



Measuring the Success of Your Behavioral Safety Process

Grainne A. Matthews

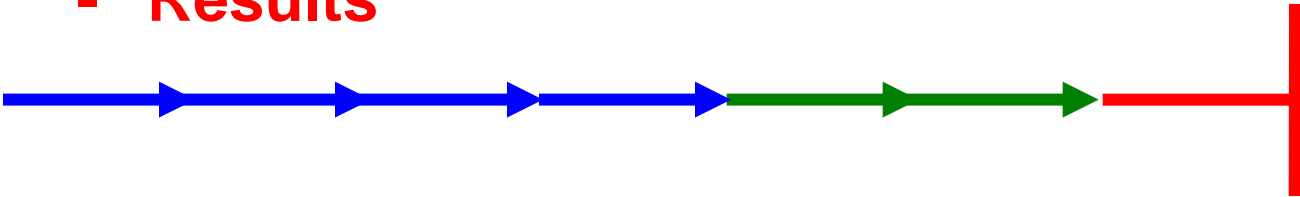
Behavioral Safety Now 2004



This Session



- **Planning for Measurement**
- **Three Types of Measures**
 - **Process**
 - **Outcome**
 - **Results**



Obs. + FB	Goal + FB	Rec. + Cel.	Anal. Inter.	Safe BH	Safe Cond	Less Incid.
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This Session



- Why did you attend this session?
- What would you like to hear about?



Why Measure?



Reasons to Measure



- Enhance Process – Process Measures
- Improve Safety – Outcome Measures
- Prevent Injuries – Results Measures



Problems with Measures



- Measures do not relate to goals
- Data is not easily understood
- Access and presentation are difficult
- Data is rarely reviewed
- Decisions are made without reference to data
- “Important” people do not pay attention



Measurement Design Principles

- ❑ **Simplicity**
- ❑ **Confidentiality**
- ❑ **Driven by Goals for Process**
 - **Goals might include:**
 - λ **Decrease number of injuries**
 - λ **Increase regulatory compliance**
 - λ **Involve employees**
 - λ **Meet a company or customer mandate**





- What were / are the goals for your Behavioral Safety process?**
- What measures do you have?**
- How are they used?**



Data Review

- Frequent as Possible**
- Multi Level**
 - **Local Area Teams – weekly**
 - **Central Steering Committees – monthly**
 - **Safety & Leadership – quarterly**
- Strategy is Data-Driven**
 - **Based on Research**
 - **Evaluated and Adjusted**
 - **Add to Tool Kit**
 - **Avoid Wasting Resources**
 - **Avoid Losing Credibility**





- What is a healthy Behavioral Safety process?**
- How do we know if our process is healthy?**



Process Measures



□ What is a healthy Behavioral Safety process?

- Individual observation and feedback
- Individual recognition
- Group goal setting, feedback, and celebration
- Data driven improvement projects
 - λ Steering Committee functioning
 - λ Leadership follow through



Individual Observation & Feedback

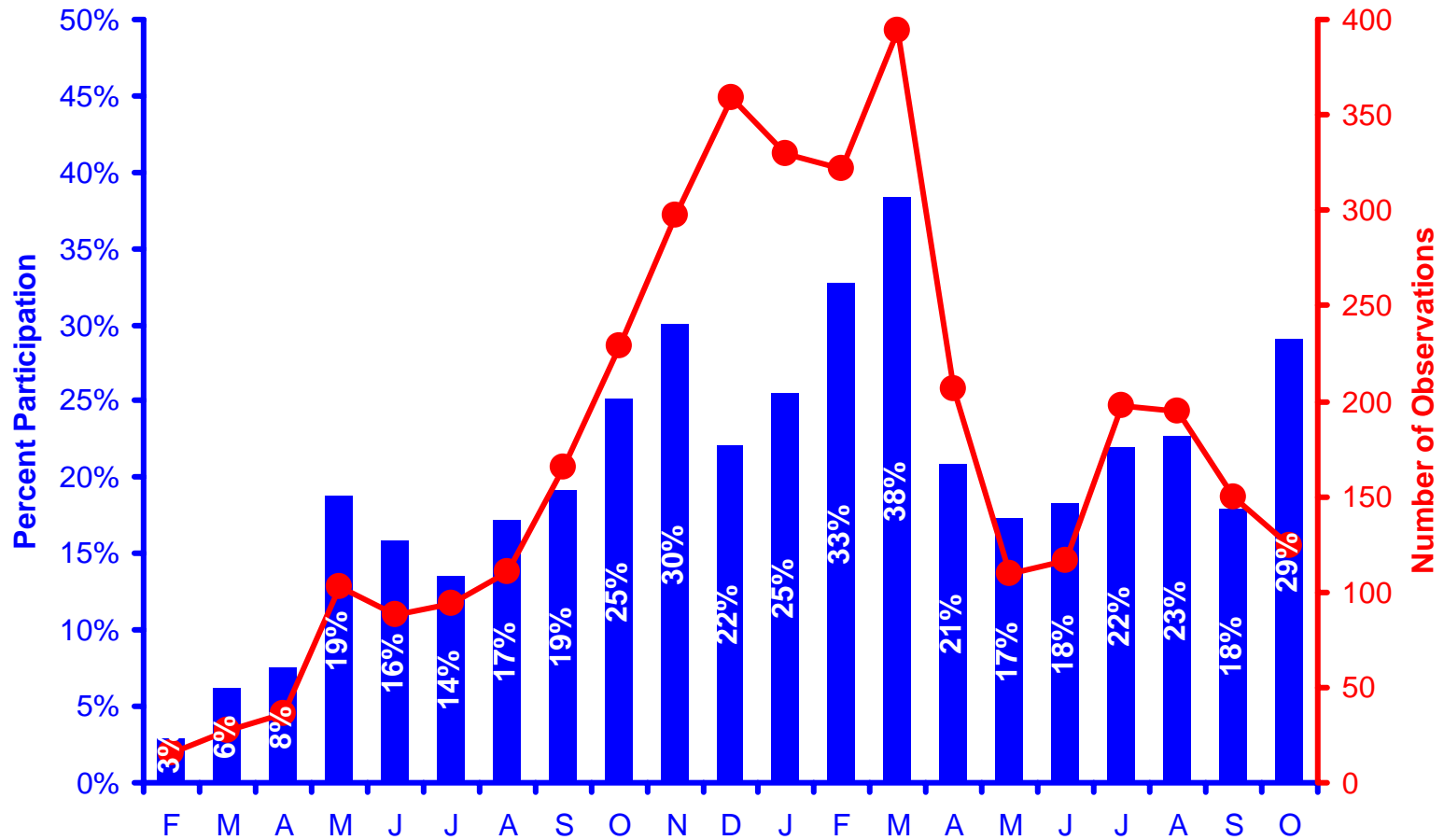


□ Recommended Measures:

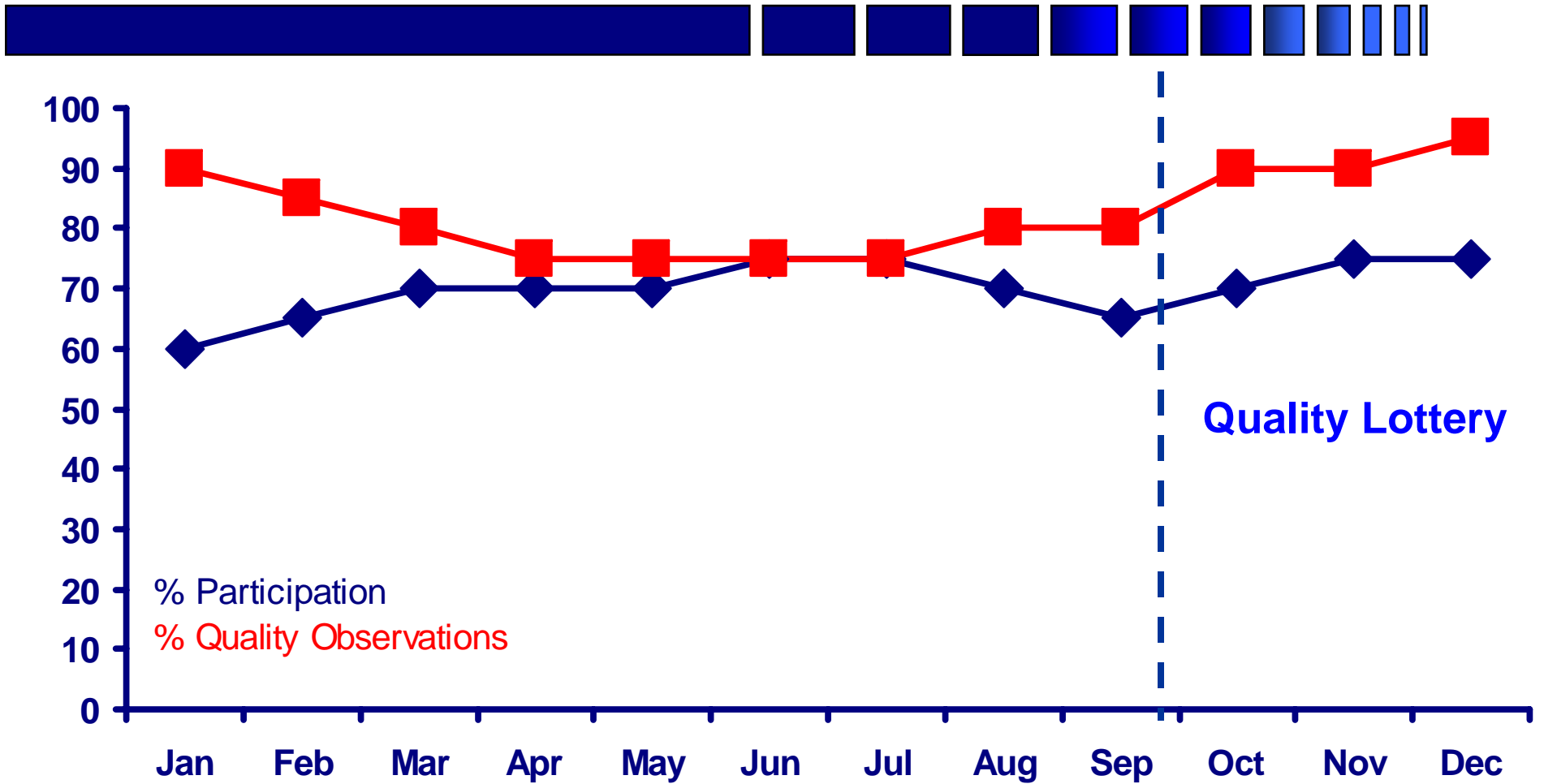
- Number of employees trained as observers
- Percent participation
 - λ Employee and leadership
 - λ Each group or area
- Number of observations
- Percent quality observations



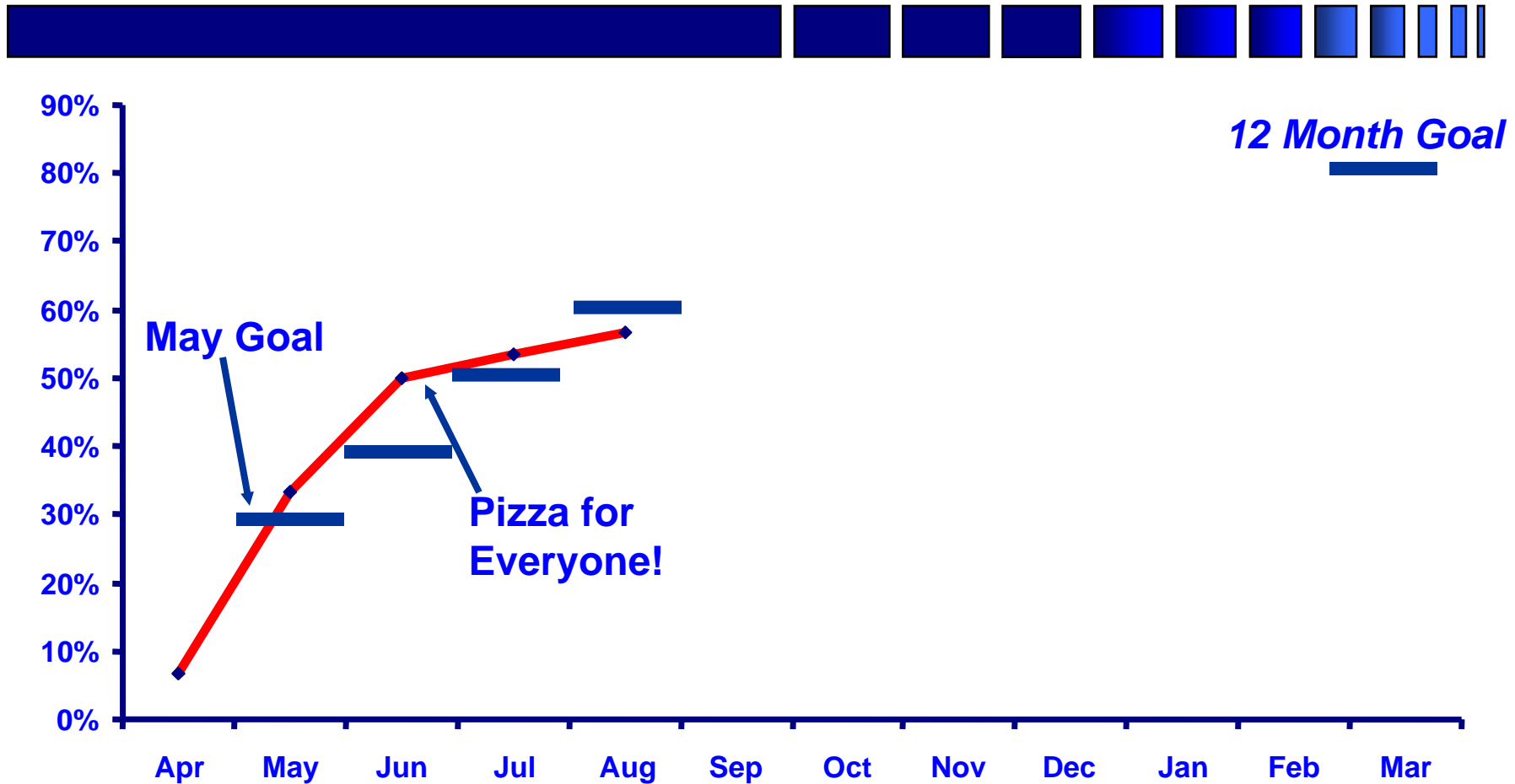
Participations & Number of Observations



Participation & Quality



Participation with Goal Setting



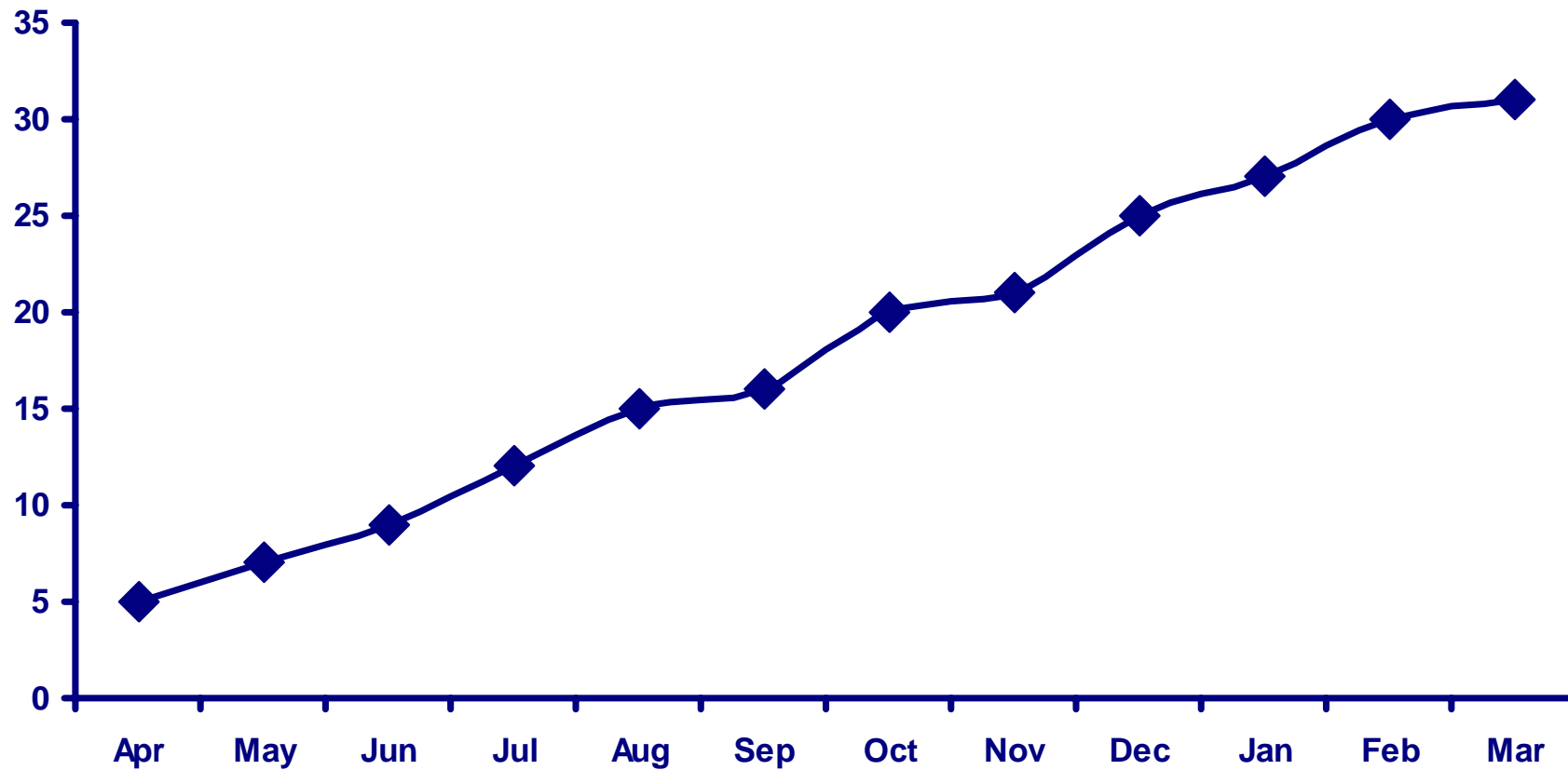
Steering Committee Functioning



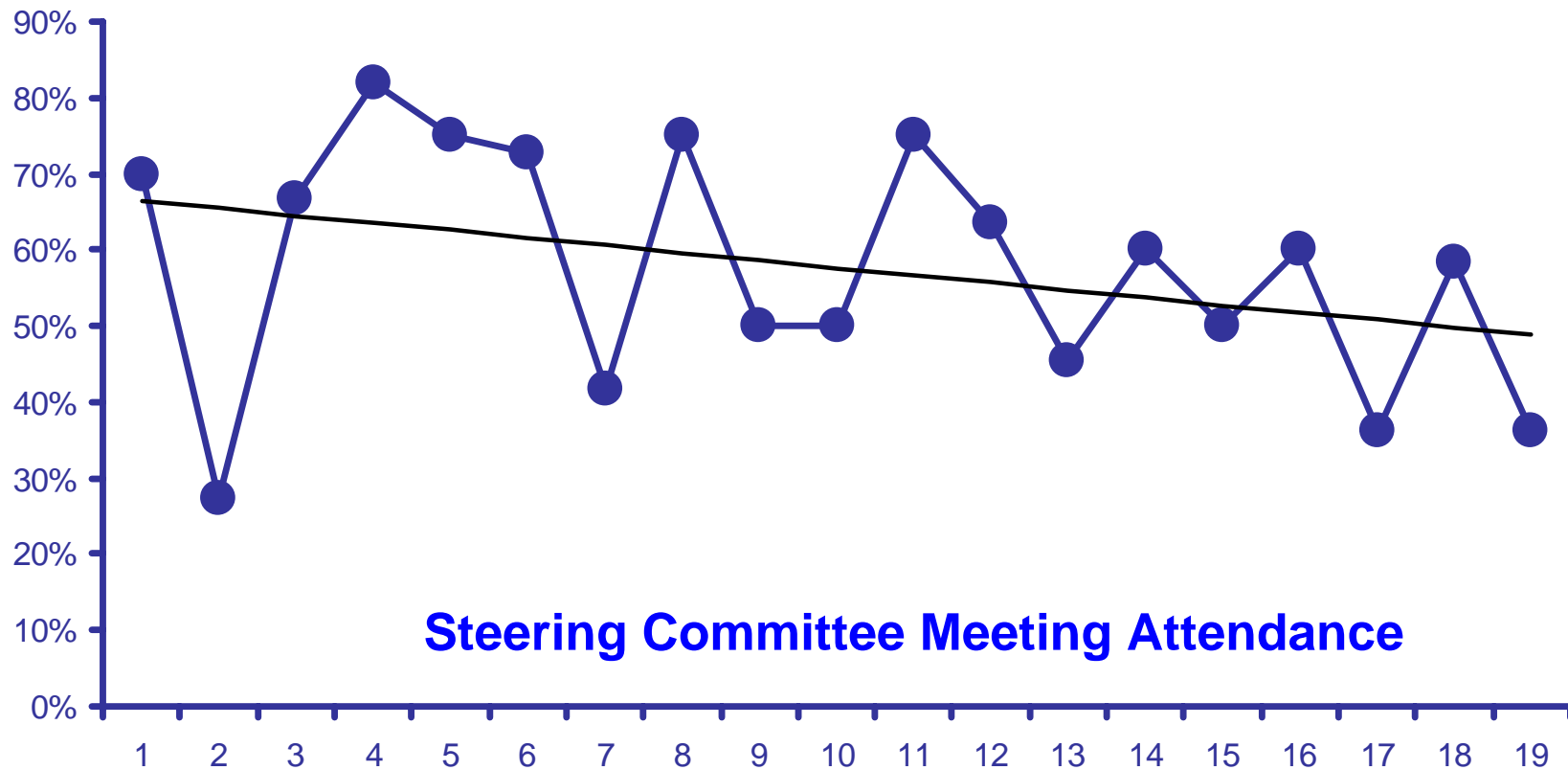
- Communicate to Employees**
- Increases Accountability**
- Provides Recognition**



Cumulative Graph of Actions



Steering Committee Meeting Attendance



Reasons to Measure



- Enhance Process – Process Measures
- Improve Safety – Outcome Measures
- Prevent Injuries – Results Measures



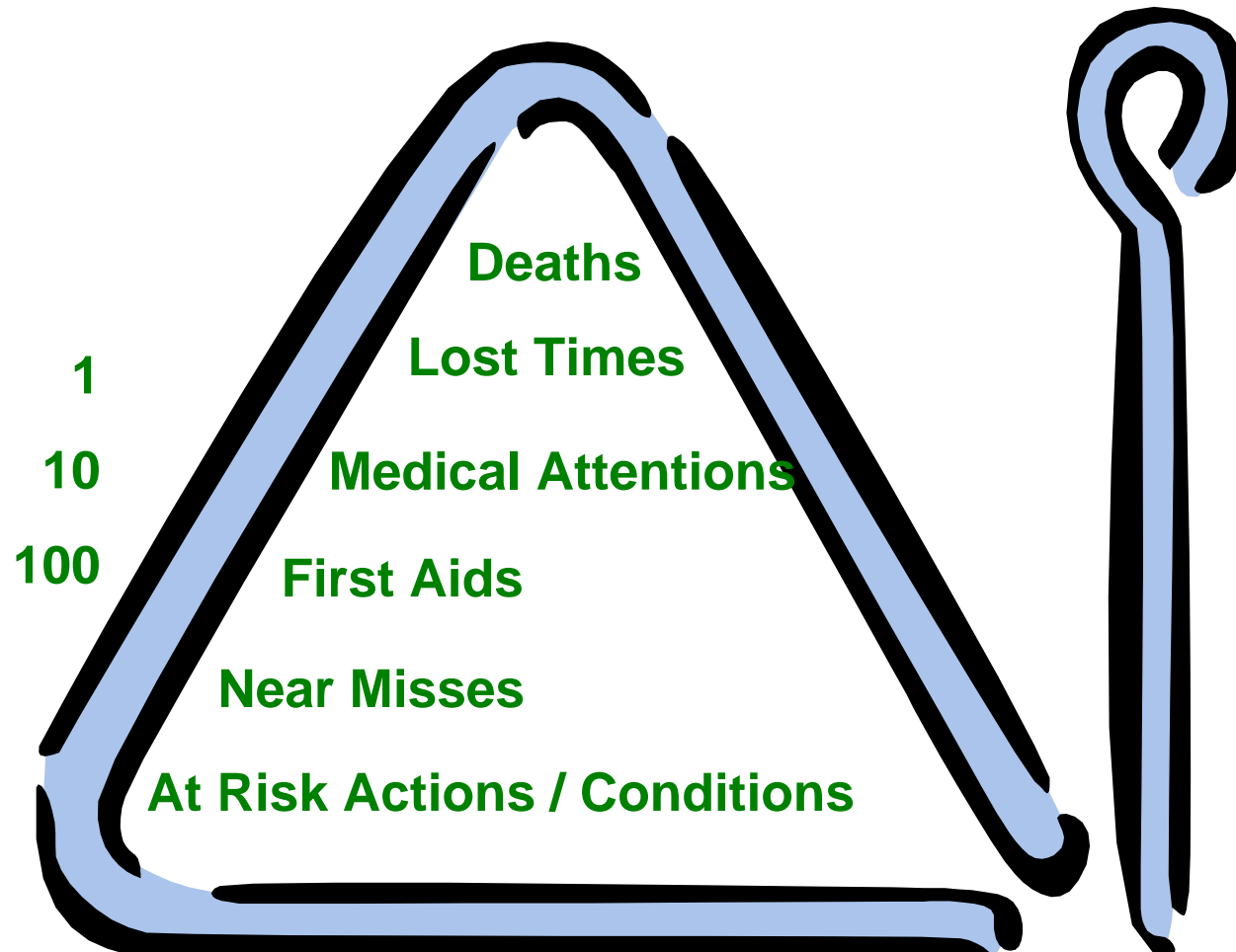
Outcome Measures



- On Track to ultimate Goal?**
- Logic of Process**
 - **Working Safely**
 - **Safe Conditions**
- Definition, Baseline, Target, Time**
- Simple Tracking System**



Logic of Outcome Measures



Employees Working Safely

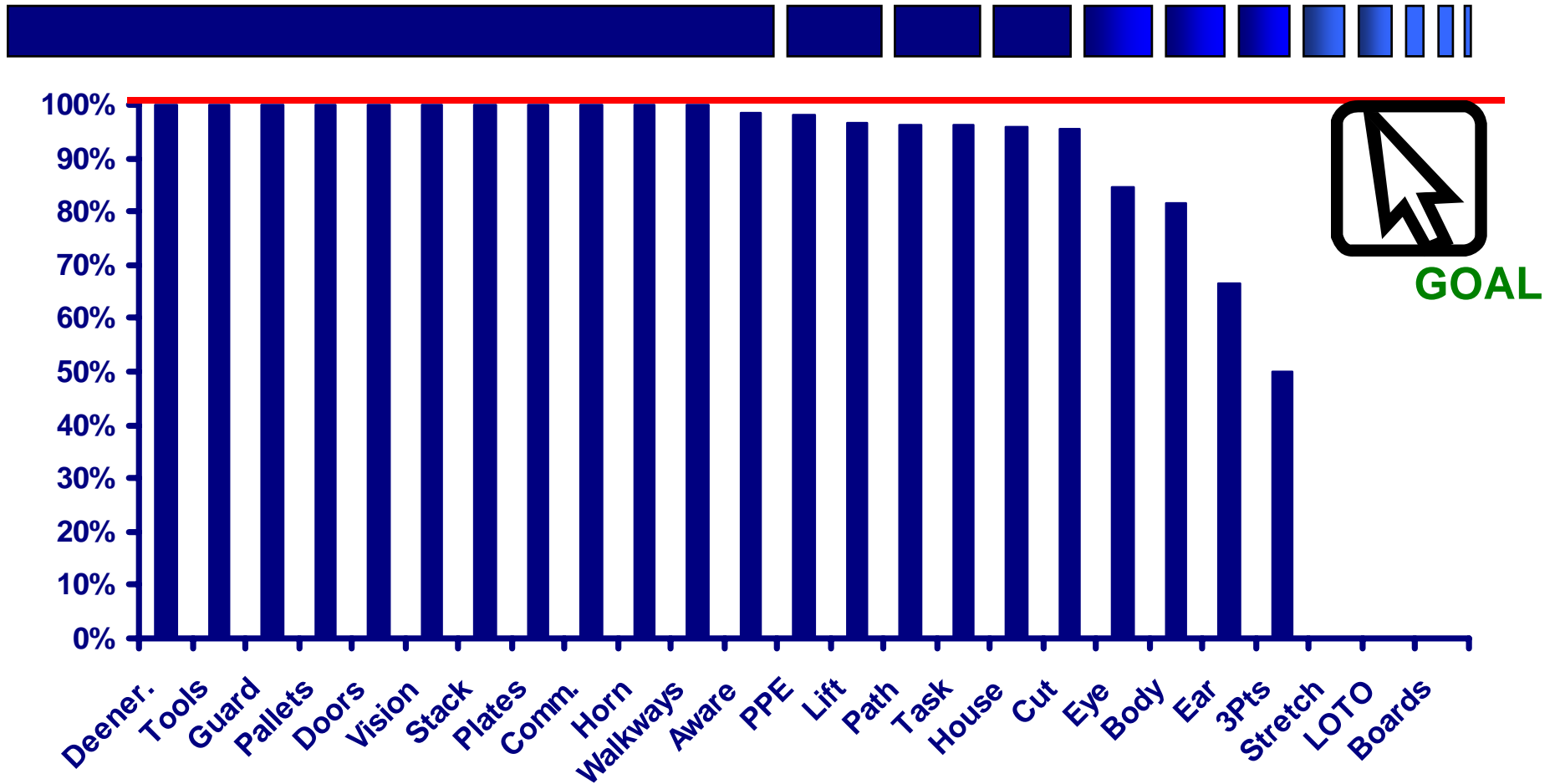


□ Recommended Measures:

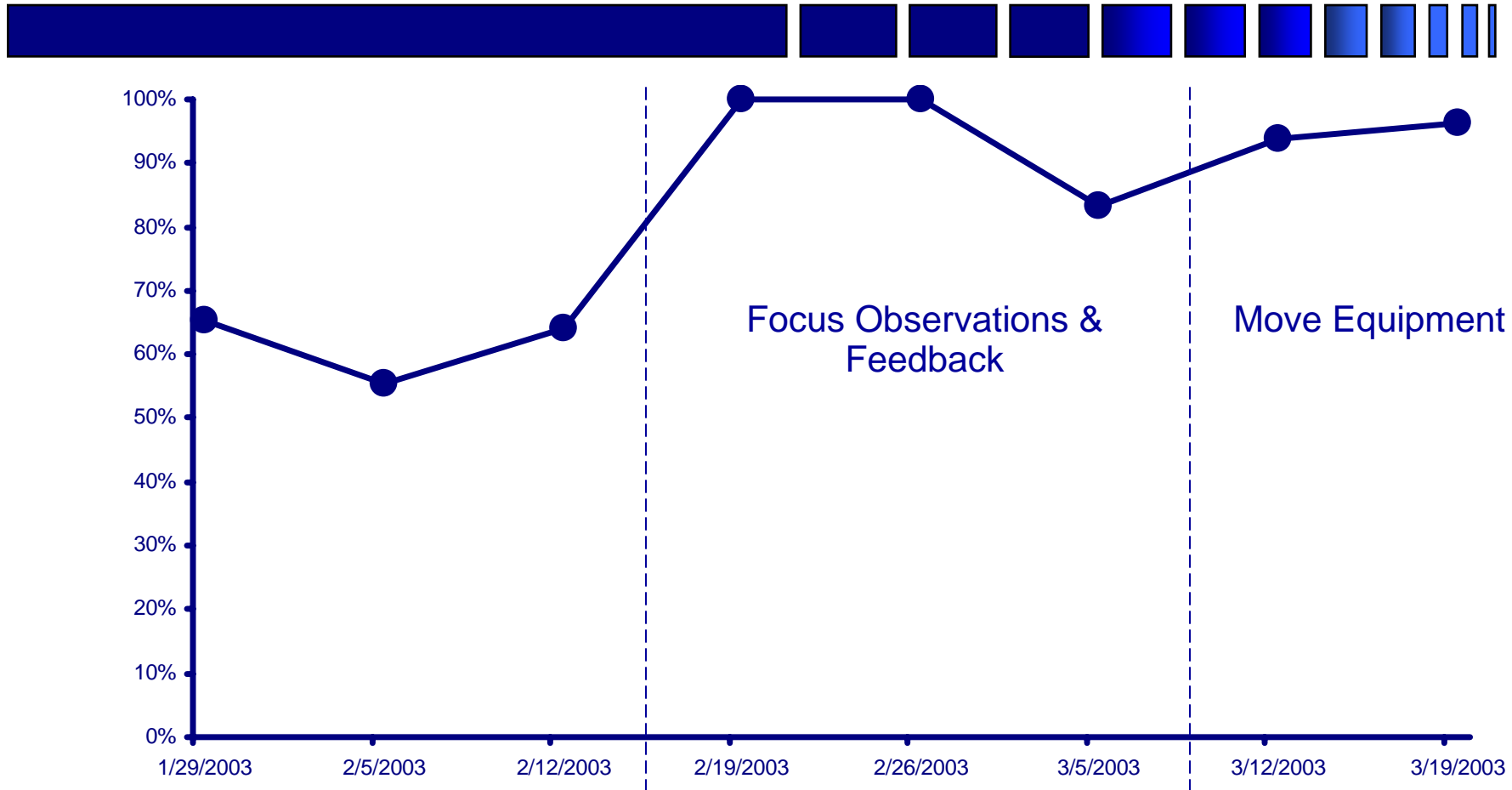
- For each checklist item
 - λ Percent safe each period
 - λ Number of concerns
- For targeted practices
 - λ Percent safe over time



% Safe for Month – All Items



Percent Safe “Line of Fire”



Minimum Recommended Measures



Process

- Percent participation
- Number of observations

Results

- Percent safe
- Number of concerns



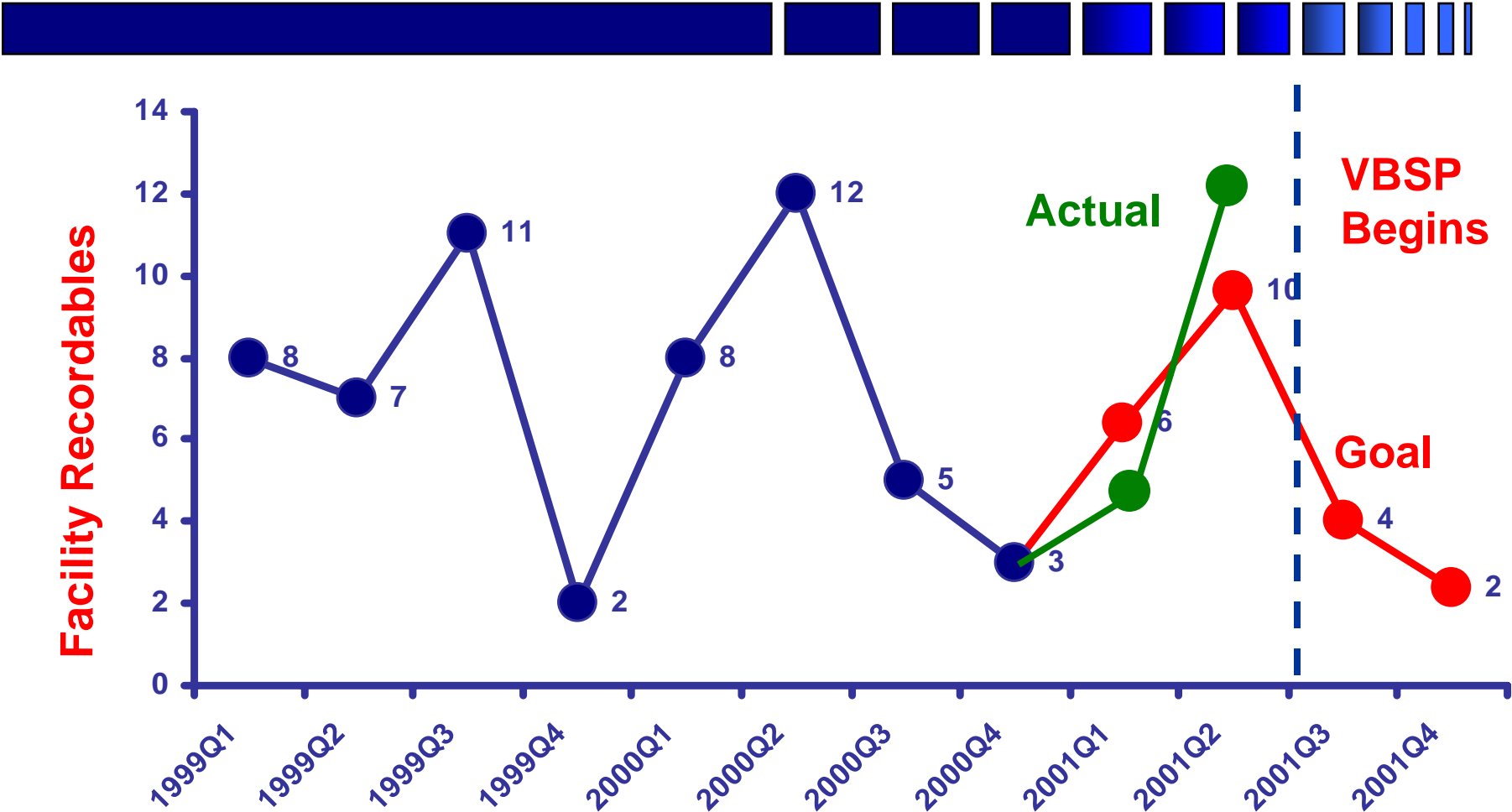
Reasons to Measure



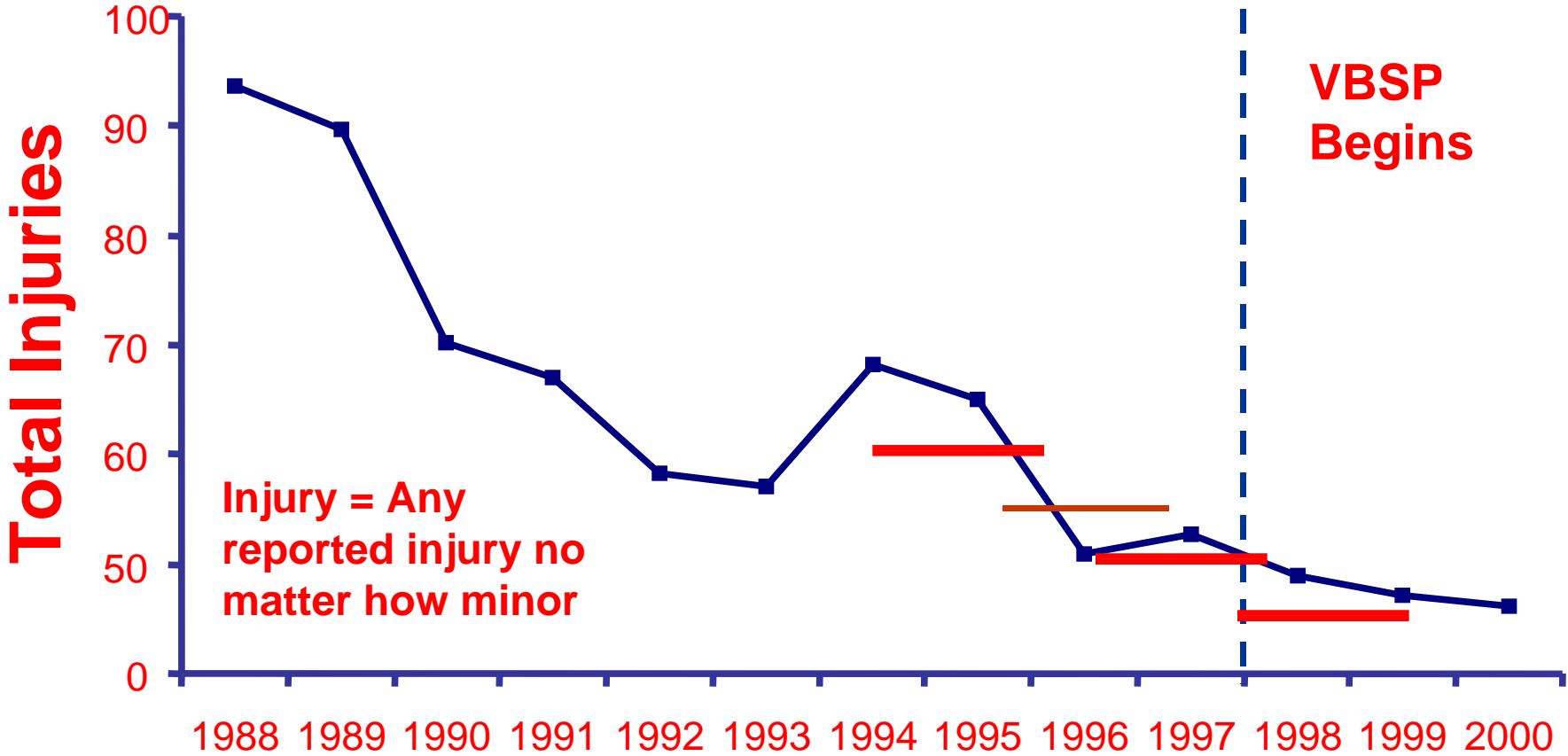
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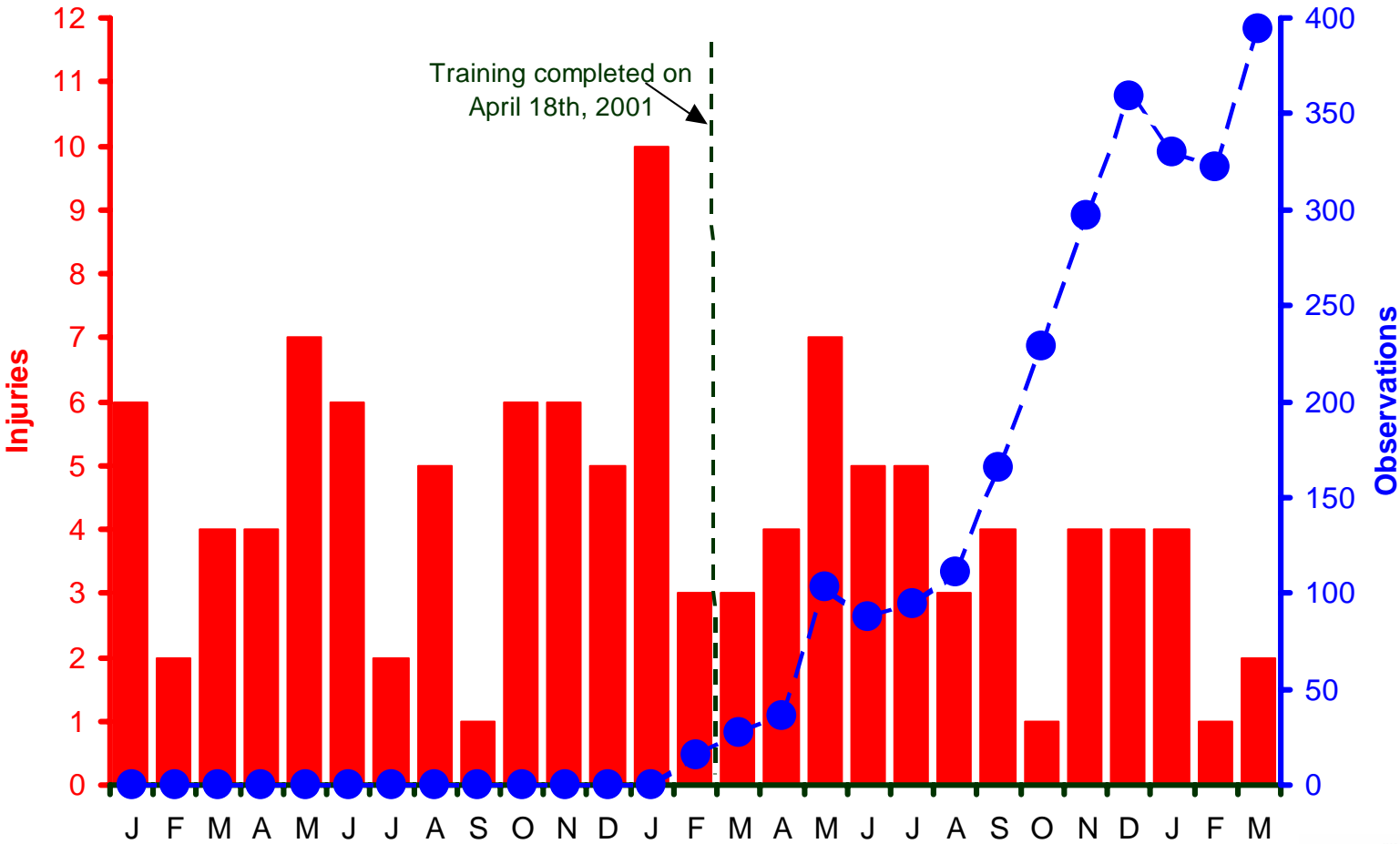
OSHA Recordable Injuries



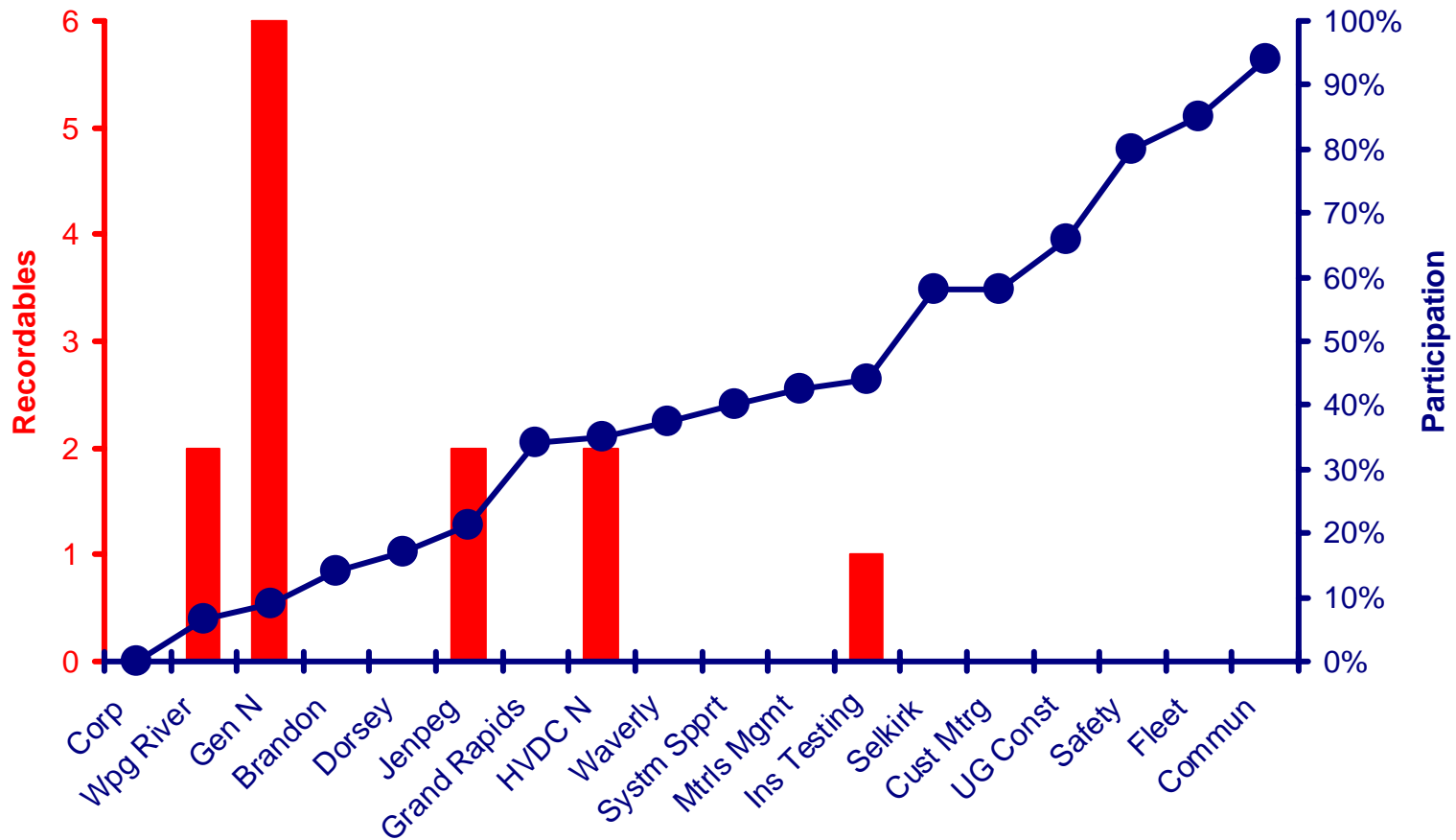
Total Injuries



Injuries & Observations



Injuries and Participation



Using the Measures

Who sees these data?

- Everyone

Who uses these data?

- Employee Steering Committee
- Safety staff
- Local management – the Steering Committee in their area
- Top management – all areas rolled up



Summary

- Based on logic of process**
- Driven by goals**
- Requires planning**
- Best with frequent review**



Contact Information

Grainne Matthews, Ph.D.

Project Manager, Quality Safety Edge

**1526 Hawthorne Street, Houston, Texas
77006-3714**

713 807 1112 Fax: 713 807 1113

Email: grainneam@sprynet.com

Website: www.qualitysafetyedge.com

