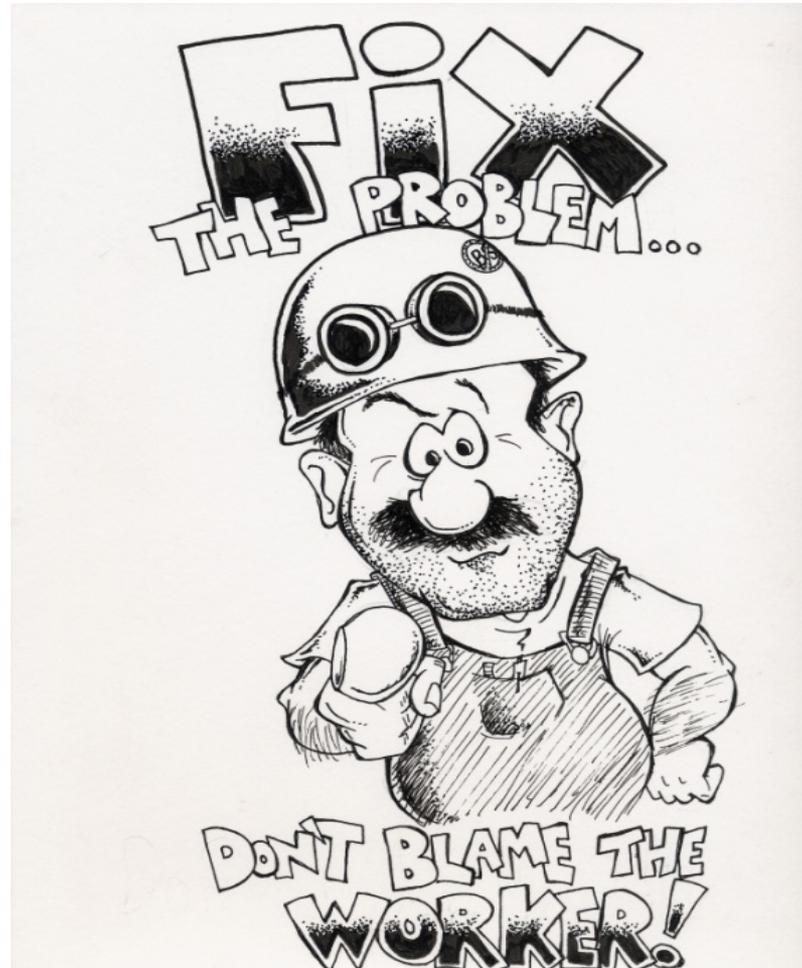


# STOP THE BS!

**Problems with Behavior-Based Safety/Blame-the-Worker Approaches to Health and Safety, and Tools for Focusing on Finding and Fixing Hazards**



**What's happening in your workplace that's causing or contributing to your members being **injured, made ill** and/or **stressed** on the job?**

# **Most Significant Health and Safety Concerns**

## **(Responses from 2010 USW Health, Safety and Environment Conference Delegate Survey)**

- Lack of or inadequate training
- Downsizing/understaffing
- Production pressures
- Increased work loads/intensification of work
- Discipline for Safety- blaming workers
- Equipment not properly maintained or repaired
- Job combinations
- Ergonomic hazards
- Heat
- Employer not addressing identified hazards

**“Most accidents happen at work  
because workers are careless  
or accident-prone.”**

**\_\_\_\_\_ Agree**

**\_\_\_\_\_ Disagree**

# ACCIDENT REPORT from a USW-represented Workplace

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The Accident: Worker was stung by a bee

Question on Employer's Accident Report Form:

"What did the affected employee do or not do that contributed to the accident? Why do you feel their actions contributed to the accident?"

The Answer:

"The employee should have been aware that a bee had landed on his shirt and taken the appropriate steps to remove the bee without being stung."

# **Behavior-Based Safety/Blame-the-Worker Programs, Policies and Practices**

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- Safety Incentive Programs
- Injury Discipline Policies
  - (e.g. Accident Repeater Programs)
- Post-injury Drug Testing
- Signs tracking lost-time or recordable injuries
- Behavioral Observation Programs

“The fact is, it is not easy for an individual to have a serious injury in today’s workplace.”

David Bradford,  
American Society of Safety Engineers,  
Behavioral Safety Symposium 2001

# 88% of all injuries on the job are caused by workers' unsafe acts

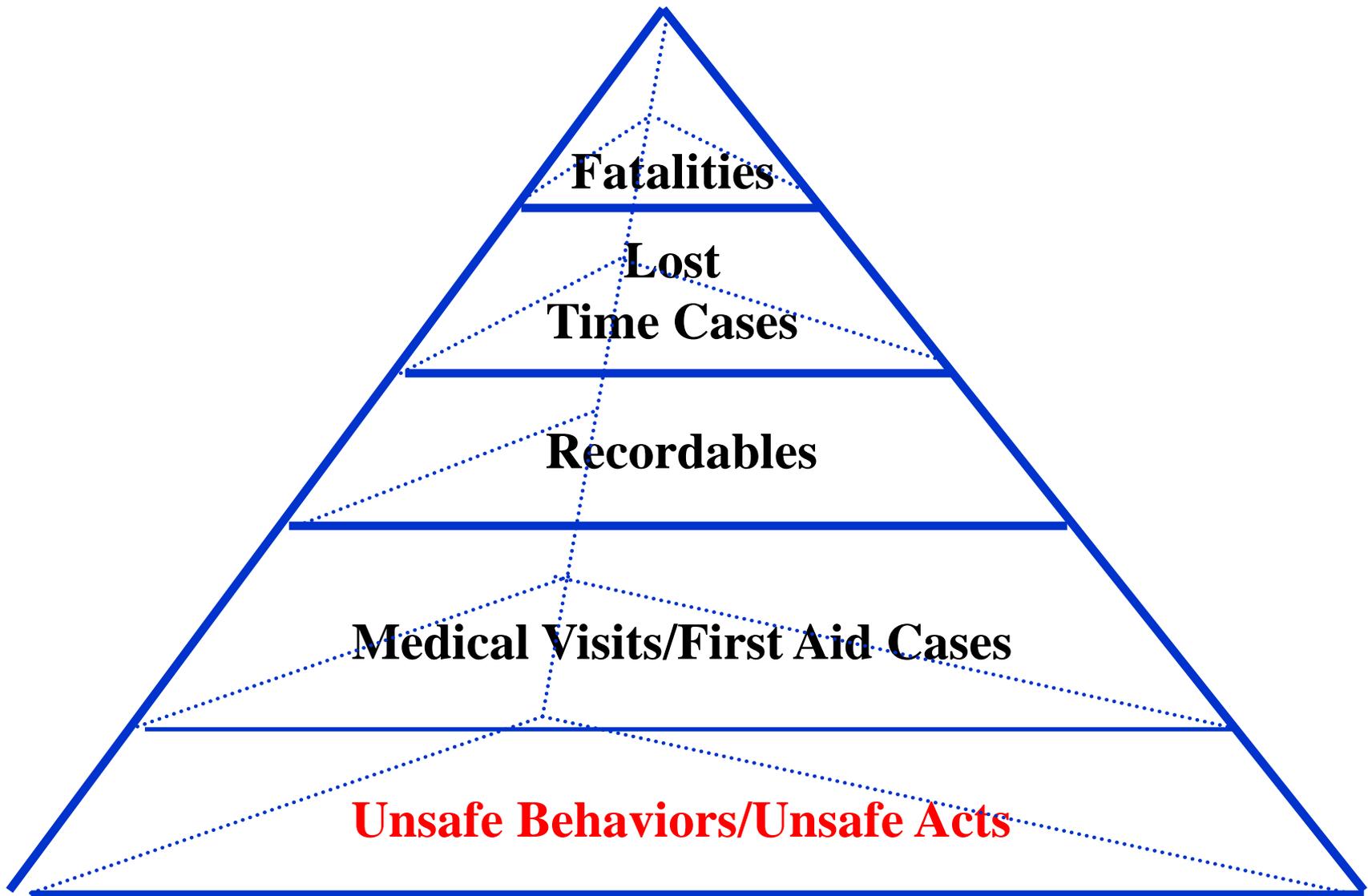
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- Originated from H.W. Heinrich
- Insurance investigator (Travelers Insurance Company)
- Studied supervisor accident reports (1931)
- Drew conclusions from supervisor-recommended corrective actions

**1930's Safety Theory -- BST (80%-95%) and DuPont (96%) call it "leading edge"**

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**It's a trap!**



**1930's Safety Theory -- BST & DuPont call this "*Cutting-Edge Technology*" - we call it folk lore!**

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

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

**A HAZARD**

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

**There are no exceptions!**

# Health and Safety Process Model



## **Data Analysis**

- **Injury/Illness Logs**
- **Medical Visits**

**Surveys and Questionnaires**

**Interviews**

**Worker Complaints**

**Government Regulations**

**Inspections/Audits**

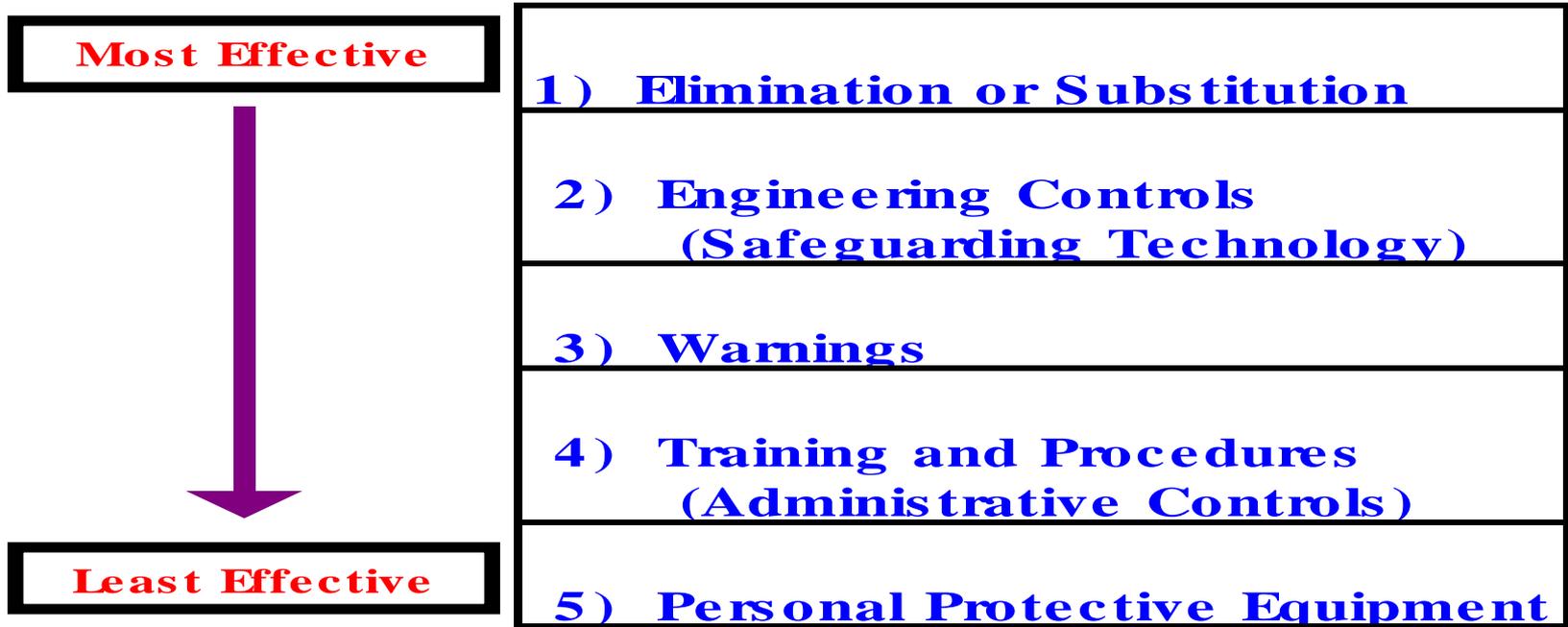
## **Prioritize Hazards**

**Risk Analysis**

## **Select Controls**

**Based Upon  
Hierarchy**

# Hierarchy of Controls



# Behavior Based Process Model

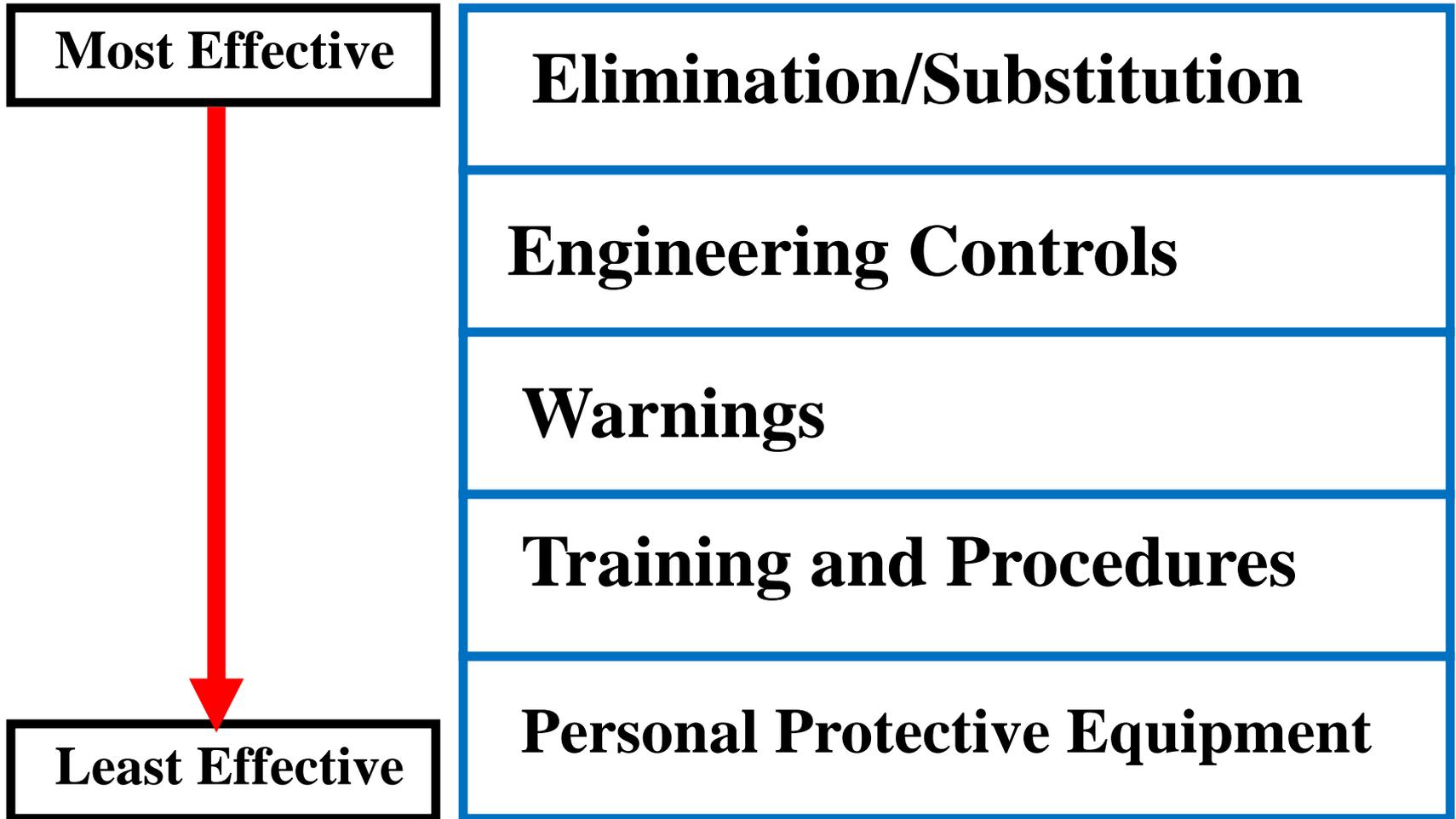


**Data Analysis**  
**Worker Observations**  
**Interviews**  
**Inspections/Audits**

**Risk Analysis**

**Duck**  
**Dodge**  
**Jump Out of the Way**  
**Lift Safely**  
**Wear PPE**  
**Avoid “Line of Fire”**  
**Eyes on task**

# Hierarchy of Health and Safety Controls



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

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**They Say,  
“Most Effective”**



**Not even up  
for discussion...**

**Personal Protective Equipment**

**Training and Procedures**

**Warnings**

**Engineering Controls**

**Elimination &/or  
Substitution**

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



# Who Sells Behavioral Safety?

- “Behavioral Science Technology” (BST)
- DuPont “STOP”
- “SafeStart”
- ProAct Safety/Lean BBS
- E. Scott Geller’s “Safety Performance Solutions”
- Terry McSween’s “Quality Safety Edge”
- Michael Topf’s “Safor Program”
- “Safety Pays”
- Aubrey Daniels (formerly “B-Safe Program” – now ADI)
- Liberty Mutual Insurance Co’s “MVP Program”
- FDR Safety (Fred Rine, CEO; Jim Stanley, President)
- Bill Sims Safety Incentive Programs
- Structured Safety Process
- MoveSmart
- Latent Safety Analysis
- PTAS
- JMJ Associates

# Common Behavioral Observation 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**

# **U.S. Department of Energy Office of Health, Safety and Security**

**Webpage on Behavior Based Safety:**

[http://hss.doe.gov/process\\_fundamentals.html](http://hss.doe.gov/process_fundamentals.html)

**Page Not Found**

**Sorry, the page you are looking for can't be found!**

# Department of Energy, VPP

## Onsite Review, September 14-25, 2009

Theta Pro2Serve Management Company, LLC (TPSM)

Portsmouth Gaseous Diffusion Plant - Infrastructure Contract

“Behavior-based Safety and Human Performance Improvement tools are designed to improve the safety culture and can provide valuable “leading indicators,” which could enhance the trending process.

**Opportunity for Improvement: TPMC should consider other approaches to safety improvement, such as Behavior-based Safety...** that are available to continually improve the safety culture for TPMC workers.”

<http://www.hss.doe.gov/healthsafety/wsha/vpp/reports/oseval/thetapro2servemanagementcompanytpmcllcseptember2009.pdf>

From US Dept. of Energy- Health, Safety and Security  
website:

# Course: Integrated Safety Management

ID: 189 STSM

Our Integrated Safety Management Technician (IST)  
Certification will:

- Provide a comprehensive understanding of workplace safety
- Show you how to manage your workplace safety program
- **Emphasize the Behavior Based Safety model of workplace safety**

# Why Behavior-Based Programs Can Be Attractive

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- New management commitment to health and safety
- Involves workers (and the union)
- Can give management authority to some workers
- Appears to address some fraction of injury and illness causation
- Many workers and victims believe this stuff –that injuries and illnesses are their fault

# Management can provide *“PERKS”*

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- Time off the job
- Access to management
- Management willing to correct some conditions that they would not correct for the union
- Union behavioral safety coordinators given office and status
- Employer-paid trips to behavioral safety conferences

# 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 and/or counseling issued after workers are injured
- Drug testing after every injury
- Peer pressure

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# INJURY DISCIPLINE

## ("Situation Awareness")

- "Our manager likes to give out written warnings for employees who get hurt. The usual reason is 'not aware of your surroundings.' The latest one came for an employee who received a laceration on the finger while moving a piece of equipment. He had all of the required PPE. Even after a management investigation revealed that they did not have the proper device to make this equipment move, he received a written warning for 'not properly evaluating the situation.' "

# WORK RULE #24

"You must work  
carefully."

Hazardous situations that we know about  
can be difficult to correct.

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Hazardous situations that we don't know  
about are impossible to correct.

# **Educate the Workforce:**

*Behavior-based Safety is a  
Hazard – It Needs to be  
Eliminated!*



# HIDDEN TRAGEDY:

## Underreporting of Workplace Injuries and Illness

A MAJORITY STAFF REPORT BY  
THE COMMITTEE ON EDUCATION AND LABOR  
US HOUSE OF REPRESENTATIVES

THE HONORABLE GEORGE MILLER  
CHAIRMAN

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JUNE 2008

# Use Mid-term Bargaining Rights

# Use OSHA's Recordkeeping Rule:

## § 1904.36 –

### Prohibition against discrimination

Section 11(c) of the Act prohibits you [the employer] from discriminating against an employee for reporting a work-related fatality, injury or illness. That provision of the Act also protects the employee who files a safety and health complaint, asks for access to the Part 1904 records, or otherwise exercises any rights afforded by the OSH Act.

3/12/2012 OSHA Memorandum:  
“Employer Safety Incentive and Disincentive  
Policies and Practices”

- “Reporting a work-related injury or illness is a core employee right, and retaliating against a worker for reporting an injury or illness is illegal discrimination.”
- Which Employer Policies/Practices Could be Illegal?
  - Injury Discipline
  - Discipline for “Untimely” Reporting of Injuries
  - Discipline for “Violating a Safety Rule”
  - Safety Incentive Programs
- Violations can be of OSHA 11(c) or other whistleblower programs (e.g. FRSA); or OSHA’s Recordkeeping Rule [29 CFR 1904.35(b)]

# Negotiate Provisions in Collective Bargaining Agreements

“The employer shall not discriminate or retaliate in any way against an employee who reports a work-related injury or illness; reports a safety or health problem; files a health or safety complaint; requests access to health or safety records; **who violates a safety rule, absent malice or reckless intent**; and/or otherwise exercises any other health or safety right afforded by local, state or federal law and/or by this collective bargaining agreement.”

# SECURITY OFFICE

**NOTICE**  
ALL VISITORS MUST  
REGISTER AT OFFICE



OSHA RECORDABLE  
ACCIDENT IN THE  
LAST 24 HOURS

FIRST AID  
ACCIDENT IN THE  
LAST 24 HOURS

NO ACCIDENTS  
REPORTED

SAFETY  
IS...



- ATTITUDE
- AWARENESS
- ALERTNESS
- ACCOUNTABILITY



⊕ on the job ⊕  
**SAFETY**  
begins here



# Phillips Chemical Company, Pasadena, Texas 1989

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- Had just completed 5,000,000 hours without a lost time injury
- Explosion and fire
- 23 dead
- 232 injured

It has been **14** days since  
Local xxx told management to  
fix [insert name/description  
of hazard] and they still have  
not addressed this problem...

It has been **15** days since  
Local xxx told management to  
fix [name/description of  
hazard] and they still have not  
addressed this problem...

# Measuring Success in Workplace Health and Safety

- How many hazards/hazardous conditions have been identified?
- How many hazards/hazardous conditions have been eliminated?
- How many hazards/hazardous conditions have been reduced (using the Hierarchy of Controls)
- How long did it take from when the hazard was identified to when it got addressed?

**“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

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# 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

# Union View: Critical Worker Behaviors

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- **Identifying root causes of injuries and illnesses**
- **Communicating problems to Union health & safety committee**
- **Identifying potential health and safety grievances to file**
- **Refusing hazardous/unsafe work**
- **Reporting symptoms, injuries and illnesses**
- **Identifying management who are not addressing health and safety problems**

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Caution – Behavioral  
Safety/“Blame the Worker”  
Programs Are Hazardous to  
**Health & Safety and to  
Solidarity!**



*"Management's blame the worker programs are as dangerous to our members as any other challenge that we face today. The USW must oppose these programs with all our*

*energy. Instead we must work just as hard to implement comprehensive health and safety programs that find and eliminate unsafe workplace conditions that cause injuries and illness to our members."*

**Leo Gerard, USW International President**

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

# Some Additional Resources:

- [www.usw.org](http://www.usw.org)
- [www.uswtmc.org](http://www.uswtmc.org)
- [www.hazards.org/bs](http://www.hazards.org/bs)