



# *5 TIPS FOR IMPACTFUL Safety Observations*

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Turning unsafe behavior into  
dependable, safe routines

Our presentation begins soon





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Turning unsafe behavior into  
dependable, safe routines

ICW Group Risk Management



# Today's presenter

**Rafael Cruz**

*Risk Management Consultant*

*ICW Group*



# Traditional efforts focus on conditions

## ACCIDENT CAUSES

Organizational

35%

Unsafe  
Conditions

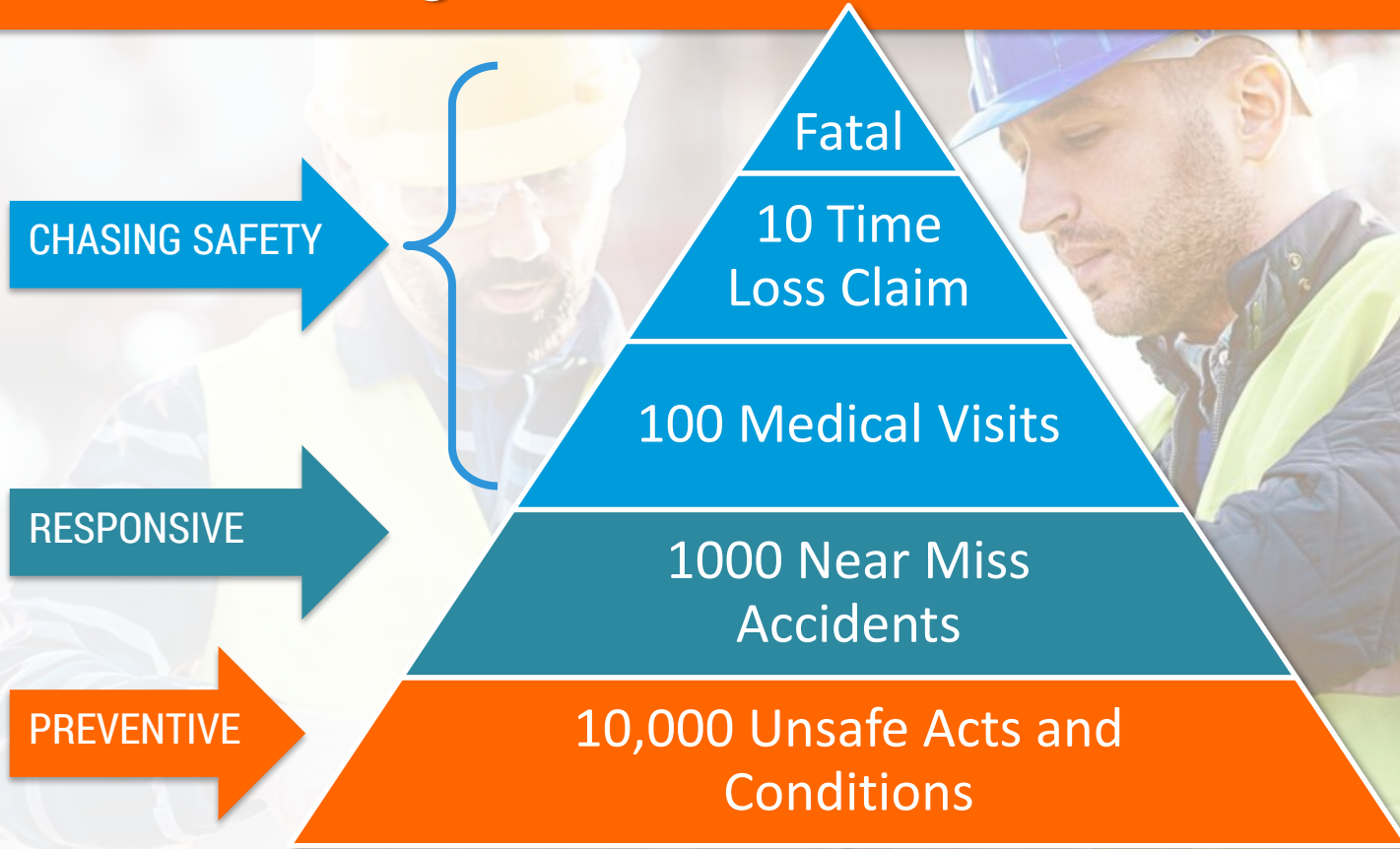
70%

Unsafe Acts

95%

Unsafe  
Behaviors  
Cause  
Accidents!

# The Accident Triangle



# The Accident Triangle

**Unsafe Behaviors  
are foundational  
and controllable!**

PREVENTIVE



# Supervisor's Safety Role

Control  
Unsafe  
Conditions

Inspections  
Correct conditions



Employee observations  
Meaningful feedback

Control  
Unsafe  
Acts

Provide  
Job Skill  
Training

Task completion  
Safety, quality, productivity



Motivate  
Employees



Incentive-deterrent strategy  
Consistent, fair, equitable

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Incentive-deterrent strategy  
Consistent, fair, equitable

Motivate  
Employees





# Today's Topics

- The Importance of Observations
- Conducting Observations
- Changing Behaviors
- 5 Tips to Increase Impact
- Getting Started!



# The Importance of Observations

Focusing on behaviors



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# Observations Focus on Behaviors



# Observations Focus on Behaviors

Safety  
Observation

Controlling  
behaviors  
Base foundation  
of Triangle

Process

Preparation  
Tell or not to tell  
Performing  
observations

Feedback

Need for  
feedback  
BIT of  
information

# Observations Focus on Foundation





# Conducting Observations

Step-by-Step Guidelines for Observing Workers



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# Observations Focus on Behaviors



# PLAN for Observations

- **Prepare:** for observing
- **Learn:** what's needed and train supervisor
- **Act:** complete the observation
- **Note:** success and identify what needs correction





# PLAN for Observations

Prepare:

- **WHO** to observe
- **WHAT** to look for
- **WHEN** in schedule
- **TELL** or **NOT TO TELL**



# To Tell or Not?

- **Tell:**
  - Evaluating they know how
- **Don't Tell:**
  - Completing informed safety observation
  - Evaluating performance

*In all cases, always provide feedback!*



# Incidental Observations

- Part of other work activities
- Short observations & feedback sessions

WHO?



All Workers  
Life Changes  
Motivation

WHAT?



High Hazard  
Recent Accidents  
Defects

WHEN?



Point A to B  
Morning/Late Shift  
After Breaks

# Deliberate Observations

- More planning & foresight
- Separate time set aside

WHO?



Accident Repeaters  
New Hires  
Job Changes

WHAT?



New Tasks  
High Defect Rate  
Interruptions

WHEN?



Unexpected Work Stoppage  
Task Being Performed  
First Week

# Observation Timing

## Determining Frequency

- New hires - 3 in first month
- Existing employees - 1 per month
- New process



*Timing is everything!*



# Changing Behaviors

Providing Feedback after Observations



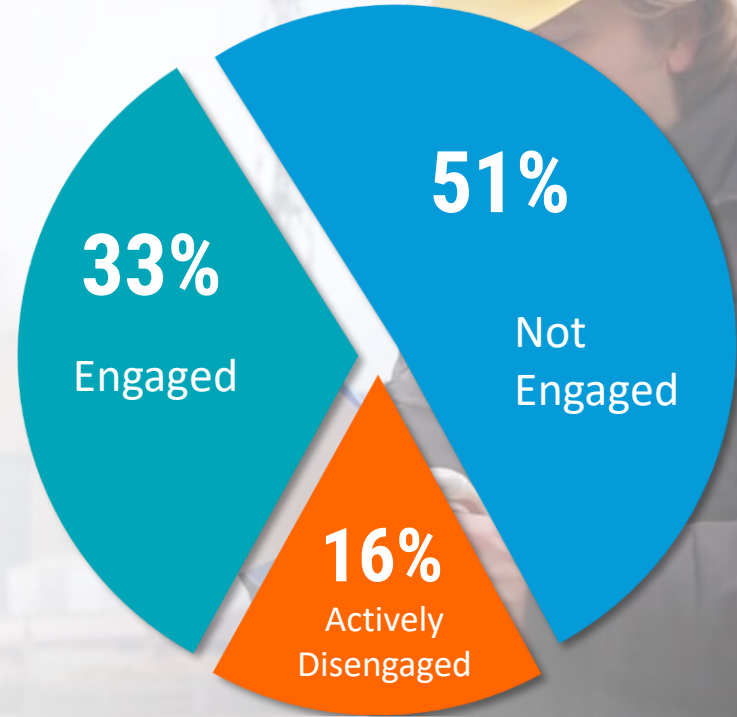
# Observations Focus on Behaviors



# Feedback Helps Engagement

# 65%

Percent of workers  
wanting more feedback





# Engaged Employees Incur Less Costs



Companies with highly engaged workforce have...

50%

fewer  
accidents

41%

fewer quality  
defects

# BIT of Information – 3 Steps to Feedback



Tell employee you completed safety observation!

**B**

## **Behavior**

Make sure employee understands the positive or negative behavior observed

**I**

## **Impact**

Link impact to personal level, unit level, plant level and corporate level

**T**

## **Tomorrow**

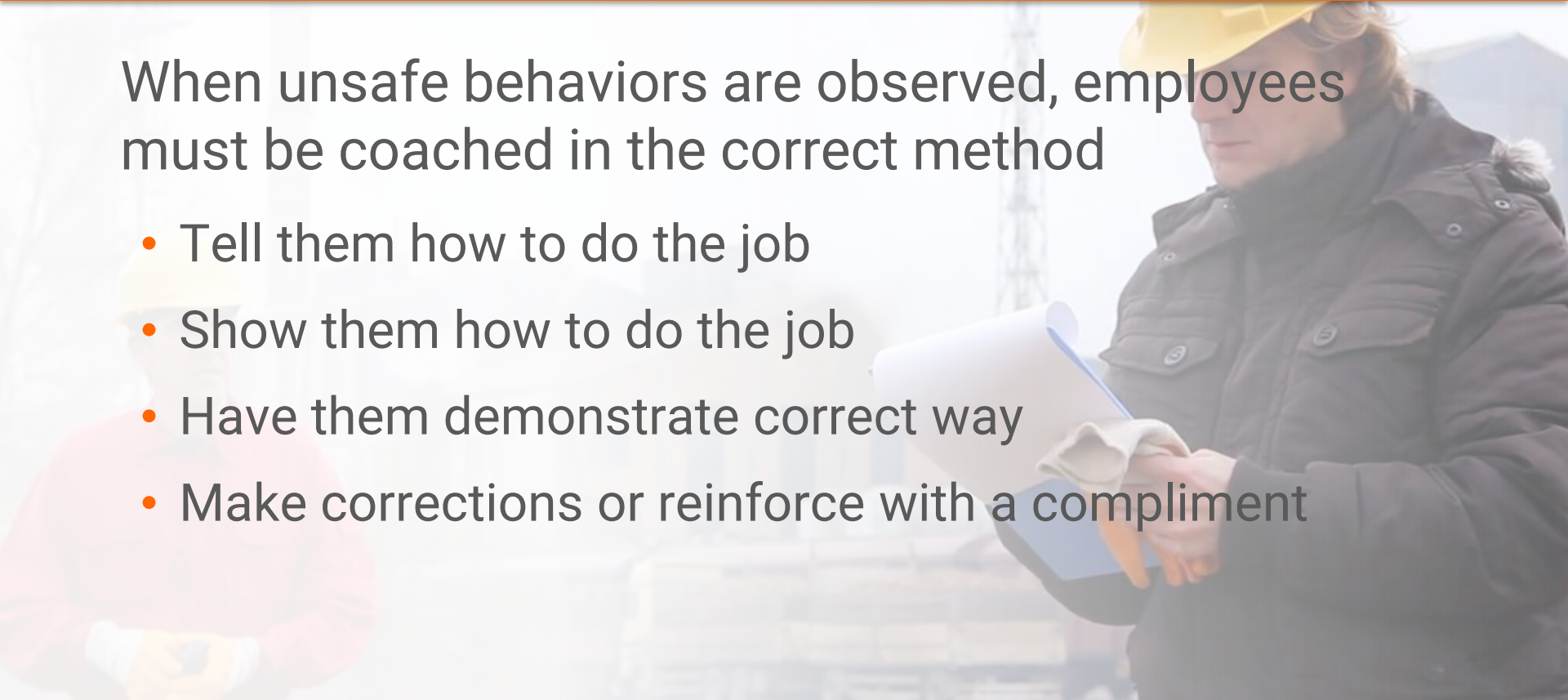
What actions do you expect employee to complete tomorrow and on

*Focus on behavior – Define Impact – Reinforce for tomorrow*

# Correcting Unsafe Behavior

When unsafe behaviors are observed, employees must be coached in the correct method

- Tell them how to do the job
- Show them how to do the job
- Have them demonstrate correct way
- Make corrections or reinforce with a compliment

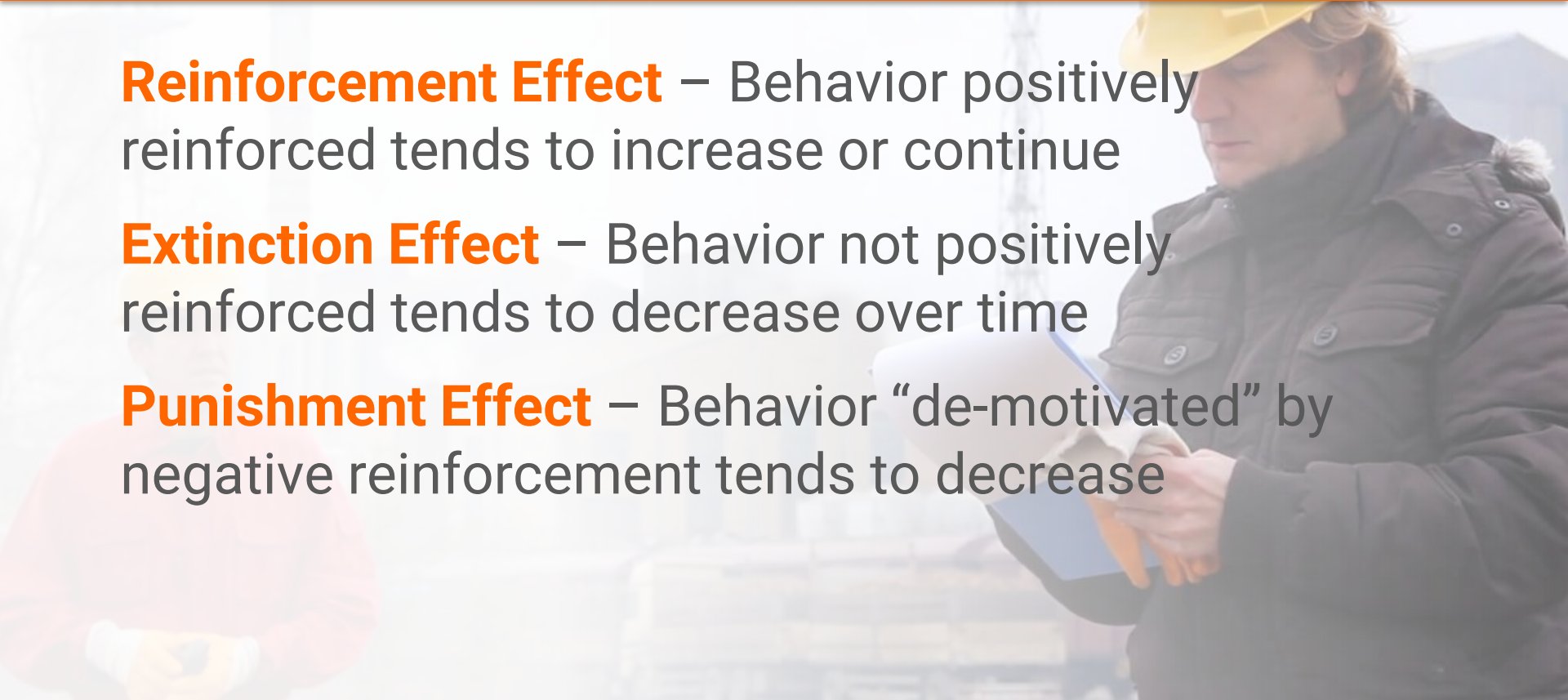


# Give Positive Feedback

**Reinforcement Effect** – Behavior positively reinforced tends to increase or continue

**Extinction Effect** – Behavior not positively reinforced tends to decrease over time

**Punishment Effect** – Behavior “de-motivated” by negative reinforcement tends to decrease





**5 TIPS** For More Impactful SAFETY OBSERVATIONS

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**01 PRE-PLAN**  
Decide who, what and when you'll observe, type of observation (incidental or deliberate), if you'll announce, and what you'll look for.

**02 WATCH**  
Observe to discover, "can they do their job safely," identify anything that concerns you, and if new habits are needed.

**03 ASK**  
Determine why a safety precaution wasn't taken to gain insights into the type of behavior change and employee motivation needed.

**04 ENGAGE and REINFORCE**  
This is about keeping employees safe. Place emphasis on what they're doing right and the behavior change needed to be even safer.

**05 SHOW CONCERN**  
How you phrase feedback is critical. Express concern about their well-being and the possible consequences of unsafe behavior.

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# 5 Tips to Increase Impact

And Make your Observations More Powerful



# 01

## Pre-Plan

- Decide who, what and when you'll observe
- Type of observation (incidental or deliberate)
- If you'll announce
- What you'll look for

**5 TIPS** For More Impactful  
**SAFETY OBSERVATIONS**

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- Observe to discover, “can they do their job safely”
- Identify anything that concerns you
- Decide if new habits are needed

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- Determine why a safety precaution wasn't taken
- Gain insights into the type of behavior change
- Identify employee motivation needed





# 04

## Engage And Reinforce

- It's about keeping employees safe
- Place emphasis on what they're doing right
- Focus change on the critical behavior to keep them safer

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**SAFETY OBSERVATIONS**

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# 05

## Show Concern

- How you phrase feedback is critical
- Express concern about their well-being
- The possible consequences of unsafe behavior

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# Getting Started

Taking the Next Steps



# Where to Begin...

Train  
Supervisors

Select  
Employees

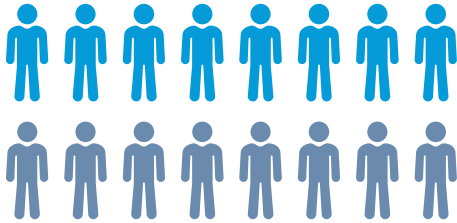
Identify  
Tasks

Observe

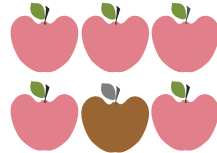
Feedback

# Sell the Benefits!

Understand Staff



Correct Cause  
of Defects



Training  
Effectiveness



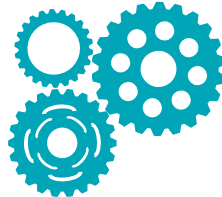
Communicate  
Commitment



Employee Engagement



Identify Quality  
Problems



Acknowledge  
Performance



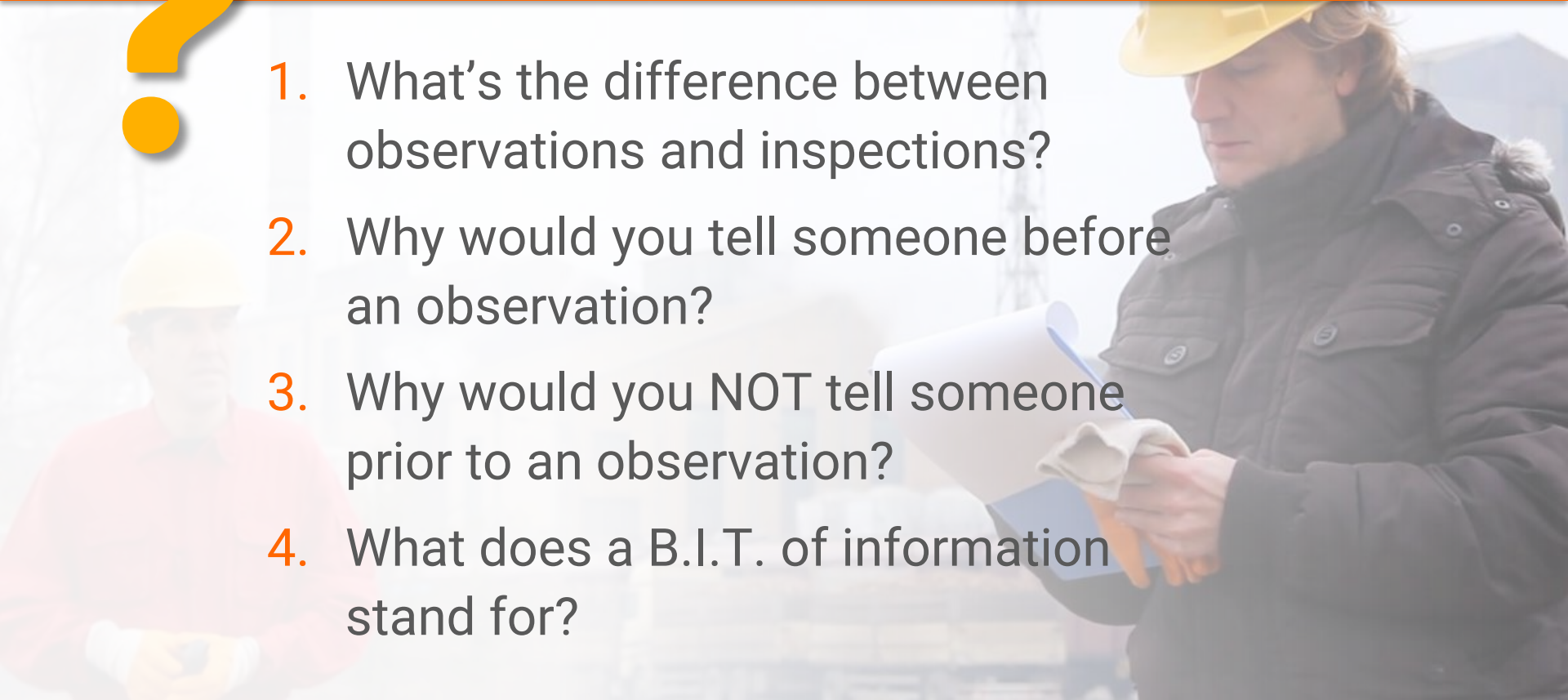
Demonstrate Safety  
Priorities





# Questions

1. What's the difference between observations and inspections?
2. Why would you tell someone before an observation?
3. Why would you NOT tell someone prior to an observation?
4. What does a B.I.T. of information stand for?





# Your Safety Resources

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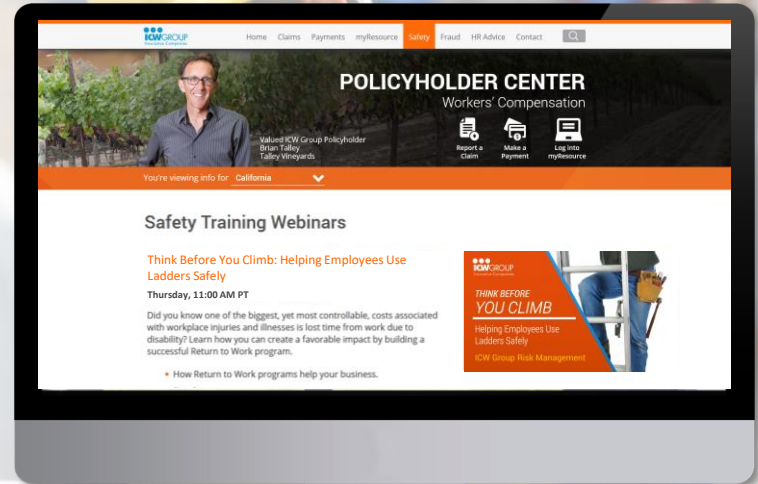
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# ICW Group Policyholder Website!



icwgroup.com/**safety**

- Safety and Risk Management area!
- Safety Webinars
- Observation materials





# ICW Group Policyholder Website!

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**DO "MORE" TO STEP UP YOUR SAFETY PROGRAM**

**STEP UP to make your Observations "MORE"**  
Review entire form. Then, closely observe work conditions, procedures, and equipment.

FACILITIES	ACTION / COMMENTS
1. Entry to work area	
2. Floor surfaces	
3. Work area	

PERSONAL PROTECTIVE EQUIPMENT	ACTION / COMMENTS
4. Eyes & face	
5. Ears & noise level	
6. Hands	
7. Feet	
8. Respiratory	

DESCRIPTION OF OBSERVATIONS

**5 TIPS For More Impactful SAFETY OBSERVATIONS**

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**BE A SAFETY COACH**

- 1 Provide regular feedback.**
  - Don't wait for formal reviews to talk to employees about safety performance or their productivity.
  - Schedule a regular time to meet with each employee, typically between once a week and once a month.
- 2 Address unsafe behaviors and poor work performance when you see it.**
  - Failure to address unsafe or unproductive behaviors perpetuates performance problems and forces other employees to accept or compensate for poor performing team members.
  - Tell employees who are working in an unsafe manner or those who are not meeting expectations.
  - Involve employees of the specific consequences that will arise if there is not improvement in their performance.
- 3 Differentiate employees.**
  - Remember not all employees have the same knowledge, skill or ability or performance level.
  - Provide specific guidance and coaching based on each individual's performance.
  - Recognize that anyone not working safely can create risk for others!
- 4 Recognize safety performers.**
  - Give positive feedback for safe work performance.
  - Recognize talented employees that may encourage others to improve their performance, and make employees working safely feel appreciated for their efforts.
  - Feedback can elevate your workforce to new levels of safety performance and productivity and at the same time, help retain your best staff members.

**PLAN FOR IMPACTFUL SAFETY OBSERVATIONS**

Do your observations make an impact?  
Before you begin, make sure you follow the P.L.A.N. for safety observations!

**P Prepare**  
Prepare before starting. Who will be observed? What are you looking for? When? What type of observation is needed? What are safe behaviors for this job?

**L Learn**  
Learn what's necessary for observation success.  
Ensure supervisor is ready to conduct the observation – with training, task checklists, advice, and guidance.

**A Act**  
Act by conducting the observation. Once you're prepared, it's time to complete the task at hand.

**N Note**  
Note the results for feedback!  
Reinforce safe behaviors, review those that weren't. Ask why to gain insight and motivation. Then, focus on new behaviors.

**P.L.A.N. to Step Up Your Safety Program**

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# QUESTIONS?

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CONTACT US:

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*Thank you!*

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