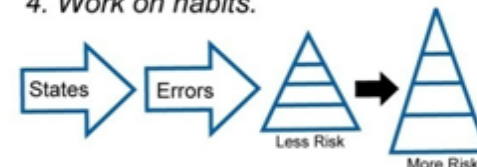
- The back of the card summarizes key techniques.
- You could think of this side as the “**aspirin.**”

Aspirin



Critical Error Reduction Techniques (CERT)

1. *Self-trigger on the state (or amount of hazardous energy) so you don't make a critical error.*
2. *Analyze close calls and small errors (to prevent agonizing over big ones).*
3. *Look at others for the patterns that increase the risk of injury.*
4. *Work on habits.*



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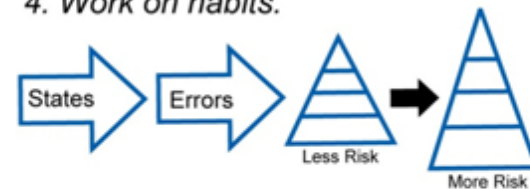
Reinforcing Safe Behavior

- SafeStart gives you the tools to eliminate the errors and mistakes you never intended to make in the first place.
- Observations should be all about—reinforcing the overwhelming safe behavior that you'll normally find . . .
- . . . and applying positive correction to occasional at-risk behavior you might see.



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Observations should...

- Change at-risk behavior to safe behavior
- Keep safe behavior from changing to at-risk behavior
- Increase awareness (eyes/mind on task) and help fight complacency
- Observers must have observation and communication skills

Typical Observation/Feedback Process

- Trained observers are sent into the workplace to observe employees.
- They look for safe behavior and reinforce it through a short discussion with the employee.
- When they see unsafe behavior they apply positive correction (NOT discipline).



Two Types of Safe Behavior



There are two types of safe behavior:

1. Safe behavior that prevents the incident or injury in the first place
2. Safe behavior that prevents the incident or injury from being more severe

Positive Reinforcement

- On-going safe behaviors, such as eyes on task, body position out of the line of fire, and balance, traction and grip, are difficult to enforce.
- But they can be improved with positive reinforcement.
- Meaningful positive reinforcement requires observation (or being videotaped).



The Process

- The observer's experience in the field is recorded on an observation card: what was safe, what was at-risk and any improvement suggestions.
- The data on the observation card is tabulated and analyzed.

Observation Card

✓ Check if safe ◇ Check if at-risk
□ Check if not applicable/not discussed

Initial Actions

✓ ◇ □ Eyes on Task
✓ ◇ □ Not Rushing
✓ ◇ □ Balance, Traction, Grip

Line-of-Fire

✓ ◇ □ Body Position (*falling, struck by, striking against, pinch points*)
✓ ◇ □ PPE (*required, adequate, good condition, worn properly*)
○ ◇ ✓ Screens, Guards, Rails
○ ◇ ✓ Isolation: lockout/tagout

Body Mechanics (Ergonomics)

○ ◇ ✓ Lifting, Bending, Twisting
○ ◇ ✓ Repetitive Motions
○ ◇ ✓ Reaching, Pulling, Pushing (*excessive force*)
✓ ◇ □ Standing, Sitting, Kneeling (*long periods*)
○ ◇ ✓ Comfortable (*vs. awkward position*)

Procedures & Standards

○ ◇ ✓ Up-to-date, Understood
✓ ◇ □ Followed
✓ ◇ □ Orderliness (*housekeeping, storage, access*)

Tools & Equipment

○ ◇ ✓ Safe Condition (*pre-use inspection*)
✓ ◇ □ Correct for Task
✓ ◇ □ Safe Use

SAFETRACK®

Why a Positive Approach Works

The more observations with
meaningful, positive
reinforcement



the more safety awareness
(eyes and mind on task)

The more eyes and mind
on task



the fewer injuries and close
calls

The fewer injuries and close
calls



the better our lives and our
workplace

Benefits of the Process

1. Improved participation
2. Reduced accidental equipment damage
3. Reduced downtime
4. Reduced costs (profitable investment)
5. Improved housekeeping
6. Increase in positive reinforcement for safe behavior



7. Improved data and trending
8. Improved communications
9. More/better improvement suggestions
7. Reduction in unsafe conditions/improved ergonomics
8. Improved awareness (eyes and mind on task)

Success Factors and Pitfalls

SUCCESS FACTORS	PITFALLS
<ul style="list-style-type: none">• Visible Management Support	<ul style="list-style-type: none">• Lack of Management Support
<ul style="list-style-type: none">• Focus on Positive Reinforcement for safe behavior	<ul style="list-style-type: none">• Too much focus on at-risk behavior
<ul style="list-style-type: none">• Receptive Workforce	<ul style="list-style-type: none">• Resistant Workforce
<ul style="list-style-type: none">• Data is visible for everyone to see	<ul style="list-style-type: none">• Don't show data to employees (creates suspicion)
<ul style="list-style-type: none">• Conditions are improved in a timely manner	<ul style="list-style-type: none">• Problems left unimproved (nothing ever changes)
<ul style="list-style-type: none">• Focus on the positive majority	<ul style="list-style-type: none">• Focus on the small percentage of negative people (who make the most noise)
<ul style="list-style-type: none">• Discipline is left out of the process	<ul style="list-style-type: none">• Discipline is brought into process

Conclusion

- Observing for critical behaviors is efficient.
- On-going safe behaviors like eyes on task can be improved with positive reinforcement.
- Positive reinforcement requires observation (or being videotaped).
- Observation takes skill and effort (need to make enough observations).
- There are many potential benefits.
- There are also success factors and pitfalls.