

**HALLIBURTON**

# Behaviour Based Performance

## Process Overview

# Halliburton & Behaviour Based Safety

- **1997 - First process (external consultant)**
- **2002 - Developed Internal Process**
  - Behaviour Based Performance (BBP)
- **2005 - 25 Processes in 10 Countries**
- **2005 - BBP Gulf Coast Process Received Accreditation**
  - Cambridge Centre for Behavioural Studies
  - Gulf Coast “GATOR” Process
- **2007 – 37 Behavioural Processes**
  - 23 in US and 14 International
- **2008 – Pursue corporate accreditation and internal standard**



# Perception of Risk & Reward



People often act according to their perception of the risk & reward for their behaviour... not necessarily according to the rules, policies, or procedures.

# Types of At-Risk Behaviour

Changed by  
Communication  
& Feedback

- **Enabled** – PPE/Equip. provided for a task, but not used

Changed by  
Process  
improvements

- **Difficult** – PPE/Equip. is available but not convenient/not ready for use
- **Non- Enabled** – PPE/Equip. is not available on site

# Enabled Behaviour

- Enabled Behaviour
  - Have total control
    - Choice to work safely or at-risk



ACCESS STEPS ARE  
AVAILABLE AND USED



ACCESS STEPS ARE  
AVAILABLE, BUT NOT USED



# Difficult Behaviour

- Difficult Behaviour
  - Have limited control
    - It is possible to do the work safely but difficult



ACCESS STEPS ARE AVAILABLE, BUT AT THE OTHER  
END OF THE YARD

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# Non-Enabled Behaviour

- Non-Enabled Behaviour
  - Have no control
    - Not possible to do the work safely



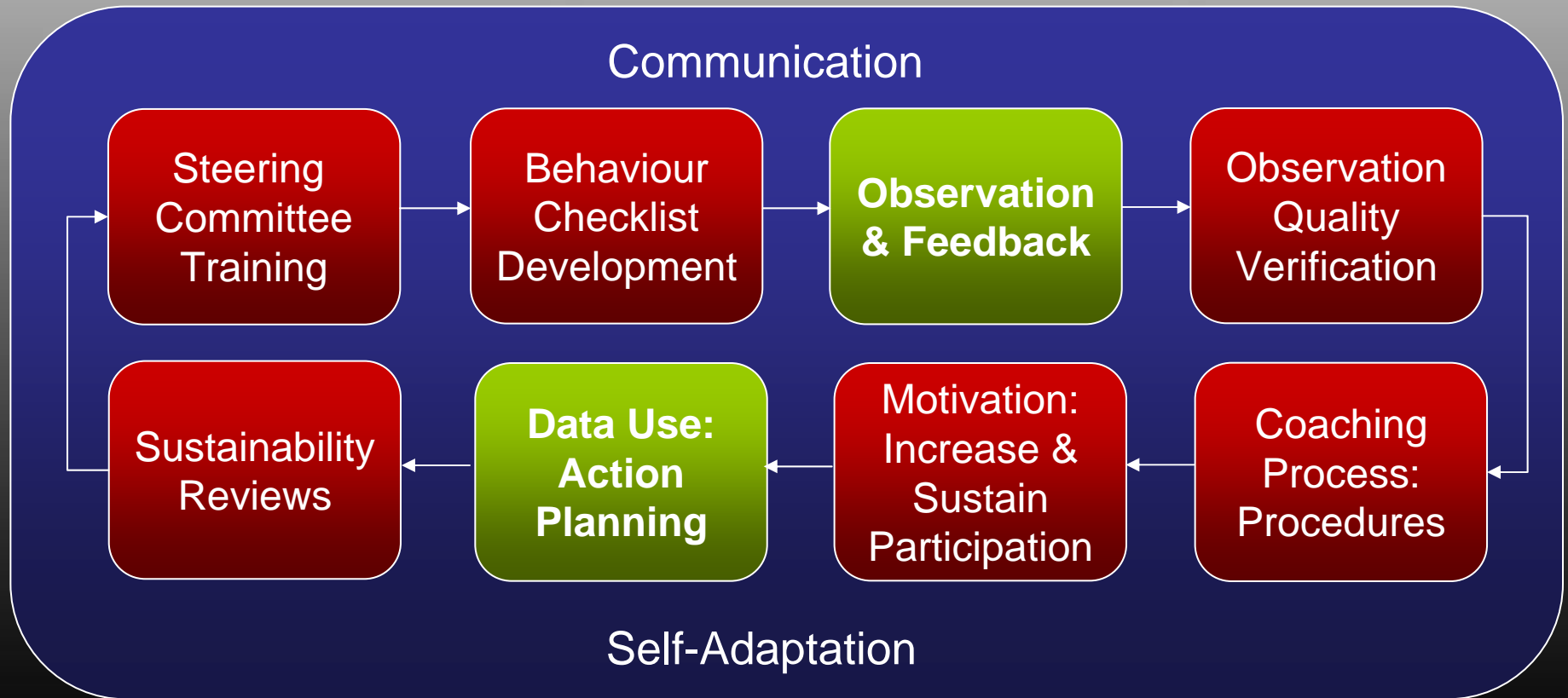
ACCESS STEPS ARE NOT AVAILABLE AT THE FACILITY

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Halliburton's BBS Process:  
Behaviour Based Performance  
(BBP)

# Halliburton's Behavioural Change Process



*Behaviour Based Performance - BBP*

# What does the Steering Team do?

- **Own the process**
  - Charged with implementing each of these steps
- **Conduct observations**
- **Train observers**
- **Provides on-going communications.**
  - Newsletter, safety meetings, wins
- **Coach observers and managers**
- **Analyze and action plan observation data**
- **Lead continuous safety improvement**

**Steering  
Committee  
Training**

# How BBP Changes Behaviour

## New Performance Measures & Leading Indicators

**Observation  
& Feedback**

Increase Employee Awareness

Reinforce Safe Behaviour

Clarify At-Risk Consequences

**Data Use**

Actions to Improve Environment

Actions to Change Behaviour

Perception Survey

Participation Rate

Contact Rate

No. Observations

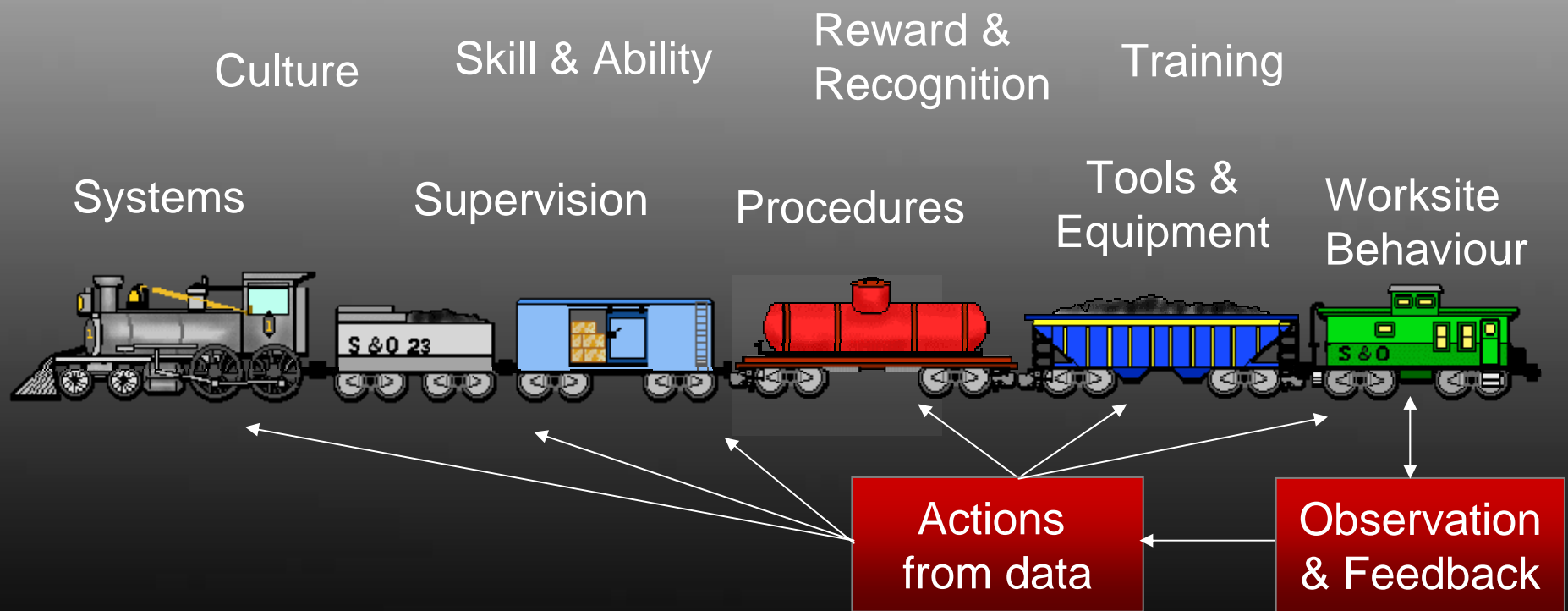
Quality Indicators

Change in % safe

No. Improvements

No. Action Plans

# A BBS *Process* does More than Increase Worksite Awareness



Action plans based on data analysis help identify barriers to safe Behaviour that are created a long time before the worksite Behaviour occurs.

# The Importance of a Scientific Approach

- By understanding the science of human behaviour we can significantly improve performance

*“Behaviour is always telling you something.”*

*“A careful Observer of behaviour is able to see early signs of future problems”*

*-Aubrey Daniels-*

*We cannot get to the next level of safety performance with the same thinking that got us here!*

# The ABCs of Managing Employee Performance

**Activators**  
*(guide or direct)*

*Signal or  
guide a  
person to  
perform a  
specific  
action*



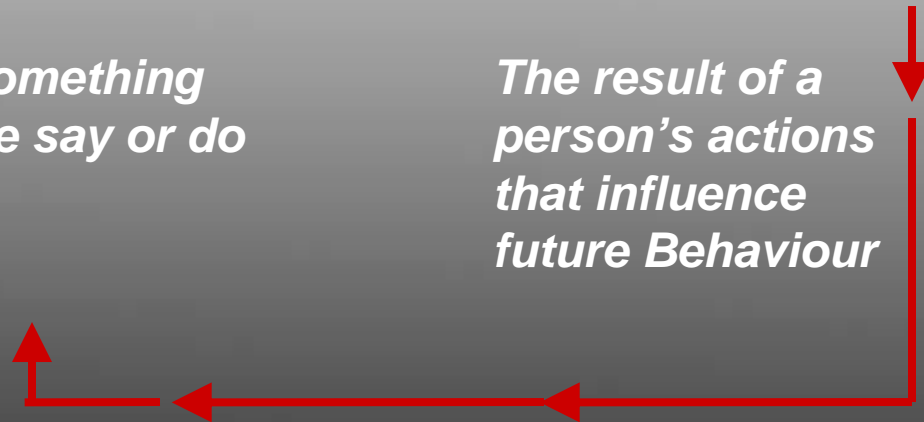
**Behaviour**  
*(a physical action)*

*Something  
we say or do*



**Consequences**  
*(what happens as a result)*

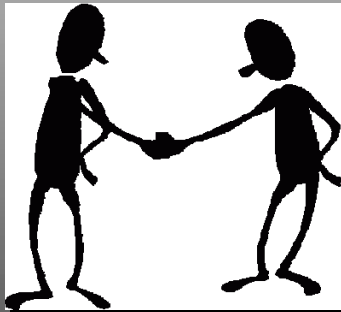
*The result of a  
person's actions  
that influence  
future Behaviour*



Consequences for current or past Behaviour have the strongest influence on our future Behaviour and change our view of antecedents.

# The 4 Observation Steps

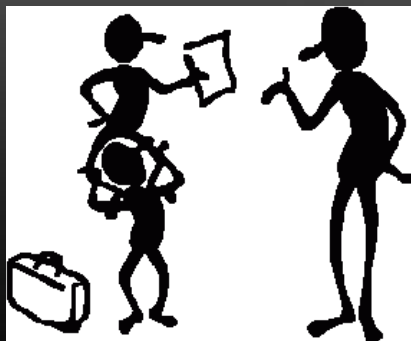
## *Interactive Steps*



1: Introduction



2: Observation



3: 2-way Feedback



4: Comment Writing

# Action Planning

The goal:

- Find the behaviour most likely to cause serious injury and develop a plan to increase the % safe for that behaviour
  - Review incidents
  - Review tabular & comment reports
    - Tabular report - % safe by behaviour
    - Comment report – what is being done at-risk & why it is done that way

Data Use:  
Action  
Planning

***A system for addressing non-enabled and difficult behaviours as they are identified should be in place***

# Australasia BBP Status

- **Current Status?**
  - **Established foundations for full process**
  - **Training in ABC model**
  - **Tiered leadership training through management layers**
  - **Implemented revised observation card aligned to BBP checklist**
  - **Implement full process in 2008**
- **7455 Observations on Behaviours and Conditions in 2007 (At-Risk and Safe)**
- **Increased participation Rate from 32% to 95%**
- **Trending data on 54 Categories**
  - **29 Behavioural**
  - **25 Conditions**

# Australasia BBP Status

- Has the change in observations had an impact on performance?
- 2 recordable injuries in last 7 months, noticeable reduction
  - 2007 TRIFR = 3.7 / 2006 TRIFR = 4.9
  - Number of FAC's has not changed
- Have applied consistent leadership and improvements in process over last 3 years
- More employees choosing to use and see value in observation process.
- Issues
  - applying training consistently
  - employees are exposed to varying standards in 'observation' culture at different work sites

# Common Pitfalls to Avoid

- Focus on Numbers Alone
  - *Dilutes quality of data - difficult to use data for action planning*
  - *Work groups will write as many observations as you ask but what impact will it have on their view of safety?*
- Not Looking at or Using the Data
- Poor Quality Data
- Feedback not Given Effectively
- Lack of Supervisor / Manager Involvement
- *BBP is only one safety tool. Must still maintain high focus on Risk Management systems*

# The Path to Incident-Free Operations

The Belief we can work injury free  
(re: Goal Zero, Target Zero initiatives)



Compliance Driven



Cultural Transformation

Behaviour  
Observation  
& Feedback

Employees  
Choose to  
Behave Safely