

Encouraging Rule Compliance – Making Safety a Reality

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Why Don't People Follow the Rules?

WHY EMPLOYEES DON'T DO WHAT THEY'RE SUPPOSED TO DO....

- 1) They don't know what they are supposed to do.
- 2) They don't know why they should do it.
- 3) They think their way is better.
- 4) They think something else is more important.
- 5) There are no positive consequences for them to do it.
- 6) They think they are doing it.
- 7) They are rewarded for not doing it.
- 8) There are obstacles beyond their control.
- 9) Their personal limits prevent them from performing.
- 10) No one could do it.

Source: Ferdinand F. Fournies "Why Employees Don't Do What They're Supposed To Do - And What to Do About It." New York: McGraw Hill Co., 1991

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Rules often don't make sense



Compliance vs Commitment

FROM COMPLIANCE TO COMMITMENT

- Compliance
 - Rules-based.
 - Do things to get something or to avoid punishment.
 - Break the rules when I think I can get away with it.
 - Safety is a priority only if nothing else is important at the time.
- Commitment
 - Risk-based.
 - Do safe behaviors because I recognize risk and because I am committed to safety.
 - Do safe behaviors even when no one is watching.
 - Safety is a core value.

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Behavior What is it?

BEHAVIOR

Traditional Definition: Good/Bad

Scientific Definition:

An
Observable
Act



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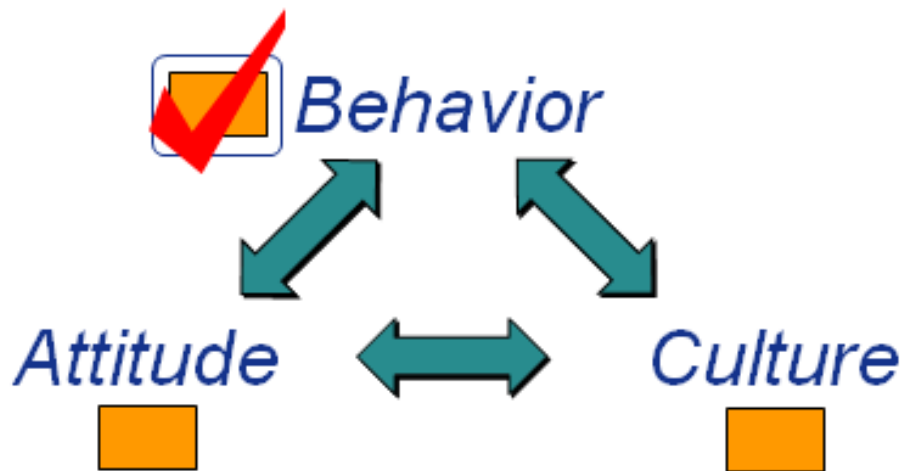


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Behavior

What Influences It?

*Which one Passes the
"Camera Test"?*



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Behavior

Why Focus on It?

WHY FOCUS ON BEHAVIOR?

- Observable.
- Measurable.
- Relevant to injury.
- Specific.
- Precedes injury.



Occurs at the “Working Interface”

Behavioral Science Concepts

ABC ANALYSIS

Antecedents

Anything which precedes and sets the stage for behavior.

Behavior

An observable act.

Consequences

Anything which directly follows from the behavior.

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Antecedents

ANTECEDENTS

“BEFORE / MOVEMENT”

- Things
 - Signs
 - Meetings
 - Procedures
 - Training
- Intangibles
 - Thoughts
 - Memories
 - Feelings
 - Previous experiences
 - Knowledge of....

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Consequences

CONSEQUENCES

“ALWAYS FOLLOW BEHAVIOR”

- Positive
 - Behavior Repeats.
 - Approach
- Negative
 - Behavior Stops.
 - Avoid

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What Controls Behavior?

Consequences **Control** Behavior

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Page 58
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What affects Consequence power?

3 Factors That Affect Consequences

Timing

Sooner / Later

Consistency

Certain / Uncertain

Significance

Positive / Negative

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What are the strongest Consequences?

Consequences That Are
Most Powerful Are:

SC+

Soon / Certain / Positive

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Example ABC Analysis Antecedents

A

Too restrictive

Not going
very far

Don't plan to have
a crash

Fear – might get
trapped

I've never had a
crash

I have airbags

I will be at low speeds

B

Not wearing a
seat belt while
driving.

C



Example ABC Analysis Consequences

A

B

C

Not wearing a seat belt while driving.

Nothing bad happens

SC+

Don't feel restricted

SC+

More comfortable

SC+

Crash happens

SU--

Get a ticket

SC-

Systems

Blueprint for Safety Transformation



Safety Enabling Systems

- Hazard recognition & mitigation
- Skills, knowledge & training
- Policies & standards
- Exposure reduction mechanisms



Organizational Sustaining Systems

- Selection & development
- Structure
- Performance management
- Rewards and Recognition

