WORKPLACE SAFETY AND HUMAN PERFORMANCE

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CONTENT

INTRODUCTION

A condition where nothing goes wrong or the magnitude of things that can go wrong is acceptably small(Erik, 2014)..

"A safe workplace as a sound business" (United States Department of Labor)

SAFETY

"the state in which harm to persons or property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management" (International Civil Aviation Organisation)

Helps businesses to prevent workplace injuries and illnesses, improve compliance with laws and regulations, reduce costs, increase productivity, and enhance overall business operations (OSHA, 2016).

Adoption Of Zero-accident/Incident Targets By Many Organizations

Expectations

- ↓ Work-related accidents
- **0** Fatalities

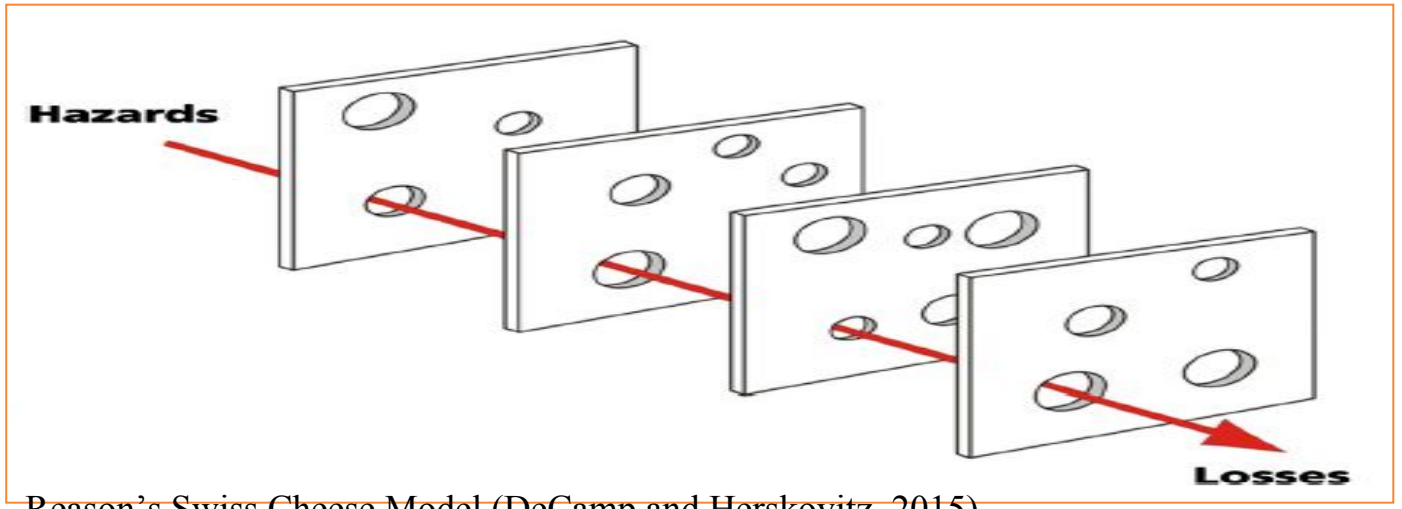
Reality

- **374** million workplace accidents and **2.78** million work-related fatalities yearly around the **world**. (ILO, 2017)
- **238** fatalities in **Nigeria within 3 years**, from 2014 (ILO, 2016).

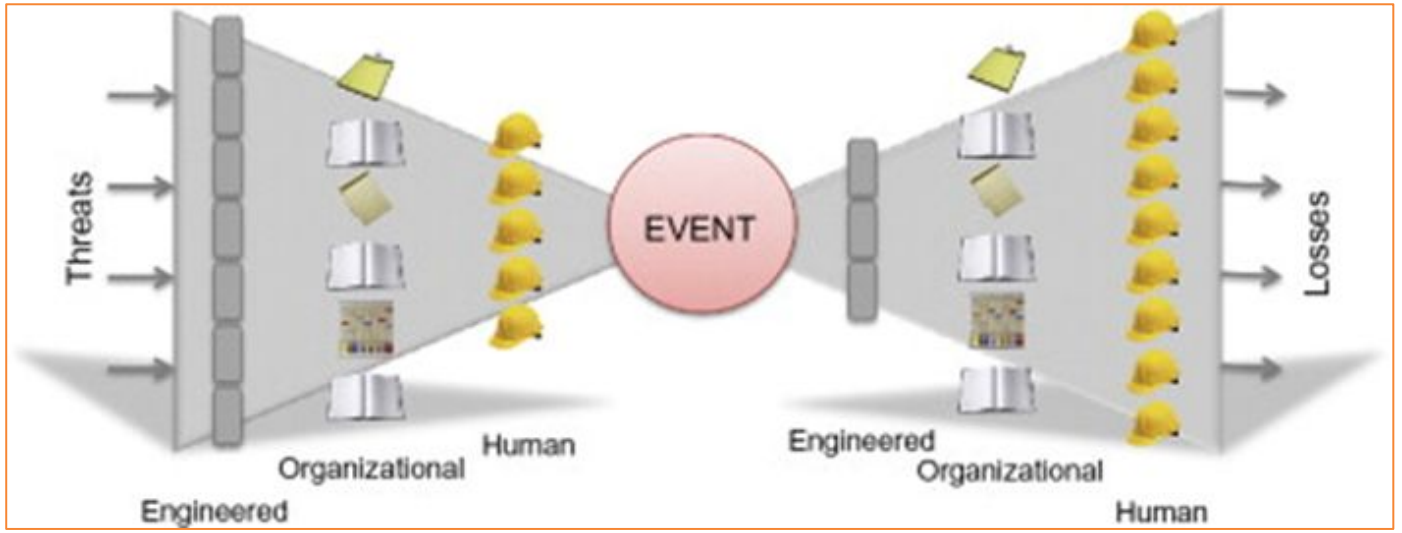
This presentation is industry focused and intended to review the impact of human performance improvement on workplace safety and productivity.

WORKPLACE SAFETY AND ACCIDENT PREVENTION

- A robust workplace safety implies implementation of barriers (passive or active barrier, physical, technical, or human/operational)
- The bow-ties is fundamental in representing layers of defenses.
- Three generic types of controls exist on the bow-tie:
  - Engineered
  - Organizational/Administrative
  - Human controls

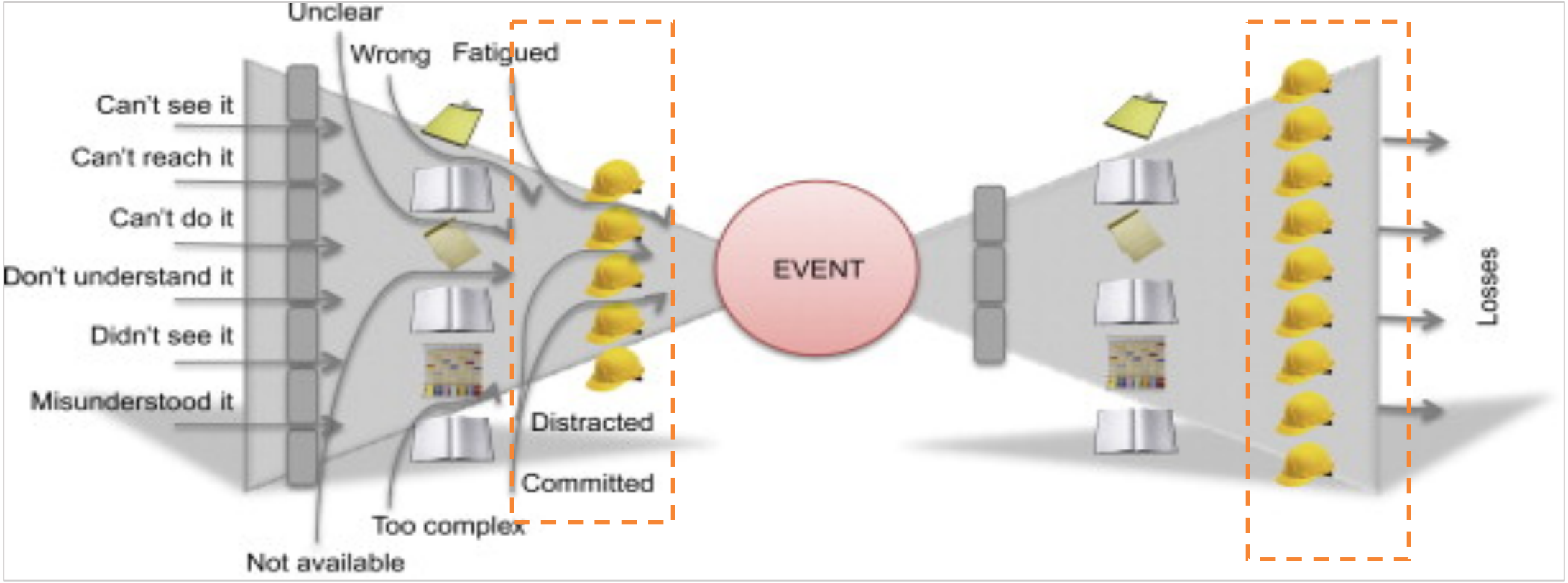


Reason's Swiss Cheese Model (DeCamp and Herskovitz, 2015).



Conceptual bow-tie model (Roland, 2015)

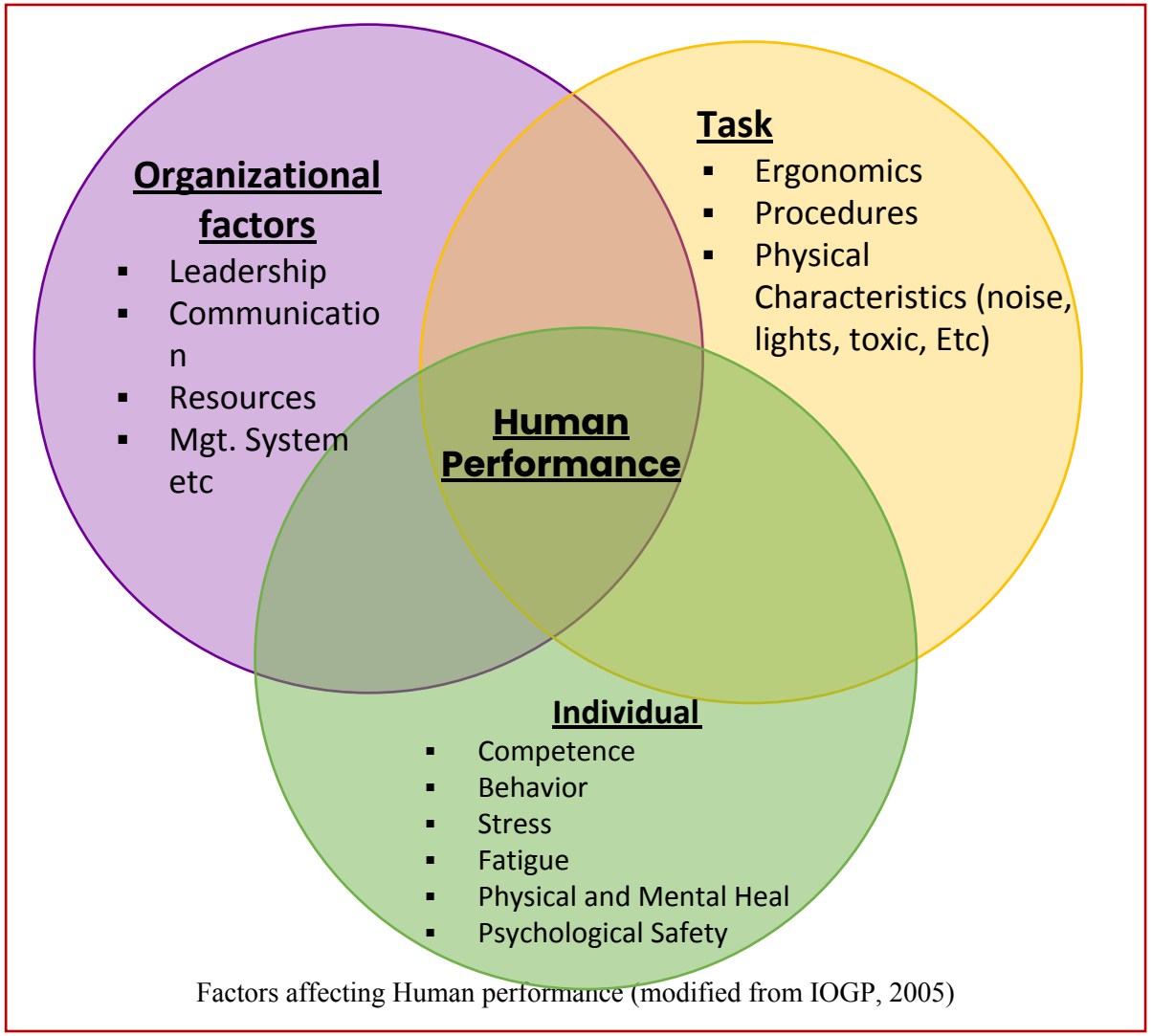
HUMANS AS BARRIERS



- Human barrier ensures work is performed by people who are trained, competent and experienced.
- Human beings are indispensable in maintaining safety barriers and controls. They have what it takes, and in most situations, they do “save the day”.
- Humans are prone to errors – skill based or mistakes; Therefore, Human factors can defeat all three types of control.

HUMAN PERFORMANCE

Human performance is the way people, culture, equipment, work systems and processes interact as a system.



Factors affecting Human performance (modified from IOGP, 2005)

- Humans do make mistakes.
- People's actions are rarely malicious
- Human Performance Improvement aim to proactively reduce the seriousness and frequency of human failure.

HUMAN PERFORMANCE PRINCIPLES

1 **ERROR IS NORMAL**
- People are fallible, even the best of humans make mistakes.
- Understanding how mistakes happen can help organizations avert or cope with them.

2 **BLAMES FIXES NOTHING**
- People's actions are rarely malicious they are usually well-meaning to get the job done
- Organizations can predict, prevent and can manage error-likely situations before they occur

3 **CONTEXT DRIVES BEHAVIOR**
- Majority of the errors associated with incidents stem from latent conditions
- Organizations influence their systems and people; context drives behavior.

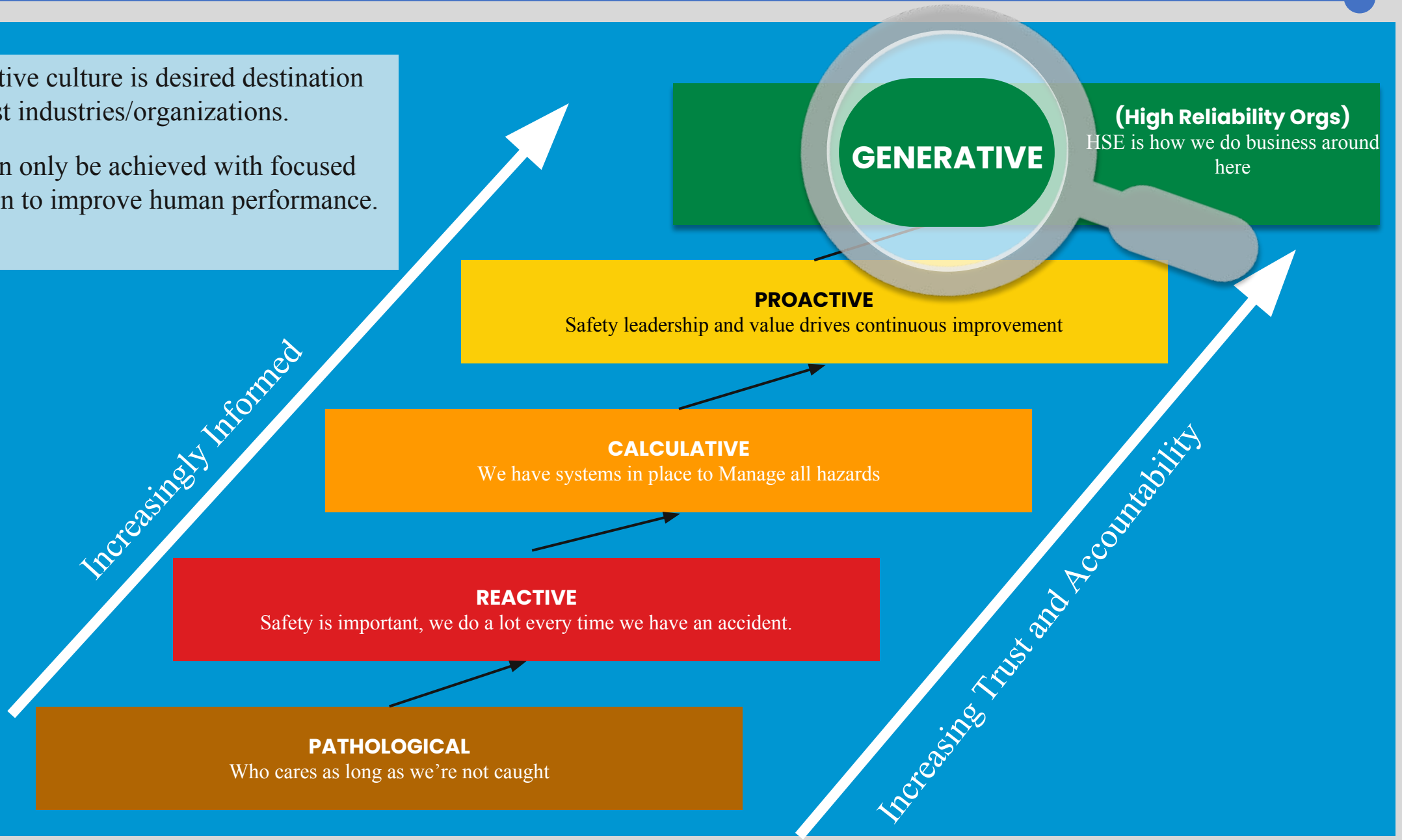
4 **LEARNING IS VITAL**
- A strong safety culture is a learning culture
- Organization learns from its mistakes and make necessary changes

5 **HOW LEADERS RESPOND MATTERS**
- Leaders help shape the conditions that influence what people do
- People who feel valued are more engaged

Organizations are increasingly adopting human performance improvement as operating philosophy

SAFETY CULTURE LADDER

- Generative culture is desired destination for most industries/organizations.
- This can only be achieved with focused attention to improve human performance.



WHAT KIND OF LEADER ARE YOU

WHO IS A SAFETY LEADER

A Safety Leader…

- Demonstrates **respect and care** for people **including contractors.**
- Demonstrates **vulnerability**, acknowledging he/she do not always have the answers, and is **genuinely curious**.
- Is an active **partner to contractors**, creating a strong **leadership coalition and a common language** for safety and collaboration.
- Opens up **honest dialogue**, surfacing (rather than glossing over) operational issues, **dilemmas, and weak signals.**
- Is meticulous about **doing what he/she say** and **insists** on standards being met.
- Actively seek & welcome **feedback & coaching from others**, while also **offering coaching**.
- Actively **find, acknowledge and reward** good safety behaviour **at all levels** and champion **positive role models.**
- Is **visible** from the office to the front line, **listening, engaging** and committing to take personal action, including with people in **out-of-sight locations**

RECOMMENDATION FOR LEADERS

01 Promote an immediate positive reinforcement for the desired behavior and outcome.

02 Be more receptive to bad news with the intent of understanding the latent system failures.

03 Recognize that people who feel valued are more engaged; they are the masters of their job and the key to solutions

04 Consider the “Come and tell me, we’ll fix it” approach

05 Develop the “Fix the mistakes and not the individual” mindset to resolving issues

CONCLUSION

Leaders have the potential to influence and can make decisions to change and improve systems, procedures, and tasks to be more resistant to error, especially if they have the support and trust of the workforce.

Human performance improvement makes it harder for people to make mistakes and easier to be successful; it recognizes that the people are the masters of their job and the key to solutions.

When successfully implemented by organizations, human performance improvement promotes employee productivity, profitable business, and a maximized workplace safety.

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