

Decision Driving Safety

WHITE PAPER

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IMPROVING SAFETY CULTURE

Safety Culture

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Decision-Driven Safety

ACHIEVING SAFER OUTCOMES BY INFLUENCING DAY TO DAY DECISIONS

A safety culture is the sum of all the decisions an organization's people make throughout the day. However, these decisions are not made in a vacuum; they are made in the midst of physical hazards, changing environments, shifting focus, and emerging priorities. Decision-Driven Safety (DDS) is third-party safety oversight that doesn't just point out unsafe behaviors, it eliminates the influences that encourage risky decisions.

Changing the influences that drive decisions is the goal of Decision-Driven Safety. As a result, this method of safety oversight does not ask workers to make good decisions surrounded by negative influences; it teaches them to recognize negative influences (Traps) and utilize positive influences (Tools). This, in turn, encourages workers to make the right decision each time resulting in safe outcomes every day.

Safety Culture

SAFETY CULTURE = KNOWING WHAT TO DO + DECIDING TO DO IT

Organizations are generally very good at training their people in hazard awareness and mitigation policies. When an accident or error occurs, it has usually been preceded by a misapplication or violation of one of these policies. Most of the time, the breakdown isn't in knowing what to do. The worker knew the safest course of action but thought the risk was manageable and decided on another course. The question becomes, "Why did they do that?"

Answering this question is at the core of Decision-Driven Safety (DDS). Reinforcing the rules or creating new rules is an incomplete solution to forming a resilient safety culture; if the previous set of rules were not followed, why would the next set of rules be any more effective? How would safety improve? DDS addresses these decision-making influences to make safety the easy choice, thereby creating a premier safety culture.

Decision Drivers

WHY SOME CHOICES ARE PREPLEXING

When answering, "Why did they do that?" the conclusion is usually that the person was unaware or a risk-taker. This is generally not the entire story. The complete answer must look at all factors that may influence an ill-informed or dangerous decision. A worker's decision is broadly influenced in two ways: Internally and Externally.

Internal influences are easier to recognize. They include the previously mentioned factors of awareness and risk-tolerance as well as fatigue, overconfidence, multi-tasking, mental stress, self-imposed time pressure, etc.

External influences are seldom addressed but just as important. The worker's decision could be influenced by supervision, vague guidance, distractions, production pressure, physical environment, etc. It's not one or the other; both will influence worker's decisions.





Compliance vs. Coaching

ACHIEVING SAFER OUTCOMES

Safety Culture = knowing what to do + deciding to do it. The old model of the safety cop looking for compliance and reminding workers what to do doesn't go far enough. This can correct an immediate deficiency but often the worker already knew the compliance issue. The primary reason they are complying now is the safety cop intervention. This is important in the moment, but what do you think the person will do when no one is watching?

This is where DDS coaching creates culture change. The DDS coach will not only recognize and correct the immediate compliance issue but will also start the process of understanding what influenced the decision to not comply. Likely, the worker was influenced both internally and externally. The DDS coach will counsel the worker to recognize their own biases and the external influences that impacted them; and will also impact those who follow.



The Gloves

STOP PUTTING OUT FIRES; FIND THE SOURCE OF THE SOURCE

For example, workers know to wear gloves when using tools or handling heavy objects. When someone is seen without their gloves the typical response is to sternly remind them about the glove requirement. This appears to solve the issue but all that has really happened is the individual has been reminded of a requirement they already knew and already decided against. Other systems direct the supervisor or peer to capture the unsafe event, so it can be added to the aggregate data to look for trends. At the end of the month a message is sent to the workers noting the rise in instances of gloves not being used. Again, reminding them of something they likely already knew.

This is where DDS is different. It gets to the root cause to prevent recurrence. A common reason for not using gloves is the individuals own risk tolerance; an internal and negative influence. In this instance the person is coached on using a good questioning attitude and self-checking to mitigate this with internal and positive influences. Since DDS coaches are looking at all areas of influence, they may discover that the gloves are locked up two buildings away; an external and negative influence. Not just the person in question, but every person who should be using gloves is influenced by this. The solution here is not reiterating the glove requirement but removing the influence on risky decisions; make the gloves more accessible. Fix the organizational gaps to make deciding on safety easier for this person; and the next. The easier you make it to choose safety, the more safety you will get.



Results

NUMBERS DON'T LIE

1. **British Petroleum (BP), US Pipeline Division:** KnowledgeVine was sought out by BP to assist with behavioral safety oversight due to 14 OSHA recordable injuries across their system during the previous 6 months. Because of KnowledgeVine's behavioral coaching process, there were zero OSHA recordable injuries during the subsequent 6 months.
2. **CenterPoint Energy:** KnowledgeVine began providing behavioral safety for a 60-mile transmission construction project in 2017 and 2018 involving 20 contractor companies. This project was the safest in company history with only 1 OSHA recordable injury and 1 first aid. Final RIR was 0.6.
3. **Other KnowledgeVine utility client results:**

T&D Client 1: Improved RIR (2.05 to 1.68), insurance claims (128 to 65), turnover rate (reduced 40%) and DART (1.23 to .5)

T&D Client 2: Improved RIR (.85 to .57), DART (from .37 to 0.0), and at fault vehicle accidents (80% reduction)

T&D Client 3: Improved RIR (1.05 to .65), insurance claims (77 to 22), turnover rate (reduced 51%), and 1.5 million man-hours without a lost time accident

Where Do I Go From Here?

Engaging with KnowledgeVine is simple. For more information on how to start, visit our website: www.knowledgevine.com. There you can find useful resources and begin learning about the application of human performance. You can also find a link to our free KV Share app. Our website's information is geared toward getting frontline workers engaged. Theories and ideas can help create a vision, but actionable guidance is what changes behaviors.

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