

4. Behaviour Based Safety Program

Purpose: to encourage workers to make safe choices through increased awareness of safe and at-risk behaviours in the work environment.

Objectives:

- to ensure leadership support of the BBS program and understanding of its minimum expectations
- to establish minimum organizational requirements to support the BBS program
- to provide the workforce with general guidelines for conducting observations
- to enable timely and relevant feedback, as well as coaching and mentoring
- to establish mechanisms to assess the BBS program participation and effectiveness
- to recognize safe behaviours and address at-risk behaviours.

Expectations

4.1 BBS expectations for leaders

Leaders play a significant role in developing, implementing and sustaining a successful BBS program. A successful BBS program, where the workforce feels confident to openly share and communicate with leaders, will allow leaders to timely identify unsafe behaviours, make decisions, and promote actions to change conditions associated with the unsafe behaviours.

- Leaders are role models for safe behaviours and “walk the talk” (i.e., do what they say will do).
- Leaders listen to the workforce in order to understand their concerns and support actions to address them.
- Leaders reinforce and recognise safe behaviours, provide feedback to the workforce, and interact in a way that sets the tone for safe performance

Minimum general expectations for senior leaders and supervisors are also included in *Section 1 – Leadership* of this document.

4.2 Establishing the right organization to support the BBS program

A successful BBS program will require support and demonstration of commitment from management to allocate required resources to develop and deploy the program, to support the workforce's participation in BBS-related activities, and to allocate their own time to actively participate in the program.

- Define and establish the right governance to provide oversight of the program
- Assign an experienced person to be the point of contact, who will support the program by providing subject matter expertise and identifying and implementing actions to address identified gaps and/or opportunities for improvement for the successful implementation of the program

4.3 Designing and implementing the BBS Program

When designing a BBS program use a structured approach that focuses on the following areas:

- Identify cultural and regional elements that may have an impact on the program's design and implementation, and ensure identified elements are incorporated.
- Focus on preventing serious injuries or fatalities by identifying critical behaviours that will be in-scope for the program; critical behaviours can be identified from incidents data, near miss reporting, inspections, etc.
- Develop an observation plan, identifying:
 - the intended audience to participate in the program, including contractors and subcontractors
 - the required number of observations per week/month/rotation (if applicable), per person
 - the documents used while conducting the observations
- Implement a deployment strategy to communicate the program scope, objectives and expectations to the workforce.
- Set training needs and a training delivery plan
Note: minimum general training and competency expectations are included in Section 6 – Training and Competencies in this document.
- Define recommended procedures for conducting observations, how data will be collected and analysed, and how effective feedback will be provided and improvement actions conducted.
- Develop strategies and procedures to communicate results to relevant stakeholders.

4.4 Observations

The BBS program provides the opportunity to the workforce to observe employees, contractors, and subcontractors performing work tasks; identify safe and at-risk behaviours; provide constructive feedback to the observed individual; and develop plans to address at risk behaviours.

- Conduct constructive observations by:
 - considering the established safety culture at the work place
 - showing care and concern for the person being observed
 - minimally disrupting the work being conducted
 - ensuring the willingness from the workforce representatives to be observed
 - having two-way communication between the observer and the individual being observed
 - respecting the individual when providing constructive feedback and/or positive reinforcement of safe behaviours
 - enabling and allowing the observed person to ask questions or make comments about the observation outcome
- Establish procedures to keep records of observations and to track progress on agreed commitments.

4.5 Measurement

Once the BBS Program has been implemented and people participating in the program have received required training, it is important to assess the level of participation and effectiveness of the program to achieve intended results – to reinforce safe behaviours and identify and address at risk or unsafe behaviours.

- To assess the BBS program effectiveness and participation:
 - Agree and establish realistic goals
 - Put tracking mechanisms in place for the established metrics
 - Analyse and evaluate data to identify trends and to define continuous improvement strategies

Further reading

- IOGP 435 *A guide to selection appropriate tools to improve HSE culture*
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