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Capitalizing On Behavior Based Safety To Address Human Resource Development Needs

Ron Newton
Peak, Inc.

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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

Peak, Inc.

www.peaksbest.com

“ . . . 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:**

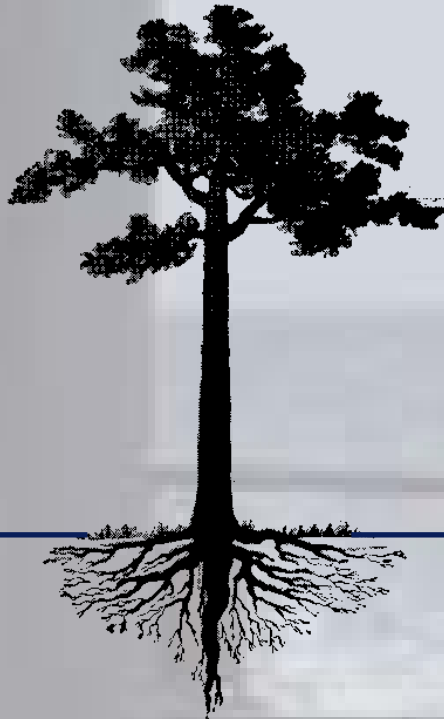
Personality and Behavior Data From +6,000 Vessel Officers, Deck Ratings & Shore Staff Serving In The Offshore Marine Industry

Task #1

**Define Behavioral Tendencies Of
Mariners.**

**Personality and Behavioral
Measures**

What Is Personality And Behavior?



BEHAVIOR
(**OBSERVABLE SURFACE TRAITS**)

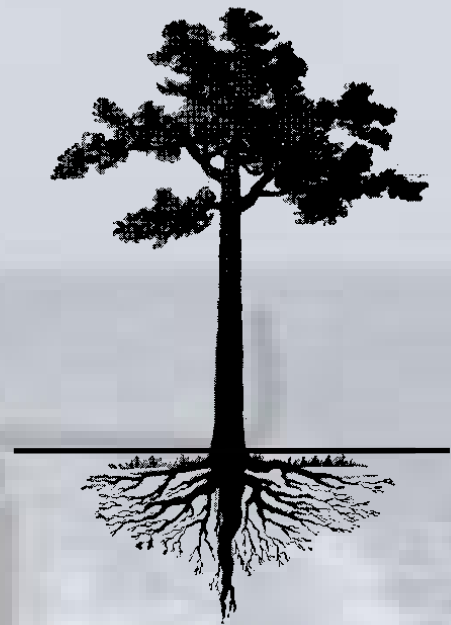
PERSONALITY
(**HIDDEN ROOT TRAITS**)

Socio-Economics, Parenting, Culture, Etc.

BEHAVIOR
(SURFACE TRAITS)



**DiSC® Personal
Development
Profile**



PERSONALITY
(ROOT TRAITS)



**Taylor-Johnson
Temperament
Analysis**

**Sample
Population:
437**

Population

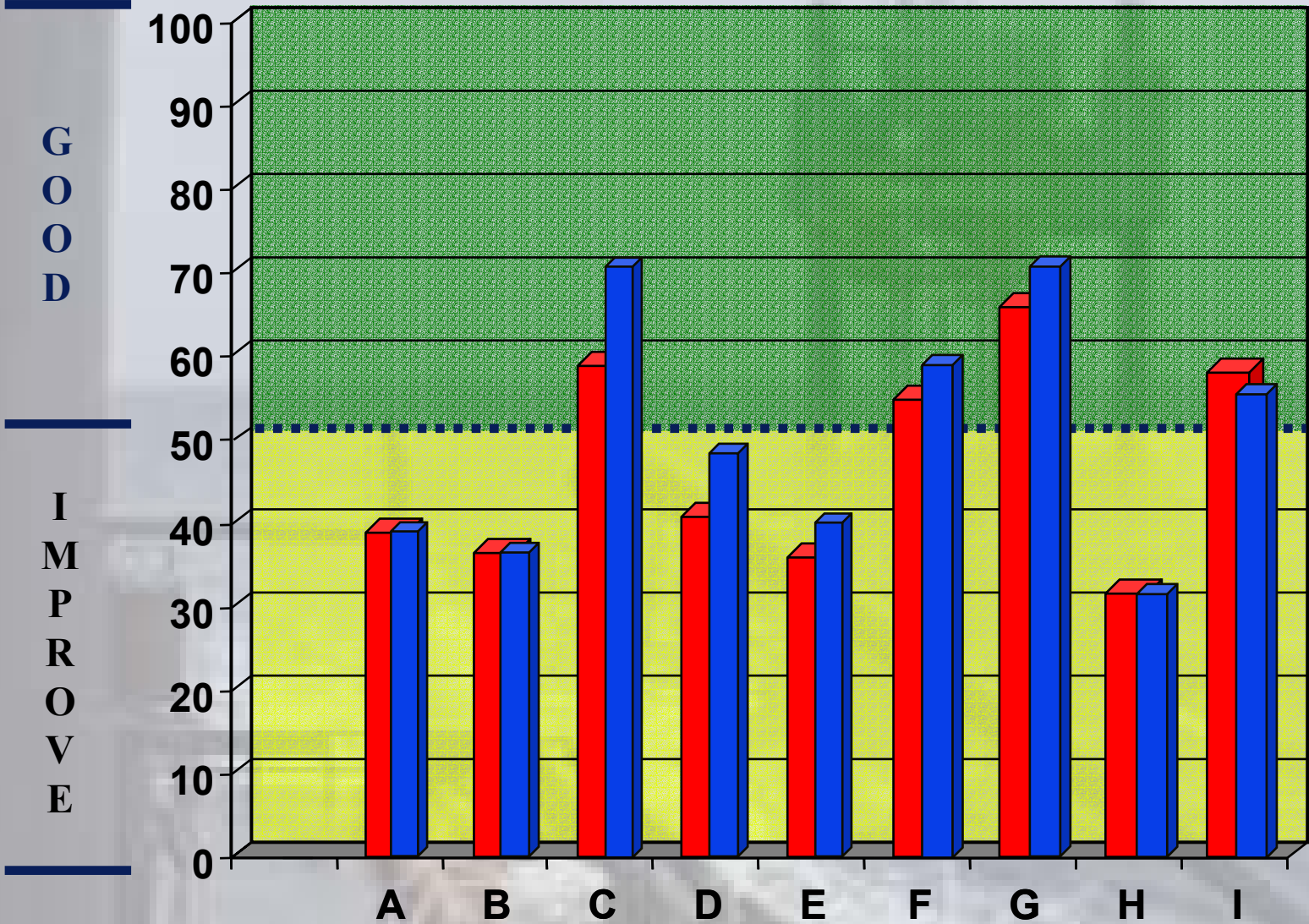
103 Shore Staff
334 Vessel Officers

52.7% – Captains, or first officers

27.2% – 2nd Captain/Mate, or second officers

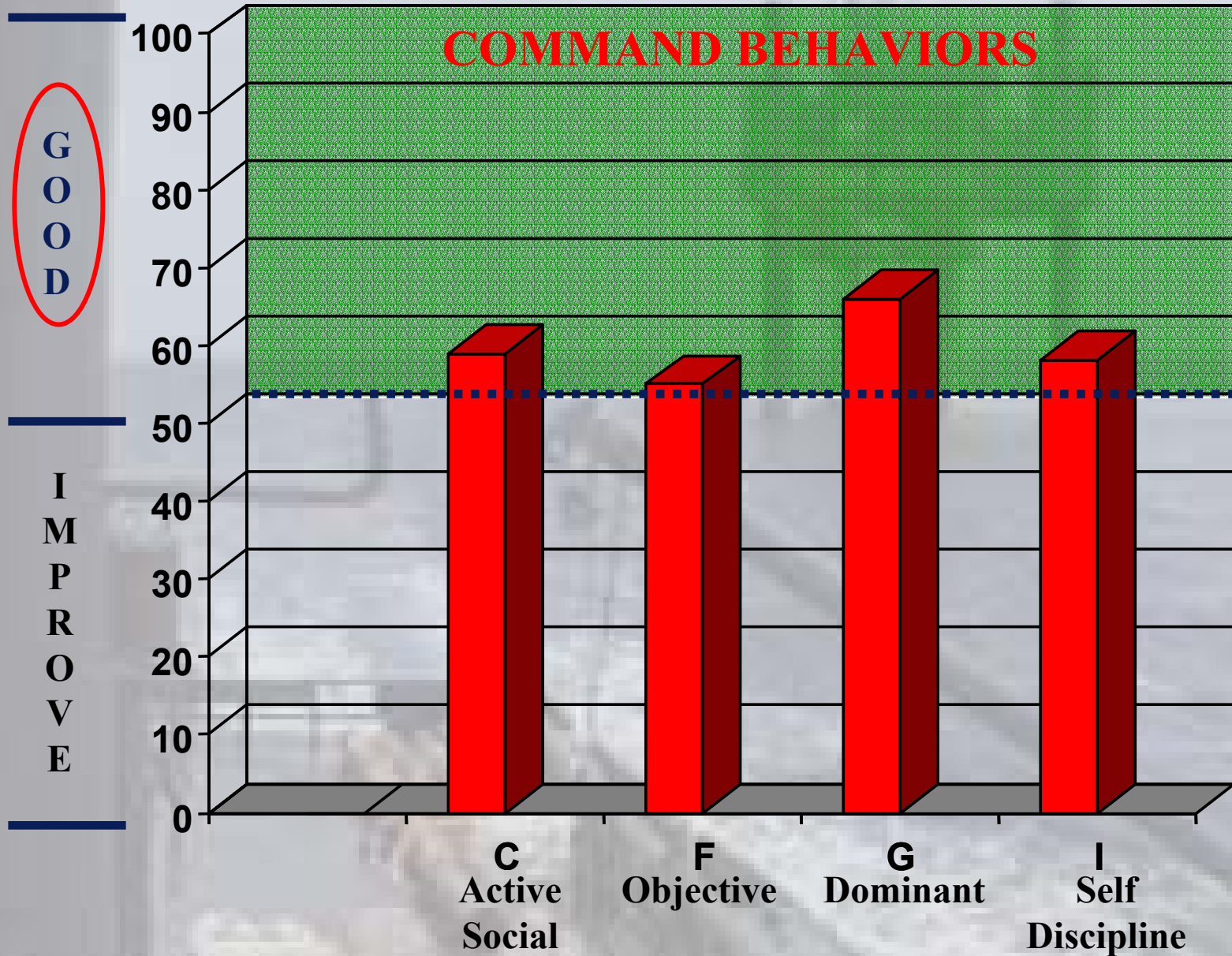
20.1% – Engineers

Mariner Personality Traits

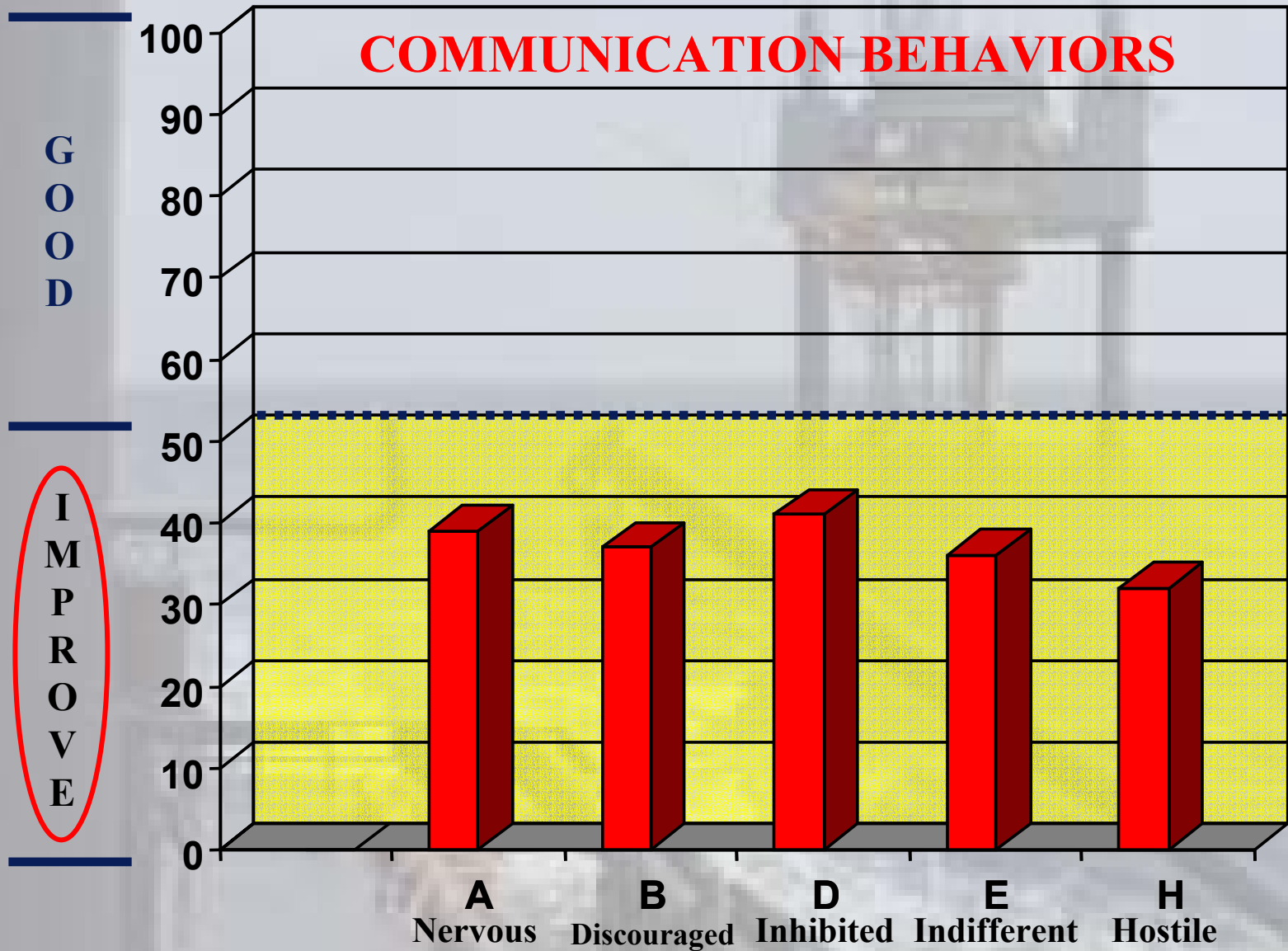


9 Personality (Root) Traits

TRAIT STRENGTHS



TRAIT WEAKNESSES



What Else Does It Tell Us?

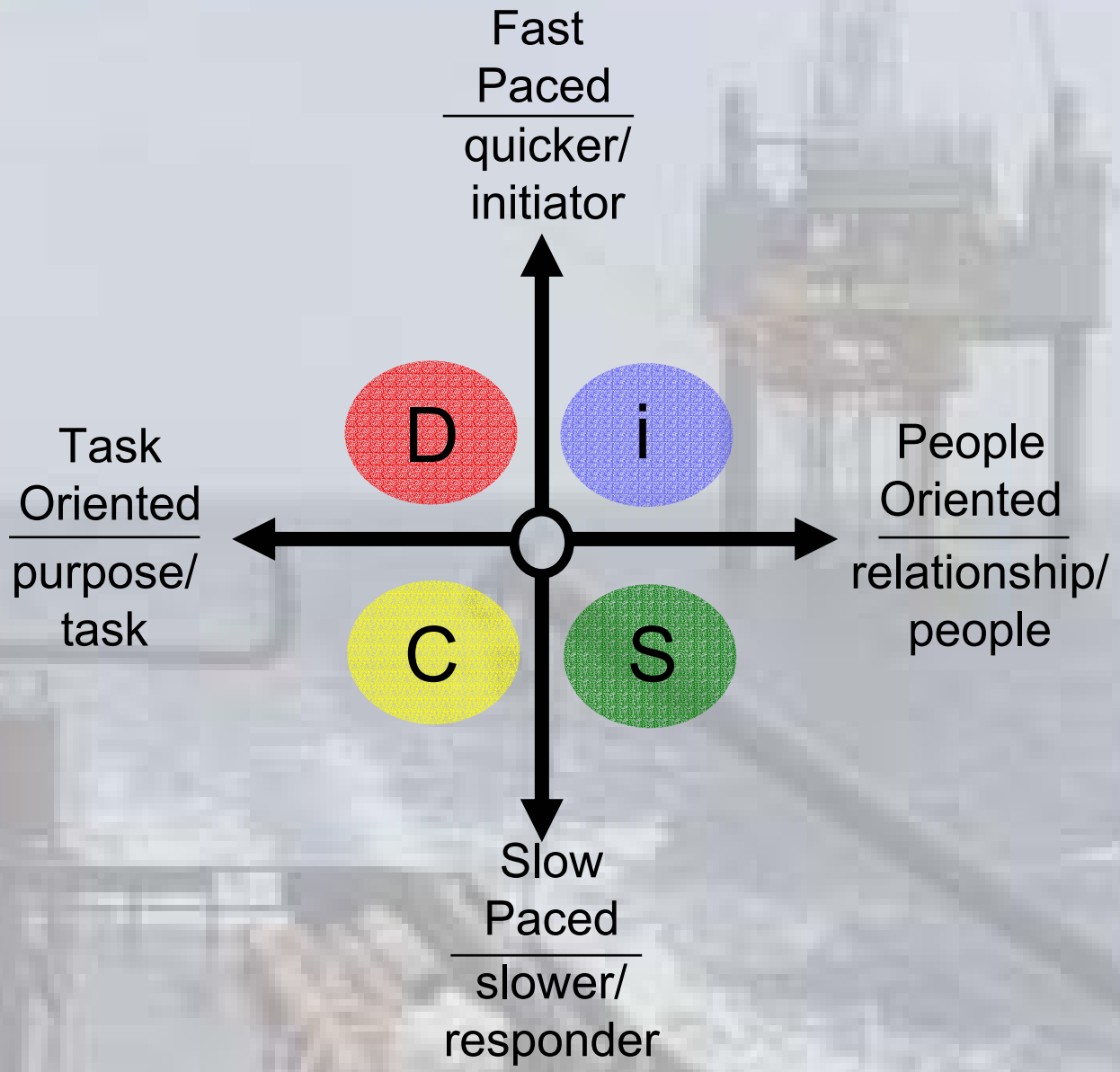


Marine Offshore Temperament = High Turnover



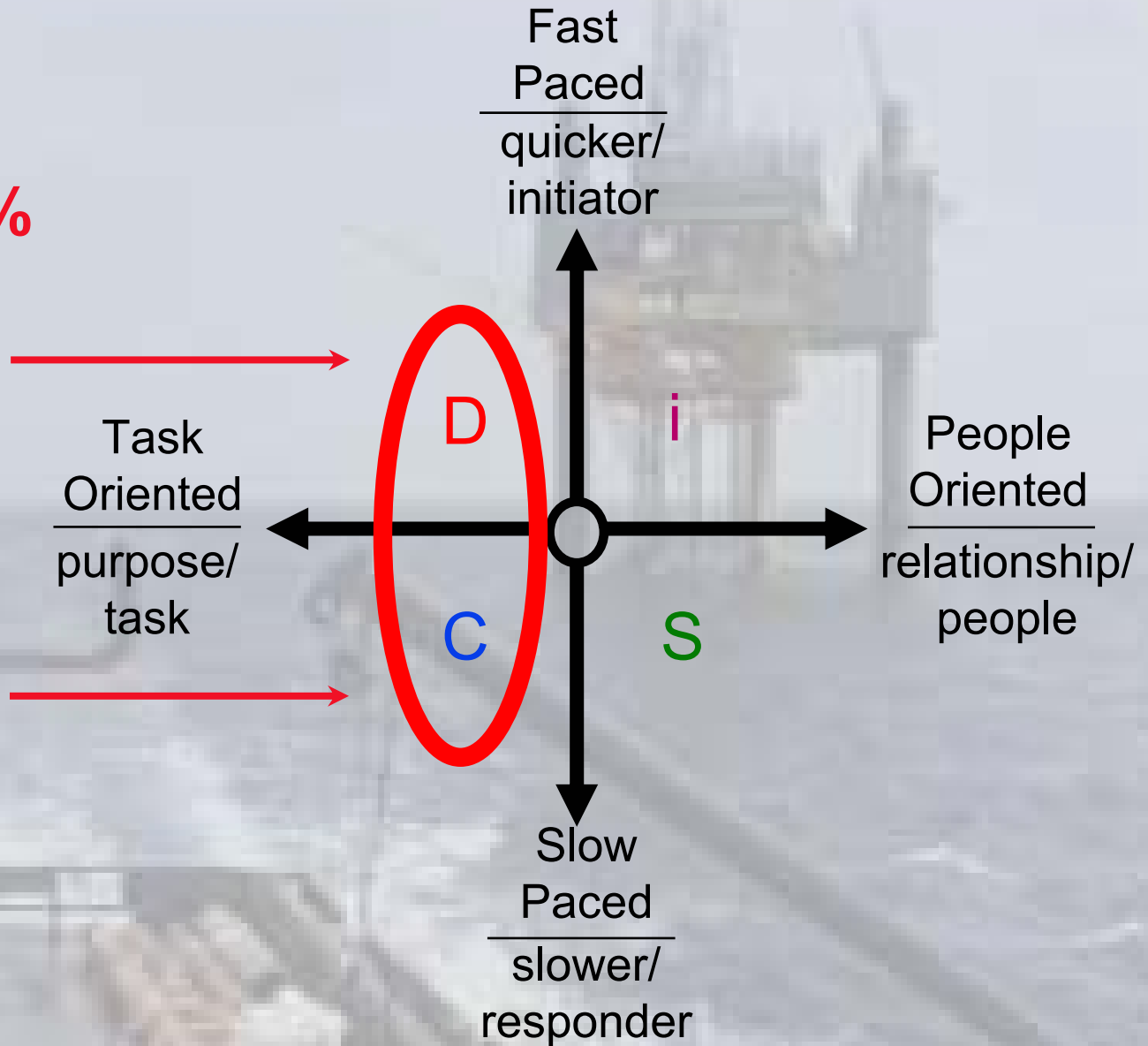
DiSC™

- 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



**Almost 73%
Of
Work
Force:
D or C
Behavior**

**Task
Before
People**





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!

You May Contact Me, Ron Newton

800-757-7325 (PEAK)

peaksbest@aol.com

www.peaksbest.com