

“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
Behavioural Safety Symposium
2001**

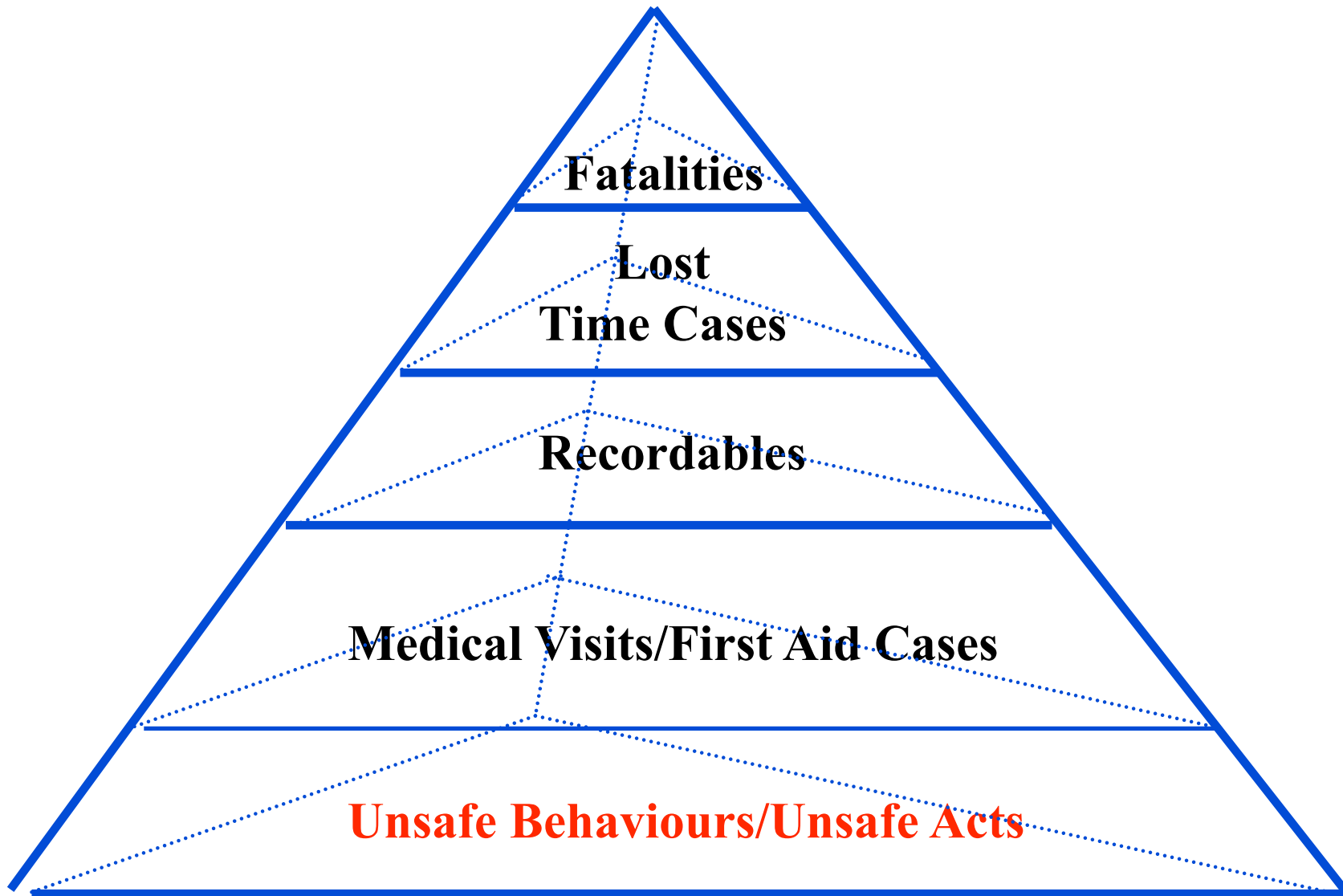
88%-96% of all workplace injuries are caused by workers' unsafe acts

- Originated from H.W. Heinrich (88%)
- Insurance investigator (Travelers Insurance Company in the U.S.)
- Studied supervisor accident reports (1931)
- Drew conclusions from supervisor-recommended corrective actions

1930's flawed safety theory now called "leading edge"



It's a trap!



**1930's Flawed Safety Theory -- this folk lore is now called
*"Cutting-Edge Technology"***

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

A HAZARD

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

There are no exceptions!

Health and Safety Process Model



Data Analysis

- **Illness & Injury Logs**
- **Medical Visits**

Surveys and Questionnaires

Interviews

Worker Complaints

Inspections/Audits

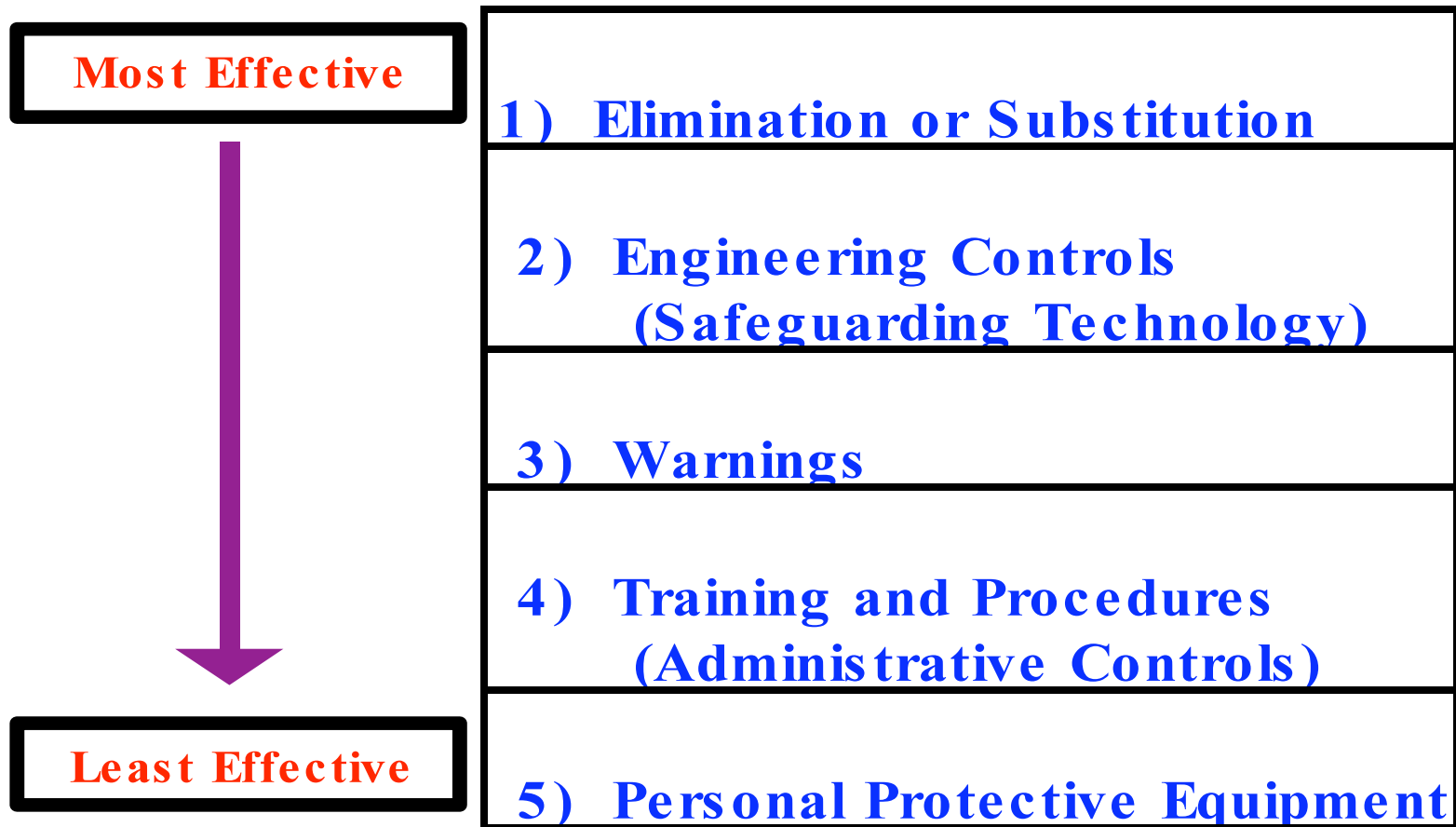
Prioritize Hazards

Risk Analysis

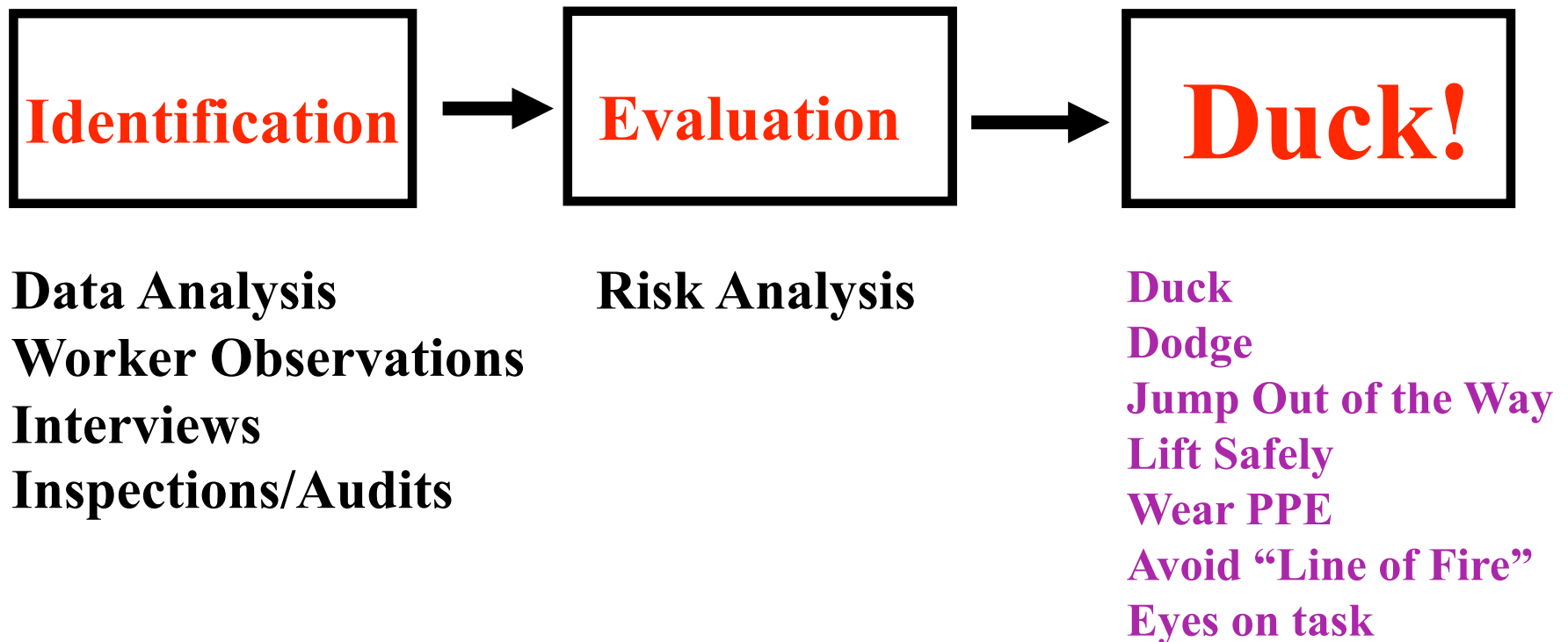
Select Controls

**Based Upon
Hierarchy**

Hierarchy of Controls



Behaviour Based Process Model



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



- **The implication is that it is not hazards on the job that cause injuries and illnesses, but it is the **behaviour** 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.

Disincentives to Reporting Injuries and Illnesses

- Awards (prizes and money) for not having 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



ACCIDENT REPORT

- 2. Accident Date: June 8, 2005**
- 3. Accident Time: 1430 (2:30 P.M.)**
- 8. Body Part Affected: Arm**
- 9. Nature of Injury: Puncture Wound**
- 14. Last Injury Date: Oct. 30, 1999**
- 17. Location of Accident:
Hallway in front of restroom**

ACCIDENT REPORT, continued

21c. What happened that resulted in the injury/illness?

“Employee states that he believes the bee landed on his shirt and that when he brushed his left arm against his shirt is when he was stung by the bee.”

ACCIDENT REPORT, continued

22. 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 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.”

INJURY DISCIPLINE

(Informal)

“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.**’ ”**

INJURY DISCIPLINE

(Formal Policy)

“All accidents or incidents that involve work-related injury, damage to equipment or other property will be assigned points.”

Workers Compensation Claims

Accident	Points (Medical Only)	Points (LostTime)
1st Accident	1	5
2nd Accident	3	5
3rd Accident	5	5
4th Accident	7	5
5th Accident	Termination	Termination

INJURY DISCIPLINE

(Formal Policy, continued)

“For all accidents and incidents, the maximum points allowed in a rolling 24-month period is 30 points. Discipline will be as follows:

12 Points: Verbal counseling (& further training if required)

18 Points: Written warning (& further training if required)

24 Points: Written warning + 3-day suspension without pay

30 Points: Termination of employment

SAFETY & HEALTH VIOLATION GUIDE AND CORRECTIVE PROCEDURES

“Violation of established safety rule causing injury to self and/or fellow employee”:

**1st Offense
Offense**

**1-3 day
suspension**

2nd Offense

**Indefinite
suspension
pending
discharge**

3rd

Termination

SAFETY & HEALTH VIOLATION GUIDE AND CORRECTIVE PROCEDURES

“Improper lifting, pushing or pulling of objects which may be too heavy”:

1st Offense

Verbal

Indefinite

corrective

suspension

action

pending

warning

2nd Offense

Written

corrective

action

warning

3rd Offense

1-3 day

suspension

4th Offense

termination

Accident Repeater Program

Accident Repeater: An employee who experiences two or more accidents (recordable, first aid, or 'report-only') within a one-month period.

The **Accident Repeater Program** is a **progressive approach** that in addition to identifying the Accident Repeaters, also involves supervisors and managers in various Phases. **Discipline may result from any accident where there is a violation of safety rules or procedures per established practices.**

Individual Employee Safety Counseling Program

“The purpose of this program is to reinforce the need for all employees to work in a safe and responsible manner. This will be accomplished through an objective system of identifying and correcting the behaviours of individuals that demonstrate an inability to perform their respective job assignments in a safe manner.”

WORK RULE #24

**“You must work
carefully.”**

THIS DEPARTMENT
HAS WORKED

345 DAYS

WITHOUT
A LOST TIME
ACCIDENT

THE BEST PREVIOUS
RECORD WAS

438 DAYS

DO YOUR PART
HELP MAKE
A NEW RECORD

Phillips Chemical Company, Pasadena, Texas

- 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 the broken ventilation and they still have not addressed this worker health hazard...

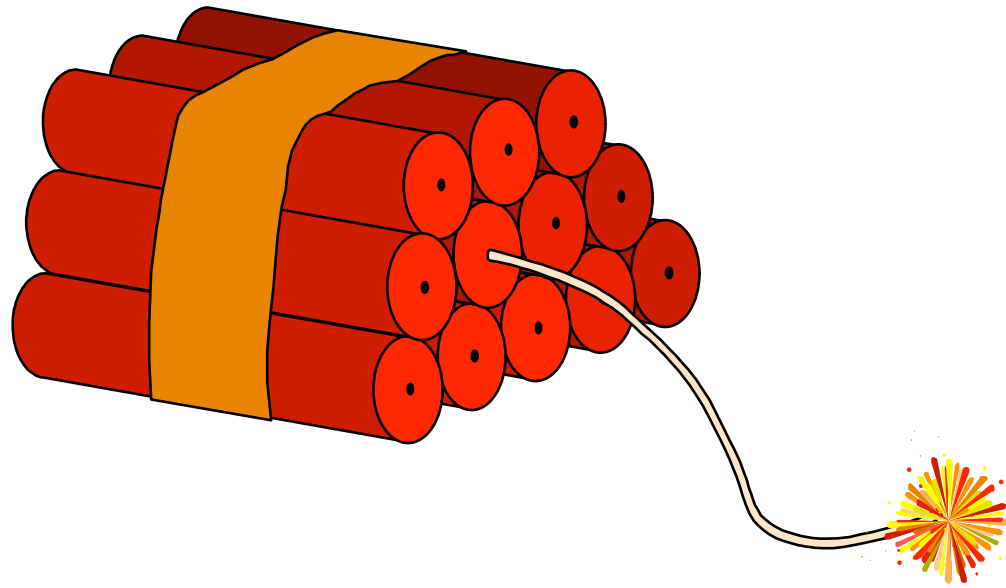
It has been **15** days since Local xxx told management to fix the broken ventilation and they still have not addressed this worker health hazard...

“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.”

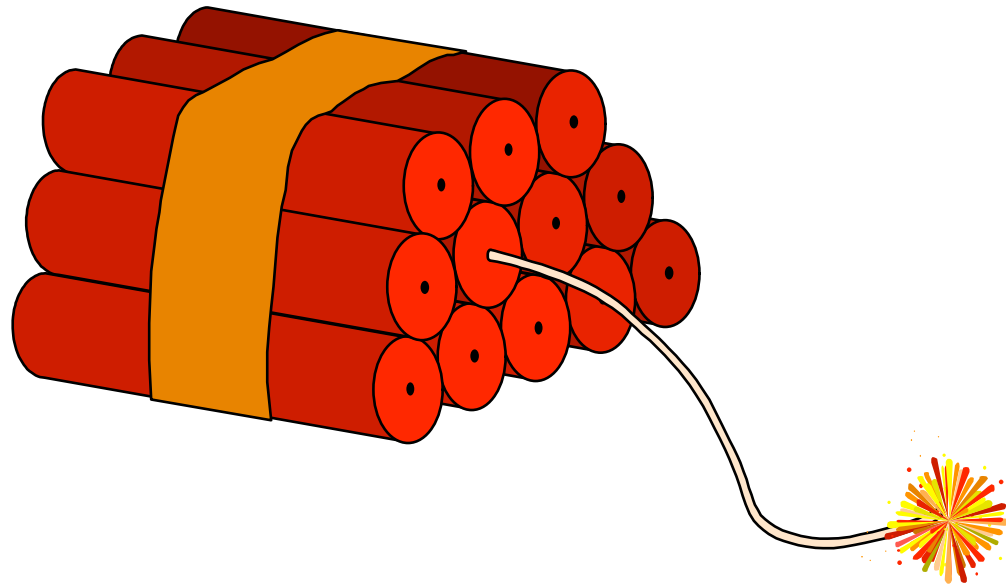
**Al Chapanis, Former Professor of Human Factors
Engineering Department, Johns Hopkins University**

“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.”**

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



*Caution – “Blame the
Worker” Behavioural
Safety Programs Are
Hazardous to Your
Health & Safety*



*Caution – “Blame the
Worker” Behavioural
Safety Programs Are
Hazardous to Your
Solidarity!*

“The number of work-related fatalities in Canada is rising sharply”

(December, 2006)*

- **2005: The number of workplace fatalities in Canada totaled 1,097 (an average of 5 every working day)**
- **Only four other countries have higher rates of workplace fatalities than Canada**
- **While the number of injuries has fallen sharply, the number of deaths continues to rise.**
- **“I don’t really have an explanation for that,” said Andrew Sharpe, Executive Director, Centre for the Study of Living Standards.**

***“Five Deaths a Day: Workplace Fatalities in Canada 1993-2005; Centre for the Study of Living Standards, December 2006
Report # 2006-04**

For More Information on Fighting
Employers' "Blame-the-Worker"
Behaviour-Based Safety Programs:

www.hazards.org/bs