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# The Carrot or The Stick?

Dave Mason April 2019



# Is it really this binary?

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Punishment

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Reward

# Some of the Theoretical Stuff

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Maslow – Hierarchy of needs

Herzberg – Motivators and Hygiene factors

Hofstede – Cultures and dynamics

Hawthorne and his effect



**We all need different levels of the above but we all need them!**

**We all have a different map of the World....**

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Inspire Safety



# What are you trying to solve or cure?

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## Which one is the top priority for you?

- Better compliance
- Great behaviours and leadership
- Better culture
- Higher engagement
- Less accidents
- Healthier workforce



# What do we traditionally do to get these results?

- Safety Management System
- Training
- Audits
- Posters
- Inspections
- Possibly a behavioural safety process
- Near miss reporting
- H&S Committee
- Incentive schemes



# Measuring Performance

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- Accidents
- Near misses
- Actions
- Audits carried out



- Leadership tours
- Observations
- Action close out rate
- Engagement scores
- EAP/ill health data
- Safety volunteer ratios
- Training feedback



Deciding on the scope of your performance indicators can help focus in on the areas that are really important. Use of leading and lagging indicators can help focus on engagement activities

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# Rewarding Performance

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What is being rewarded?

How is it decided?

Who can gain the reward?

Do we reward safety roles – first aiders?

Most people focus on money – what are the other options?





# What makes a difference?

**Communicate** – remember VAK – don't just put posters up

**Observe and feedback** – behavioural change only works when you do this

**Investigate openly** - apply the Just Culture model every time

**Reward safety performance** - be innovative, this is not about money



Truck No \_\_\_\_\_  
Driver \_\_\_\_\_  
Time \_\_\_\_\_  
Location \_\_\_\_\_  
Was Protocol Followed? Y/N \_\_\_\_\_  
Observer \_\_\_\_\_  
Signed \_\_\_\_\_



Travis Perkins

### MHE/Pedestrian Protocol

This protocol sets out the responsibilities for both MHE drivers and pedestrians in order for them to move around each other safely.

Simply put it says:

1. Upon approaching a pedestrian, the truck driver should sound the horn.
2. Eye contact is made between driver and pedestrian.
3. The pedestrian gives a clear hand signal that shows he is aware of the MHE and it is safe for it to proceed.

 <b>MHE Driver Responsibilities</b> <b>Always:</b> Look all around before pulling away. Use your horn on blind corners. Look in the direction of travel.  <b>Assume pedestrians haven't seen you if they don't respond to the vehicle horn and give you a clear hand signal.</b>	 <b>Pedestrian Responsibilities</b> <b>Always:</b> Wear your hi-viz PPE. Use the pedestrian walkways. Stop, Look, Listen at crossings.  <b>Assume the driver hasn't seen you if you can't make eye contact, (e.g. MHE reversing) move to a safe position and STOP.</b>
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Travis Perkins  
Government Road PSDM

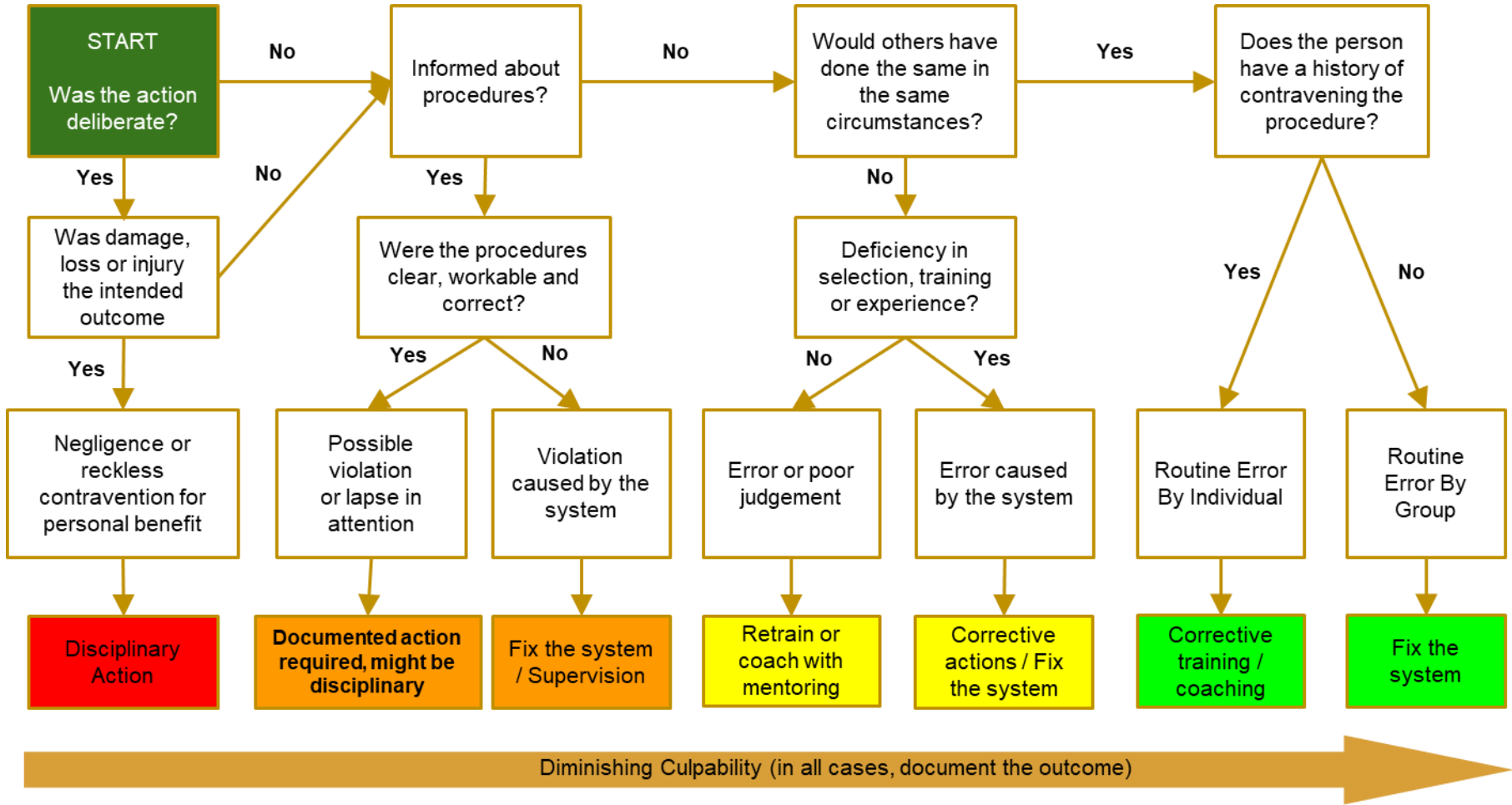
### Briefing: MHE / Pedestrians Protocol

How will it work?



Travis Perkins  
Government Road PSDM

# The James Reason Model



# Reflections

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- Building a positive health and safety culture is harder than building a compliance culture
- We can't however ignore our legal obligations – build the framework of rules and processes and then influence the behaviours within it
- The role of the safety professional is a key part, are they the police or the coach?
- Involve employees and teams as much as possible
- If it goes wrong investigate and apply the just culture model
- What gets measured gets noticed, is dual assurance in use?



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# Any Questions?