

FIELD LEARNINGS FROM BEHAVIOUR BASED SAFETY IMPLEMENTATION: REVIEWS IN INDIAN ORGANISATIONS

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Abstract *This field action study in five Indian major organisations includes the reviews of behaviour based safety (BBS) implementation, the roadmap and action plan to implement BBS approach, and behavioural trends from a large gas company, two aluminum plants, a ship-building company, and an engineering plant. A mix of qualitative as well as quantitative data presented in this article would hopefully be useful for companies considering implementing BBS in order to achieve zero-accident/ injury-free culture at their workplaces. A comparison of the five multinational organisations all over India revealed the behavioural trends on an average as follows: safe behaviours are 70%, unsafe behaviours as 30%, corrections of unsafe behaviour as 67%, and interestingly safe behaviours went up to 90%, which means there is a 20% increase in safe behaviour after corrections by all-category observers. The findings reveal that the unsafe/at-risk behaviours are rooted in organisational culture. Hence in order to achieve total safety culture, beyond behavioural safety implementation, the organizational behaviour culture domains need attention of the corporate managements such as the quality of construction at project stage, the production target pressures, adequate resources (manpower and materials), sync in safety emphasis among all managers at different levels in the organisation.*

Keywords: *Case Study, Behaviour Based Safety, BBS Implementation, Multinational Company*

INTRODUCTION

“Seniors in the company with 20 year experience don’t take interest in safety, employees are not inclined to reporting near-misses, what to do”, mentioned AGM - EHS of a multinational company. According to Deputy General Manager of an oil company, “down-stream hydrocarbon industry is in trouble and close scrutiny due to accidents. Some senior officers had to face suspension. This is a wake-up call for all of us. Every accident has a human element. That is the reason we are implementing BBS in our sites. A contract lady worker used a fire extinguisher to fight fire at the site. On asking how did you do that, she said, “You have only trained me how to use extinguisher so I did”. This means even contract worker at times can be useful to avoid accidents. When there is a pressure from the top, the people at the lower level take short-cuts on safety to achieve production targets. On the other hand, the managers expressed that when we save people from injuries, they are able to produce more; hence more safety means more production. Lack of knowledge and experience among the contractors’ staff lead to unsafe behaviours leading to safety violations, the trained BBS observers fill this gap and save them from injuries. Every work permit has an almost 20% safety violations that needs to be reviewed by observers on daily basis to avoid accidents. When we avoid small safety

violations, major ones follow. The safety time-out for field observations by the managers helps in safer operations. Safety is also an emotional issue, not only the person gets affected but also the family members. We need to also extend awareness of BBS to society. A medical doctor while he was going to see his patient died as he was crossing the railway track while talking over the mobile. These above mentioned expressions are of the BBS training participants of this study.

Behavioural safety has been applied successfully worldwide instead of command-and-control approach to occupational safety (Geller, 2004). BBS implementation across companies revealed (Kaila, 2010) that the behavioural trends on an average across companies are 72% of safe behaviours; at-risk behaviour of 28% and at-risk behaviours corrected is 2% by each observer. BBS is an application of behavioural science, the purpose of which is to achieve Zero Un-safe Behaviours (Kaila, 2013).

OBJECTIVE

A major objective of this article is to gain knowledge for organisations considering to implementing BBS towards achieving zero unsafe behaviour targeting zero injury at workplaces.

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METHODOLOGY

The BBS programme was implemented in five locations in India for 1500 employees of multinational companies that were trained as BBS mentors and observers over a period of past three years. This programme included the concept and process of BBS, plant visits for observation, and correction of at-risk behaviours, developing road map for implementation of BBS, linking BBS with safety systems such as hazard identification, accident investigation and safety audits, developing training module for imparting training to all employees, formation and functions of BBS steering team. The training participants included managers, heads of departments, contractors, and safety officers from across the plants.

RESULTS OF PRESENT STUDY

Organisation 1: GAIL UNIT

This company has implanted BBS since 3 years. A recent review of Behaviour Based Safety (BBS) Implementation has revealed the following outcomes.

Present Status of BBS Implementation

- Overall safe and at-risk behaviours stand at an average 82% and 18%.
- From base level there is an dip from 86% to 79% in past two months.
- Lead trainers conducted BBS awareness workshops for GAIL & contract workmen (CW) including CISF and developed them as observers, total observers to date 117 (GAIL 77 CW 40).
- Housekeeping, PPE, Following procedures and material handling required constant attention to eliminate unsafe behaviour risks.
- Till date about 78% of GAIL employees and 10% contract workmen developed as observers and balance to be trained in 1 year (by lead trainers). This is because of transfers and arrival of new employees.
- Pocket size BBS observation card in booklet form has been prepared and given to all lead trainers & observers. Data to enter directly from pocket size card.
- Special BBS observation record in Hindi, and English prepared for contractor and CISF staff and employees.
- Lead trainer meets once in a month with their observer team to review performance. All LT also meet once in a 30 days to exchange learnings.
- Decided to expedite/ strengthen BBS observations program and new observer's training programme.

- Many unsafe acts/conditions observed at site such as un-barricaded excavated pit, poor housekeeping, wrong use of ladder, unsafe use of safety harnesses, PPE non-compliance are identified, reported and corrected.
- BBS display boards and wall signages done as decided by the steering committee meeting. Slogans received from CO HSE.

Action Points to Improve BBS Implementation

- Enhance the frequency of capturing observation data and thrust drive is required for continuing observation and feedback process
- Lead trainers to conducted planned BBS awareness workshops for remaining GAIL staff & contract workmen, OIC to intervene for ensuring all the employees, contracted workman are covered for the training
- Monthly report to corporate director projects and copy to corporate HSE to be submitted by the site
- Observers lack knowledge on identifying unsafe behaviours in SOP & following procedures, material handling category and training by head F&S
- Two lead trainers had been transferred to other site which is a setback for BBS implementation.
- BBS software not working properly. To be rectified by IT dept. Presently data maintained manually
- More focus required in workmen category to conduct awareness workshops.
- Lead trainers training to be given to at-least 3 employees for better assistance.
- Behavioural trends of past 3 Months (Figure 1):

	Safe	At-Risk	Corrected	Safe After Correction
Jun-14	81%	19%	19%	100%
Jul-14	86%	14%	14%	100%
Aug-14	79%	21%	20%	99%

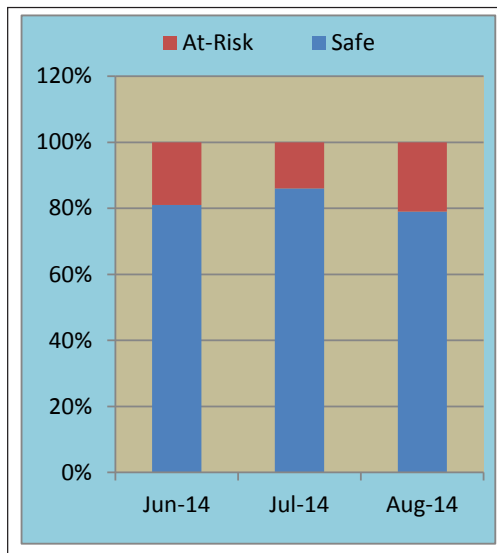
Organisation 2: Cairn India

Roadmap for implementation of BBS developed by 12 trained mentors in Sept. 2014

Theme: BBS is safety initiative for safe working culture, not fault finding.

- Introduction of BBS roadmap to senior management
- Budgetary & expenditure approval note for BBS implementation

Figure 1: Observation Data Analysis



3. Formation of BBS steering team along with role & responsibility
4. Divide steering team in four parts
 - A. Training team
 - B. Observation/ implementation team
 - C. Promotion team (display of BBS banners & issuing M-BBS sticker to observer)
 - D. Performance review team
5. Invitation for observers from different department , who are willing to contribute for BBS
 - A. Daily role & responsibility
 - B. Daily oath by observer before going to perform safety contribution
 1. Going to save human life
 2. Going to perform good work
 3. We will educate at least 5 of our colleagues today.
6. BBS training for observers and leaders by trained mentors
7. Invitation to senior management for ceremonial kick of BBS initiative portal
8. BBS should not be linked with HR & PMS process, since BBS is beyond regulations/compliance
9. Monthly review on BBS observations
10. Rewarding observers & implementers on quarterly basis
11. Preparation & display of yearly outcome of BBS initiative by the steering team.

The trained mentors are now implementing BBS in their respective work areas.

Organisation 3: L&T Ship-Building Company

BBS roadmap developed for ship-building company by 33 mentors of BBS in Sept. 2014.

Activity	Coordinated by
1. Announcement and inauguration and start-up of BBS project	PAD, PSN, SYPA, ARN
2. Formation of BBS implementation organogram with zone-wise roles and responsibilities	PAD, PSN, SYPA, ARN
3. Setting of objectives and targets of BBS for short and long term	Steering Team
4. Selection of BBS observer and observer training programme (five staff / cont. workforce to be trained by each mentor in a month ; familiarisation of risk assessment / HIRA & SOP)	M-BBS
5. BBS awareness training programmes to all contract workmen	All M-BBS
6. Schedules or rosters for observers to be circulated	Steering Team
7. Display of ads, banners, posters, ads thru systems – group mailers of BBS rules, practices in coordination of safety dept.	Area / Zone Observers
8. Fortnightly review of daily feedback	Steering Team
9. Conducting quarterly BBS audits by senior management	Sr. Management / Steering Team
10. Rewards for best contractor, observer zone-wise	Steering Team
11. Including BBS in PMS to every employee	Sr. Management / HR department
12. Include BBS rules, guidelines in safety handbook and in contracts	Contract cell / EHS
13. EHS committee will review BBS progress	Steering Team
14. BBS training to be part of safety induction programme	EHS
15. Electronic format of getting feedback from observer for data and further analysis, development, to be part of SAP; common server for storing formats, checklist, data, posters, photographic journey of BBS.	PSN / IT

- | | |
|---|-----------------------------------|
| 16. Review of roadmap and targets half-yearly | Steering Team |
| 17. Refresher training of BBS to all employees & workmen | EHS |
| 18. Celebrate annual BBS day | EHS/Steering Team |
| 19. Submitting reports to all concerned HODs | HR |
| 20. Issue of safe worker badges by observers to observers on the spot | Area / Zone Observers/ Admin team |
| 21. BBS to be covered in daily toolbox meeting | Area / Zone Observers |
| 22. Recognition, identification for mentors through badges, bands | Steering Team / Admin |
| 23. BBS screensavers on all systems | Steering Team / IT |
| 24. Meeting of observers and mentors with HODs | Steering Team |
| 25. Safety resources to be ensured | Stores |

The mentors of BBS are now following the above roadmap to spread BBS across the company.

Organisation 4: Sesa Silvassa

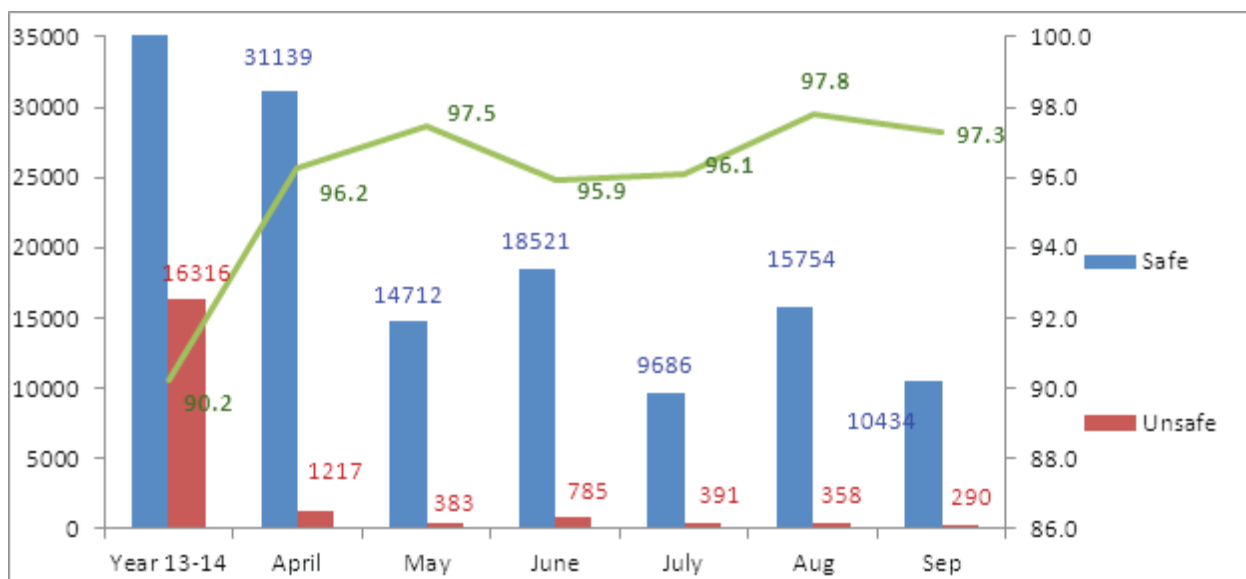
Behaviour-based safety project at Sesa:

Since one year of active BBS implementation, there is a remarkable improvement in BBS culture in terms of safe behaviours being observed more than 97.3% (Figure 2) across the plant, regular BBS training being conducted, BBS banners being displayed across areas, regular steering team

meetings, barrier identification & elimination, best observers being recognised, observations cards being increasingly filled-in by observers. However, an improvement is needed in following 10 ways:

1. BBS lead trainers programme may be introduced as done in Sesa Goa;
2. BBS checklist need to be IT-enabled for creating monthly behavioural trend data of safe versus unsafe behaviours across depts. Observers could directly enter BBS score online.
3. HOD needs to be rewarded by the CEO for best monthly BBS performance;
4. Observers' fortnightly meeting with HOD and goal-setting for elimination of unsafe behaviours each month. Passive observers need to be activated by refresher training;
5. Distrusted reward system needs to be introduced to motivate all observers/implementers;
6. Departments must link BBS to KPA/KPO as done by Tuticorin plant;
7. All departments should nominate best observers on monthly basis as motivation measure. Departments need to create BBS Corner Board to display monthly behavioural trends. Departments should not only emphasize observation card but also quality of observation;
8. Monthly message and regular participation in steering committee of COO would enhance the BBS climate further;
9. Quarterly BBS internal audit needs to be completed;

Figure 2: Behavioural Trends



10. BBS photographic journey as well as observer feedback column on company website would motivate observers.

Organisation 5: SESA Tuticorin

BBS review at an aluminum plant:

The interaction with HODs and observers in the field reveals an improvement in BBS status in terms of HODs leadership, barrier identification & elimination, best observers being nominated, observations cards being filled by observers. However, an overall improvement is needed in following 20 ways:

1. BBS banners need to be displayed for better visibility of BBS project.
2. BBS checklist need to be IT enabled for creating monthly behavioural trend data of safe versus unsafe behaviours across depts.;
3. A nine-point checklist needs to be introduced in all departments;
4. BBS awareness training to be completed for all employees as well as contractors workmen. Every month new observers must be trained by Dr Kaila.
5. HOD needs to be rewarded by the CEO for best monthly BBS performance as motivation and competition to other depts.;
6. Attendance in observers' fortnightly meeting is low due to insufficient communication, needs to be strengthened by HODs to activate passive observers;
7. Distrusted reward system needs to be introduced to motivate all observers/implementers;
8. All departments must add BBS to KPA/KPO as done by some depts.;
9. Passive observers need to be activated by refresher training;
10. Number of active observers is few in every department. New observers need to be increased for regular observations;
11. Informal discussions in the field by HODs would motivate observers;
12. Departments need to create BBS corner board to display monthly behavioural trends;
13. All departments should nominate best observers and implementers on monthly basis as a motivation measure;
14. The departments may use CSR fund for rewarding BBS observers at department level;
15. Departments should not only emphasize observation card but also quality of observation;

16. HODs need to set small BBS goal per month in terms of awareness training to employees/contract workmen, increase in number of active observers.
17. Monthly message and participation in steering committee of COO would enhance the BBS climate;
18. HODs must keep emphasizing fortnightly meeting with observers;
19. Quarterly BBS internal audit needs to be completed;
20. Creating observer feedback column on company website would motivate observers.

BBS quarterly audit checklist points to be observed

- Awareness on BBS (number of contractors)
- Awareness on BBS (number of employees)
- Unsafe behaviours observed in the field
- Active engagement of observers
- Observer and implementation meeting conducted
- Barrier elimination

ANALYSIS AND DISCUSSION

Industrial safety movement has shifted from one stage to another in its emphasis as below:

- Major focus on production (90%) and least on safety (10%); according to Health and Safety Executive (2013), the leadership focus is on production, not safety and cost considerations of safety.
- Compliance with safety laws; (80% production, 20% safety emphasis)
- Developing safety systems; (70% production, 30% safety emphasis)
- Behavioural safety approach(50% production, 50% safety emphasis)
- Each of the stages took almost 10 years to go on to another stage.

Despite all these efforts, the companies could not provide a total safe environment or achieve total safety implementation for their employees or workmen, as of result of which accidents kept on killing or injuring people at work sites. Even Indian companies have emphasized behavioural safety approach, in practice; safety versus production emphasis at project sites remains almost 50%. Unless organisational focus on safety gets comparable to production targets, total safety shall remain underachieved and business economy would be adversely impacted. "We think we are safe but we need to keep exploring safer practices", said a unit head. The organisational safety change has been initiated with BBS revival as number of injury/incidents has gone down last month which indicates BBS progress as involvement of employees has increased. The correction of unsafe behaviours

is directly linked to increase in 20% production as unsafe behaviours would trigger incidents and in turn slow down production. Hence addition of BBS active observers is an asset to organizational safety as well as business (Kaila, 2014).

BBS practically means that a network of active observers across areas captures any unsafe behaviour much before it triggers an accident. How to achieve this remains a challenge for corporates. The organisations need to consider the multifaceted framework of BBS implementation (Figure 3) to take BBS further as a next phase. The organisations need to self-assess how far they have implemented each of the following components across work areas involving all employees, contract workmen, senior as well as middle level executives.

Figure 3: Multifaceted framework of BBS implementation (Kaila, 2014a)

1. BBS Concepts and Structure
2. Meetings, Interactions and Motivation
3. Data Analysis & Corrections
4. Behavioural Trends & Organisational Change
5. Functional Committees
6. Comparing Safety Statistics before/after BBS launch
7. Rigorous Follow-ups at Fixed Intervals
8. Corporate Leadership Drive on BBS & Plant Reports
9. BBS Promotion & Portal
10. Link BBS with KPA/KPO
11. BBS Thrust in HSE Policy
12. BBS in Annual HSE Index

While implementing BBS, certain concerns of the employees are evident to be realised as below:

- a. In the scenario when unsafe behaviours are compromised with knowledge of all concerned, how is it possible to implement BBS? The corporates have realised that unsafe behaviours impact business adversely in terms of loss in production, loss of life and loss of public image of company. Hence there is a transition in corporate view on safety that 80% business is achieved by technology but remaining 20% is possible by safe behaviours of employees.
- b. BBS also highlights family side of safety of employees that each employee or contract workmen must return home safe and uninjured as he came to work.
- c. Safety is a drive by the top management but it can never be ensured unless employees take ownership for correction of unsafe behaviours.
- d. BBS observers' presentation and attitude are important, if observers take it as a tool for leg-pulling of employees, then the objective of BBS is lost.
- e. Contract workmen are like children who don't like to be scolded or scared for safety. They need a human touch through behavioural safety approach.

- f. The observers must list their own life as well work related at-risk behaviours that need corrections before they observe others and educate them.
- g. Whenever managers lose focus, they lose on safety for their workmen.
- h. BBS is ethics, above systems, and contribution to society for safe living.
- i. Unsafe behaviours are unknown to an individual observee; observer awakens about the same, and corrects unsafe behaviours in order to develop safe environment.
- j. BBS is simple, analytical, difficult to implement. Each one has to contribute to safety whether contractors' workmen to boardroom directors.

As regards, contractors' safety, the following observations are made by the observers:

- Lack of knowledge on safety hazards among contract staff lead to unsafe acts and trigger accidents. The trained observers fill-in this gap.
- Safety time-out by HODs and managers for daily field visit helps in safer operations among contractors;
- Every work-permit has 20% violations which need to be reviewed by observers on daily basis. When we avoid small violations, major ones follow after some time.

Certain important behavioural safety expressions shared by the BBS trained engineers are:

- Everybody is changeable. Behaviours can be modified. Moral boosting, responsibility, risk awareness, convincing communication change the behaviour.
- Safety is interdependent; our safety depends upon each other the safe as well as unsafe behaviours of others;
- Our behaviour is impacted by so many factors such as religion, position, ego, personal / organisational values, unions, individual knowledge and experience; mental conditions, work pressures etc.
- BBS is adding of eyes to see and control more of unsafe behaviours.
- As regards safety leadership, BBS presumes everyone to lead safe behaviours.
- Site visits by observers are very important that lead to success for better safety status at site.
- Behaviour correction starts with self.
- "Innocent public gets impacted by unsafe behaviours of one person of our company, hence big no to unsafe; introduce BBS to your company employees. Moreover, foreign standards we are tired of, we are developing our own", GM pipelines.
- Most of the safety enforcement depends upon the engineers-in-charge, and almost 75% of them don't

demand safety from the contractors as they focus on job completion. Hence unsafe behaviours continue to exist.

- Security staffs frisk and check regular employees more rigorously than the contract staff. The employees are allowed mobile to be carried inside plant which is followed by the contract workmen. The workmen bring two mobiles. They hand over one to the security so that they don't check the other mobile. This is how they carry mobile inside plant despite all enforcement.

Finally to oppose BBS implementation, the BBS trained mentors raised the following questions:

- We did not involve the union leaders, how do we implement without their involvement?
- We are spending a lot money (crores) on safety, why one more BBS system?
- BBS shall consume lot of time on observation, meetings, etc. and as such we have other activities, should we not postpone BBS implementation?
- We have almost 26 audits in a year, why BBS?

CONCLUSION AND IMPLICATIONS

Safety Culture Transformation to Save Lives

This article has brought out very clearly so as to affirm that the safety reforms are needed by adopting a lot of organisational positivity (at the individual level in safety approach and ownership) that would help in safety culture transformation to save lives which are lost or disabled in industrial accidents each year. A humble interactive (not harsh) approach is needed to effect behavioural safety. A trained BBS observer excitingly expressed, "A seven days BBS session changed me totally. I always think about human being inside the cloth. The human being could be our boss, our manager, our HOD, our CEO, our colleague and even our contract labour. I must suggest all that please think about the human being inside the cloth. All human beings have their own family like parents, brothers, sisters, wife, and kids. Our observation could save their lives". According to a safety professional, "In fact we must have a subject on BBS at school level. We must percolate it down to children, wife, parents, at home as an observer on their unsafe behaviour and must have one observation per day, in this way we can slowly and gradually spread a culture with friends, colleague, relatives". An executive director of a petrochemical plant expressed, "We Indians are at-last to helping someone, what we lose in it, if we save some one's life. This is what BBS approach is and we need to empower everyone at our organisations". According to a Head - Corporate Learning & Development, "After a long one year's hard work and dedication, our management has made BBS a mandatory

element/ qualification for all the employees and contract workers and going to launch organisation-wide.

SOPs and Work-permits are Bypassed

The data and reflections from the field are conclusive that despite heightened safety awareness, even in the current scenario, the Indian companies (both private as well as public sector) on an average have about 30 percent at-risk behaviours. The SOPs and work permits are bypassed by the area engineers, contractors, and even HODs in order to achieve higher production targets. Still companies struggle to ensure an adequate quality and quantity of PPE and its use at sites, majorly for contract workmen. Organisations practice punishment on repeated violation of safety rules which is strongly disliked by employees. A few of the progressive organisations have driven behavioural safety programmes from the boardroom and have achieved some behavioural change at the lower level safety executions. But still a long way to go for plants to achieve production-safety balance and to value human life in plants. The sync in safety emphasis is yet to take place from the top to middle to bottom levels which would take perhaps a number of years to achieve total safety culture for Indian organisations.

Four Barriers in Safety Culture

The ABC model of BBS explains as to why people engage in unsafe behaviour. Behaviour (B) is impacted by Antecedents (A) and Consequences (C). It is culture of an organisation which triggers safe or unsafe behaviour. It is a desire of meeting targets that people exercise power & authority, hurry up and bypass safety, and in this process that the poor workmen are disabled or killed. Therefore we need to challenge our own behaviour first and question our consciousness that is it OK to kill people to achieve targets. For better effects of behavioural safety implementations in achieving total safety culture, the cultural antecedents need serious attention and corrections from the top management. In this regard, the major four barriers in safety culture that require response of the corporates and HSE departments are as follows: 1. the poor construction quality during project stage; 2. the lack of proper persons at proper place and inadequate manpower; 3. the proper safety equipment are avoided by the contractors on site due to lowest quotation (L1), and further to this, there is a lack of PPE enforcement at the entrance gate by security personnel. But since work is to be carried out, the daily compromise with safety takes place at all levels; and 4. due to increased emphasis on reporting every month, the people have to sacrifice field activity due to lack of standard manning; on the cost of reporting, people have to compromise with field supervision.

Every day, 6,300 people die as a result of occupational accidents or work-related diseases, more than 2.3 million deaths per year (International Labor Organization, 2013). This research points out that accidents at workplace are caused as a result of compromising with unsafe/at-risk behaviours on part of contractors, engineers-in-charge, security/safety personnel and HODs in order to achieve more production in a less time. This fact is agreed by all concerned during deliberations while implementing BBS. This reflects that people are pushed to accidents and killed by organisations in a joint effort of all in any project execution. As unsafe behaviours are promoted jointly, they could be discounted jointly as per BBS approach by including all employees in the process of observation and correction of unsafe behaviours. Almost all accidents can be avoided by BBS implementation accompanied by corporate leadership towards zero tolerance for unsafe behaviours at the workplaces.

With the change of ownership from top to bottom level, safety culture in organisations has dramatically changed (David Broadbent, 2014). Achieving a positive total safety culture in an organisation demands a little extra personal involvement, interest, consciousness and an effort on part of every individual everyday (independent of age, education, designation, experience) to value human life as because an aware and active BBS observer would surely save an organisation and its employees from incidents and its adverse outcomes. Safety must not be learned by incidents in the workplace, it must be learned by saving workers' lives (Kaila, 2013). DGM of a large pipelines company expressed in very stimulating words "BBS is a cultural change, which is to be improved, it requires initiatives from all, if we follow safety, our life would be smooth, this is a management commitment, all safety meetings would have one point on BBS, and it is the responsibility of not alone the F&S department but of every employee to involve into creating BBS culture".

Maintaining BBS Continuous Momentum is a Great Challenge

After one year of BBS implementation, three of the participating organizations (petrochemical and aluminum) showed the following qualitative observations/outcomes:

- A group of an executive director, GMs, DGM/CM (Fire & Safety) confirmed that there is a behavioural change in the field and an overall increased involvement of employees.
- There is an increase in:
 - Number of observers and observations;
 - Data entry by observers;
 - Number of corrections of unsafe behaviours;
 - The involvement of HODs

- There is a lot of change in behaviours of contractors' workmen.
- Most observers do not record safe behaviours, as a result, the safe behaviours are not showing upward trend. At the same times they don't neglect any unsafe behaviour; as a result, the unsafe behaviours reflect an upward trend which should not be considered as negative rather to be taken in a positive spirit.
- At the same time, the plants implementing BBS are not showing any incident as unsafe behaviours are not neglected or tolerated. It is a safe culture trend.
- The greatest challenge faced by organisations is how to maintain a BBS momentum (one year after achieving 97.5% safe behaviours, and reduction in at-risk behaviours from 16000 to nearly 4800 in a workforce of 400 employees including 200 contract workmen) when the injury level also dropped from 13 to 7 (all non-reportable injuries, no reportable one). Almost 400 at-risk behaviours each month continue to exist, that is one at-risk behaviour per employee. This reveals that people continue to take shortcuts or violations even after adopting best safety practices. It indicates that people tend to take risks for some reason or the other to complete their targets. To keep up the momentum and achieve total safety culture (TSC), the observers suggested as below:
 - The Annual Corporate BBS Motivational Awards need to be initiated for best site in implementing BBS and for the best lead trainers
 - Rolling trophy for best BBS department
 - Monthly message of COO/HODs to employees
 - Activating passive observers
 - Barriers to be eliminated (pathways not visible, low commitment among workmen to follow SOP due to lack of quality and quantity of resource availability from contractors)
 - To focus on uncorrected at-risk behaviours such as SOP violations, PPE, body positioning, tools and equipment).

A safety manager of another big MNC from Gujarat state in India stated, "We have started BBS two years back and now reached at good level. We have all company and contract employees trained as observers and an average of 50% of the observers are active. We still want to excel on this journey. In view of the same we are planning to visit organisation that have successfully implemented BBS and achieving goals i.e. zero injuries. Kindly suggest an organisation where our team can visit and learn BBS best practices and sustain it". This indicates how much hard it is to putting together the BBS project for achieving total safety culture in an organisation. Safe behaviours are achievable up to 90% through systematic BBS implementation, beyond which organisational issues

pose problems such as non-sync between top to bottom managers to emphasize safety and by-passing safety norms to achieve production targets.

To summarize, the behavioural safety trends of Indian organisations and the critical issues concerning safety behaviours (such as shift in focus but safety not in sync, employees' important concerns in BBS, contractors' safety observations, behavioural safety experiences of BBS trained engineers, opposing BBS implementation aspects and BBS implementation follow-up) indicate implications in terms of safety culture transformation to save lives, but in view of the SOPs / work-permits being by-passed and barriers in safety culture, the BBS approach implementation provides respite from accidents. However maintaining BBS continuous momentum is a challenge for organisations. These findings from the field and deliberations signify that accidents are a sure compromise with at-risk behaviours which are preventable through BBS performance. Industrial safety in India must not stay at crossroads any longer by managing the risk by calculated compromise. To save human lives and businesses, the behaviour based safety implementation in Indian organisations would play a significant role. It is important to mention that in the year 2009, a huge fire at an Indian Oil Marketing Terminal at Jaipur, destroyed an entire business property and many lives due to an SOP violation (IOCL, 2014). The Director (HR) of GAIL India (2014) empowered its employees by a circular to observe safe and correct at-risk behaviours, and even stop the work if any serious hazard/risk is involved.

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