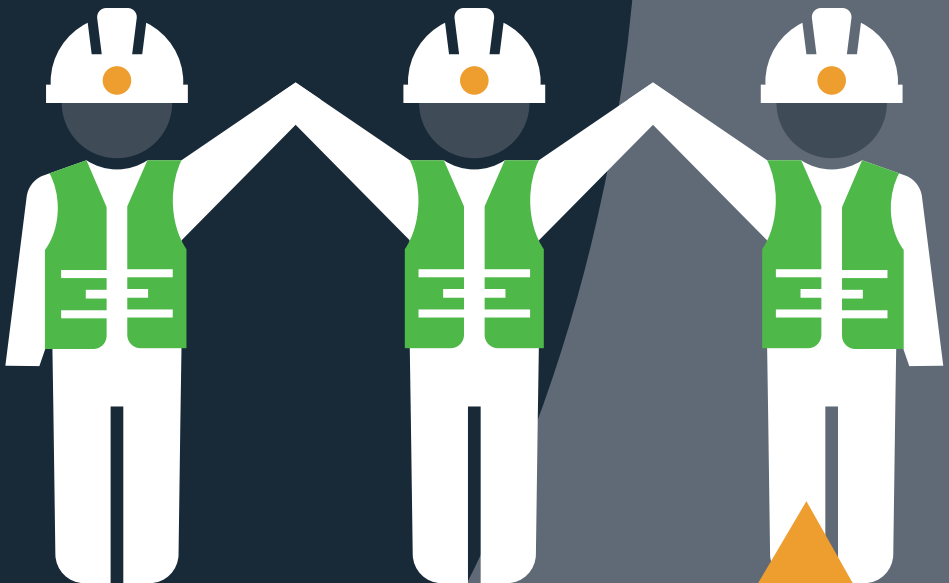


The IWC BBS program

Working together to
create a **safer** workplace



!
WE ARE
SAFER
TOGETHER

What is BBS and why is it important?

A Behaviour Based Safety (BBS) program that helps to create a safety culture that aids in identifying safe behaviour. For BBS to work, all levels of the company must work together to ensure its success.

The aim of this BBS program is to cultivate a positive and proactive approach to safety by changing the attitude towards safety. This is done by implementing various immersive learning experiences which will drive behaviour change.

“ Tell me and I forget, teach me and I may remember, involve me and I learn.”

Benjamin Franklin

BBS is based upon three elements and how they interact to improve safety – this is called the Safety Triad

Environment

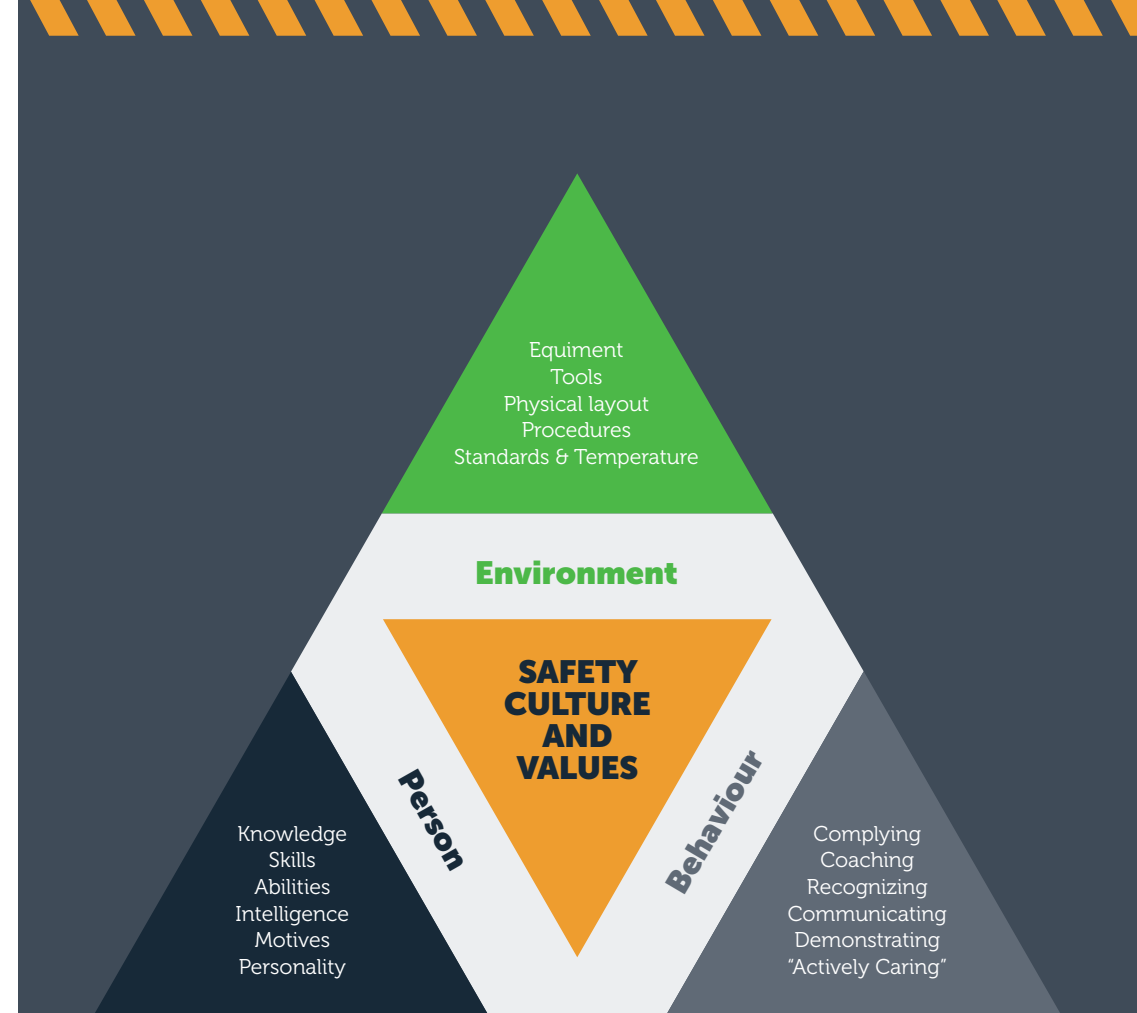
We actively improve environment and workplace conditions

Person

We acknowledge and motivate safe workers

Behaviour

We reduce at-risk behaviours



At the centre is culture and brand values which need to be aligned to ensure that a safety mindset is fostered and embodied by all staff.

Brand values are the beliefs that we, as a company, stand for. They serve as a compass that guides our actions, behaviours, and decision-making process.

Our culture is fostered by ensuring that we live by, and measure everything we do against our brand values.

Aligning our safety culture and values



Tenacious



Collaborative



Consistent



Caring



Resilient

Value

Attitude /
Call to action

We are determined to deliver.

Together we can make a difference.

Excellent delivery, every time.

Mindful actions, with heart.

We always come out on top.

Safety
behaviour

Act safe always, no matter what.

Working the line together in a safe manner – be aware and look out for one another.

Inspect work environment and use correct PPE and equipment. Prevent injury. Act safe, report problems.

Prevent injury and harm for ourselves and colleagues

Grow knowledge of safety areas to ensure we are armed with facts to win

Value driven
action

By persevering and remaining steadfast, we can deliver something that exceeds all expectations.

Through trust and collaboration, we can create something that we can all be proud of.

By being consistent and attentive to the detail, we can deliver on quality, each and every time.

Through considerate behaviour and compassion, we support and guide our colleagues and community, wherever we can.

Through persistent efforts and adaptability to ever changing conditions, we are able to improve and innovate to remain the industry leader.

The benefits of the BBS program and why it works



Improved safety practices that stem from a behavioural shift from unsafe to safe practices.



Better situational preparedness against a known hazards by creating awareness.



Create an environment to react impulsively, in a safe manner when an emergency arises.



Get continuous feedback on the effectiveness of an implied change.



Engage with employees to create participation and inclusion to create a culture of ownership and thus rewarding positive behaviour.



Provides a benchmark to measure improvement.

Key principles of the BBS program

1

Behaviour causes accidents

Prevent further incidents by following the process:

- Observe – Measure – Manage
- Feedback is essential to improvement

2

Consequences motivate behaviour

Self awareness = Self-management

3

Communication is the key

Coach not reprimand

4

Participation creates ownership

We're safer together

5

Continuous improvement

By working together

6

Be proactive rather than reactive

Think SAFETY always



Let's talk behaviour

Behaviour

What you do

VS

Attitude

What you think, feel, or believe

A bad attitude may result in committing an unsafe act or failing to prevent an incident.

The barriers to safe behaviour:

- Untrained or unskilled workers
- Complacency
- Personal choice
- Culture
- Values
- Ineffective management systems

Why do people demonstrate "at-risk" behaviours?

- Jobs get done faster
- There is a perception that risk is low
- "Nothing is going to happen to me" attitude
- At-risk behaviour is reinforced
- A lack of awareness that a behaviour is risky
- Pressure to complete the job



Let's improve our behaviour for success

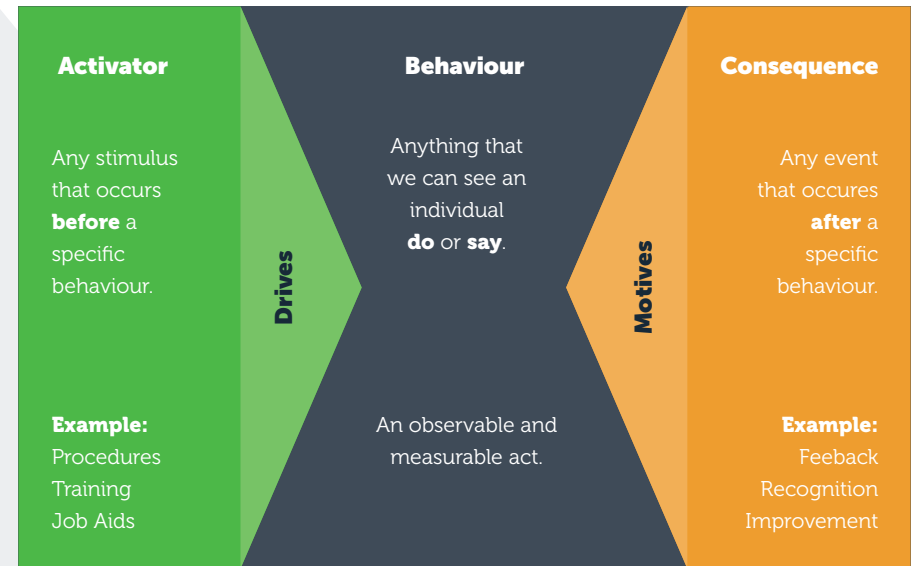
ABC Model

One way to look at how changing your behaviour can improve safety is the ABC Model.

A Activator
Triggers behaviour

B Behaviour
What we do

C Consequence
Reinforcement or punishment



Attitude and Consequences

1 Your attitude (the activator) affects how you behave

2 Our behaviour has consequences

- Consequences can either reinforce or deter a behaviour
- Positive reinforcement enforces safe behaviour
- Negative reinforcement deters unsafe behaviour

The aim of this BBS program is to cultivate a positive and proactive approach to safety by changing the attitude towards safety. This will be done by implementing various immersive learning experiences which will drive behaviour change.

The IWC BBS Coaching Program

The IWC BBS program is underpinned by establishing a culture of coaching. Coaching is developmental in nature, a different approach to leading or being punitive. One of the most effective ways of developing staff is through continuous coaching and creating practical immersive experiences.

Coaching is a basic day to day management function and a structured informal and formal process that aims to improve current and future job performance and an overall "safety first" culture.

To clarify, coaching is not training. In training, the recipient is passive while the coach just "gives" the knowledge. In coaching, the recipient is guided by the coach to find their own solutions.

" A good coach can change a game,
a great coach can change a life"

John Wooden

BBS coaching attempts to reduce work-related injuries by creating a culture of safe behaviour through:

Observation

Feedback

Positive intervention

There are five key components to a BBS Program:



1

Correct behaviour

Determine the safe way to do the job



2

Observation process

Observe and record unsafe behaviours



3

Feedback process

Deliver feedback immediately following an observation



4

Measurement tool

Identify what the goal is to measure correctly



5

Positive reinforcement

Acknowledgement of achievement



1 Correct behaviour

Each worker needs to be introduced to the IWC Standard Operating Procedure. The purpose of the Standard Operating Procedure is to ensure that each worker employed to work on the project, understands what is required from him/her and that he/she is clear on the task that is required for the project to be completed.

Explain why the task is necessary - if people are explained all the facts, they will be more inclined to do it correctly.

The Standard Operating Procedure includes the following:

- Required competencies for the activity
- The risks associated with this activity
- Tools and equipment required for the activity
- PPE required for the activity

By applying the conscious competence model, the coach will be able to understand the emotional state of the worker. He will then be able to identify the learning needs and adjust his approach for each worker.

Conscious Competence Learning Matrix

<p>Unconscious Incompetence You are unaware of the skill and your lack of proficiency</p>	<p>Unconscious Competence Performing the skill becomes automatic</p>
<p>Conscious Incompetence You are aware of the skill but not yet proficient</p>	<p>Conscious Competence You are able to use the skill, but only with effort</p>



2 Observation

(Supervisors and Brothers' Keepers)

A behaviour-based checklist is generally used for directly observing on-field behavioural patterns. The checklist serves as a powerful tool to identify unsafe acts, identify root causes and list down corrective measures.

Commonly used behaviour based checklists usually includes:

- Identification of the site and personnel involved in work procedures.
- Progressive evaluation of each process for unsafe practices
- Hazard list for identifying and projecting unsafe conditions or acts.
- PPE observation along with details of site safety, lock-out, tag-out implementation and more.
- Details of observation including precautions to be taken and corrective actions needed.



Supervisor

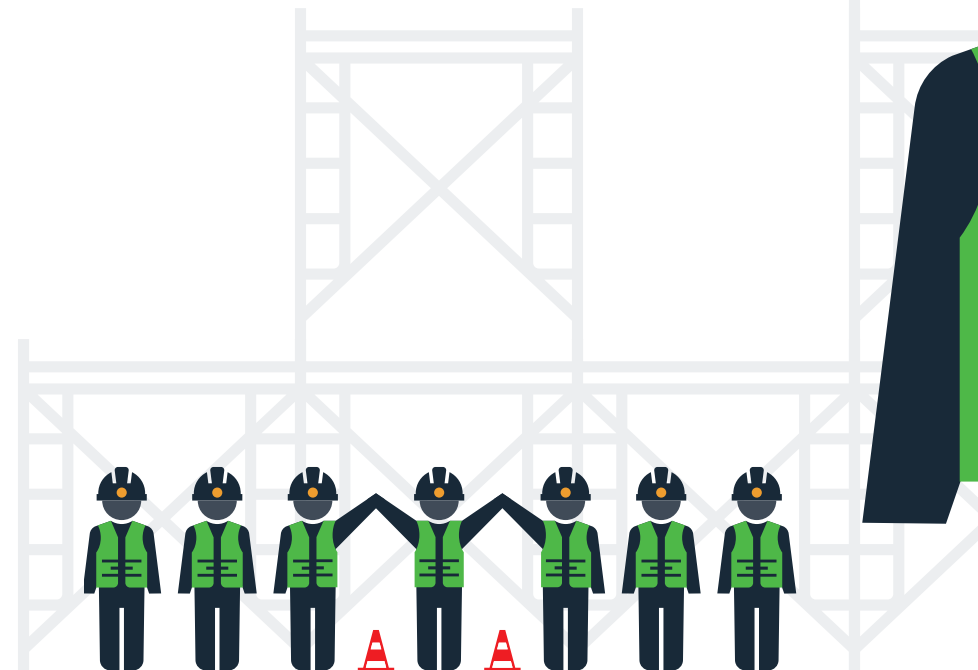
How to conduct the "Observation Process"

- 1** Observe
Observe the job to make sure you understand what the worker is doing and provide necessary feedback
- 2** Understand
Communicate effectively; make sure the workers understand why their behaviour is unsafe
- 3** Identify alternate behaviour
Coach the worker in the correct, safe behaviour and allow change for safer way of getting the job done
- 4** Clarify commitment
Make it clear that workers are committed to doing the job safely through feedback and positive intervention
- 5** Obtain agreement
Workers must agree to change unsafe behaviour to an alternate safe behaviour
- 6** Observe to follow-up
Observe workers at a later date to make sure they are using the safe behaviour; reinforce the safe behaviour with positive feedback

Brother's Keeper

How to conduct and complete the BBS checklist through Observation Training

The checklist serves as a powerful tool to identify any hazards or for identifying and projecting unsafe conditions or acts.



This process is managed and overseen by the Supervisor and is seen as a "Teaching Experience" which will guide the worker and will provide an immersive experience to ensure participation and inclusion.



3 Feedback process

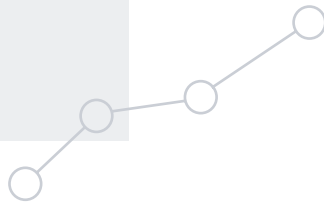
Deliver feedback immediately following an observation.

Safe behaviour observed

- Feedback should acknowledge and reinforce it

Unsafe behaviour observed

- Identify cause of unsafe behaviour
- Explain why the behaviour was unsafe
- Offer an alternative safe behaviour

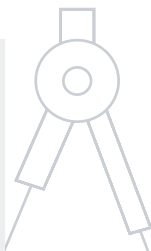


4 Measurement tool

BBS must be an ongoing process and everyone needs to be involved (management to workers).

Getting results from BBS means analysing the data

- Keep up data entry
- Use performance charts
- Use observation reports
- Set specific safety goals



5 Positive reinforcement

By engaging with employees in an interactive way, we can create interest and participation to build a culture of ownership and thus rewarding positive behaviour.

Coaching and motivating employees will build a strong culture of collaboration, care, and consistency. This needs to be done daily and by all, from leadership to workers.

Key motivational points include

- Providing employees with the sense of "value"
- Recognizing employees for good work
- Fostering a sense of community

Positive reinforcement

- Getting what you want
- Acknowledgement, recognition, better work assignments
- Maintains or increases desired behaviour
- Gives discretionary effort (more than asked)
- Behaviour occurs more frequently



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