

Implementing The Behaviour-Based Approach: A Practical Guide.

Published in: The Health And Safety Practitioner, November 1994.

1995 Winner of the UK Institution of Occupational Safety & Health's (IOSH)

Peter Wickens Award for best published paper

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Introduction

Within the field of occupational safety and health many efforts have been made to improve safety in the workplace. These efforts have focused upon legislation, engineering failure, safety awareness campaigns, safety training, and unsafe acts. Taken as a whole, these efforts have not always been successful in impacting upon accident rates. Traditionally, the legislative approach has not made much of an impact simply because the resources necessary to police the situation have not always been forthcoming. An example of this is provided by the current level of approximately 90 factory inspectors to police somewhere in the region of 100,000 construction sites, not all of which have been notified to the appropriate authorities. The legislative approach has also included attempts at 'blitz' inspections by the HSE. During 1987-88 inspections of over 2,000 construction sites were conducted. These inspections revealed a worrying picture with one third of site agents and supervisors having poor knowledge of basic health and safety requirements. Most importantly during the period of the campaign there was no measurable decrease in the number of deaths or serious injuries (HSE, 1988). The recent change of emphasis to an 'auditing of systems' approach, rather than an 'inspection of sites' approach by the HSE (1992) is very welcome, as it implicitly addresses these and other issues.

Engineering approaches have typically focused on the designing out of the possibility of accident occurrences, by for example providing guards on machinery etc (DoE, 1974). Although a useful route to pursue, this approach has often been based on a reactive process founded on somewhat misleading perceptions of accident causation, and typically does not take account of the effects of rapidly changing technologies (HSC, 1993).

Other kinds of interventions designed to improve the poor accident record by raising operatives' safety consciousness through the use of safety poster campaigns, and other informational safety campaigns, have not been consistently successful. Such campaigns are generally ineffective, as illustrated by Saarela et al. (1989) who found that in a Finnish shipbuilding yard, a two year campaign did not impact on the accident/injury rate, although it did lay foundations for more profound safety interventions. Further evidence of the ineffectiveness of safety awareness campaigns is indicated by the UK construction industry 1983 accident statistics. During this year the national 'site safe, 83' safety awareness programme was put into operation. Ironically, compared with the previous 5 years an increase in the accident rate was found, despite all the time, money and effort (Langford & Webster, 1986).

Performance Safety A Practical Approach

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Table of Contents Performance Safety A Practical Approach

1. Understanding the eBook Performance Safety A Practical Approach
 - The Rise of Digital Reading Performance Safety A Practical Approach
 - Advantages of eBooks Over Traditional Books
2. Identifying Performance Safety A Practical Approach
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Performance Safety A Practical Approach
 - User-Friendly Interface
4. Exploring eBook Recommendations from Performance Safety A Practical Approach

- Personalized Recommendations
- Performance Safety A Practical Approach User Reviews and Ratings
- Performance Safety A Practical Approach and Bestseller Lists
- 5. Accessing Performance Safety A Practical Approach Free and Paid eBooks
 - Performance Safety A Practical Approach Public Domain eBooks
 - Performance Safety A Practical Approach eBook Subscription Services
 - Performance Safety A Practical Approach Budget-Friendly Options
- 6. Navigating Performance Safety A Practical Approach eBook Formats
 - ePub, PDF, MOBI, and More
 - Performance Safety A Practical Approach Compatibility with Devices
 - Performance Safety A Practical Approach Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Performance Safety A Practical Approach
 - Highlighting and Note-Taking Performance Safety A Practical Approach
 - Interactive Elements Performance Safety A Practical Approach
- 8. Staying Engaged with Performance Safety A Practical Approach
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Performance Safety A Practical Approach
- 9. Balancing eBooks and Physical Books Performance Safety A Practical Approach
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Performance Safety A Practical Approach
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Performance Safety A Practical Approach
 - Setting Reading Goals Performance Safety A Practical Approach
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Performance Safety A Practical Approach

- Fact-Checking eBook Content of Performance Safety A Practical Approach
- Distinguishing Credible Sources

13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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