

# Behavior based safety – what does it do to health and safety?

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[WWW.SAFE.NO](http://WWW.SAFE.NO)

Slides are made by USWA and Roy E. Furre

# What is behavior based safety



Unions all over the world are fighting against the behavior based safety programs. USWA is one of the most important unions against BBS.

This is a typical slogan that you can find on mirrors all over the workplace



# **Symbolsafety can be imported from USA**



**Also known as:**

- **Behavior Based Safety (BBS)**

**or**

- **Fixing the workers, not the workplace**

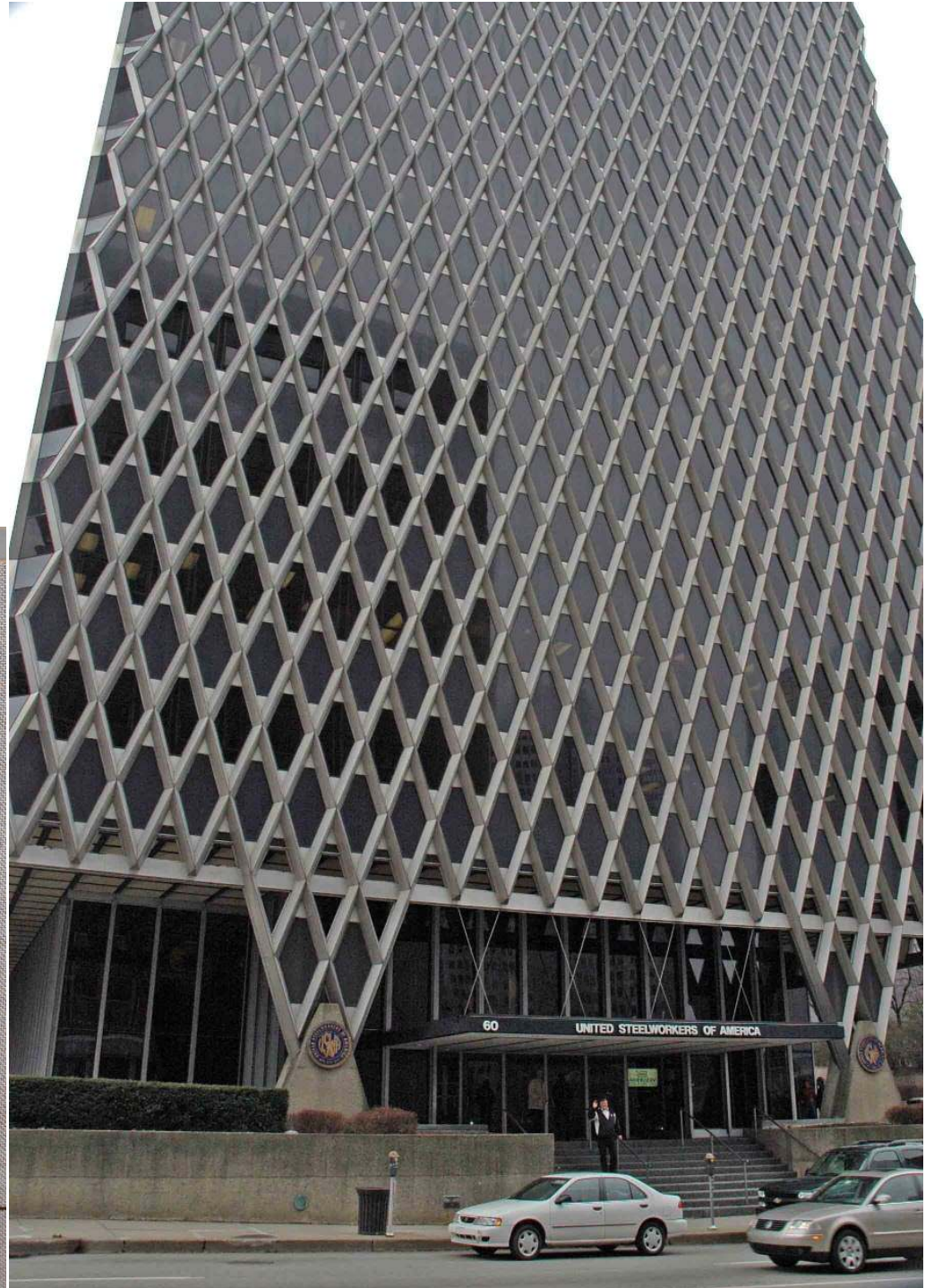
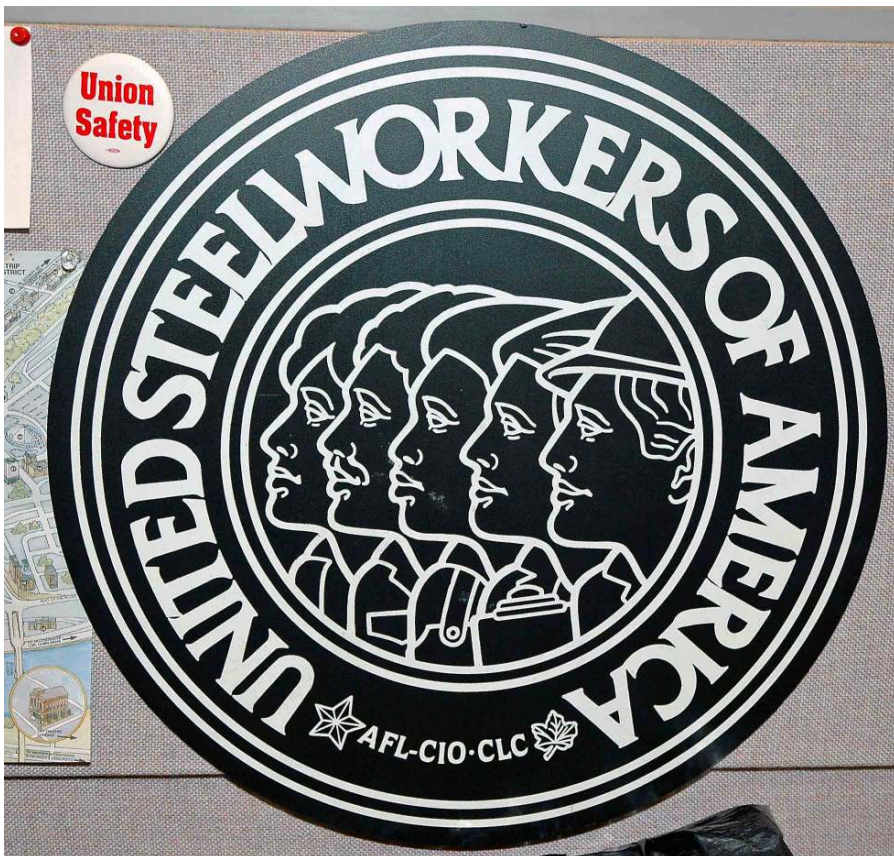
**or**

- **Blame the Workers Culture**

Foto; Omslagsillustrasjon  
til boken Norge – Helt Texas  
1992, ISBN 82-530-1556-9

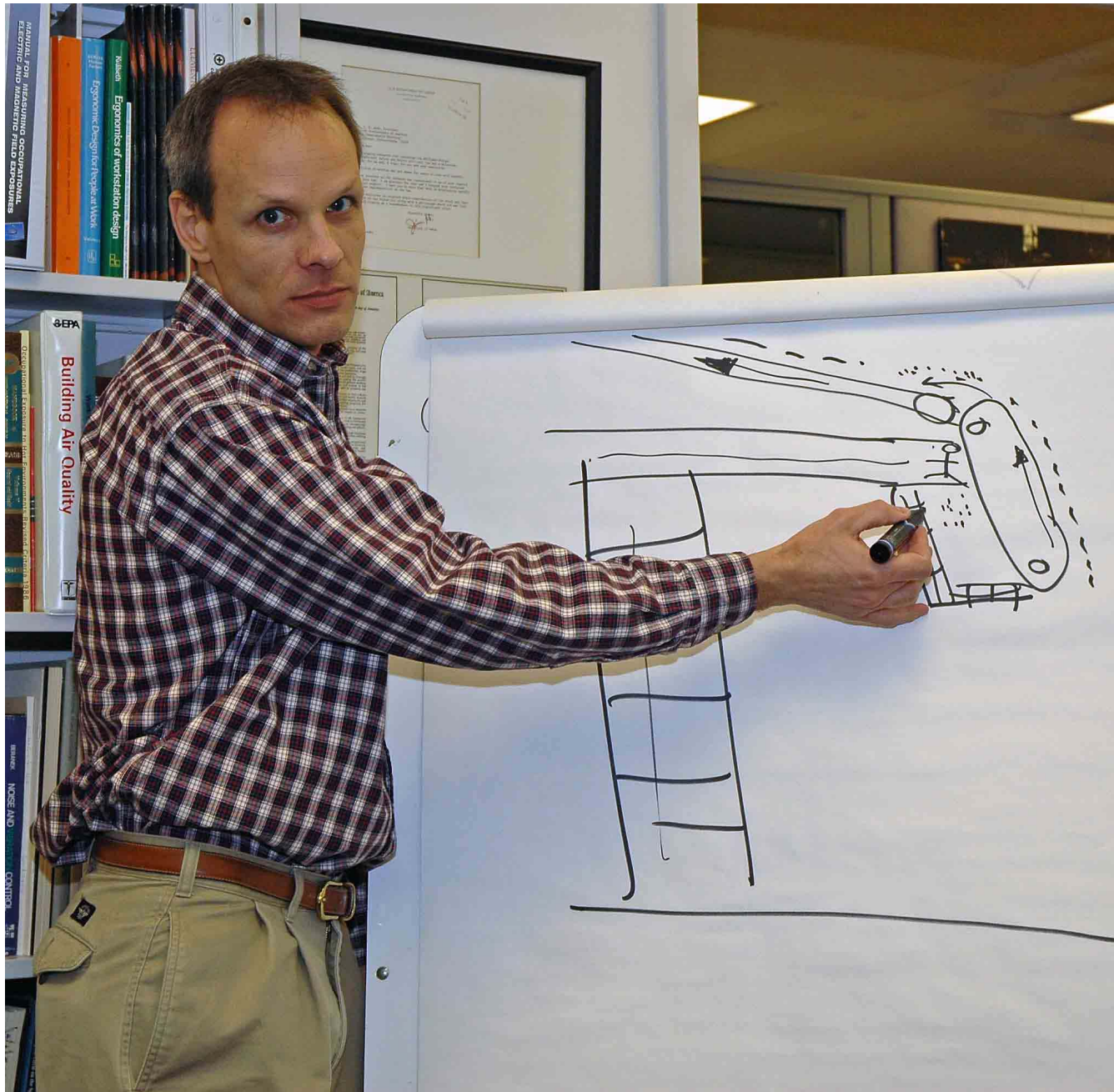


# The USWA headquarter in Pittsburg





# Studying behavior based safety in America



# Meeting with the HSE department in USWA





# Studying behavior based safety in America



James Frederic have educated uinions all over the world about the dagars with bahaviot based safety.

He is the leader of the  
HSE departement in  
USWA

# Educating union representatives against BBS in Washington





# View from top of Empire State building in New York





# Changing Minds

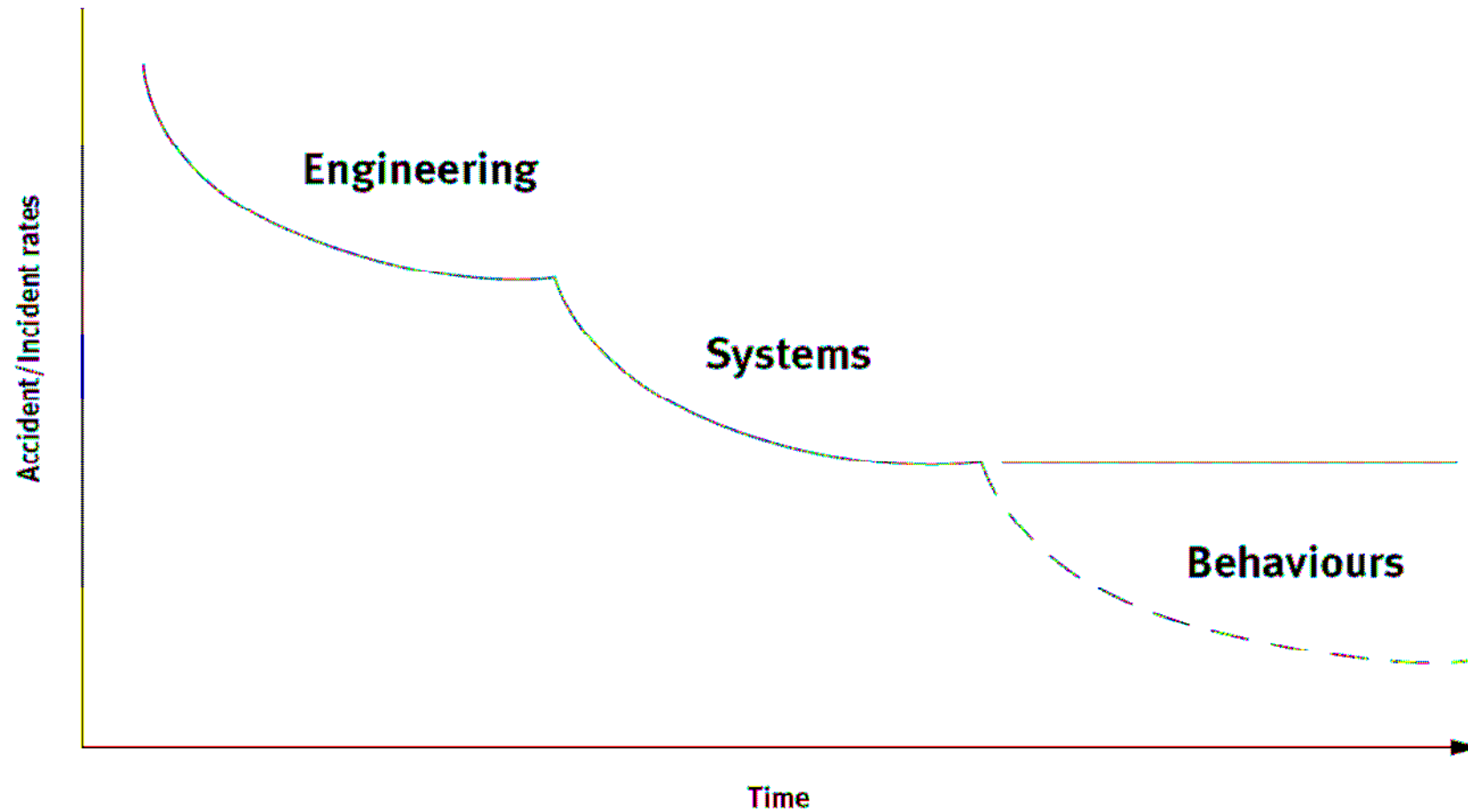


A practical guide for behavioural change in the oil and gas industry



The "Step Change" project in UK has a goal to change the behaviors





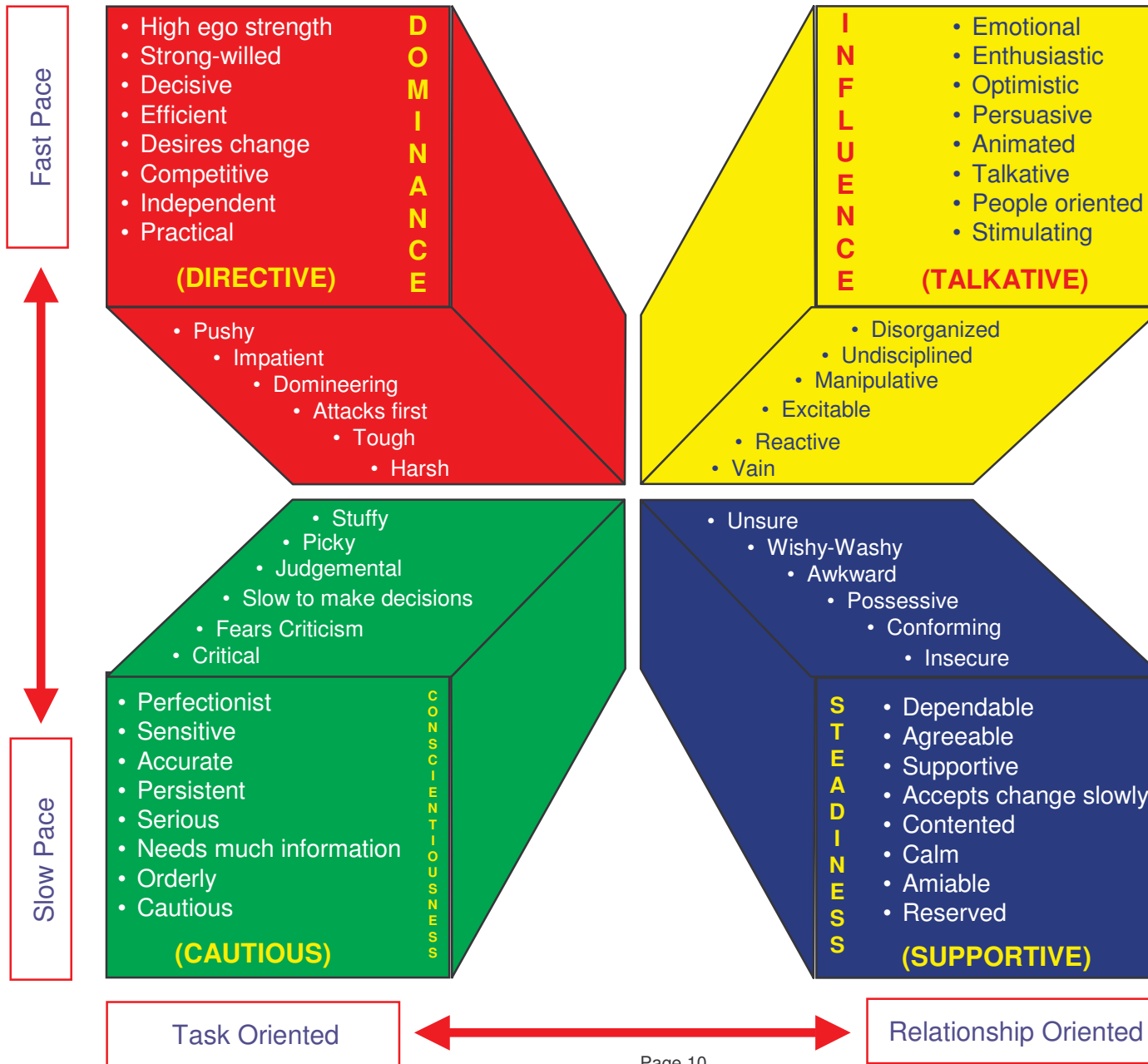
**Figure 1: The impact of behaviour on safety**

# Color marking of oil workers – is it a joke, or a serious HSE program?





# BEHAVIORAL STYLES



<div>Most Like</div> <div>Least Like</div>			<div>Most Like</div> <div>Least Like</div>			<div>Most Like</div> <div>Least Like</div>			<div>Most Like</div> <div>Least Like</div>			<div>Most Like</div> <div>Least Like</div>			<div>Most Like</div> <div>Least Like</div>		
enthusiastic	B	B	gentle	C	C	reserved	D	D	logical	D	D	well-disciplined	D	D	argumentative	A	A
daring	A	A	persuasive	B	E	obliging	C	C	bold	A	A	generous	C	C	systematic	D	D
diplomatic	D	D	humble	E	D	strong-willed	A	A	loyal	C	C	animated	B	B	cooperative	C	C
satisfied	C	C	original	E	A	cheerful	B	B	charming	B	B	persistent	A	A	light-hearted	B	B
Box 1			Box 6			Box 11			Box 16			Box 21			Box 25		
cautious	D	D	expressive	B	B	stimulating	B	B	sociable	B	B	impulsive	B	B	jovial	B	B
determined	A	A	conscientious	D	D	kind	C	C	patient	C	C	introverted	D	D	precise	D	D
convincing	B	B	dominant	A	A	perceptive	D	D	self-reliant	A	A	forceful	A	A	direct	A	A
good-natured	C	E	responsive	E	C	independent	A	A	soft-spoken	D	D	easy-going	C	C	even-tempered	C	C
Box 2			Box 7			Box 12			Box 17			Box 22			Box 26		
friendly	B	E	poised	B	B	competitive	A	A	willing	C	C	good mixer	B	B	restless	A	A
accurate	D	D	observant	D	E	considerate	C	C	eager	A	E	refined	D	D	neighborly	C	C
outspoken	A	A	modest	C	C	joyful	B	B	thorough	D	D	vigorous	A	A	appealing	B	B
calm	E	C	impatient	A	A	private	D	D	high-spirited	B	B	lenient	C	C	careful	D	D
Box 3			Box 8			Box 13			Box 18			Box 23			Box 27		
talkative	B	B	tactful	D	D	fussy	D	D	aggressive	A	A	captivating	B	B	respectful	D	D
controlled	D	D	agreeable	C	C	obedient	C	C	extroverted	B	B	contented	C	C	pioneering	A	A
conventional	C	C	magnetic	B	B	firm	A	A	amiable	C	C	demanding	A	A	optimistic	B	B
decisive	A	A	insistent	A	A	playful	B	B	fearful	E	D	compliant	D	D	helpful	C	C
Box 4			Box 9			Box 14			Box 19			Box 24			Box 28		
adventurous	A	A	brave	A	A	attractive	B	B	confident	B	B	<div>MOST</div> <div>A _____</div>	<div>LEAST</div> <div>A _____</div>	=	<div>Difference</div> <div></div>		
insightful	D	D	inspiring	B	B	introspective	D	E	sympathetic	C	C	<div>B _____</div>	<div>B _____</div>	=	<div></div>		
out-going	B	B	submissive	C	C	stubborn	A	A	impartial	E	D	<div>C _____</div>	<div>C _____</div>	=	<div></div>		
moderate	C	C	timid	E	D	predictable	C	C	assertive	A	A	<div>D _____</div>	<div>D _____</div>	=	<div></div>		
Box 5			Box 10			Box 15			Box 20			<div>E _____</div>	<div>E _____</div>	=	<div></div>		



## PLATINUM RULE

**Treat people as they need / want to be treated.**

To be able to utilize the platinum rule we have to be able to identify what those needs are without too much effort and then be adaptable and flexible enough to react to our new found knowledge. For many years it has been widely known that people's behaviour falls into different categories. Initially, astrologers broke down the signs of the Zodiac into four groups - Earth, Air, Fire and Water. In the 1920's Dr. Carl Gustav Jung described people's behaviours as being one of the following, Intuitor, Thinker, Feeler and Sensor. Further work has simplified matters and we are now able to think of ourselves in terms of four colours.

**RED: THE DIRECTOR**

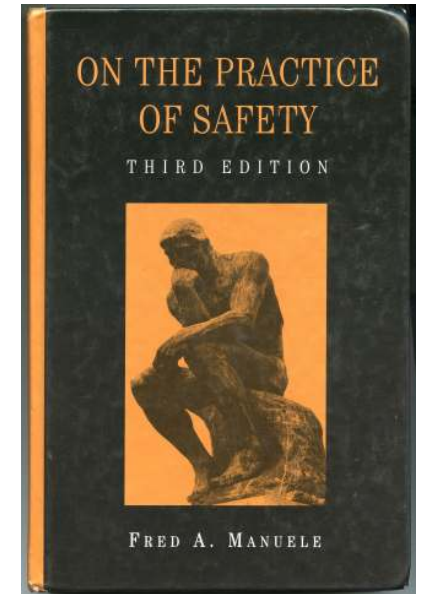
**GREEN: THE THINKER**

**BLUE: THE RELATOR**

**YELLOW: THE SOCIALIZER**

# The iceberg theory

- Professionals have disclosed that the iceberg theory not are based on research.
- Dupont's “STOP” program and other BBS theories fall apart together with the fall of the iceberg theory





# Website from Bayer

[http://www.baycareonline.com/pub\\_access/baycare\\_03.asp](http://www.baycareonline.com/pub_access/baycare_03.asp)

All injuries and occupational illnesses are preventable. All employees are required to subscribe to and actively support this principle.

- **About 95% of all injuries are the result of unsafe acts. The other 5% results from unsafe conditions, which people also have control over.**

- Employees must be trained in the fundamentals of safety that apply to their job functions and to recognize unsafe acts and conditions in the workplace.

- All exposures can be prevented or safeguarded.

- Necessary protective equipment must be provided and utilized.

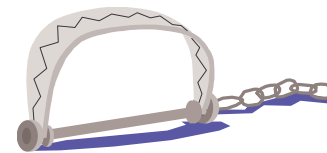
- To help prevent future injuries, all injuries and incidents, including near misses, must be reported and investigated and corrective action taken.

# 88%-96% of all injuries are caused by unsafe acts

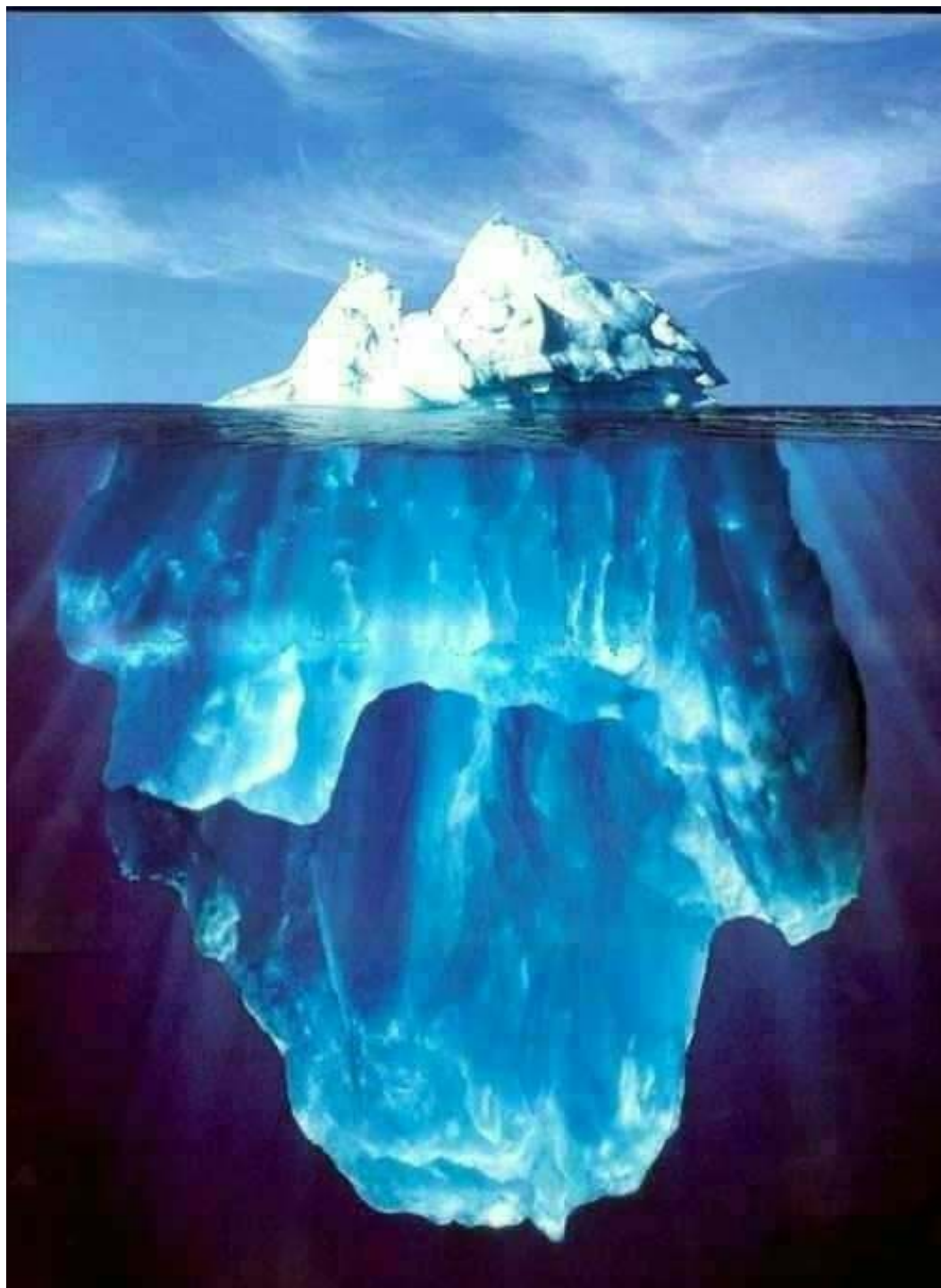
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- Originated from H.W. Heinrich
- Insurance investigator
- Studied supervisor accident reports
- Drew conclusions from supervisor recommended corrective actions

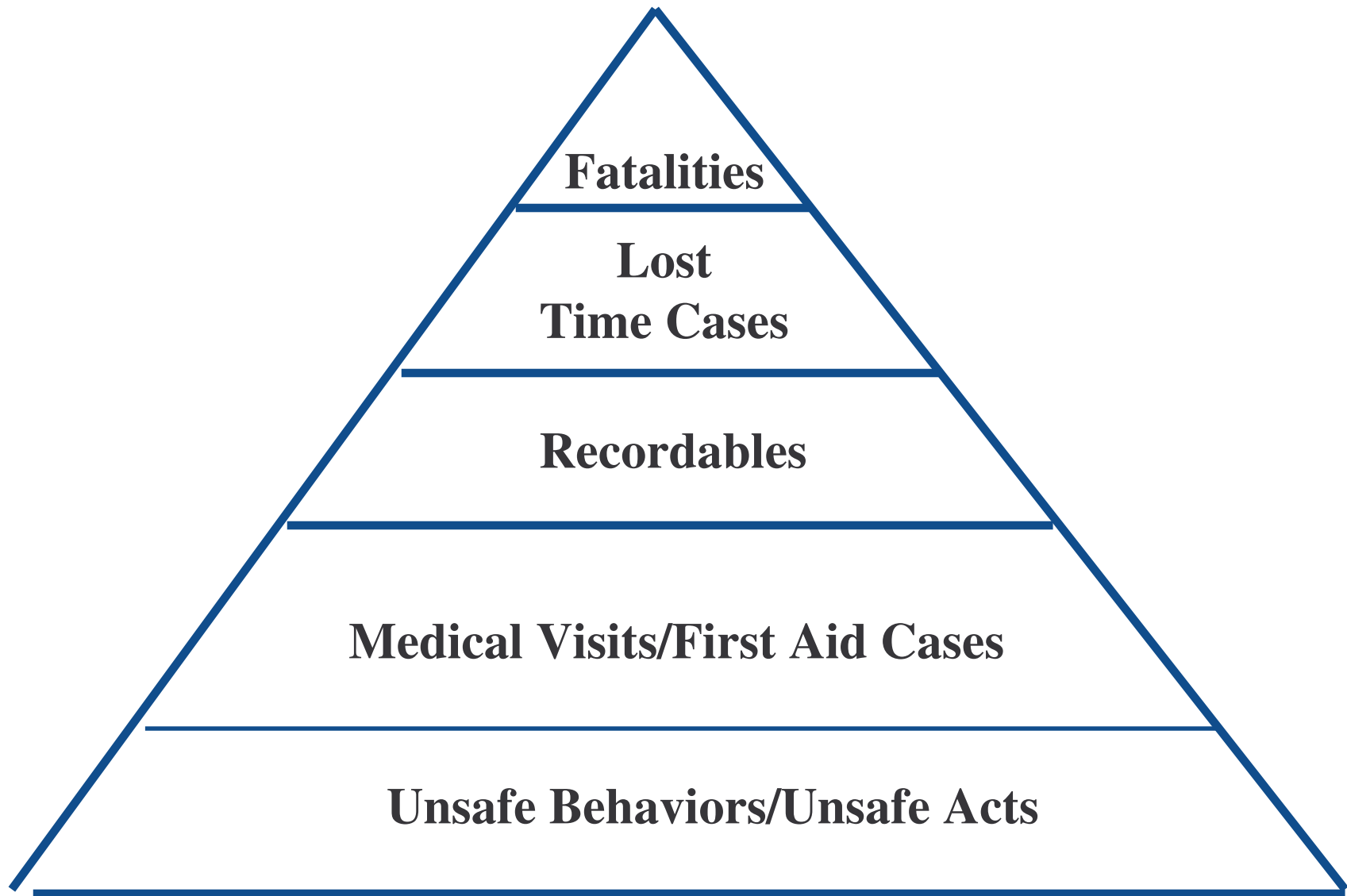
**1930's Safety Theory  
BST and DuPont call it  
“leading edge”**



**It's a trap!**







**1930's Safety Theory BST & DuPont call this folk lore  
*“Cutting-Edge Technology”***

# MISSION

The Halliburton Behavioural Based Safety Process will strive for the elimination of all behavioural based incidents and injuries by observation and communication of our behaviours. This will be accomplished through management support and employee ownership to promote a safe working environment

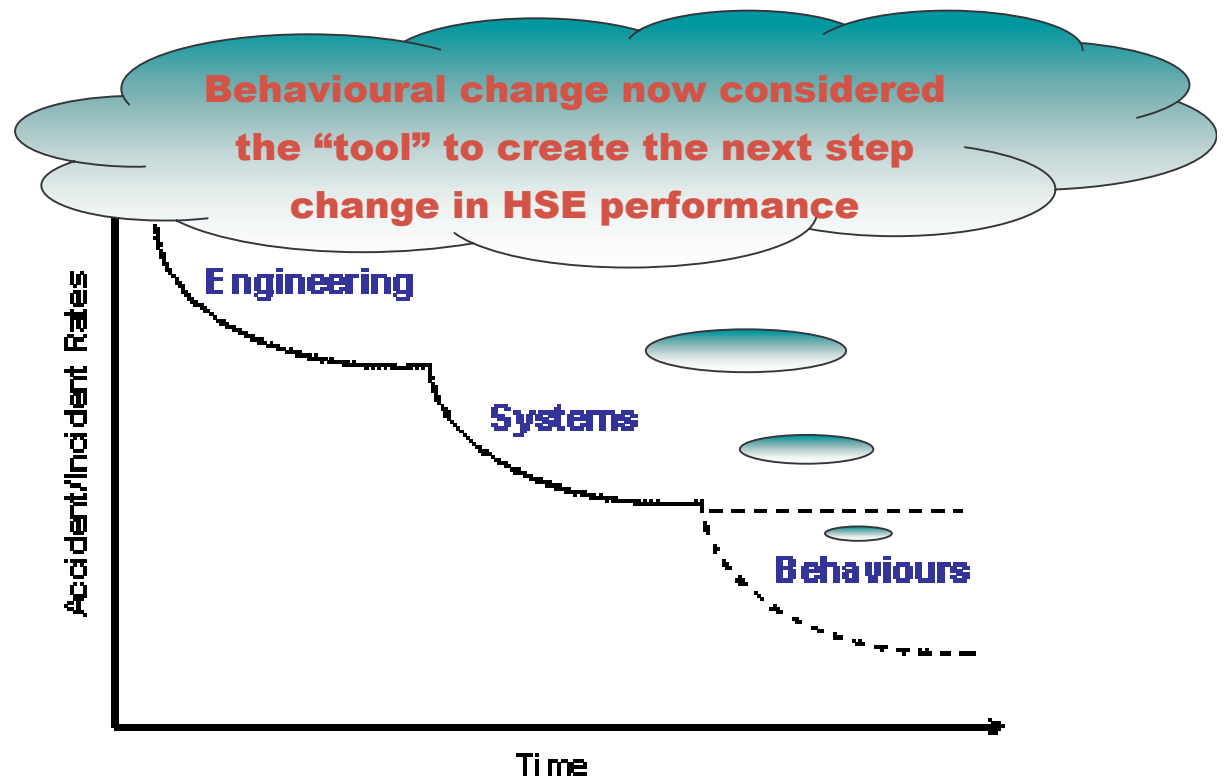
# VISION

The Halliburton Behavioural Based Safety process will achieve an environment free of behavioural based incidents.

# WHY LOOK AT BEHAVIOUR?

- 85% of all incidents involve “at-risk” behaviour
- Proactive approach vs. reactive
- Consequences control behaviour
- Feedback is a very powerful tool
- The same at risk behaviour can lead to different consequences

- Nothing Happens
- Near Miss
- First Aid
- Restricted Work
- Lost time
- Fatality





# **WHAT IS BEHAVIOUR BASED SAFETY?**

- **It is a process for:**

- Identifying key at-risk behaviours
- Training employees to observe behaviour
- Providing feedback to those observed
- Removing barriers for safe behaviour



**Identifying at-risk and safe behaviours by performing employee observations**




**Using data to identify and develop action plans based upon; safe behaviours at-risk factors at-risk behaviours barriers.**

- **It uses principles such as:**

- Employee involvement & ownership
- Safety leadership
- Continuous improvement

- **Benefits:**

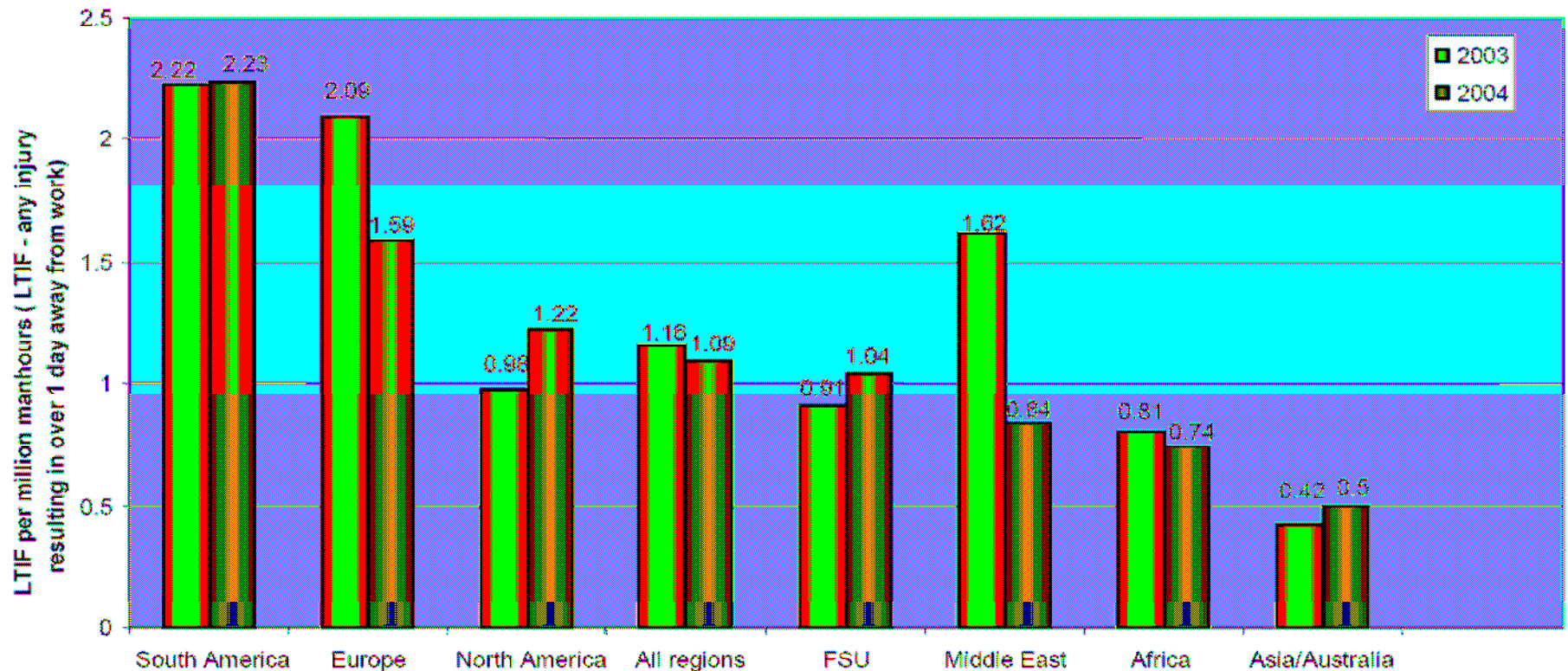
- Improved work environment
- Reduction in incidents & injuries



**Providing positive feedback to employees**

# Use of statistic material

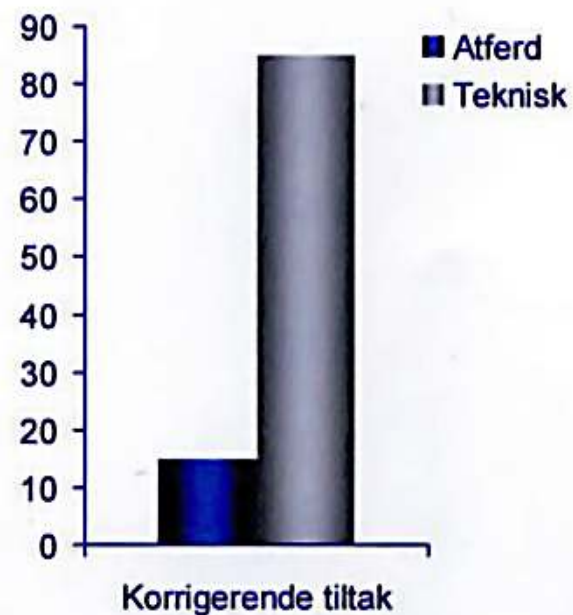
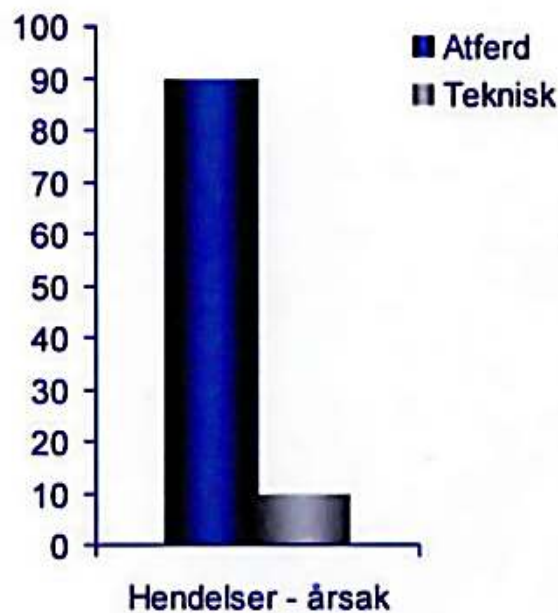
## World Wide Oil & Gas Safety Performance 2003 – 2004 comparison



Source: OGP report No 353 and 367, Safety Performance Indicators for 2003 and 2004

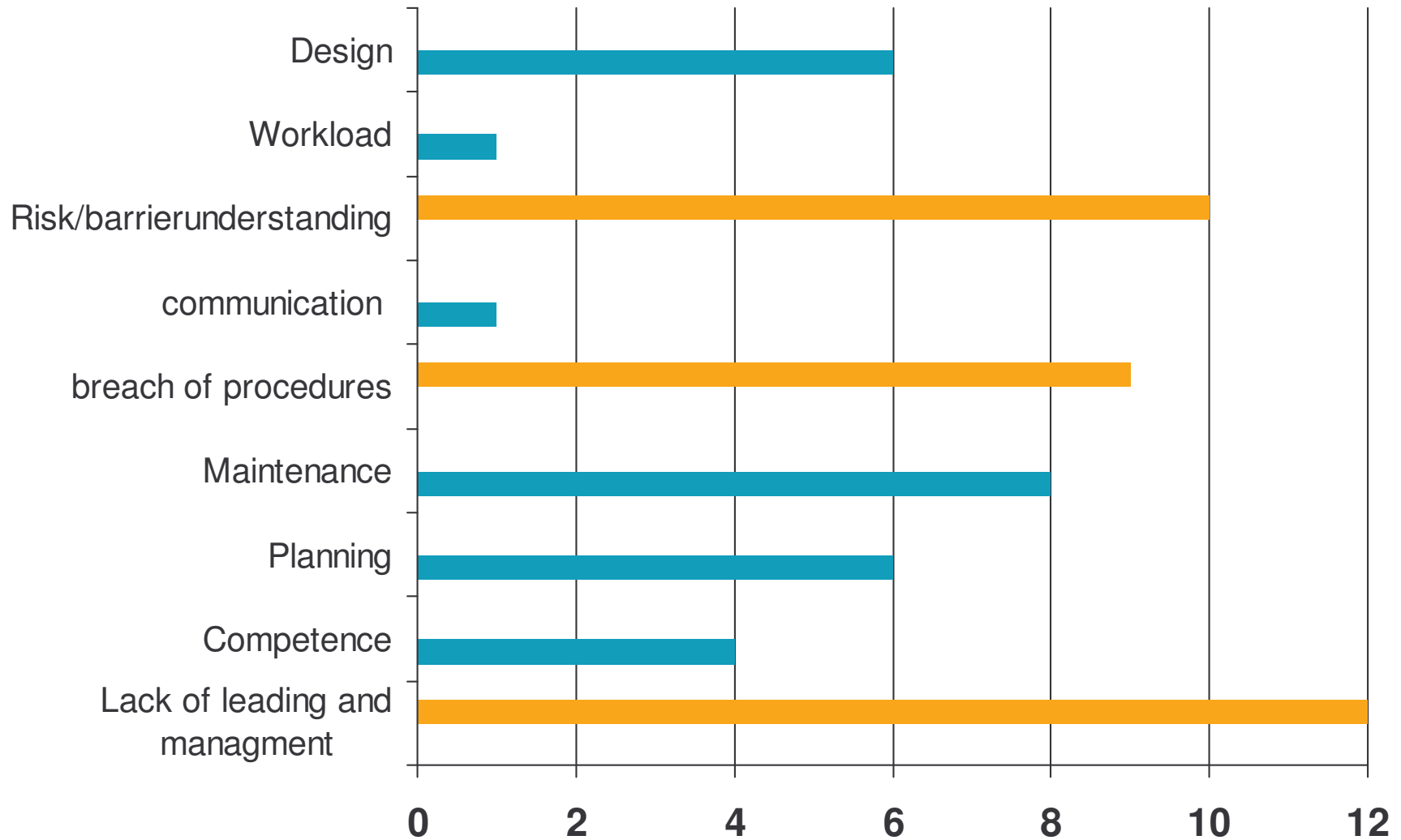
# Hydro og ”kameratsjekken”

## Hendelser vs. korrigerende tiltak





# An example: reason to accidents



# BBS in Hydro

## Vi vil oppnå

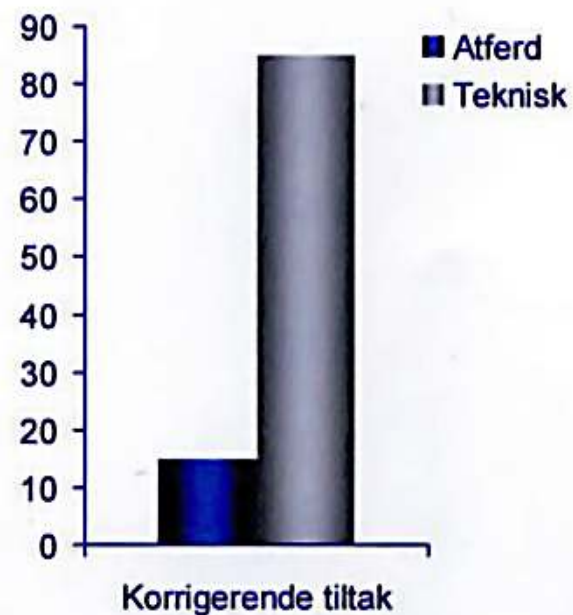
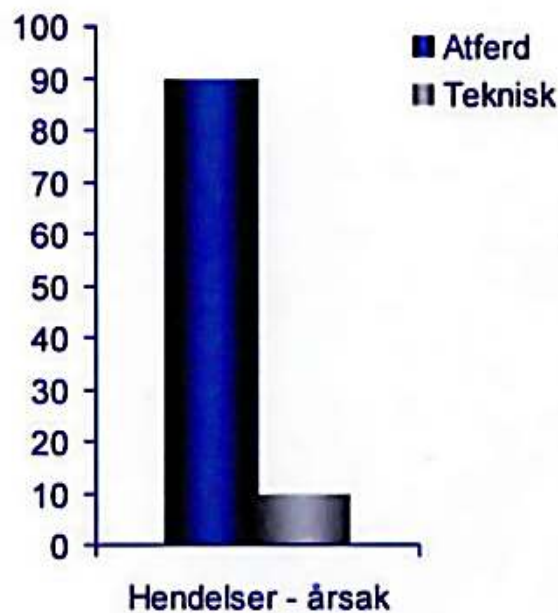
- Vi ønsker å oppnå en forenkling, og at Kameratsjekk kan erstatte andre aktiviteter på sikt
- Gjennom å observere sikker atferd og gi tilbakemeldinger (ros) oppnår vi å forsterke
- Gjennom å observere sikker atferd og gi tilbakemeldinger (ros) oppnår vi å påvirke
- Unngå å iverksette tekniske løsninger på problemer der det er åpenbart at atferd er en direkte årsak
- Få færre tekniske løsninger på problemer der det er åpenbart at atferd er en direkte årsak
- Få en kultur der det er åpenbart at atferd er en direkte årsak
- Få en kultur der det er åpenbart at atferd er en direkte årsak

We want to obtain an simplifying, and that the buddy check can replace other activities in the future.

Avoid carrying out technical solutions on problems where it is obvious that behavior is a direct cause

# Hydro and ”kameratsjekken”

## Hendelser vs. korrigerende tiltak





# Laws and regulations are risk based

The laws and regulations put focus on how to reduce the risk to a level as low as practical. The ALARP principle is also a approach.

The solutions with the best risk reducing effect shall always be chosen.

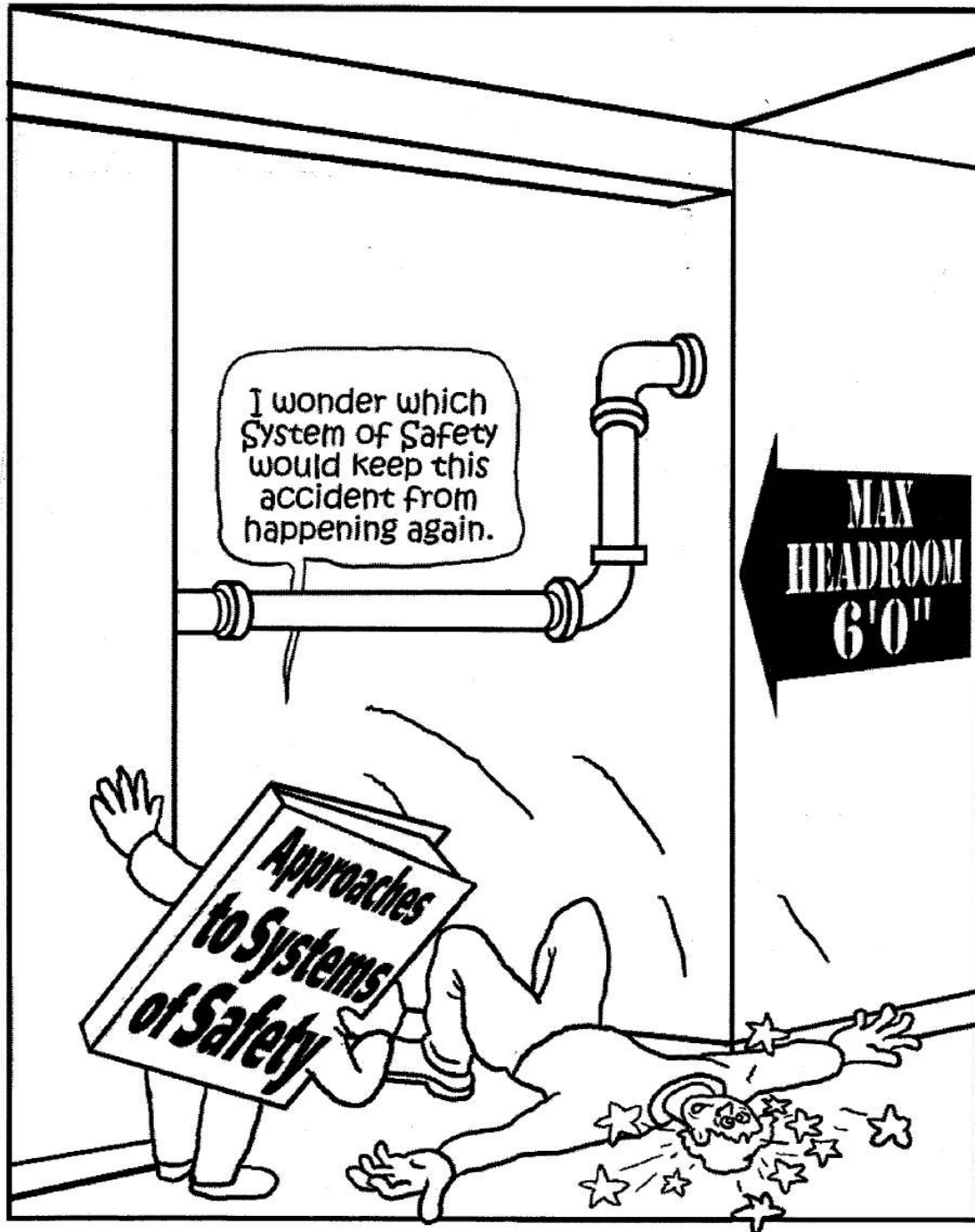
Collective systems shall be chosen before safety actions directed against individuals.

Why is it that the employers choose behavior based system directed against the individuals?

Could it be that they have another hidden agenda?

# A risk based approach is necessary when exposed to hazards!



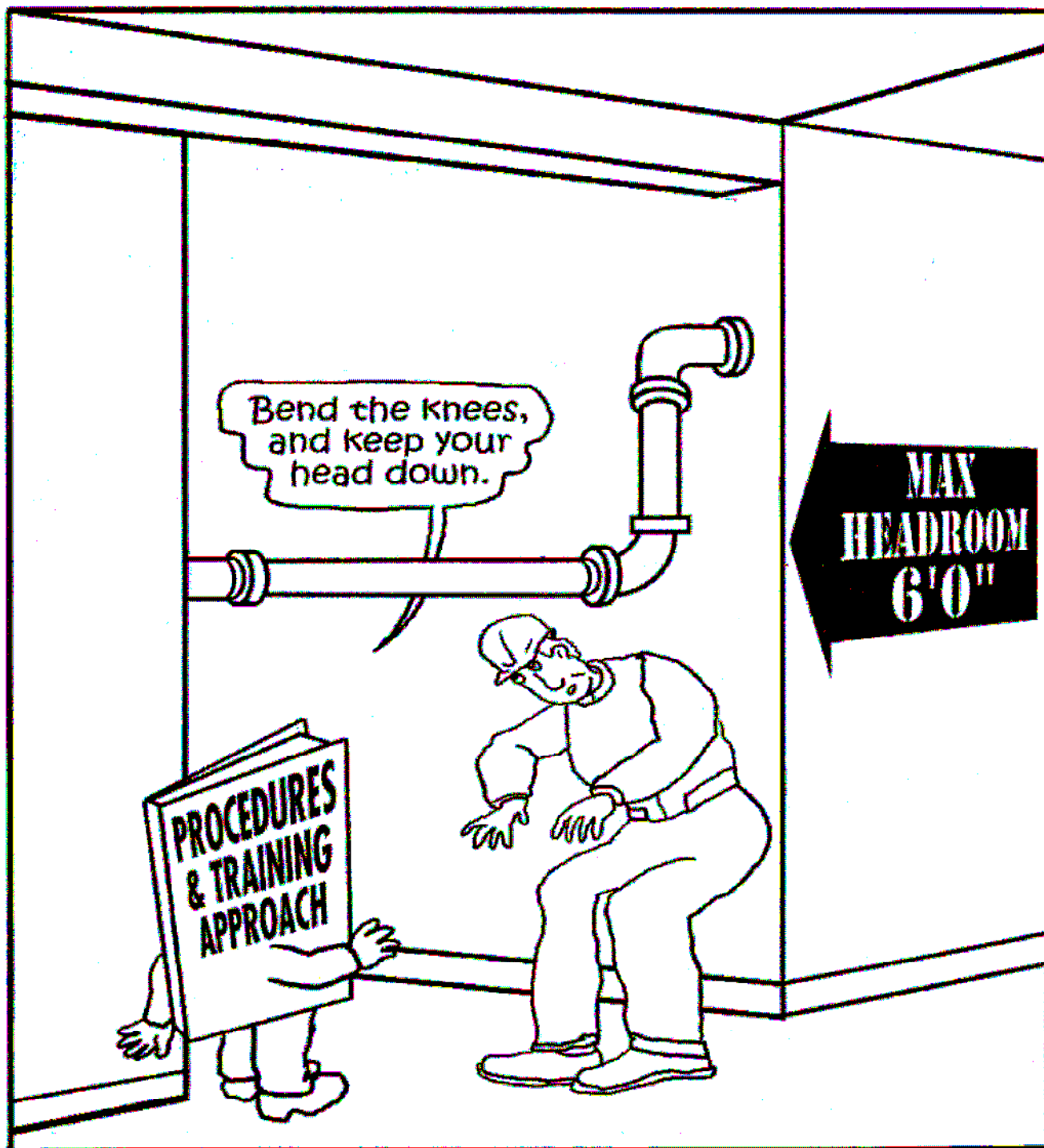


Choosing  
safety system.  
Which system  
will be the best  
to prevent a  
new accident?

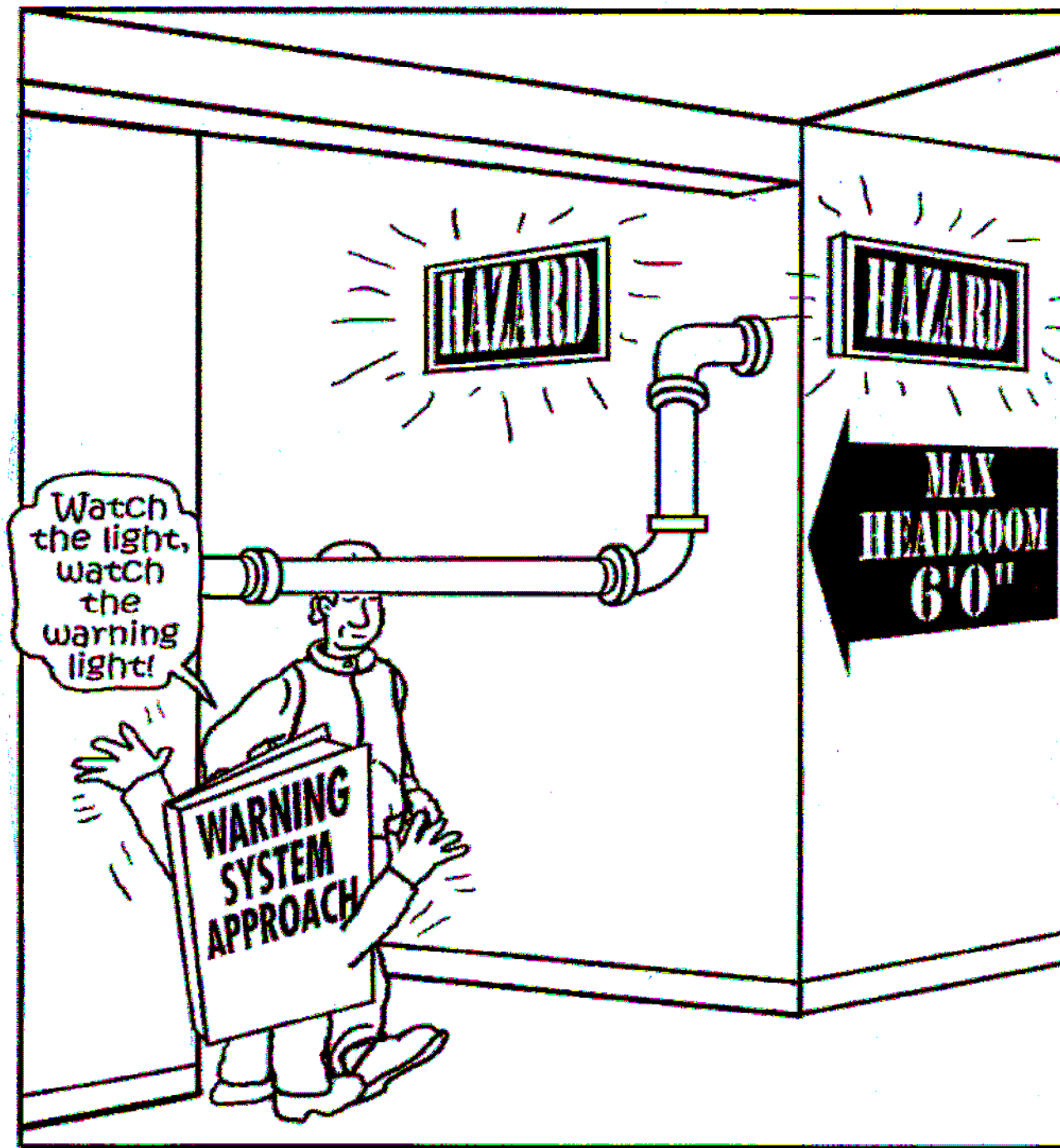




Solve the  
problem by  
using PPE

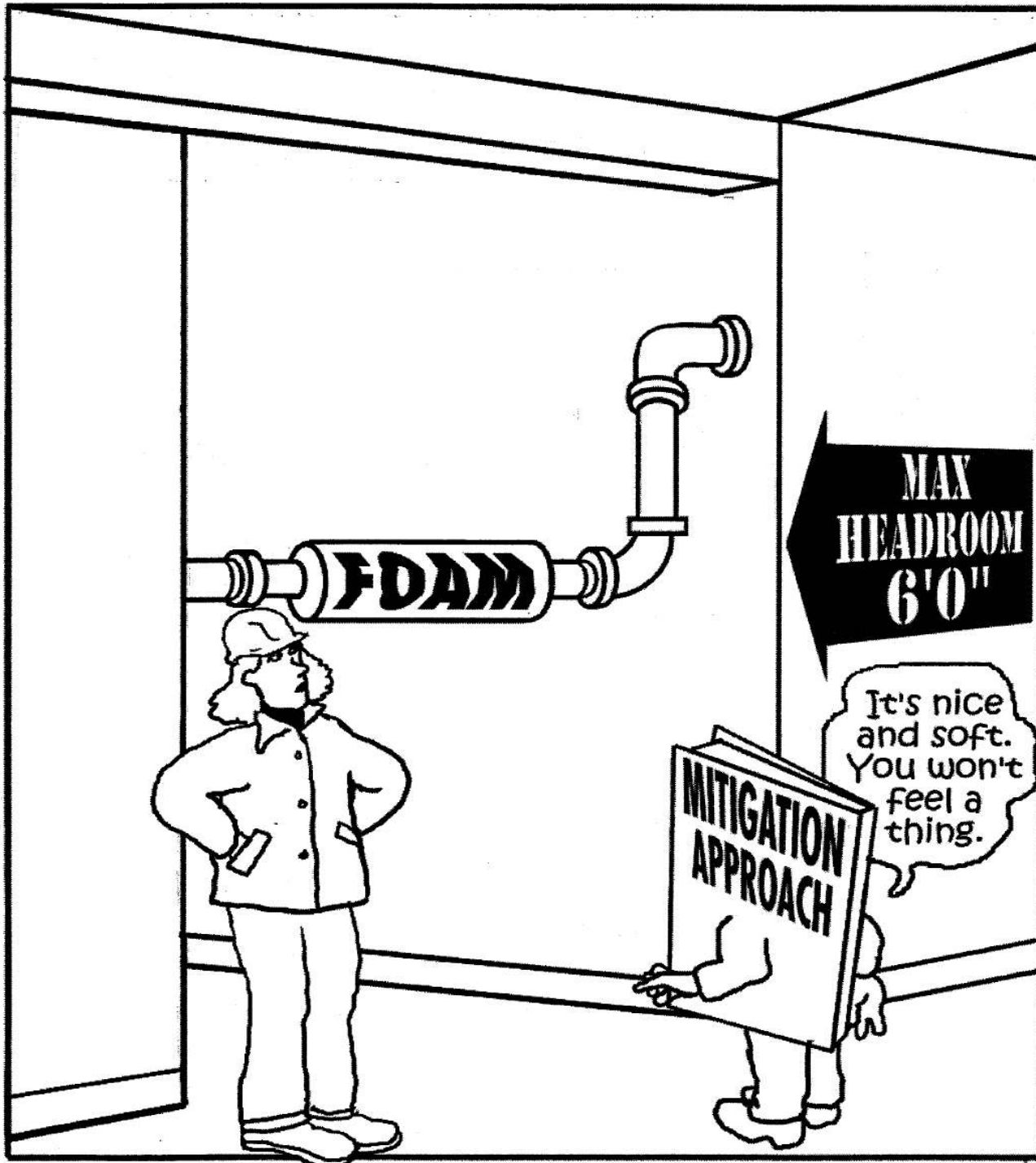


Use  
procedures and  
training

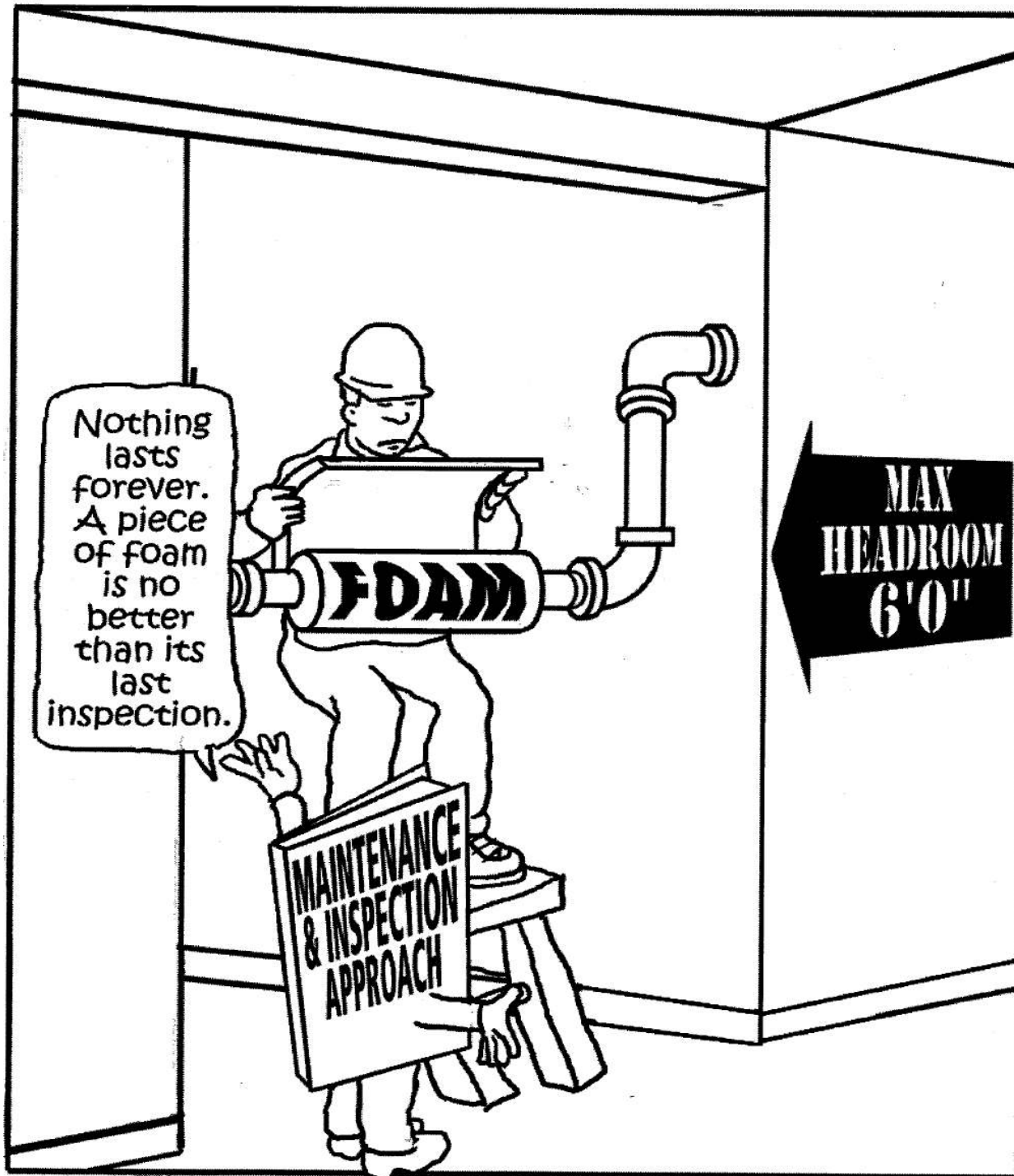


Use alarms  
and warning  
signs





Use a  
mitigation  
approach



Maintenance and  
inspection  
approach



Design and elimination will always be the first and best choice to reduce the risk and hazards!

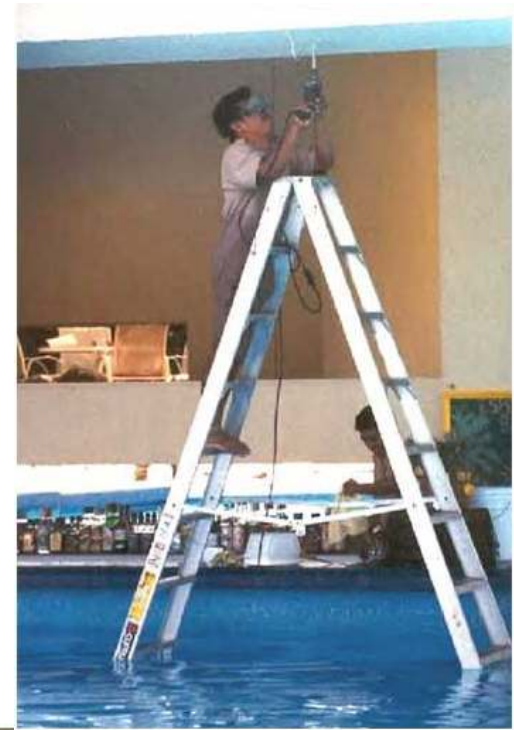


Safety Systems	Design & Engineering	Maintenance & Inspection	Mitigation Devices	Warning Devices	Training & Procedures	Personal Protective Factors
<b>TYPE OF PREVENTION</b>	<b>Primary</b> <i>Has a goal of eliminating or preventing hazards</i>	<b>Secondary</b> <i>Acts to enhance prevention and minimize hazards</i>	<b>Secondary</b> <i>Acts to enhance prevention and minimize hazards</i>	<b>Secondary</b> <i>Acts to enhance prevention and minimize hazards</i>	<b>Secondary</b> <i>Acts to enhance prevention and minimize hazards</i>	<b>Last Line of Defense</b> <i>Acts to protect to some degree after other systems fail to control</i>
<b>SAFETY SUB-SYSTEMS</b>	<b>Technical</b> Codes, Standards, Guidelines which address Design and Engineering  Safe Siting  Chemical Substitution  Design and Engineering of equipment, materials and processes  <b>Organizational</b> <i>(when changes are substantial and effective for</i>	Inspection  Vibration Monitoring  Preventive Maintenance  Quality Control of Parts  Turnaround Frequency  Mechanical Integrity	Relief Valves  Diking & Drainage  Shutdowns & Isolation Devices  Check Valves  Fire Suppression Devices	Monitors  Process Alarms  Facility Alarms	Operating Manuals  Process Safety Information  Operating Procedures  Permit Programs  Emergency Response Planning & Training  Pre-Startup Review	Personal Decision Making and Actions  Personal Protective Equipment (PPE)

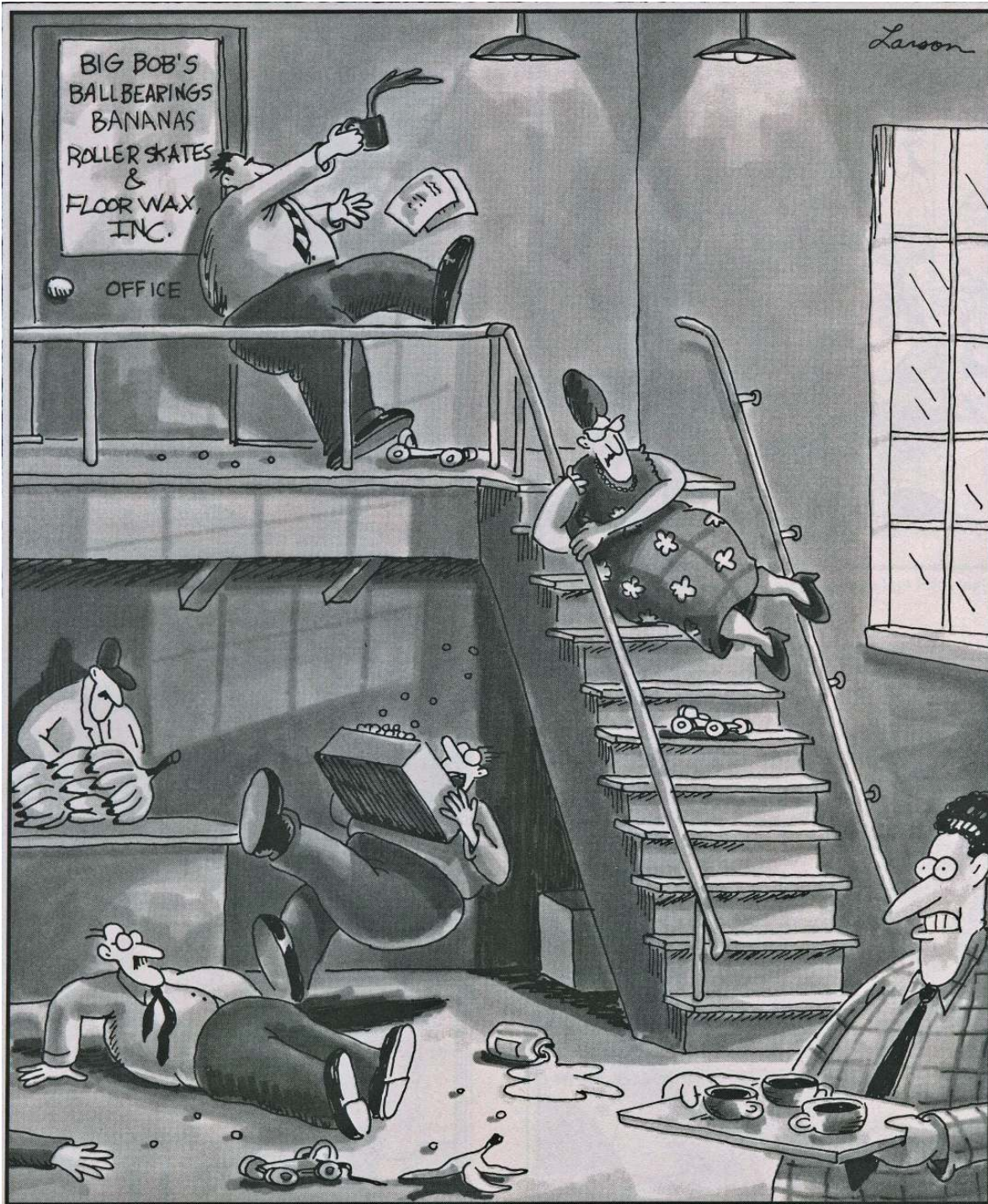
# A unions point of view about BBS

- Health and safety approaches like BBS that focus on workers' behavior, will condemn workers as the problem.
- They show contempt of the workers.
- Unions see workers as the solution, not the problem!
- We will have focus on corporate crime

This is not typical workers







BBS is about  
learning to live  
with the hazards  
instead of  
removing them





"Oh, wait, Doreen—don't sit there. ... That chair's just not safe."

BBS:  
Learning to  
live with the  
hazards



We will state that you cannot solve serious safety problems by using behavior based safety!

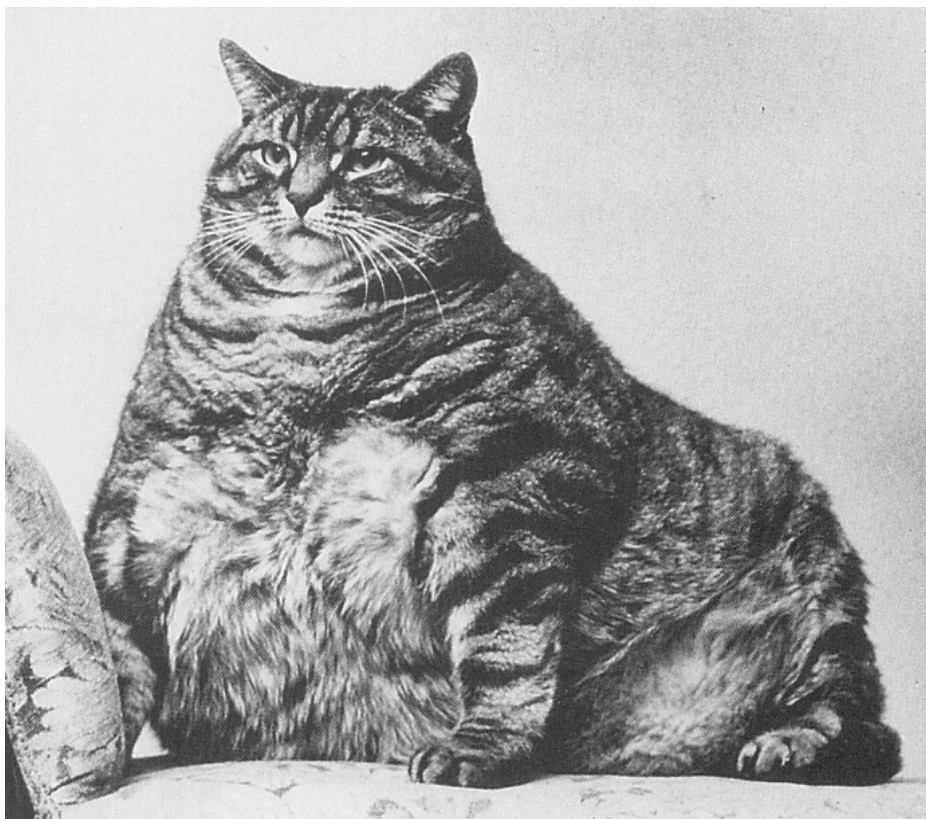


# Why Behavior Based safety Programs Can Be Attractive



- New management commitment to health and safety
- Involves workers, allows them to impact the work environment
- Give management authority to workers
- Does address some fraction of injury and illness causation
- Many workers and victims believe this stuff

# Incentive programs



- Incentive programs can give a wrong focus on safety and health.
- They can fill up the pockets for the bosses, but will not improve the HSE
- It will just give us more “fat cats”



BBS will not protect you from getting sick because of working in a bad working environment



Foto hentet fra boken "The quiet sickness. A photographic chronicle of hazardous work in America"  
Earl Dotter. 1998, ISBN 0-932627-85-4. American Industrial Hygiene Association

# What do SAFE think of behavior based safety?



## We absolutely want to get rid off it!

In order to have an  
“at-risk” behavior,  
what must be present?

**A HAZARD!**

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

**There are no exceptions!**



# Health and Safety Process Model



## **Data Analysis**

- **OSHA 200 Log**
- **Medical Visit**

**Surveys and Questionnaires**

**Interviews**

**Worker Complaints**

**Government Regulations**

**Inspections/Audits**

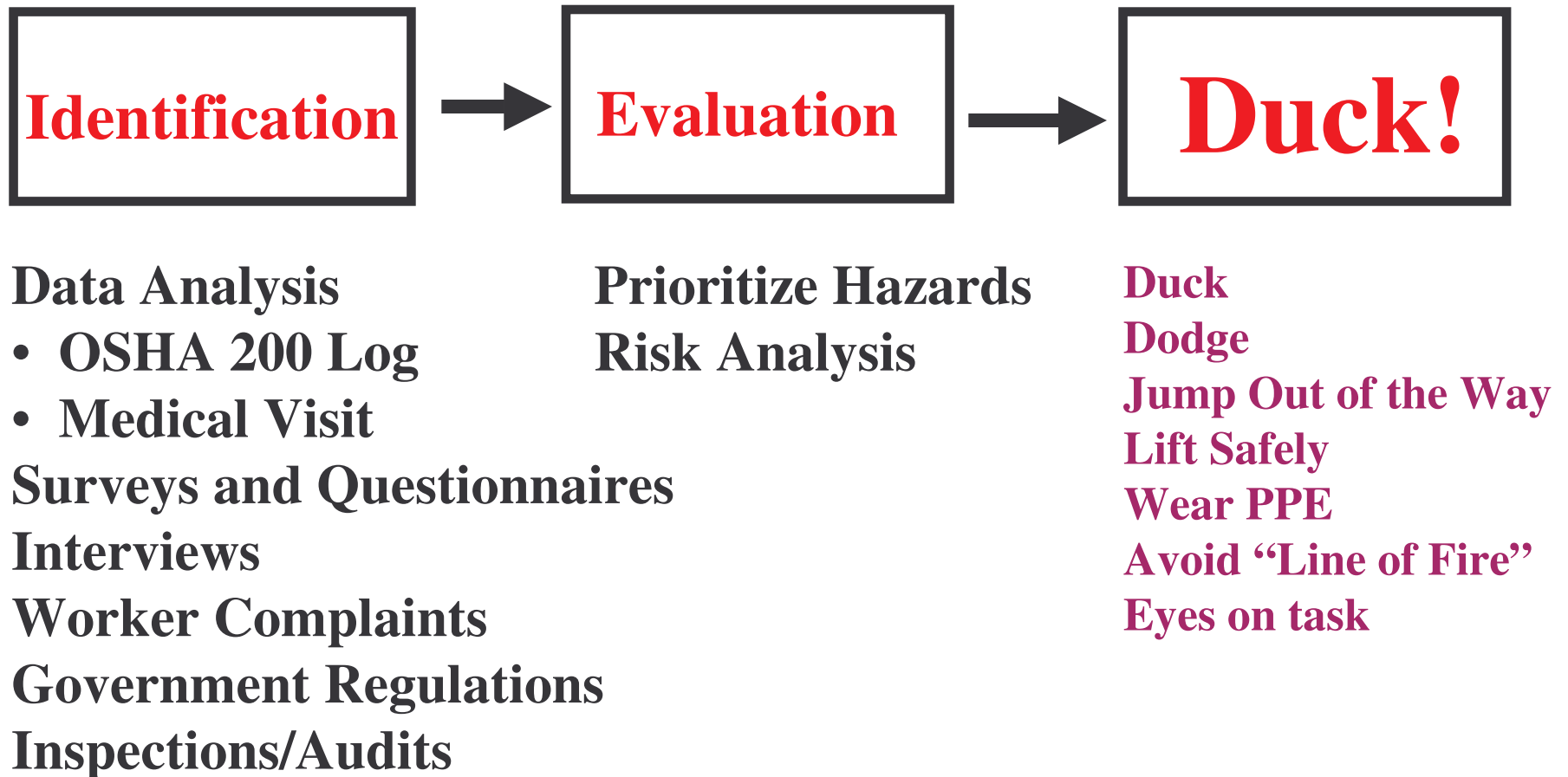
## **Prioritize Hazards**

**Risk Analysis**

## **Select Controls**

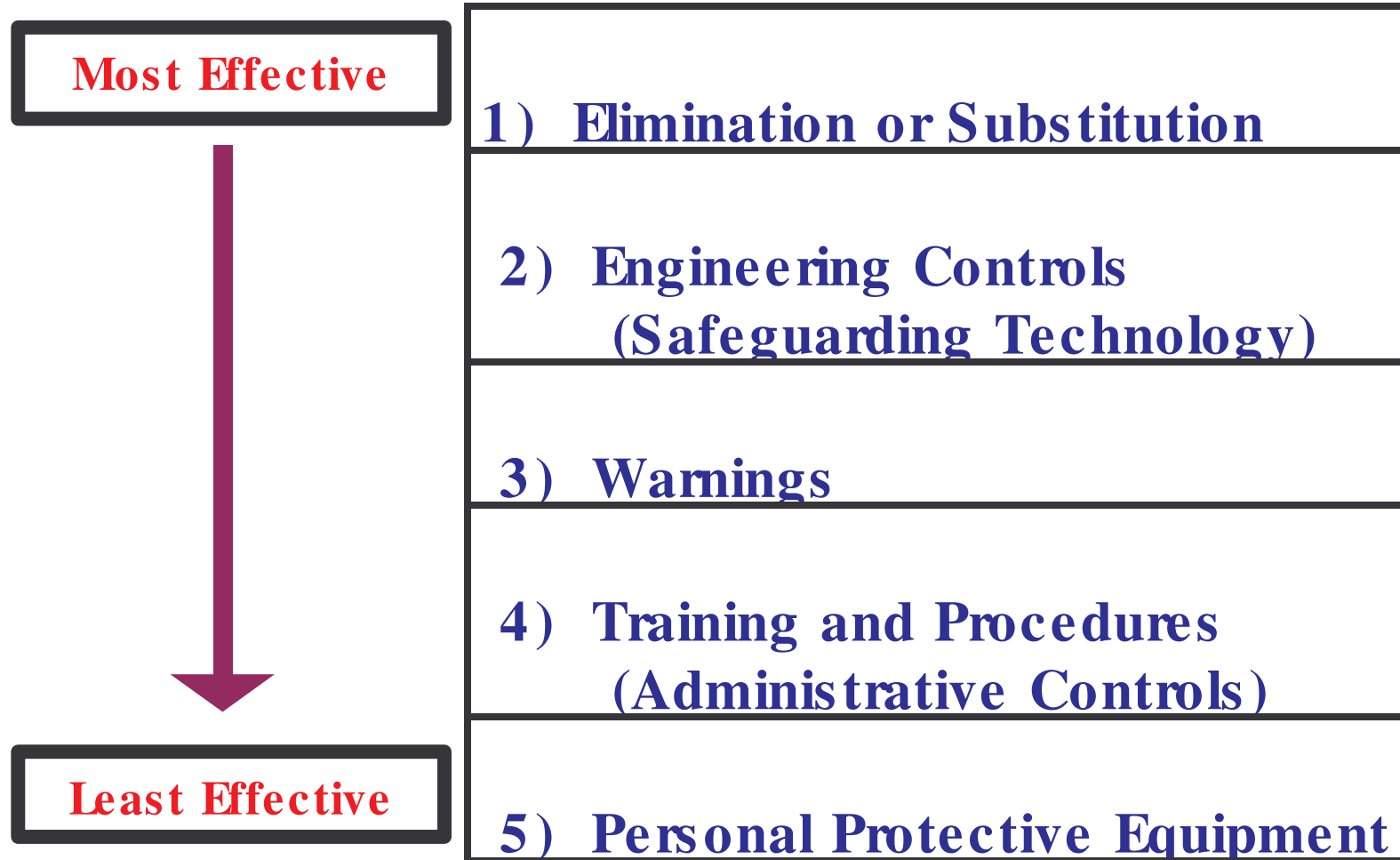
**Based Upon  
Hierarchy**

# Behavior Based Process Model



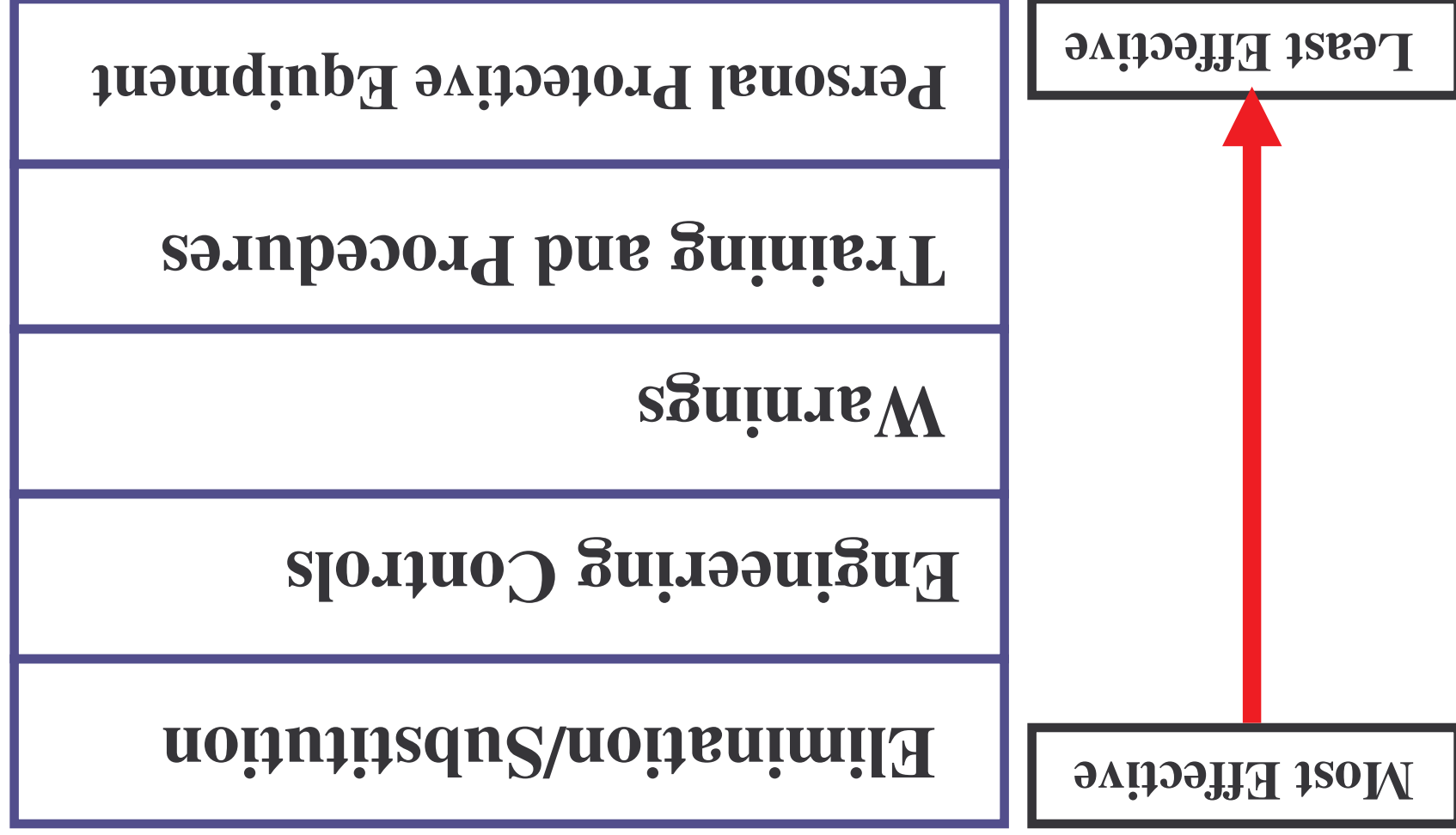
How do we  
***CONTROL*** hazards  
in our workplaces?

# Hierarchy of Controls





# Hierarchy of Health and Safety Controls





## Consequences Of A Behavior Based Program Is To Turn The Hierarchy Upside Down

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**Most Effective**



**Least Effective**

**Personal Protective Equipment**

**Training and Procedures**

**Warnings**

**Engineering Controls**

**Elimination &/or  
Substitution**

# Common Behavior Based Program Elements

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- Critical behavior lists
- Workers observe workers
- Training for observers
- Frequent observations of workers to identify at unsafe behaviors
- Heavy emphasis on PPE, “body position” and “line of fire”
- Commitment of resources





# Corporate climbing



Holding in the rails  
when walking in stairs  
have become a way to  
submit and show that  
you have the right  
attitude and behavior  
to safety!

The real world and the head office is not the same





Humans can only do a limited amount of physical strain before they get sick



# BBS and safety

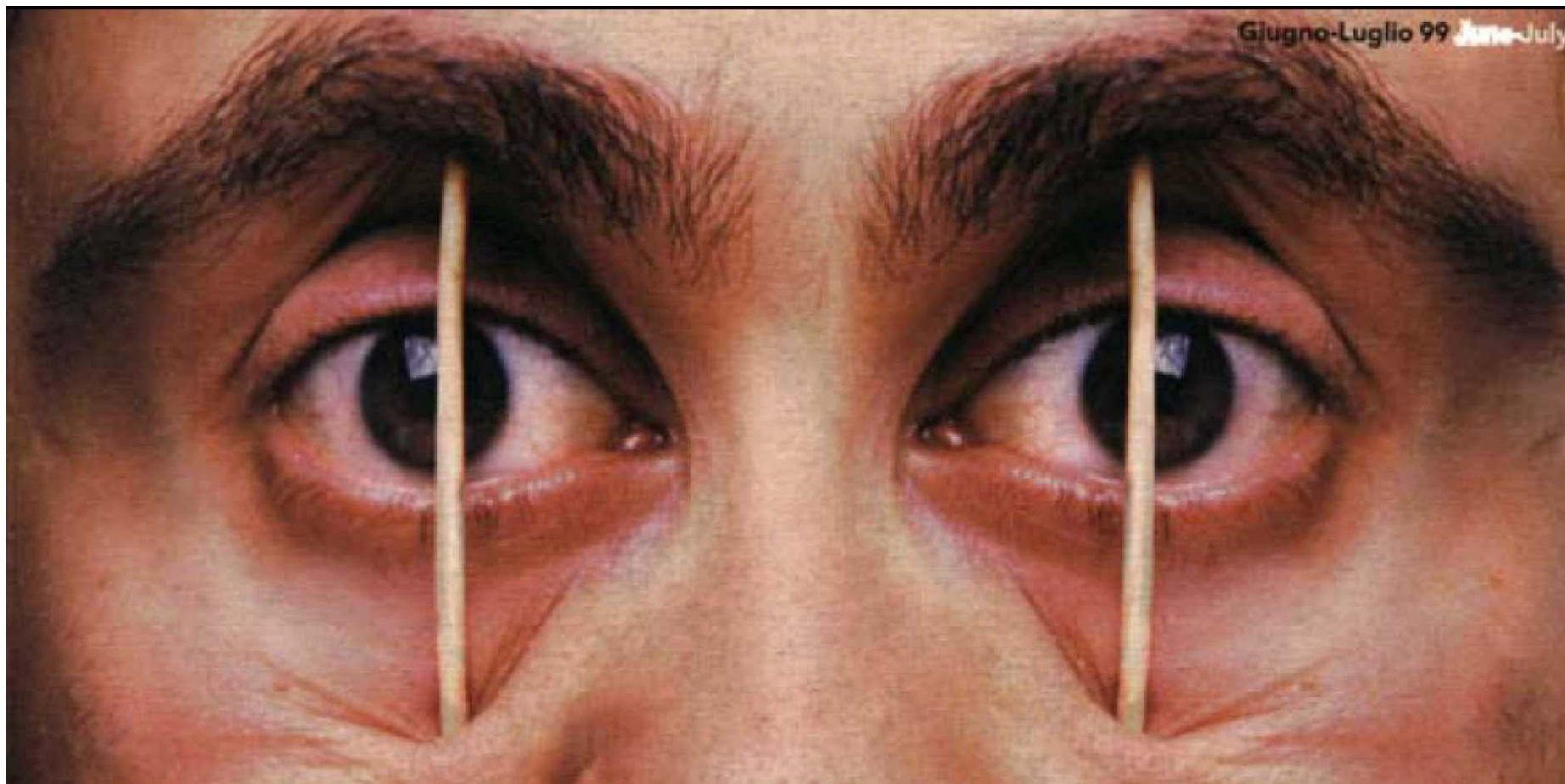
- BBS will put focus on lost time accidents
- BBS will not put focus on working environment and health
- BBS will put focus on individual errors



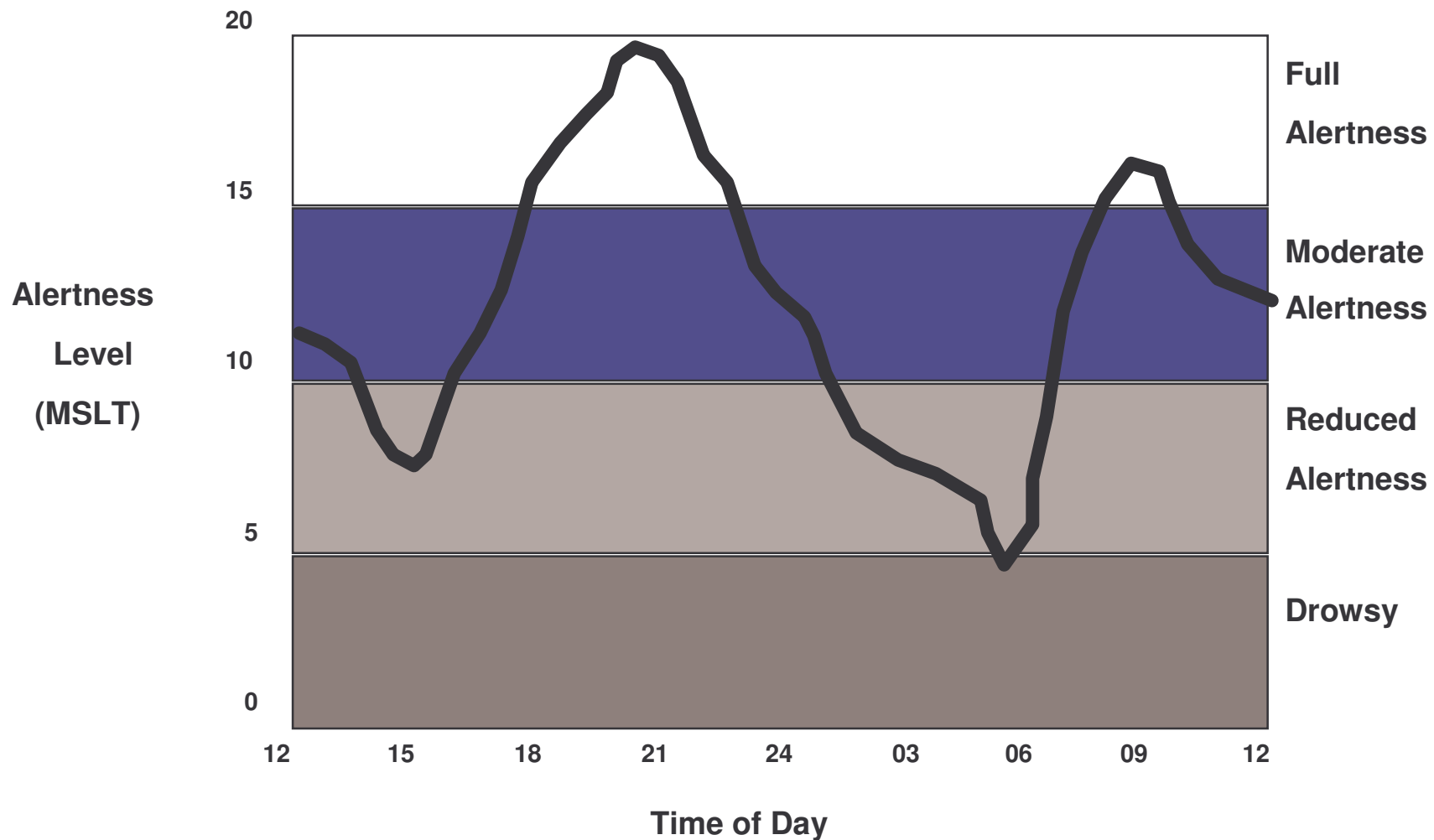
Why eliminate the hazard when  
you can buy Personal  
Protective Equipment?



# 24/7 fatigue

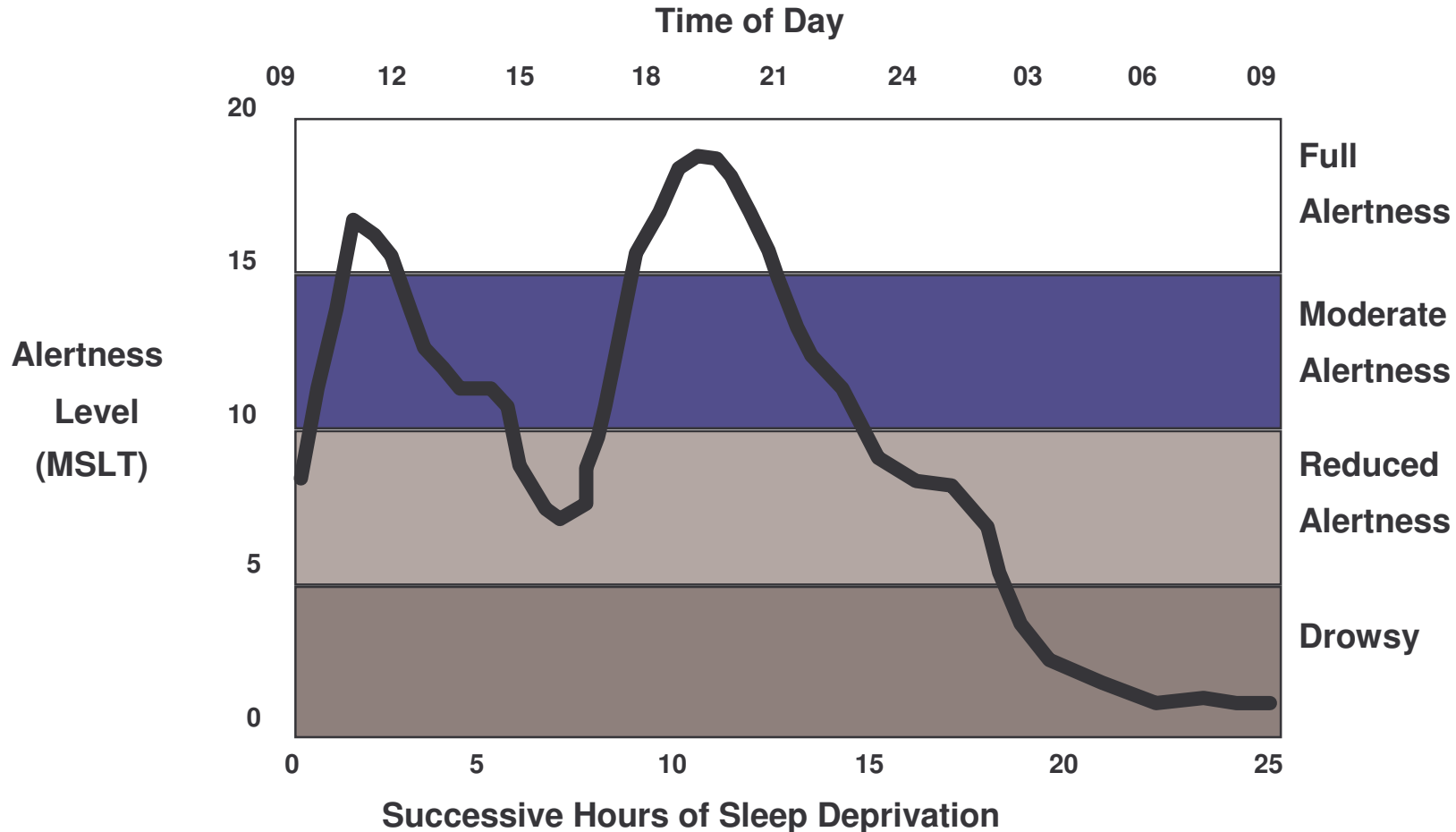


# Circadian Rhythm of Human Alertness (With Normal Quantity / Quality of Sleep)



Source: Circadian Technologies, Inc. (1993)

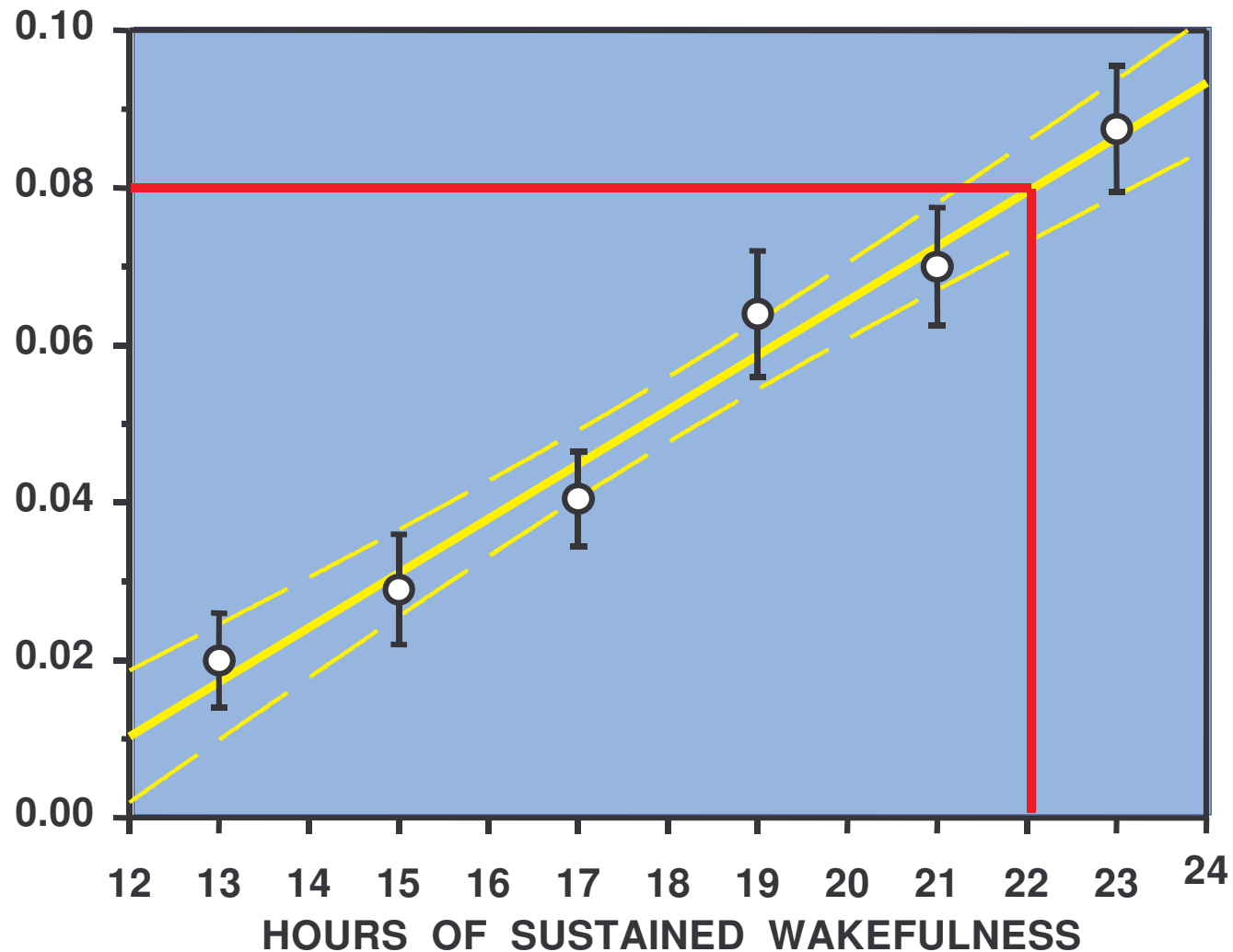
# Determinants of Human Alertness: Extended Hours Without Sleep



Source: Circadian Technologies, Inc. (1993)



# Equivalence of Fatigue Impairment to Alcohol Impairment



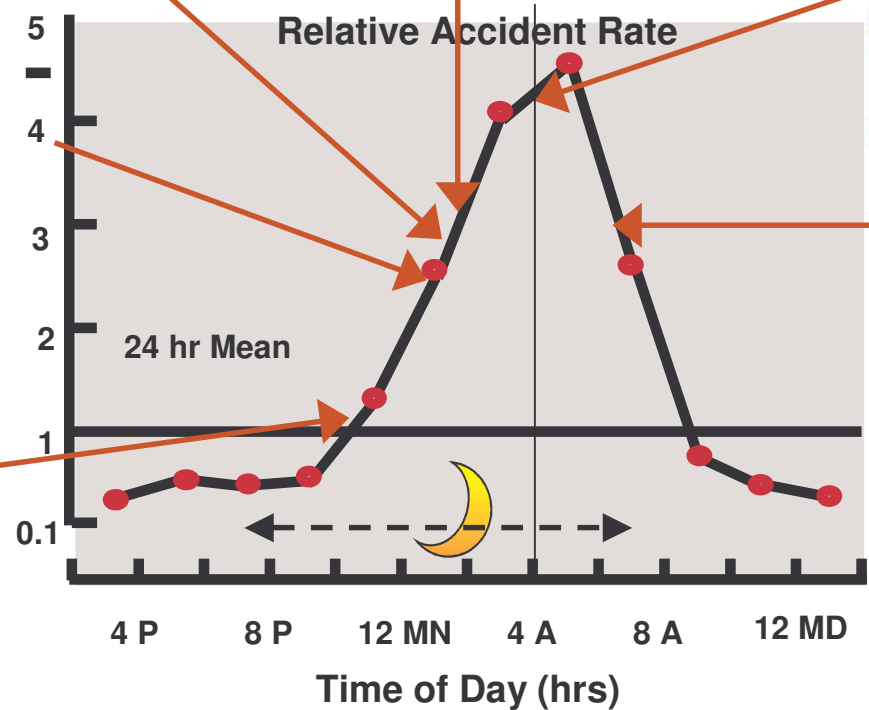
# Business Costs: Severity of Accidents



**Three Mile Island**



**Exxon Valdez**



**Piper Alpha**





From Statoil magazine Status April, 2002  
Find five errors

# Sikker strategi

Kjetil David Aase i ABB kjenner seg trygg når han maler rør til Statoils Kvitebjørn-dekk. Han følger selskapenes sikkerhetsrutiner. Statoil har laget en kjemikaliestrategi blant annet for å redusere vedlikeholdskostnader til overflatebehandling. Dessuten videreutvikles god praksis for helse, miljø og sikkerhet.

Side 8-9

## Jakter på leteområder

Side 2-3

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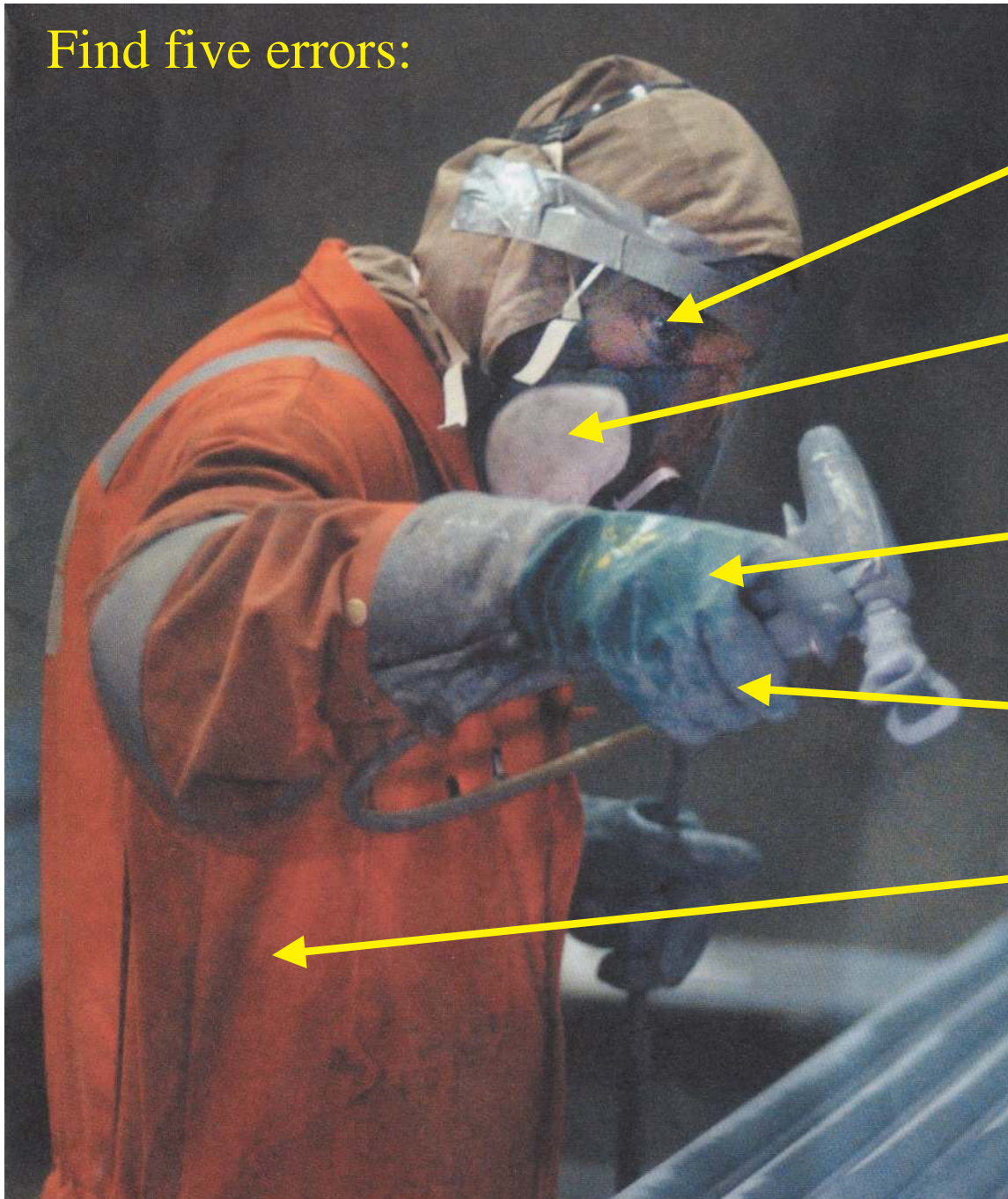
## Investeringer bærer frukter

Side 7

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Find five errors:



Eyeprotection ?

Filtermask when  
spaypainting?

Wrong glowes

Safety hoop missing

Not wearing suit to  
protect against  
chemicals

Picture from Status 04.2002



# Why not accept systems with behavior based safety, BBS

- BBS is not about safety
- It is about shifting blame and focus from the employer to the workers
- BBS is about power and control
- There is no room for unions or collective thinking in BBS. Just individual blame.
- BBS is a long term strategy for union busting

# ADVANCED CORE TECHNIQUE CRITICAL BEHAVIORS INVENTORY

Task Being  
Performed \_\_\_\_\_ Observer \_\_\_\_\_ Date \_\_\_\_\_

<b>1.0</b>	<b>Body Use and Position</b>	<b>Safe</b>	<b>Concern</b>
1.1	Body Placement	?	?
1.2	Pinch Points	?	?
1.3	Eye Contact	?	?
1.4	Stability	?	?
1.5	Lifting/Pushing/Pulling	?	?
<b>2.0</b>	<b>PROCEDURE</b>		
2.1	Sequence/Step	?	?
2.2	Work Pace	?	?
2.3	Stable Equipment Placement	?	?
2.4	Tag-Lock-Try	?	?
2.5	Communication	?	?
<b>3.0</b>	<b>Selection/Technique</b>		
3.1	Tool	?	?
3.2	Equipment	?	?
3.3	Vehicle	?	?
<b>4.0</b>	<b>Personal Protective Equipment</b>		
4.1	Gloves	?	?
4.2	Proper Clothing	?	?
4.3	Eye Protection/Face Shield/Goggles	?	?
4.4	Fall Protection	?	?
4.5	Hearing Protection	?	?
4.6	Hard Hat	?	?
4.7	Foot Protection	?	?
4.8	Respirator	?	?
<b>5.0</b>	<b>Facility</b>		
5.1	Building Condition	?	?
5.2	Pot Condition	?	?
5.3	Housekeeping	?	?
<b>6.0</b>	<b>Ohters</b>		
6.1	Special Items	?	?

Item No.	Comment	
_____	_____	Advanced
_____	_____	CORE
_____	_____	Technique

**ADVANCED CORE TECHNIQUE  
CRITICAL BEHAVIORS INVENTORY**

Task B  
Perfor

1.0

2.0

3.0

3.5

4.0

<b>6.0 Personal Protective Equipment</b>		
<b>6.1</b>	Gloves	? ?
<b>6.2</b>	Proper Clothing	? ?
<b>6.3</b>	Eye Protection/Face Shield/Goggles	? ?
<b>6.4</b>	Fall Protection	? ?
<b>6.5</b>	Hearing Protection	? ?
<b>6.6</b>	Hard Hat	? ?
<b>6.7</b>	Foot Protection	? ?
<b>6.8</b>	Respirator	? ?

**Personal Protective Equipment**

<b>4.1</b>	Gloves	? ?
<b>4.2</b>	Proper Clothing	? ?
<b>4.3</b>	Eye Protection/Face Shield/Goggles	? ?
<b>4.4</b>	Fall Protection	? ?
<b>4.5</b>	Hearing Protection	? ?
<b>4.6</b>	Hard Hat	? ?
<b>4.7</b>	Foot Protection	? ?
<b>4.8</b>	Respirator	? ?

**5.0 Facility**

<b>5.1</b>	Building Condition	? ?
<b>5.2</b>	Pot Condition	? ?
<b>5.3</b>	Housekeeping	? ?

**6.0 Others**

<b>6.1</b>	Special Items	? ?
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**Item No.**

**Comment**

**Advanced  
CORE  
Technique**

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*“Staying out of the line of fire”* replaces effective safeguarding and design.

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*“Proper body position”* has become a replacement for a good ergonomics program and well designed work stations.

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And *“Personal Protective Equipment”* becomes a substitute for noise control, chemical enclosures, ventilation, and toxic use reduction.



Why eliminate the hazard when you can buy personal protective equipment?



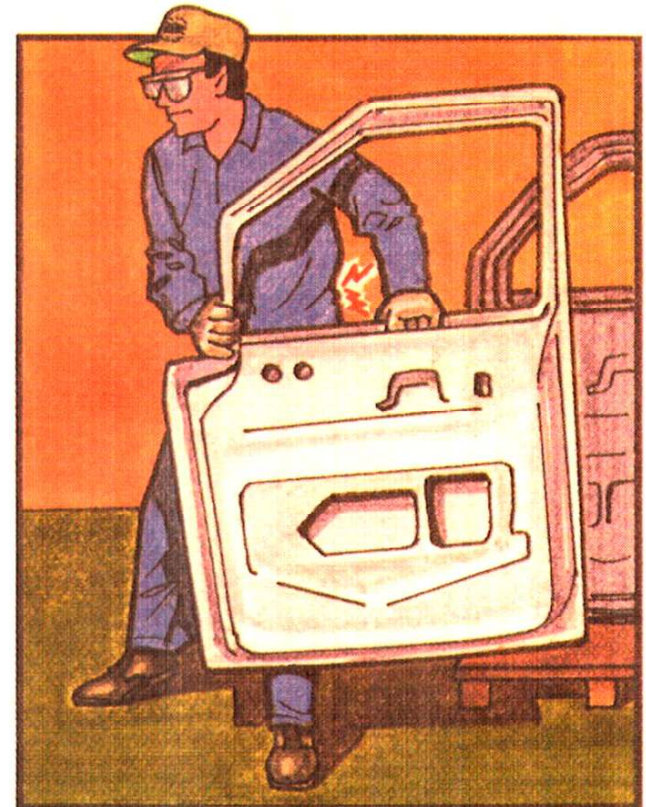
# Alaska Governor's Safety & Health Conference March, 1999

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## Ergonomics: Improvements Using Behavior-Based Safety

Presented by James B. Spigener, VP of Seminars & Training,  
Behavior Science Technology, Inc. Ojai, Ca.

Cumulative trauma problems are a serious concern to employers. Companies have tried many strategies to try to minimize their exposure to these injuries. The behavior-based safety process is effective at reducing the majority of work-related injuries, since **at-risk behavior is the cause of most injuries, including those that result from cumulative trauma**. Attendees will learn about creating operational definitions for an ergonomics behavior, observing for those behaviors, and providing appropriate feedback.



**at-risk behavior is the  
cause of most injuries,  
including those that result  
from cumulative trauma**

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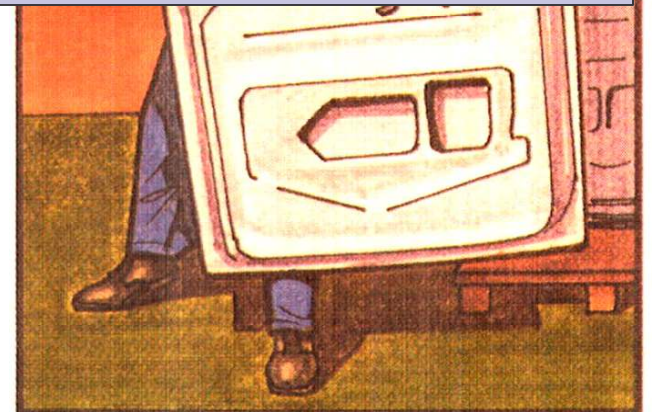
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reducing the in-

ed injuries, since

**at-risk behavior is the cause of most injuries, including those that result from cumulative trauma.** Attendees will learn about creating operational definitions for an ergonomics behavior, observing for those behaviors, and providing appropriate feedback.



**“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 by that guard.”**

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**E. Scott Geller**, NACOSH Meeting,  
Washington D.C. , April 9, 1997





- The implication is that it is not hazards on the job that cause injuries and illnesses, but it is the **behavior** of those exposed to the hazards (victims) **that cause injuries and illnesses.**
- 

- **BS Theory:**
  - Workers are the problem, not the solution.
  - Change the worker, not the hazard.

# Why Behavior Based Programs Can Be Attractive

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- New management commitment to health and safety
- Involves workers, allows them to impact the work environment
- Give management authority to workers
- Does address some fraction of injury and illness causation
- Many workers and victims believe this stuff

# Management will provide “*PERKS*”

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- Time off the job
- Access to management
- Willingness to correct some conditions that they would not correct for the union
- Office
- Status

# Employer Programs, Policies & Practices Related to Behavior-Based Safety

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- Safety Incentive Programs
- Injury Discipline Policies
- Programs that focus *solely* on Lost Work Days or Reported Injuries



# Disincentives to Reporting Injuries and Illnesses

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- Awards (prizes and money) for not have a recordable or lost time case (or having a low rate)
- Discipline issued after workers are injured
- Drug testing after every injury
- Peer pressure



# Phillips Chemical Company, Pasadena, Texas 1989

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- Had just completed 5,000,000 hours without a lost time injury

At the same time they had:

- Explosion and fire
- 23 dead
- 232 injured

# Safety Incentive Program Claims **Not** Supported by Evidence, OSHA Official Says

A review of literature for the Occupational Safety and Health Administration concludes there is no basis for employer claims that their safety incentive programs actually make workplaces safer, an agency official told an OSHA advisory committee.

Marthe Kent, director of OSHA's office of Regulatory Analysis said the agency's review of safety incentive programs also indicates there is "often a **chilling effect**" when the programs discourage the reporting of injuries and illnesses.

Kent reported the findings to the National Advisory Committee on Occupational Safety and Health, which asked for the review. She said, "empirical evidence is sadly lacking" that these programs improve safety.

The review was prepared for OSHA by the consulting firm Dennison Associates of Washington, D.C.

Safety incentive programs are used by employers to encourage workers to maintain good safety records. In some cases, workers who avoid accidents are rewarded with bonuses, jackets, briefcases and other items. Other incentive programs use feedback and positive reinforcement as rewards.

OSHA's review found two basic programs: those that require improved work practices, such as the increased use of safety glasses; and others that reward reductions in the number of injuries and illnesses reported.

*Excerpt from BNAC Safety Communicator, Winter 1999*

# **Safety Incentive Program Claims **Not** Supported by Evidence, OSHA Official Says**

**Safety Incentive Program  
Claims **Not** Supported  
by Evidence,  
OSHA Official Says**

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*Excerpt from BNAC Safety Communicator, Winter 1999*



# Incentives Drive Down Reporting

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“The number of serious workplace injuries reported in the US has fallen steadily for the last five years. That should be a good thing. Unfortunately, fatalities have inched upward at the same time, from 5,497 in 1992 to 5,594 in 1997. That, says the Occupational Safety and Health Administration just doesn’t add up. **If there are fewer injuries, their models indicate that there ought to be fewer fatalities.** The explanation, according to OSHA’s Marthe Kent, director of safety standards and programs? The growth of incentive programs, prizes, safety bingo and milestone awards are putting pressure on workers not to report injuries. Fatalities are a little harder to cover up, so those numbers remain accurate.”

*Excerpt from “OHS Canada” October/November 1999*

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*Excerpt from "OHS Canada" October/November 1999*

# **Union Forces Management to Abandon DuPont STOP Program for Employees**

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- **An employer planned to implement the DuPont STOP program without bargaining**
- **The Union demanded to negotiate about the safety program**
- **Management refused to bargain or provide requested information to the Union**
- **In an unfair labor practice charge filed by the American Postal Workers Union - Philadelphia Local - the National Labor Relations Board supported the Union's position that management must bargain with the Union over a safety program that affects its members**

**Remember - health & safety is a mandatory subject for bargaining!**

**“Everyone, and that includes you and me, is at some time careless, complacent, overconfident, and stubborn. At times each of us becomes distracted, inattentive, bored, and fatigued. We occasionally take chances, we misunderstand, we misinterpret, and we misread. These are completely human characteristics.”**

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**Al Chapanis, Former Professor of Human Factors  
Engineering Department, Johns Hopkins University**



**“Because *we are human* and because all these traits are fundamental and built into each of us, *the equipment, machines and systems* that we construct for our use have to *be made to accommodate us* the way we are, and not vice versa.”**

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Al Chapanis, Former Professor of Human Factors  
Engineering Department, Johns Hopkins University

“All too often, however, **victim-blaming** has characterized responses to the problem, and emphasis on training and education have taken precedence over more effective ergonomic and ‘passive’ approaches that do not place the burden of prevention on the workers.”

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Susan Baker, Professor of Health Policy and Management  
Director of the Johns Hopkins Injury Prevention Center

# Union Approach to Comprehensive Worksite Safety and Health Program

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## Elements Include:

- Management commitment
- Worker and Union involvement
- Hazard identification and assessment
- Hazard prevention, elimination and control
- Worksite inspections and incident investigations
- Evaluation of program effectiveness
- Medical care

## Mechanisms:

- Health & Safety Committees (*union only & joint*)
- Procedure to shut down hazardous jobs
- Right to refuse unsafe work
- Mechanism to review workplace changes
- Measure hazards and control efforts, not just reported injuries
- Training and Education

# Fundamental Principles of A Union Approach to Safety and Health

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- Injuries and illnesses are the result of exposure to hazards
- Labor and management goals differ
- Union only mechanism to protect our interests
- Worker and Union involvement in every aspect of program
- Union representatives need time, access and resources



# Union View of Critical Worker Behaviors

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- Identify root causes of injuries and illnesses
- Communicate problems to Union health & safety committee
- Filing health and safety grievances when needed
- Refusing hazardous and/or unsafe work
- Reporting injuries and illnesses
- Identifying management who are not addressing health and safety problems

“Rather than being the main instigators of an accident, operators tend to be the inheritors of system defects created by poor design, incorrect installation, faulty maintenance and bad management decisions. Their part is usually that of adding the final garnish to a lethal brew whose ingredients have already been long in the cooking.”

James Reston, University of Manchester  
Preventing Accidents at Oil and Chemical Plants



## Union View - Identify Hazards

*A hazard is a condition or set of circumstances that can cause harm*

- Crushing
- Shearing
- Noise, vibration
- Chemical, gases, fumes, mists, dusts
- Entanglement
- Pinch point
- High pressure
- Electrical
- Ergonomics-posture, force, repetition
- Lifting
- Slips, Trips, Fall
- Fire
- Radiation
- Excessive hours of work
- Inadequate staffing
- Production pressures





It is better to slay a dragon than to teach people ways to live peacefully with him!

**Whose behavior needs  
to be changed to  
improve health & safety  
at your workplace?**





**Get rid of Behavior  
Based safety  
and  
Incentive Programs**



The best way to stop BBS, is to spread knowledge about the consequences it has to safety and working environment.

# Where to find information about BBS/BS programs?



By visiting these web sites or search the internet for "behavior based safety" or "behavioral safety", and you will find what you are looking for. Some of the material in this presentation is borrowed from these WebPages.

<http://www.hazards.org/bs/>

<http://ohsrep.org.au/index.cfm?section=12&category=106>

<http://www.uswa.org/uswa/program/content/1611.php>