



# Behaviour in a Wider Context - An Introduction to Cultural Safety

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## Accidents, Behaviours and Causes

- 90% of all accidents are caused by Human Error (Heinrich)

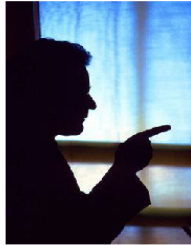


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## Beware behavioural safety initiatives, workers warned

22 June 2011



The current vogue among employers for adopting behavioural programmes to address health and safety issues has been criticised by a leading trade union, which says they mainly seek to blame the worker rather than focusing on the failures of management.

Unite recently launched a campaign in the paper and packaging sector, where its officers have reported a particular prevalence of management initiatives focusing on worker behaviour.

The basic premise of behavioural safety programmes, says the union, is that the majority of workplace accidents are caused by unsafe acts by workers so, to prevent them, management should target specific behaviours and aim to change them by observing and monitoring staff.

But, it argues, too many companies introduce such programmes thinking they are the answer to all health and safety problems, when, in fact, they are mostly just expensive and ineffective. It also claims that many behavioural safety programmes are designed to undermine trade-union activity on health and safety, reduce the role of joint health and safety committees, and shift the blame for accidents from management to workers.

Unite's national officer for the paper and corrugating industries, Peter Ellis, commented: "We know from our experience, dealing with safety in thousands of workplaces, that hazards and unsafe conditions cause injury and illness. When the hazards are properly identified and fixed, injury and illness decrease. In the meantime, it's our members who face the workplace risks and, under behavioural safety, tend to get the blame as well."

As "evidence" that management is implementing a behavioural-safety approach the union advises workers to look out for: reward schemes for no lost-time accidents, disciplinary action for involvement in an accident, worker observation schemes, non or under-reporting of incidents and accidents, and an increased focus on the use of PPE. One of the main alternatives it proposes is better recognition and involvement of safety reps in the devising and implementation of safety management systems. Instead of focusing on worker behaviour, says the union, safety reps should be involved to help identify hazards and fix them. Added Peter Ellis: "Fix the hazards – don't blame the victims. Workers and their reps are the solution to workplace health and safety concerns, not the problem."

<http://www.shponline.co.uk/news-content/full/beware-behavioural-safety-initiatives-workers-warned>

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## Accidents, Behaviours and Causes

- 90% of all accidents are caused by Human Error (Heinrich)

**True.... BUT**

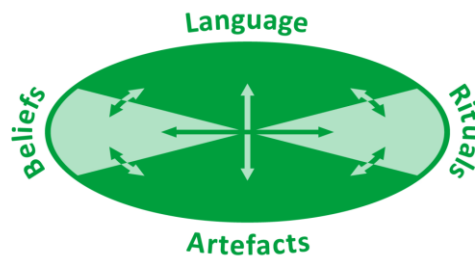
- 99%\* of Human Error is caused by the prevailing conditions

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## SAFETY CULTURE



It's all about what *NORMALLY* goes on around here...

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## Beliefs

- **Belief** is the psychological state in which an individual holds a proposition or premise to be true
  - Beliefs form in a variety of ways:
    - We tend to internalise the beliefs of the people around us during childhood.
    - Through repetition of messages, shock, and association with images of sex, love, beauty, and other strong positive emotions.
    - People may adopt the beliefs of a charismatic leader, even if those beliefs fly in the face of all previous beliefs, and produce actions that are clearly not in their own self-interest
    - Physical trauma, especially to the head, can radically alter a person's beliefs.
  - And apart from the last example change Slowly!

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## Language

- **Language** is the human capacity for acquiring and using complex systems of communication, and **a language** is any specific example of such a system.
  - When used as a general concept, "language" may refer to the cognitive ability to learn and use systems of complex communication, or to describe the set of rules that makes up these systems, or the set of utterances that can be produced from those rules.
  - All languages rely on the process of semiosis to relate signs with particular meanings.

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## Artefacts

- **Artefacts** are the objects or products designed and used by people to meet re-occurring needs or to solve problems.
  - The philosopher *Marx W. Wartofsky* distinguished several types of artefacts:
    - primary artefacts, which are used in production (e.g., a hammer, a fork, a lamp, a camera, etc.)
    - secondary artefacts, which are representations of primary artefacts (e.g., a user manual for a camera)
    - tertiary artefacts, which are representations of secondary artefacts

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## Rituals

- “A **ritual** is a stereotyped sequence of activities involving gestures, words, and objects, performed in a [particular] place, and designed to influence [particular] entities or forces on behalf of the actors' goals and interests...” *Victor Turner*

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# What is Cultural Safety?

- A System which looks at Safety from the People perspective based on
  - A Just Culture: An approach which is seen as fair and consistent
  - Human Factors: Designing Jobs and the workplace for ease of operation
  - Psychology: Why we do what we do – particularly WHY WE TAKE RISKS

In order to Strengthen the Safety Culture,  
which leads to a reduction in both hazards and risk taking,  
in turn lowering incident rates & injuries

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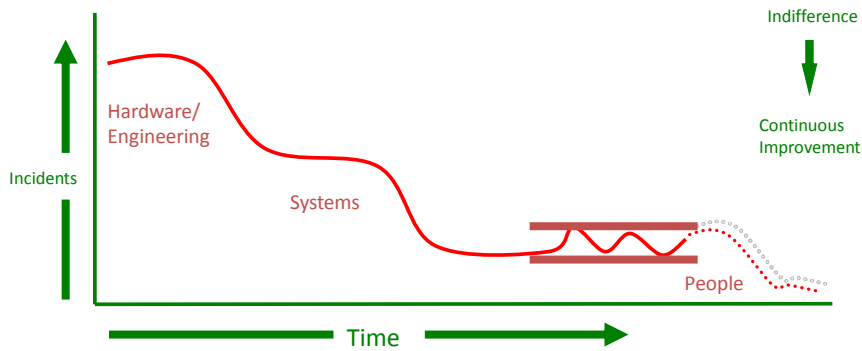
## Effective Applied Safety Environment



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## History & The Safety Wave



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## Safety Culture Development Model



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## Ryder Marsh Safety Culture Development Map

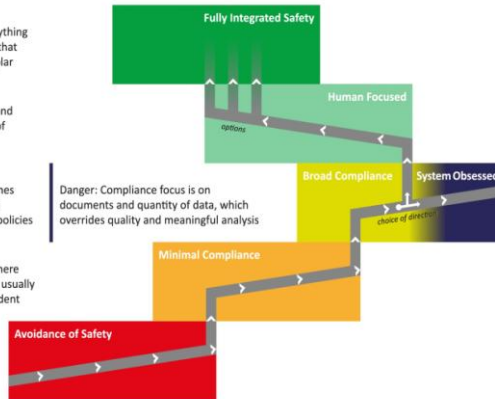
Safety best practice is embedded in everything that the organisation does to the extent that they are seen as an innovator and exemplar

A proactive culture where co-operation and ownership of safety are an integral part of continual improvement & innovation

This is the point at which a culture becomes fully compliant with the law by putting in place all of the relevant procedures and policies

This is a culture that is highly reactive, where a bare minimum of safety is put in place, usually to please a customer or following an incident

A culture of denial where safety is seen as getting in the way of achieving the task



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## The Trap in the System

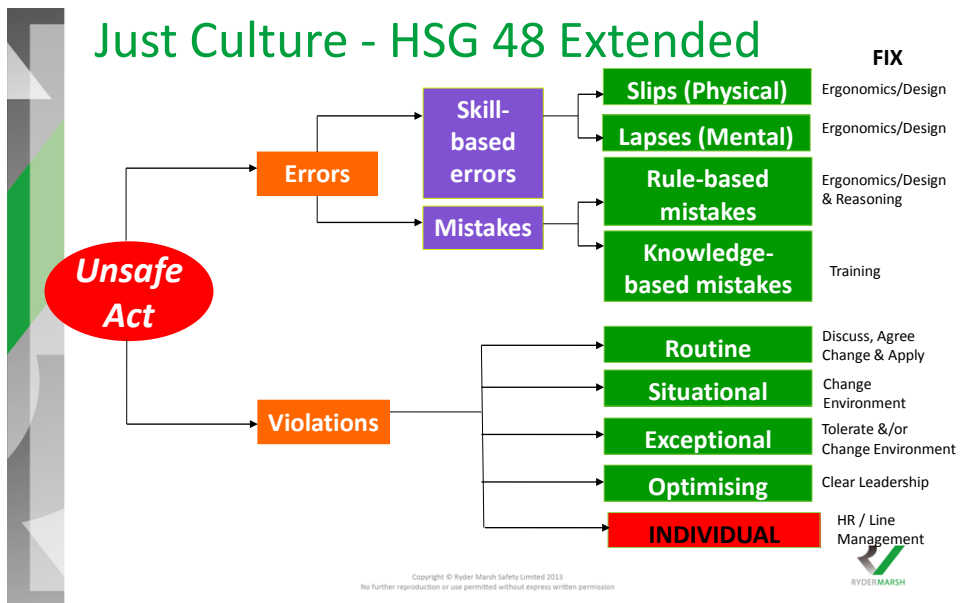


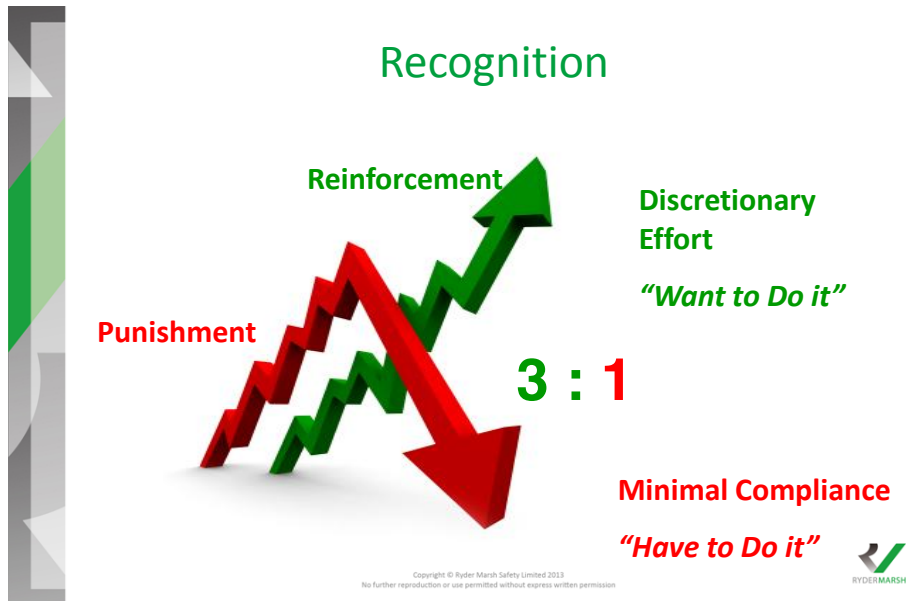
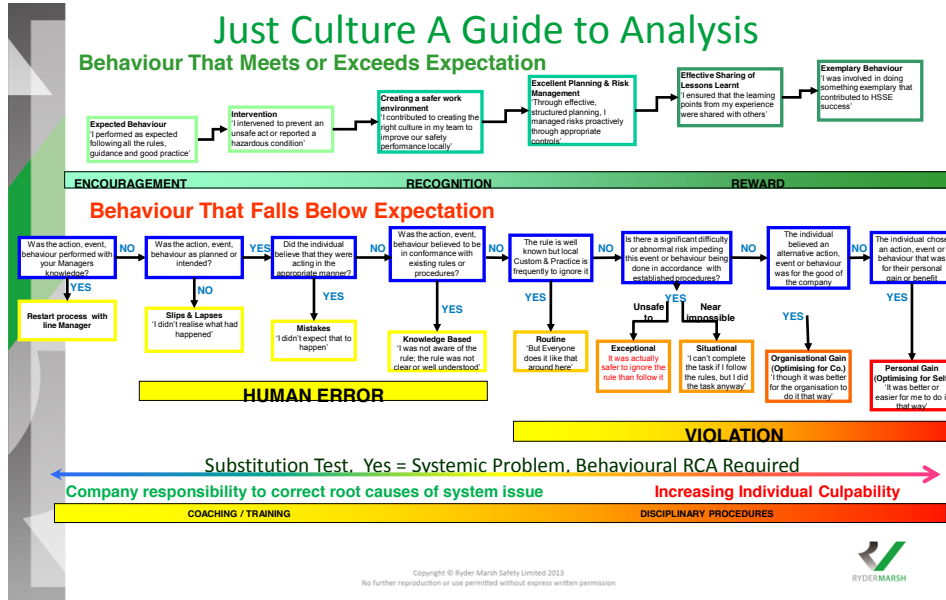
Danger: Compliance focus is on documents and quantity of data, which overrides quality and meaningful analysis



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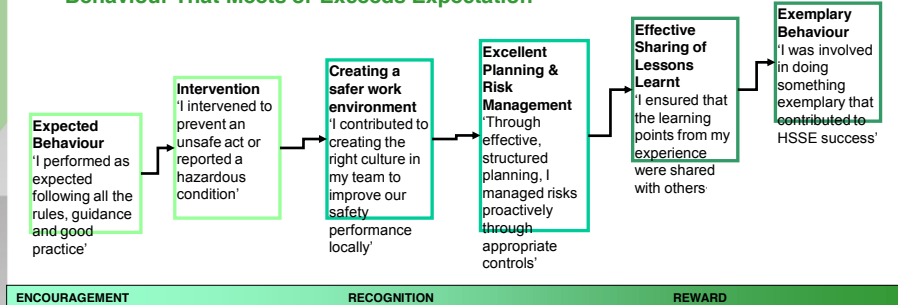






## Recognising Positive Behaviour

### Behaviour That Meets or Exceeds Expectation



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## Golden Rule of Effective Feedback

*Tell them what you've seen  
them do well*

*Ask questions about  
everything else*



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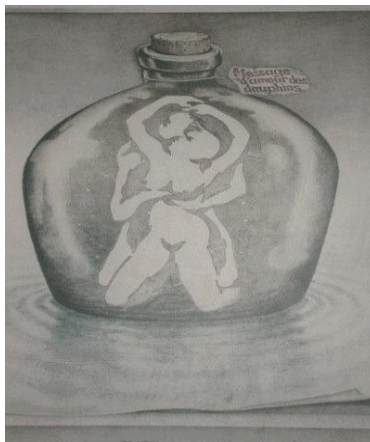
## The phenomenal power of the human mind

I cdnuolt blveiee taht I cluod aulacnty uesdnatnrd waht I was rdanieg. The phaonmneal pweor of the hmuau mnid! Aoccdrnig to a rseecherar at Cmabrigde Uinervtisy, it deosn't mttar in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit nclae. The rset can be a taotl mses and you can sitll raed it wouthit a norhelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Amzanig huh? And you awlvas thought slneing was imorantt?!

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## What do you see?



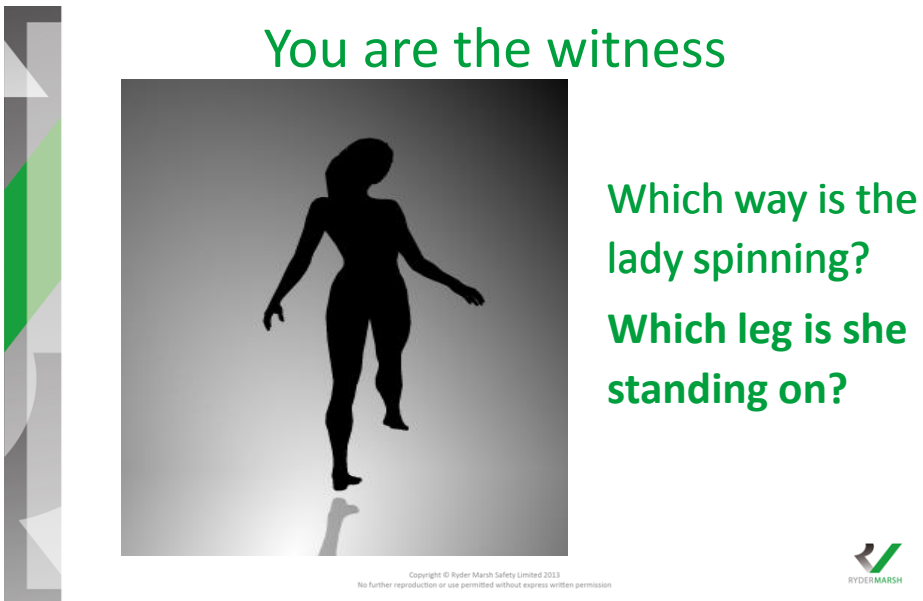
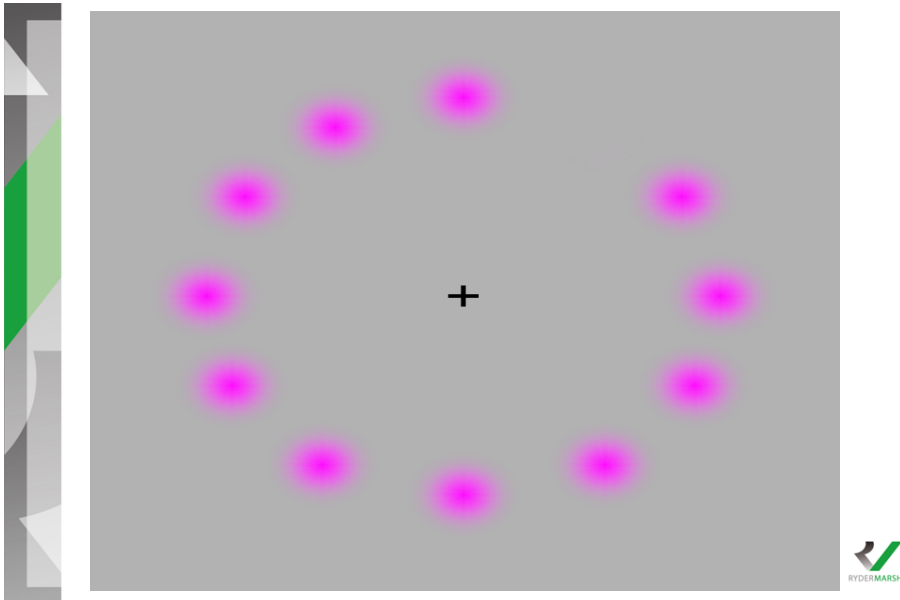
Research has shown that young children cannot identify the intimate couple because they do not have prior memory associated with such a scenario.

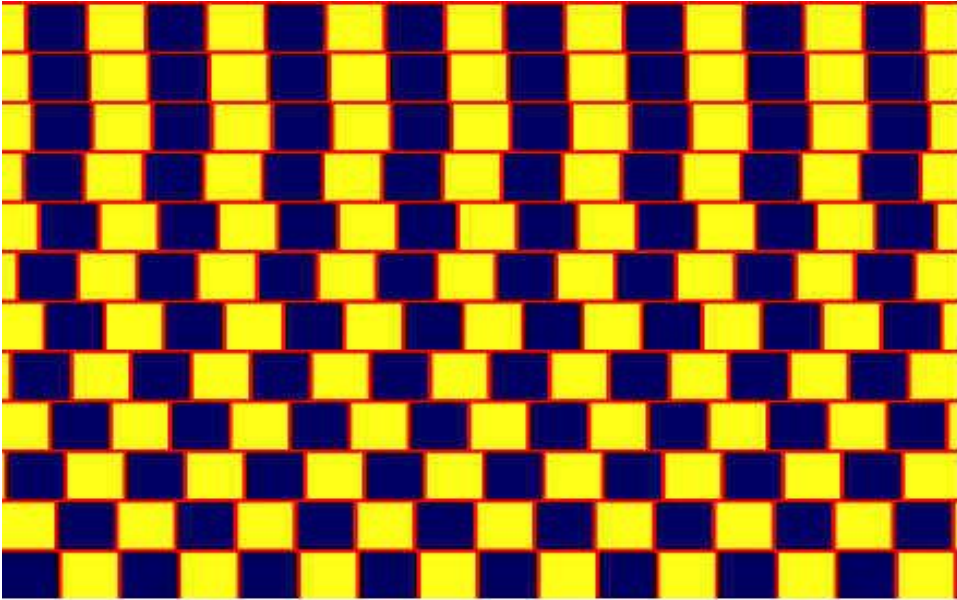
Children see nine dolphins.

This is a test to determine if you already have a corrupted mind. If it is hard for you to find the dolphins within six seconds, your mind is indeed corrupted.

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## The Payoffs of Behaviour

### ILL HEALTH

DELAYED

UNCERTAIN

NEGATIVE



### RELAXATION

SOON

CERTAIN

POSITIVE

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## Modifying Unsafe Behaviour: Oscar Wilde

- “I can resist anything but temptation”
- SO...
  - Identify the temptation
  - Remove the root cause

Key Point: Look for the payoff –

**Money? Time? Effort? Pleasure?**

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## Some Comparisons

### 'Narrow' BBS

- Focus on
  - Process
  - Data
  - Front Line Behaviour
- Control
- Compliance
- Threat (!!??) [Implied]

### Cultural Safety

- Focus on
  - People
  - Analysis (Why)
  - Management Behaviour
- Influence
- Improvement
- Reward (!!) [Implied]

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## Conclusions

- Behavioural Safety can be good BUT
  - Needs to look much wider than Frontline staff
    - Environment
    - Management Behaviours
    - Style
  - Needs to avoid
    - Threat
    - Short term focus
- Cultural Safety
  - Adds in Human Factors & Soft Skills
  - Looks to embed sustainable change

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