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Capitalizing On Behavior Based Safety To Address Human Resource Development Needs

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HFW2002
Workshop On Human Factors In Offshore Operations

Capitalizing On Behavior Based Safety To Address Human Resource Development Needs

Ron Newton
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“. . . Recruitment and retention problems are barriers to quality improvement initiatives, a driving factor in personal injuries and accidents, and a drain on crew performance.”

American Waterway Operators Task Force
All areas of human resource development and management are now interlinked more than ever—safety, personnel recruitment and retention, quality, fatigue, teamwork—all.

How Can We Capitalize on the Behavior Based Safety Process to Improve Total Human Resource Development?
A Model For Examination
Peak’s 10-Year Experience With Offshore Service Companies

- Offshore Marine Industry: 1992-Present
- 8 Offshore Service Providers & 3 E&P Companies
- 1992-1995 Extensive Research Into Safety Behavior Culture:
  - Inland—US Offshore—World Offshore
- To Date:
  - Personality and Behavior Data From +6,000 Vessel Officers, Deck Ratings & Shore Staff Serving In The Offshore Marine Industry
Task #1
Define Behavioral Tendencies Of Mariners.

Personality and Behavioral Measures
What Is Personality And Behavior?

PERSONALITY
(HIDDEN ROOT TRAITS)
Socio-Economics, Parenting, Culture, Etc.

BEHAVIOR
(OBSERVABLE SURFACE TRAITS)
DiSC® Personal Development Profile

Sample Population: 437

Taylor-Johnson Temperament Analysis
Population

103 Shore Staff
334 Vessel Officers

52.7% – Captains, or first officers
27.2% – 2nd Captain/Mate, or second officers
20.1% – Engineers
Mariner Personality Traits

9 Personality (Root) Traits

G O O D

I M P R O V E

A B C D E F G H I
COMMUNICATION BEHAVIORS

- Nervous
- Discouraged
- Inhibited
- Indifferent
- Hostile
What Else Does It Tell Us?

A = AWOL

Personality (Root) Traits

G O O D

I M P R O V E
Marine Offshore Temperament = High Turnover

A = AWOL

Personality (Root) Traits

G O O D

I M P R O V E

A B C D E F G H I
DiSC™

D = Dominance: Fast-Paced & Task-Oriented
   Motive = Get Results Done

i = Influence: Fast-Paced & People-Oriented
   Motive = Influence Others

S = Steady: Slow-Paced & People-Oriented
   Motive = Create Teamwork

C = Correct: Slow-Paced & Task-Oriented
   Motive = Insure Quality & Accuracy
Capitalizing For HR Needs

- Fast Paced (quicker/initiator)
- Slow Paced (slower/responder)
- Task Oriented (purpose/task)
- People Oriented (relationship/people)

Diagram:
- D: Fast Paced (quicker/initiator)
- i: Slow Paced (slower/responder)
- C: Task Oriented (purpose/task)
- S: People Oriented (relationship/people)
Almost 73% Of Work Force: D or C Behavior

Task oriented/D before C/People

Fast Paced/Quicker/Initiator

Slow Paced/Slower/Responder

People Oriented/Relationship/People

Task Oriented/Purpose/Task
1st Officer - 72%
2nd Officer - 68%
Engineer - 75%
Shore - 74%
Mariner Behavioral Tendencies

- Repetition Of Traits In Retention
- Strong Command Behaviors
- Poor Interpersonal Communication Behaviors
- Non-verbalization Of True Emotions, Thoughts
- Self-centered, Prejudiced Behavior Affecting Teamwork
- Passive-Aggressive Tendencies: “us vs them”
  - Misery Loves Company
Mariner Behaviors
What Do They Look Like In The Workplace?

• Lack of conflict resolution
• Toleration of ongoing conflict
• Lack of verbal sympathy/empathy
• Over reliance on authoritarian leadership
• Reliance on hard-core skills for competency
• Pervasive “us vs them” verbalization
• Little interpersonal relationship guidelines
• Consistent turnover or desire to leave job
• Hesitancy to listen to personal insights/needs
• Hesitancy to share personal insights/needs
Task #2

Turn Behavioral Conclusions Into Effective Behavior Based Training Measures

But Not Without First Defining The Larger Picture Of HR (or Human Factor) Needs That Could Be Impacted
Ask

Is not resolving interpersonal conflicts a safety behavior?

What else does it affect?

Is over reliance on authoritative leadership a safety behavior concern?

What else does it affect?
Need

A behavior based process which will work hand-in-glove with a strategic human resource development model.

A Comprehensive Viewpoint.
Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

Enhance Stability In The Individual And The Team

Develop Employees Personally And Professionally

Communicate The Company’s Mission, System, And Culture

Match The Team To The Mission
Step One:
Match The Team To The Mission

Strategy:  Select The Best For Employment And Retention

Vehicle:  Pre-Employment Analysis, Targeted Selection

The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used in a pre-employment analysis process.
Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

Enhance Stability In The Individual And The Team

Develop Employees Personally And Professionally

Communicate The Company’s Mission, System, And Culture

Match The Team To The Mission
Step Two: Communicate The Company’s Mission, System, And Culture

Strategy: Prepare Individuals For Their Jobs, The Culture, And The Systems That Support It

Vehicle: Basic Course, New Hire Training In Human Factors

The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which clearly define (and reflect) the company's system, mission and culture.
Strategic Human Resource Development

Provide Accountability, Assessment, and Rewards

Enhance Stability in the Individual and the Team

Develop Employees Personally and Professionally

Communicate the Company’s Mission, System, and Culture

Match the Team to the Mission
Step Three:
Develop Employees Personally And Professionally

Strategy: Provide The Individual With Personal Developmental “Tools” And Programs

Vehicle: Systematic Training In Human Factors For Professional Development

The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can easily translated into teaching, training and coaching measures that not only improve hard-skill competencies but also soft-skill interpersonal needs.
Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

Enhance Stability In The Individual And The Team

Develop Employees Personally And Professionally

Communicate The Company's Mission, System, And Culture

Match The Team To The Mission
Step Four: Enhance Stability In The Individual And The Team

Strategy: Provide A Balance Between Work And Home
Vehicle: Emphasize Human Factors Applicability Through Employee Assistance And Training

The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used to give guidance to the worker and his/her personal support structure.
Strategic Human Resource Development

Provide Accountability, Assessment, and Rewards

Enhance Stability in the Individual and the Team

Develop Employees Personally and Professionally

Communicate the Company’s Mission, System, and Culture

Match the Team to the Mission
Step Five: Provide Accountability, Assessment, And Rewards

Strategy: Create An Ethical Environment Of Accountability, Assessment, And Rewards

Vehicle: Systems Of Accountability, Assessment, And Rewards

The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used to give practical guidance to those whose job duties include performance evaluation and reward/award assessment.
The Capital Of Capitalization

• Viewing the behavior based safety process as a means, not an end
• Coordinating behavior based safety with a well designed strategic human resource development plan
• Emphasis in behavioral science more upon the behavioral rather than the science, at least in the initial stages of implementation
Thank You!

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