

Multisite Success with Systematic BBS

A case study

By Byron Chandler and Thomas A. Huntebrinker

WHEN THE SAFETY PERSONNEL at BP's Fabrics & Fibers Business Unit (FFBU) decided to research behavior-based safety processes, the unit's seven locations had progressed from a global total recordable incident rate (TRIR) of more than 5.0 to one of 1.47. However, management and safety personnel realized that the unit—which consisted of five manufacturing plants, a warehousing facility, a transportation department and administrative headquarters including a research and technology lab—had reached a plateau in its efforts to further reduce incidents. After visiting many organizations to study a variety of BBS processes, the unit's leadership decided on an employee-driven process that uses antecedent-behavior-consequence (ABC) analysis for safe behaviors. This analysis consists of identifying antecedents (the existing prompts or cues for behaviors), pinpointing safe and at-risk behaviors, then examining the consequences that currently exist for those behaviors. Both naturally occurring and planned consequences were frequently altered to eliminate punishing aspects of the behavior(s), and/or to introduce a planned positive consequence for meeting measurable performance standards of the behavior(s).

In multisite safety implementations, variable safety results often occur. By planning a consistent training and rollout strategy for all sites, FFBU successfully implemented a uniformly effective corporate safety system. Within two years, the seven locations achieved goal on hundreds of safe behaviors and cut the already-low TRIR rate by 50 percent. Several of the manufacturing plants achieved a currently sustained zero percent incident rate. This detailed case study outlines the steps for implementation, shares lessons learned and describes how to maintain the positive impetus of such an effort.

FFBU: Some Background

"There's never been a process here before that has lasted this long, remained this strong and had such

an impact on our safety record." This is how Darlene Copeland describes the behavior-based safety (BBS) process used by BP's Fabrics & Fibers Business Unit (FFBU). Copeland should know—she's been with the company for 19 years, first as a machine operator and today as the BBS facilitator for the Nashville (GA) Mills plant. The plant is the third of seven FFBU locations to add BBS to its safety program. The effort has been unique in its rollout strategy and for its momentum.

Many organizations run the risk of a slowdown or even burnout when performance strategies are not carefully designed. Employees of this large unit, with international locations and facilities in the U.S., Mexico, Brazil and Europe, have maintained a successful process for two years. They list several key factors for the sustained energy of the BBS process they use: management support, employee ownership and management, leadership at frontline levels, shared learning and positive recognition.

Multisite safety implementations are often unpredictable, because when sites or departments within

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Sample BBS Pinpoints

- Wear safety glasses when in the mill.
- Wear cut-resistant gloves when using a utility knife.
- Use goggles when blowing off with an air hose.
- Use handrails when on the stairs.
- Blow horns at intersections and blind spots.
- Smoke in designated areas.
- Remove jewelry before entering the mill.
- Cut away from yourself when using scissors or a utility knife.
- Fasten the safety latches on all machines.
- Always turn switch “off” on lifttruck before dismounting.
- Store scissors in pouch, not pockets.
- Close file cabinet doors.
- Hold telephone without cradling between head and shoulder.

Case Profiles

A BBS approach often exposes system problems that inhibit or prevent people from performing at optimal safe levels. Following are two such examples.

Location: Hazlehurst plant extrusion department

Problem: Discarded razor blades scattered about the plant.

Most employees have worked in this department for decades and had developed the habit of leaving used razor blades from utility knives (which they use frequently) throughout the plant in dangerous locations—on machinery, on the floor and in wastebaskets. At first, the group decided it needed additional safe disposable receptacles placed closer to the lines to alleviate the problem. This environmental (or antecedent/prompt) adjustment seemed to help a bit, but the group continued to find razor blades on the floor.

Solution

After examining the operation a bit closer, the group discovered another piece of equipment that held razor blades—a cutter bar—was a major cause of blades scattered on the floor. The cutter bar was not holding the blades sufficiently and frequently released them. With a modification in equipment, paired with the emphasis on the behavior of discarding utility knife blades correctly, the group recently hit 30 days with no incorrectly disposed/stray razor blades.

Location: Hazlehurst plant weaving department

Problem: Lifttruck and tractor drivers failing to stop and blow horns at high-traffic areas.

The employees of this large weaving facility could not meet a behavioral pinpoint for the drivers of lifttrucks and tractors to consistently stop and blow vehicle horns at doorways and other high-traffic areas. A close analysis revealed that people were not being stubborn; they were simply confused about the locations at which these behaviors were required. The required stops were located irregularly, meaning that at times drivers were required to stop three times within 50 feet and at other times could go much farther with no required stops.

Solution

The group marked all stops more clearly and vehicle operators received extensive “drive-through” training. Soon, all four shifts had reached habit level on the pinpoint requirements. Managers noted that had they not observed the behaviors of the drivers in trying to solve the problem, they would never have discovered the systemic problems that were impeding maximum safety.

those sites introduce and operate the safety system independently, variability in safety results may follow. FFBU developed a uniformly effective corporate safety system by first creating a project development team that evaluated the BBS processes available, designed the training and rollout plan, then turned over the implementation to the sites (see “Planning” sidebar on pg. 37). FFBU also strongly emphasized the use of BBS as a true corporate value and created a strong communication network between facilities. The central consistency of the unit’s process was adherence to behavioral methods based on a model called the ABC analysis. Such an analysis consists of discovering antecedents (the existing prompts or cues for behaviors) and specifying safe and at-risk behaviors. Next, the consequences that currently exist for those behaviors are analyzed and the consequences which *should* exist for those behaviors are identified. The three elements (antecedents, behaviors and consequences) are then adjusted accordingly with positive and immediate consequences emphasized as the primary response to observable and maintained safe behavior (Olson and Austin 25).

FFBU specializes in the development and manufacture of woven and nonwoven fabrics composed from polyolefin tapes, yarns and fibers, and provides products for the carpet industry worldwide. The unit’s safety excellence process, which was in place before the introduction of BBS, includes guidelines that express the commitment to safety which led FFBU to investigate BBS. Those guidelines state:

We’ve gone from a global total recordable incidence rate (TRIR) of over 5 in 1993 to 1.47 in 1998. We’ve been able to make this turnaround in safety performance through the active involvement and commitment from our employees in our safety excellence process. While the numbers are dramatically lower, they’re still too high. The “iceberg” theory tells us that for every reported incident, there are dozens of “near misses.” The worldwide goal at BP is simply stated: no accidents, no harm to people, no damage to the environment.

This process already possessed many components of a proactive safety effort, including:

- leadership and accountability;
- risk assessment and management;
- attention to facilities design, operations and maintenance;
- change management;
- incident analysis and prevention;
- measurement and accountability.

The division had done an excellent job of developing categories for addressing these elements, but the categories described general processes, such as “complete training requirements” or “establish documentation.” What BBS brought to the strategy was the next drill-down step of defining the behaviors that activated each process, giving every person at every level a set of actionable job-specific safety accountabilities. For example, when employees completed

the safety training outlined by the safety excellence process, BBS then designated behaviors for each person to observe and measure on a daily basis. It also supplied the tools for feedback and recognition to keep people involved in ongoing safety activities.

According to Phillip Dziubinski, manager of health, safety and environment, management and safety personnel had considered installing a BBS process for years, but were not quite sure whether employees were ready to embrace another safety initiative. "We had worked and reworked the different elements in our safety program," Dziubinski explains. "By 1999 we decided we wanted to take the next step and look into putting a BBS process in place. It is a lot different to install a new initiative at seven sites as opposed to one site as far as planning and resources, so we put together a project development team."

One of the team's first requirements was that the structure of the BBS process would be standardized from site to site across the unit. The team visited and evaluated both BP and non-BP sites that were in various stages of implementing a BBS process. These evaluations provided valuable information regarding implementation factors and comparisons between processes. Use of the development team in this decision-making role also encouraged buy-in from employees at all sites, as each site had representatives on the team. After the site visits, the team decided on a process that fulfilled certain criteria:

- The process used consistent core methods, but was flexible enough to adapt to various environments.
- Employees could easily self-manage the process after training and rollout.
- The process emphasized the positive management, development and recognition of safe behaviors based on the science of applied behavior analysis.

By the first quarter of 2000, the implementation process had begun. Over a period of several months, unit management staggered BBS training to five manufacturing plants, a warehousing facility, a transportation department and administrative headquarters, which also houses a research and technology (R&T) lab. Today, the unit remains on schedule with plans to expand BBS to sites outside of the U.S., most recently to Mexico and Brazil.

Following are strategies that facilitators and managers believe are helpful for implementing an effective BBS process.

Manage the Rollout

- Design systematic and consistent training for every site.**
- Enable an active steering committee and core teams.**

As noted, each group must learn and practice the same fundamentals of behavioral technology, but flexibility is important. The fundamentals include selecting usually no more than three precisely defined safe behaviors at a time (determined primarily with the ABC model) for each core (or site) team, observing those behaviors, scorecarding, graphing and discussing data, then contingent celebration (earned for

Lessons Learned

- More pre-implementation informal communication at the onset of BBS would have been desirable. Employees were asked to participate in the process via e-mail and bulletin board postings, but it may have been more effective to go out and talk about BBS among the departments, and/or at safety meetings prior to the training/kick off. Also, the role of the core team members (to attend weekly meetings and act as liaisons to the BBS champions) should have been communicated more explicitly upfront. Had that been the case, more employees may have signed up as core team members. Not supplying enough detail about the process initially may have caused employees to hesitate about volunteering because they were unsure of the requirements involved.

- BBS facilitators who worked full time on the implementation were to transition to part-time facilitators once the process was implemented, allowing BBS champions and core team members to take on many responsibilities of running the process. Most sites struggled with this transitioning of duties. The transition may have been smoother had the champions and core team members taken (or been given) a more active role from the onset. This could have been accomplished with more one-on-one training of those who filled these roles. The ultimate scenario would be for each area to have its champion serving as the "go to" with questions, suggestions and concerns rather than the site facilitator.

- Clear, upfront communication of the management/supervisory role is key during the initial training sessions. During BBS training, most managers completed lists of behaviors and indices of how they would measure and collect data on their individual roles in the safety process. However, their follow-up participation was not 100 percent. All management indices must be completed, and all management/supervision must understand the requirements and criticality of their support. Since it is the responsibility of the managers/supervisors to recognize the BBS efforts of the champions and core team members, indices should include specific accountabilities for recognizing the people in those roles since they play such a pivotal part in the BBS process in their areas.

- A few people have not wanted anything to do with BBS; for a while, some sites tried to "spoon feed" them. In retrospect, this may have reinforced their behavior (or lack thereof) by providing them with extra attention. The best approach, as was recommended early on by the BBS consultant, is to concentrate efforts on the many people who are involved and who support the process. A few nonparticipants may remain, but their numbers dwindle as they observe the positive experiences of participants.

- Select a consultant that matches the culture of the workforce. For example, the consultant who worked directly with three of the FFBU manufacturing sites was from the same geographical region and could "speak their language." A mismatch in this selection could damage process acceptance before it gets started.

achieving pre-established criteria), recognition and reward. Employees randomly and regularly observe the safe behaviors through self-observation and/or peer-to-peer observations. Then they mark daily scorecards indicating yes, no or N/A (not able) to perform the behavior. The observations, which are turned in at the end of each day, are anonymous with one exception. If an N/A is checked, workers are encouraged to offer an explanation so that any barriers to safety which are beyond the employee's control can be quickly removed.

Each site has a steering committee that meets at least monthly and a core safety team made up of volunteer employees who meet weekly. Core team members assist the BBS champions and may choose to serve as observers and data collectors. These

Recommendations for BBS Staffing

•Temporary full-time facilitator to transition to network communications

source. Assign a full-time facilitator on a temporary basis for the implementation. Each site assigned a person full time to facilitate the implementation phase. The full-time facilitator provides focus and demonstrates commitment to the new process. This assignment lasts for six to eight months, with the role transitioning to a 20 to 25 percent FTE after implementation. At that time, the BBS champions and core team members for each site take over primary maintenance of the process. Facilitators continue in the role of communications/network sources, meeting quarterly to share successes, discuss challenges and suggest overall best practice policies.

•**Core team members:** Recruit enthusiastic employees from each workgroup to serve on the core teams. The people who become members of the original core teams should be the people who express and demonstrate a sincere interest in the safety process. Core team members need to be the type of individuals who sign up voluntarily and who always look for opportunities to participate. Core team members should be the people who are natural leaders in their work groups who will go the extra step to ensure BBS gets off to a great start. For this reason, communicate clearly that being a member of a core team requires active participation, not simply attendance at a weekly meeting. These members also assist the core team members who serve as BBS champions and data collectors.

•**BBS champions and data collectors:** Inform champions and data collectors of added responsibilities. In addition to being core team members, these people must drive the BBS process in their areas by relaying information to all team members (those employees in each workgroup who are not members of the core team), posting graphs daily, providing feedback and providing encouragement to *all* work group members. The people selected for these two key roles need to be aware of the time it will require up front. BBS champions also attend monthly steering committee meetings.

•**Steering committee members:** Emphasize management support, participation and followup that include attending monthly (weekly when necessary) steering committee meetings. Committee members include one BBS champion from each workgroup, the site BBS facilitator, a site SH&E representative, a site line manager and an internal BBS trainer. In addition, managers and supervisors *must* show their support by talking daily with core team members about the BBS process and demonstrate accountability by attending celebrations and recognizing the achievements of the core team.

champions also represent the core teams at a monthly steering committee meeting. The steering committee consists of a BBS champion from each departmental core team, line management representatives from each site, a site SH&E representative, a site behavioral safety trainer and a behavioral safety facilitator, who serves as the site's networking/communications source (Figure 1, pg. 38). During the steering committee meetings, team leaders and champions share and discuss concerns and/or successes of the core teams and management representatives offer support or input as requested.

The system's flexibility comes in the types of pinpoints (i.e., specific, observable behaviors) each group chooses, the means and themes of graphic feedback, and the choices of celebration, reward and recognition. "Though there is a lot of flexibility, there are basic rules or guidelines that BBS contains for everybody," says Susan Hanemann, BBS coordinator for the sales and transportation offices in Dalton, GA, and for the administrative offices and R&T functions in Austell, GA. "It's important to welcome creativity, but to make sure that everybody truly understands that those basic rules can't be compromised."

Activate the System & Keep it Credible

- Create high levels of observation and feedback.
- Define (pinpoint) observable and measurable safe behaviors.

•Verify the link between safe behavior and lower incident rate.

•Spend less time on safety rules and more time defining the safe work behaviors that exemplify those rules.

Before beginning the BBS intervention, the division's average OSHA recordable rate had reached a plateau between 1.5 and 2.0. As Figure 2 (pg. 39) shows, following implementation that rate dropped by more than 50 percent to 0.7.

As noted, most plants in the division had good safety records before this intervention. However, plant safety personnel—particularly in the three largest plants—recognized a leveling off in recordables data, some for several years. The three largest plants, Hazlehurst, Bainbridge and Nashville—which are also the first to embrace and implement BBS—reduced OSHA recordables by 61 percent, 72 percent and 69 percent, respectively. Plant SH&E personnel could not help but notice that this drop occurred within two years of BBS implementation at each plant. Many managers and employees state that the BBS process helps them to understand how individuals can *live* the safety regulations already established by the safety excellence process guidelines.

While the conclusion that this intervention was a central reason for safety improvements is unconfirmed by a statistical mathematical validation, it is based

on a direct replication technique. The BBS intervention at FFBU used an A-B design in which measures after the intervention are compared to the baseline (or pre-intervention) measures. The validity of this methodology is derived from repeated measures. When other baselines are running and results remain the same until the BBS intervention takes place, this empirically demonstrates that the effect is derived from the intervention.

At FFBU, "habit" has the operational definition of 100-percent safe observations made on a specific/pinpointed behavior for 30 consecutive days. As with all operational definitions, an empirical question remains as to whether this criteria is valid. However, the unit finds that this definition serves practical needs, specifically as a signal to move on to observe new pinpoints once the habit criteria is satisfied. The definition does not imply that the pinpointed behavior cannot be revisited if it appears to be fading into previous patterns.

Such consistency of behavior is difficult to attain with only a few people, and the Nashville plant alone employs approximately 770. That plant has brought 229 safe behavioral pinpoints to maintained habit. In one month's time, this plant's workforce made 97,780 observations and reported the lowest incident rate since 1993.

The facility in Bainbridge, GA, experienced 22 recordable accidents in 1999. Within a year of imple-

menting BBS in July 2000, recordables dropped to 4.0, then to the present rate of zero. In March 2002, plant workers completed 1,893,773 observations on targeted safe behaviors. Of those observations, 99.5 percent were marked yes, indicating that the observed behavior was performed safely. The plant has not experienced a recordable for one year. During the past two years, this plant of 500 employees has brought 147 safe behaviors to habit level.

Hazlehurst employs 1,000 people and operates one of the largest weaving areas in the world. In 1996, the facility approached an incident rate of nearly 6.0. That rate is now 0.89, an 85-percent reduction. The plant's extrusion department—one of the facility's most potentially hazardous locations—has now completed two years without a recordable incident. The weaving department worked for a year before experiencing one minor recordable; the nonwoven department is on its way to a record one year with zero recordables.

Figure 3 (pg. 40) is an example of the weekly reports produced by each plant reflecting the behavioral pinpoints, number of yes observations and number of safe behaviors meeting habit criteria.

Follow Through with Appropriate Consequences

- Establish trust through actions that promote open communication.
- Reward primarily for safe activity and safety involvement.
- Encourage reporting of near-hits and minor incidents.

Do FFBU employees hesitate to report minor incidents and near-hits? The answer appears to be no. "People do report their accidents, incidents or near-hits and they don't have any fear of what might happen," says Tom Carver, Hazlehurst's HSE safety training instructor. People throughout the plant have commented to BBS champions such as Carver that they feel more comfortable reporting near-hits and minor accidents since the BBS process began because they know there are positive consequences for doing so.

At Hazlehurst, as well as the other plants, successful BBS requires ongoing attention. For example, employees are recognized for participating in any type of safety activity, whether it is cleaning up an oil spill or pointing out a trip hazard. Employees are asked to report all such activities to the plant's safety tracking program. To date, 100 percent of the 900 employees have contributed in some way to the safety effort.

Plan for Participation at Every Level

- Build in management support behaviors.
- Effectively respond to valid employee requests for change and respond to those requests quickly.
- Ask employees to offer ideas and to point out obstacles to safety.
- Let employees manage, let managers support.

In a sense, the tables of tradition were turned at the FFBU facilities—the majority of employees read-

Planning for a Multisite BBS Process

After determining that the unit was ready for a BBS process, its Health, Safety & Environment Council, consisting of site managers and other key managers, developed a pre-implementation plan. The plan called for a cross-functional, cross-site project development team to select a BBS process and lay out the implementation.

The team, consisting of 16 associates representing all sites and functional groups, and led by a facility manager, began a six-month strategy. At each stage of this gated strategy, approval is obtained from the gatekeeper (an HSE Council member) before proceeding to the next stage. The team worked through the following steps to gather information and make decisions for a final BBS implementation:

- **Define** implementation and ongoing resource needs; decisions: use of outside consultant or implement internally? If outside consultant, which one?
- **Benchmark** with sites already using a BBS process, both company-internal and external.
- **Define** the site BBS organizational structure.
- **Establish** a general rollout plan and timeline for the sites to follow.
- **Set** minimum training requirements for general site workforce, BBS champions and observers/data collectors, and BBS facilitator.
- **Define** which sites to include; i.e., only manufacturing sites, or also office/administrative/distribution sites? International sites?
- **Identify** risks to the success of the project; develop backup plans to handle the unexpected.

The upfront planning paid off. The project development team gained approval from the BU's HSE Council, and the first stages of BBS implementation began successfully three months later.

ily embraced BBS because (based on employee interviews and comments during safety meetings) they viewed it as an initiative within their control. Management, on the other hand, had a transition to make. Accustomed to holding the reins and driving top-down-driven programs, the first behavior of some managers was to abandon the process. In other words, they did not immediately become actively involved and believed that employees were to maintain BBS on their own. Managers and supervisors quickly learned that their participation was important, but they had to learn new behaviors of demonstrated support for a process they did not completely control.

Today, management takes a strategic support role. This demonstrated commitment includes attending steering committee meetings, providing resources, expediting funds, giving positive reinforcement/recognition, and responding quickly to requests and concerns. In fact, many believe that immediate and helpful responses to problems from managers are pivotal to winning employee acceptance of BBS.

For example, the transportation department first chose correctly wearing seatbelts as a behavioral safety goal. These seasoned cross-country drivers of 18-wheelers consistently wore seatbelts; however, after peer-to-peer and self-observation trials, some realized that they were not wearing the belts properly the entire time during lengthy trips. Next, they defined the proper way to wear the belts, but discovered a problem. Some could not wear the belts according to the description because of the way the belts were configured in older model trucks.

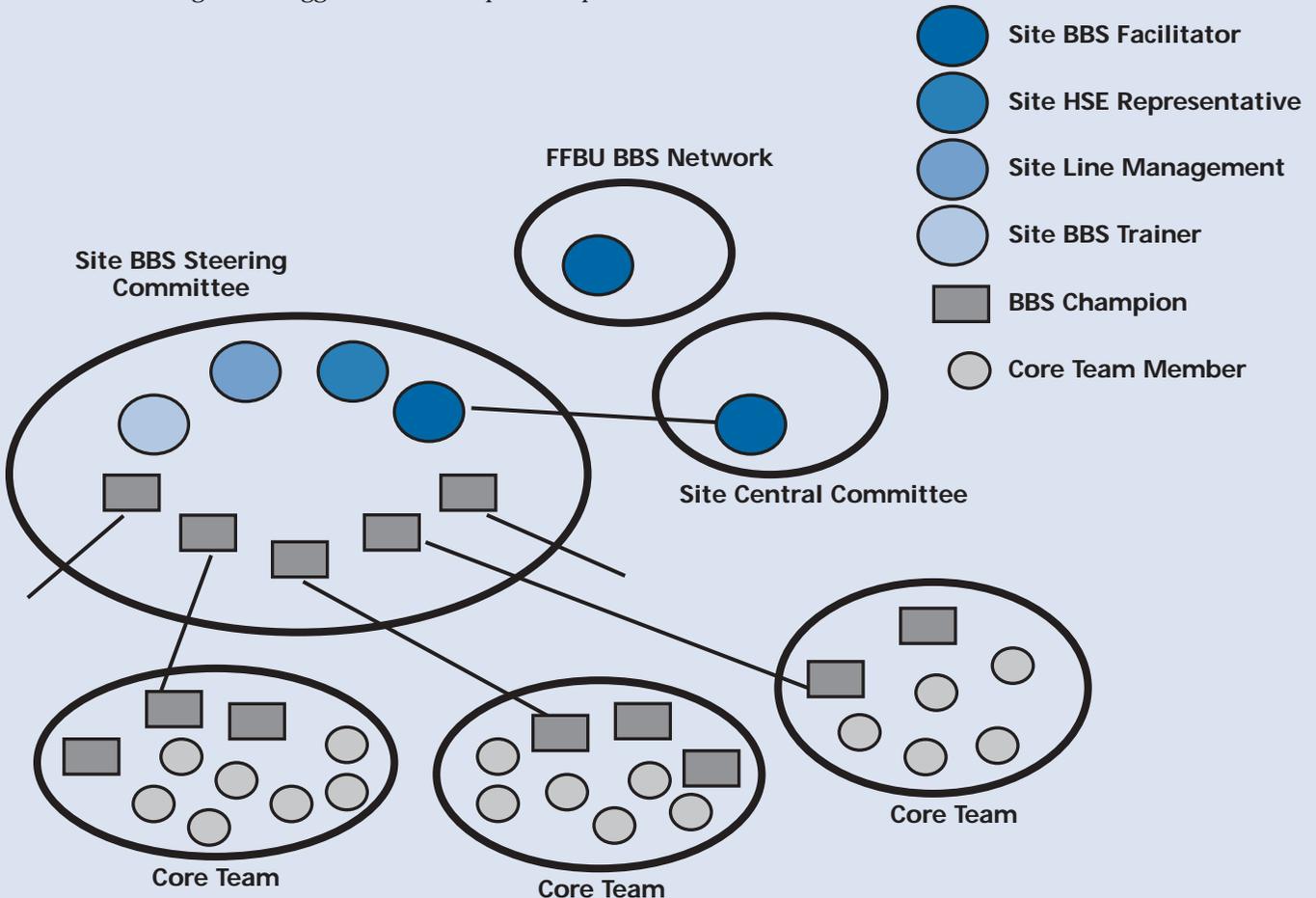
Figure 1

BBS Organizational Chart

Core teams consist of volunteer employees from each plant. They act as assistants to the BBS champions and data collectors (also core team members). The core teams meet weekly.

BBS champions meet monthly with the site steering committee. Each site steering committee includes the site facilitator, site HSE representative, a member of the site's line management and a behavioral safety internal trainer. The BBS champions conduct this meeting, but welcome managerial input.

The FFBU Network is a group composed of BBS facilitators from each site. The group convenes quarterly to share successes, discuss challenges and suggest overall best practices policies.



"Sometimes people have a tendency to just live with something rather than tell somebody about it. They don't want to complain," says Hanemann. "When BBS came into play, that reticence disappeared, because to be able to accomplish what was now a measured behavior, modifications had to be made. The employees felt freer to, even responsible for, expressing problems."

Management responded immediately and retrofitted the seatbelts. According to all observation data, the drivers now wear the seatbelts correctly throughout their long-distance journeys. Division employees consistently report that the BBS process has highlighted many such subtle elements that could have led to future problems.

Response to even minor needs could be the make-or-break factor in whether employees believe that management fully supports BBS. Through immediate, positive attention to such details and employee concerns, management shows that a difference can be made by anyone willing to speak up and contribute to a safer workplace.

Involvement, Not Requirement

• **Stress the fact that everyone must act safely, but that taking an active role on a BBS committee or acting as a BBS safety observer is not required.**

• **Don't worry about winning over skeptics; focus on rewarding proponents.**

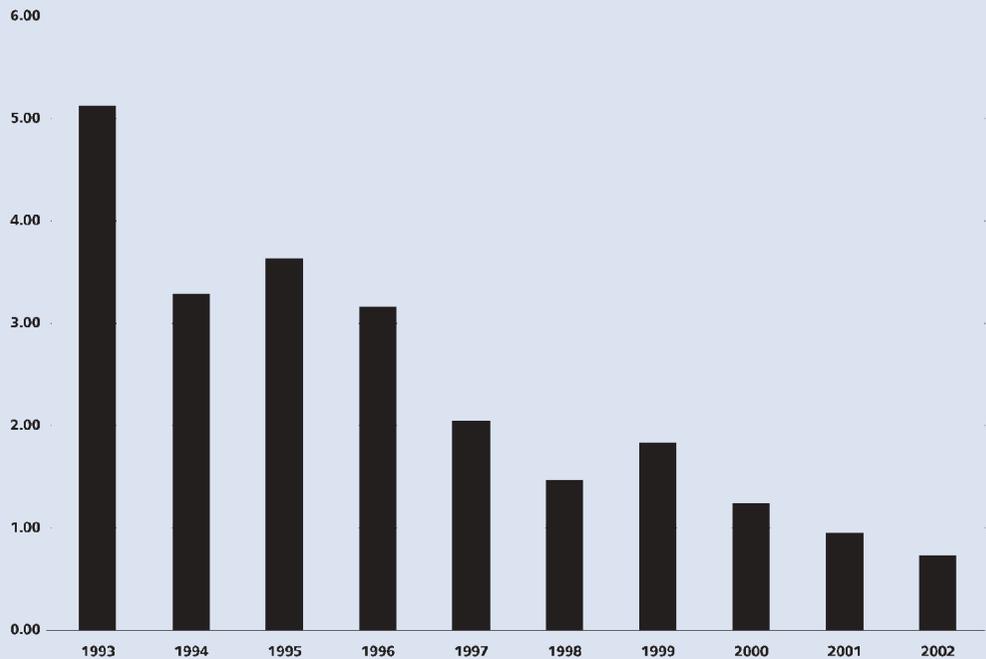
Although following BBS methods is a contingency of being on a BBS team, no one is *required* to join a safety committee or become an observer. Some workers waited to see what was going on before becoming involved in the implementation, but many of those skeptics have become strong proponents of the process. "It's the first time we've had a safety program that our employees had a chance to offer their input and control the process," explains Copeland. "That makes a big difference."

Plans were to formally train 15 to 20 percent of each plant's workforce to perform safety observations and collect data. However, when people began to see others enjoying the process, they asked to be included. Now every person who wants to participate as an observer/data collector receives training to do so.

Figure 2

Recordable Injury Rate, Worldwide

After the BBS intervention at BP FFBU, the division's average OSHA recordable rate dropped by more than 50 percent.



A few unexpected side effects have resulted from BBS. It has showcased abilities and talents that people did not know they possessed. "At FFBU, the process brought out people who wanted to participate but never had the opportunity to do so," says Jackie Ray, BBS facilitator for the FFBU plant in Roanoke, AL. "I would advise anyone trying BBS not to get discouraged by the few people who don't participate because that really doesn't negatively affect the overall process and eventually they come on board."

Shared Learning & Communications

- Set up a formal system for networking and shared learning.

- Train consistently in the BBS basics so that facilitators have the same starting point.

- Use all available technologies to get the news out—newsletters, e-mail and published online resources.

As mentioned, FFBU runs a variety of working environments. Consistent training and rollout techniques enable everyone to share a common understanding of the BBS technology. This made the process much more viable in that it helped facilitators from every plant discuss problems and changes without having to reinvent the wheel at each meeting.

In addition to telephone discussions, e-mail communication and informal conversations, BBS facilitators from the seven locations meet every few months to share innovations. They discuss safe behaviors to target, creative graphing methods, and new ways to give feedback and celebrate. Also, since the BBS approach encourages everyone to report near-hits, the safety teams can act quickly on any behaviors or factors related to these incidents. They do so by examining near-hit reports and developing pinpointed actions for bringing to habit behaviors that will prevent such incidents in the future. In addition, the facilitators post and regularly update a list of behavioral safety pinpoints on the organization's website. All of these elements provide a rich source of actionable items and new ways to keep the process visible.

Choose Effective Leaders

- Select positive and proactive leaders from employee ranks to champion the implementation.

- Encourage leaders to become mentors to new BBS facilitators.

At FFBU, BBS champions provide constant leadership of the safety process. These are the people in each work group who volunteer to encourage participation, help teams troubleshoot and define behavioral pinpoints. They communicate with the facilitators and

discuss how to recognize individuals within their groups. Data collectors and core team members work hard to make the process fun, and they are willing to take on work beyond their regular job responsibilities.

Most of the FFBU facilities involve outside contractors such as security and housekeeping in BBS activities. BP funds all of the safety-related celebrations for those groups. At one facility, the security team's BBS leader has inspired the security group to such a degree that each member turns in an average of 13 safety observations per day. FFBU BBS coordinators report that because of the champions' leadership skills combined with employee ownership, the BBS process remains steadfast even with a large number of employees.

Provide Positive Consequences

- Provide celebration, recognition and reward contingent on observable performance, not primarily on results.

Celebration, recognition and reward complete the package. This division emphasizes social recognition combined with small tangibles that are relevant to the behavior achieved and meaningful to the performer. For example, one facilitator gave her BBS champions a day off with pay. Employees have received safety rewards to share with their families such as free video rental cards and popcorn packages. Friendly competition between shifts also adds flavor to the day-to-day work routines.

Add Practical Personal Value

- Encourage family involvement with safety.

- Promote attention to safety after work.

FFBU has a history of involving families in the safety endeavor and BBS fits in well with this effort. As in the past, children of employees enjoy joining

Figure 3

BBS Weekly Summary Report

All FFBU facilities create weekly reports that reflect targeted safe behaviors, the number of yes observations (i.e., the behaviors observed were performed correctly) and the current number of behaviors that meet established habit criteria.

Week ending 08/10/02

Core Teams	% Mgmt. Indexes Received & Avg. Score	Pinpoints	No. of Observations	% Yes	No. Consecutive Days at Habit Strength	Observations/Employee
Extrusion	% 75	Tubes in proper place on peg trucks.	4,158	99.6	1	11.3
	Score 79	Chemical splash faceshield worn during screen change.	132	99	2	
		Safety glasses worn properly.	2,241	100	6	
Weaving	% 100	Use two hands to handle fill packages.	17,236	100	0	15.2
	Score 82	Walk through man doors when available.	2,648	99	23	
		All unattended vehicles must be turned off.	895	99	0	
Plant Maintenance	% 80	Abide by the plant speed limit.	503	100	9	8.8
	Score 100	Cleanup and contain oil spills.	142	99	4	
		Keep drawers/tool boxes/cabinets closed when not used.	544	99	2	
Shipping/Inventory Control	% 100	Use mirrors.	1,189	100	18	10.53
	Score 100	Cleaning work area at end of shift.	174	99	0	
		Hysters parked in proper area.	127	100	15	
Beaming	% 75	Safety glasses worn properly.	583	91	0	2.2
	Score 76	L/O beamer when blowing off.	31	98	0	
		Smoking in designated areas.	50-Met	Met	Met	
Nonwoven	% 100	Powered vehicles following speed limit.	5,499	99	1	8.62
	Score 97.8	Clean area after repairs are made.	602	99	1	
		Keep area work clean.	1,448	99	0	
Front Office	% 85.7	Not reading reports while walking.	379	99.7	2	10.9
	Score 75	Use hall mirrors (stop and look before entering hall).	1,131	99.9	3	
		Proper traffic flow in FO parking lot.	233	98.7	0	
Diversco	N/A	Use man doors when available.	864	100	4	5.9
	N/A	Smoking in designated areas.	188	100	9	
		Wear hair properly.	201	100	5	
Pollard Security	N/A	Look both ways before closing gates.	1,209	98	0	38.8
	N/A	Alert traffic of speed limits.	709	97	0	
		Ensure visitors have PPE.	260	100	36	

safety poster contests and sharing in family-related safety rewards. Both management and facilitators now urge people to share with their families what they have learned at work about BBS.

For example, Hazlehurst recently hosted an employee Safety Awareness Day during which its nine core teams gave presentations. Families were encouraged to attend. "More and more, we're realizing that BBS is not just about changing habits; it's about changing a culture," says Carver.

Recently, several facilitators filmed an on-the-spot videotape called "BBS Walking." They appeared unannounced in a variety of work areas and asked people to talk about their experiences with BBS. Several employees related that the techniques had become so ingrained that their children had picked up the idea of safe behavior. One small boy stopped his father from working with a wood saw and reminded him to first put on his safety glasses. Another employee's teenage child reminded her to wear protective eye gear while operating a string trimmer. These anecdotes tell the BBS facilitators that the process is promoting the changes they desired. "Even when people are hurt at home it affects their work. And it's not just because of lost days that we care. We care a lot about each other," says Hanemann. "It's as important to me that the employees carry BBS home to their families as it is that they use it at work."

Conclusion

FFBU demonstrates that BBS can be interwoven into every component of operations. The BBS process has positively changed the outlook of the unit's employees, and their participation strengthens their safe behavior. This unit made it happen through a

systematic and consistent rollout and training effort; through management behaviors that demonstrated accountability and process support; with the selection of champions and core team members to reinforce employees for managing the process; and with a focus on communications that made shared learning between many locations possible.

The people at FFBU recognize that BBS cannot be treated as a gimmick to attain safety. It is a process that must be seamlessly joined with every activity as well as with existing safety procedures so that people automatically think of safety and its behavioral component as part of every job function. ■

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