



**HFW2002**

**Workshop On Human Factors In Offshore Operations**

**Capitalizing On Behavior Based  
Safety To Address Human  
Resource Development Needs**

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[www.peaksbest.com](http://www.peaksbest.com)



**“ . . . Recruitment and retention problems are barriers to quality improvement initiatives, a driving factor in personal injuries and accidents, and a drain on crew performance.”**

**American Waterway Operators  
Task Force**

**All areas of human resource development and management are now interlinked more than ever—safety, personnel recruitment and retention, quality, fatigue, teamwork—all.**

**How Can We Capitalize on the Behavior Based Safety Process to Improve Total Human Resource Development?**

# **A Model For Examination**

**Peak's 10-Year Experience With Offshore Service Companies**

- **Offshore Marine Industry: 1992-Present**
- **8 Offshore Service Providers & 3 E&P Companies**
- **1992-1995 Extensive Research Into Safety Behavior Culture:**

**Inland—US Offshore—World Offshore**

- **To Date:**

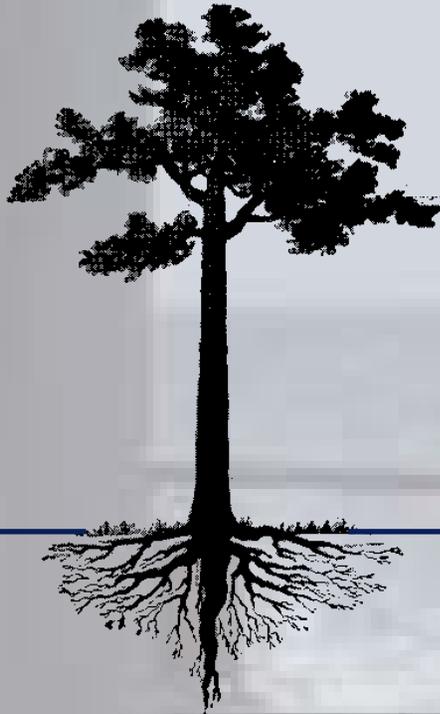
**Personality and Behavior Data From +6,000 Vessel Officers, Deck Ratings & Shore Staff Serving In The Offshore Marine Industry**

# **Task #1**

**Define Behavioral Tendencies Of  
Mariners.**

**Personality and Behavioral  
Measures**

# What Is Personality And Behavior?



**BEHAVIOR**  
(**OBSERVABLE SURFACE TRAITS**)

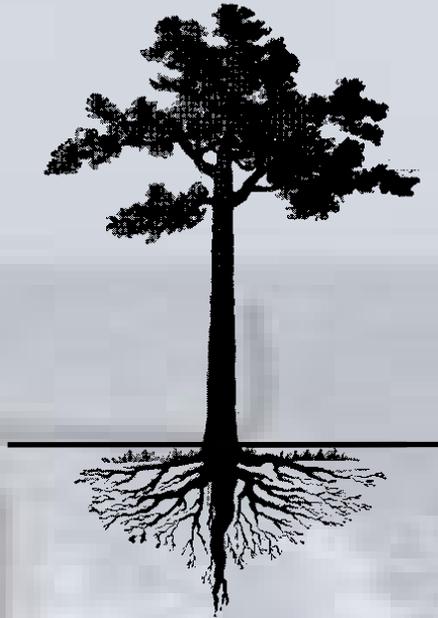
**PERSONALITY**  
(**HIDDEN ROOT TRAITS**)

**Socio-Economics, Parenting, Culture, Etc.**

**BEHAVIOR**  
(SURFACE TRAITS)



**DiSC® Personal  
Development  
Profile**



**PERSONALITY**  
(ROOT TRAITS)



**Taylor-Johnson  
Temperament  
Analysis**

**Sample  
Population:  
437**

# Population

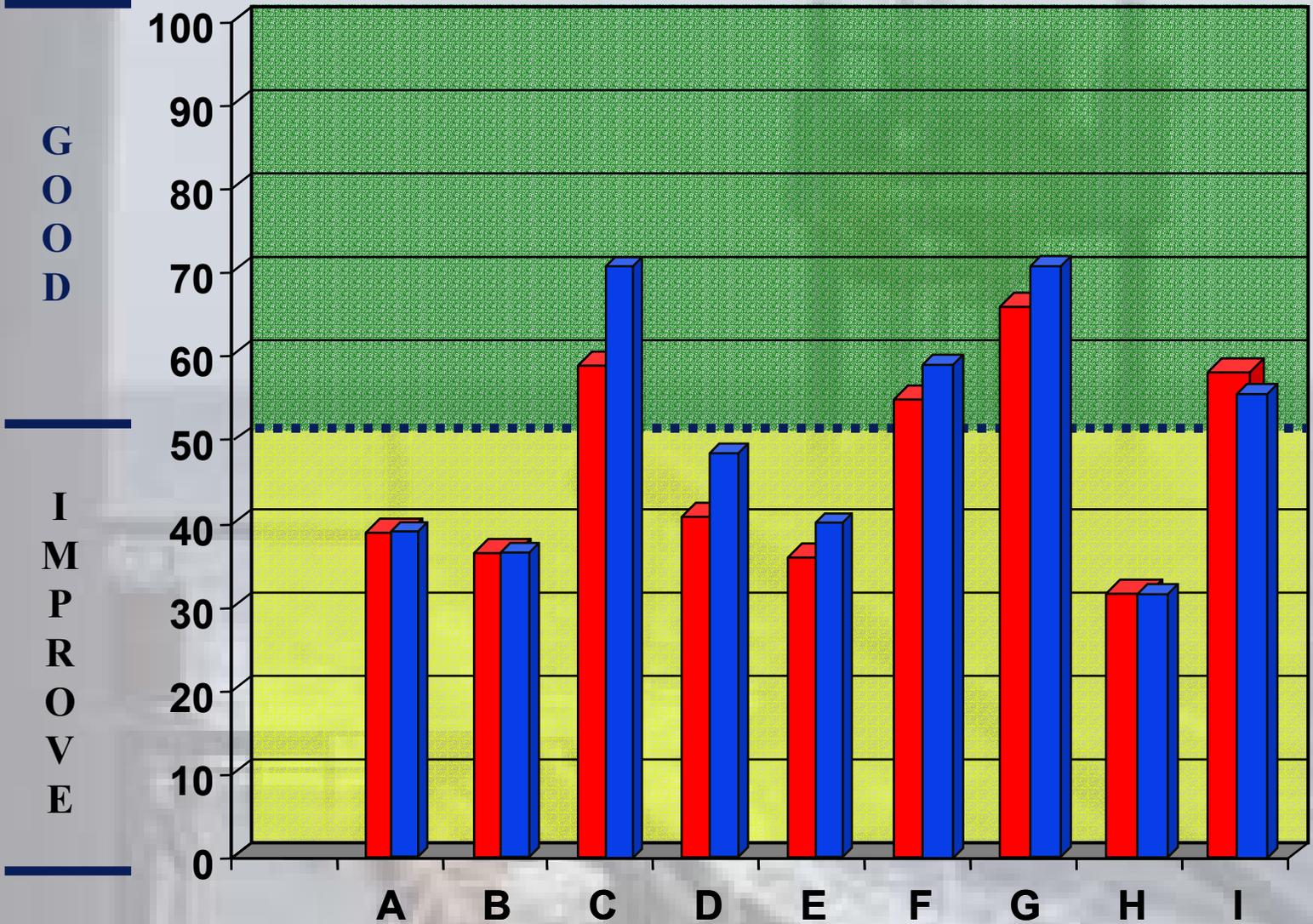
**103 Shore Staff**  
**334 Vessel Officers**

**52.7% – Captains, or first officers**

**27.2% – 2nd Captain/Mate, or second officers**

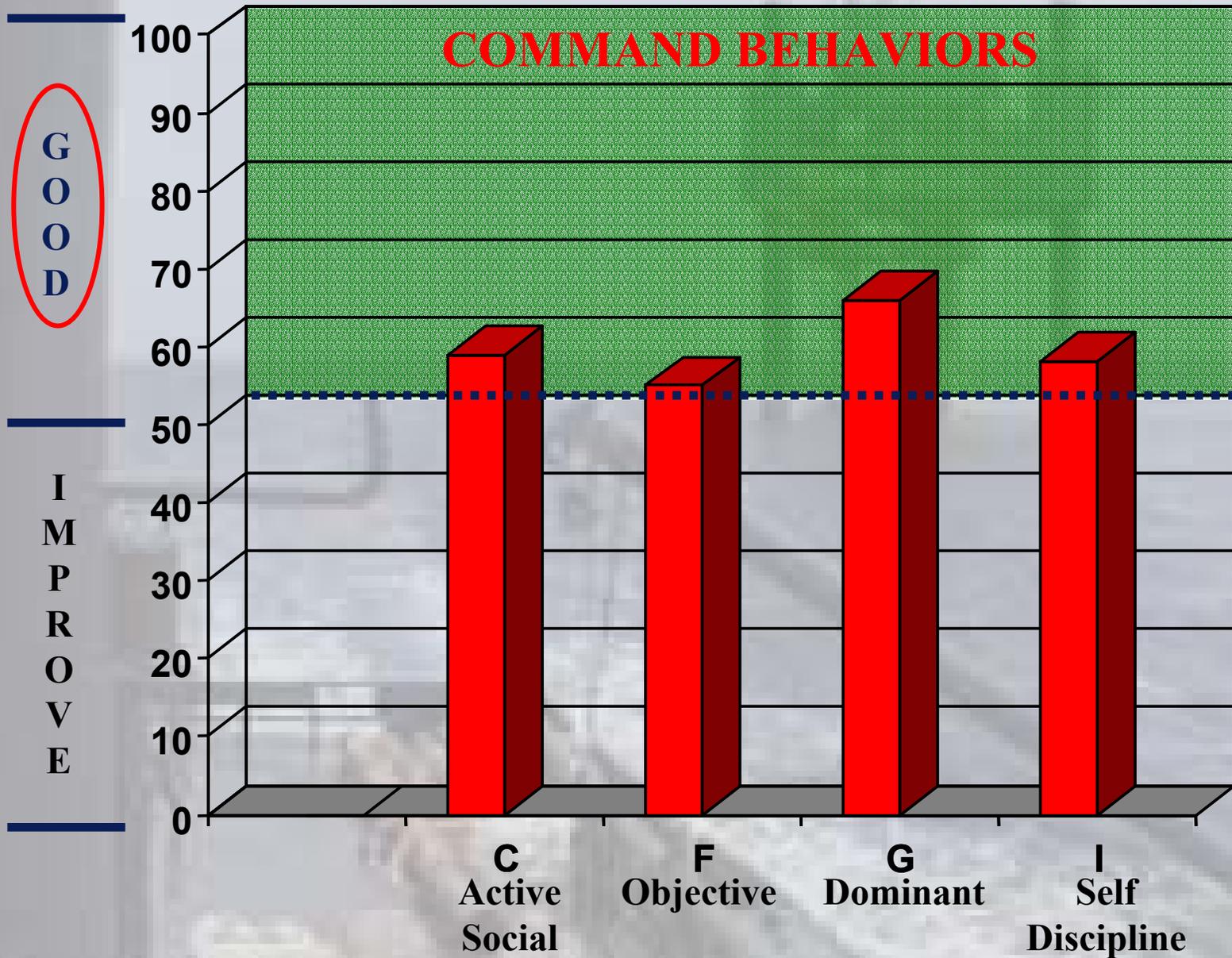
**20.1% – Engineers**

# Mariner Personality Traits

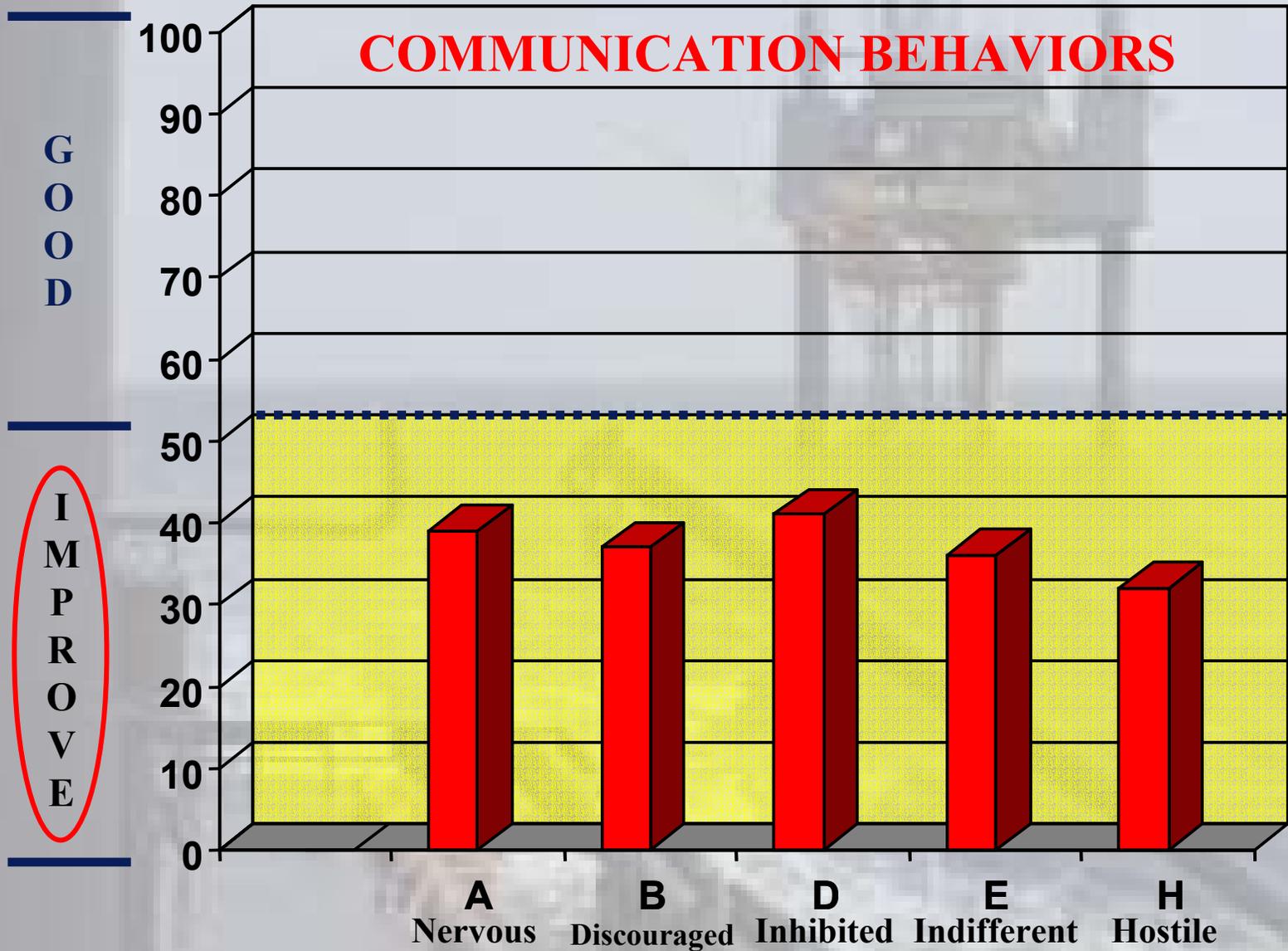


9 Personality (Root) Traits

# TRAIT STRENGTHS



# TRAIT WEAKNESSES



# What Else Does It Tell Us?

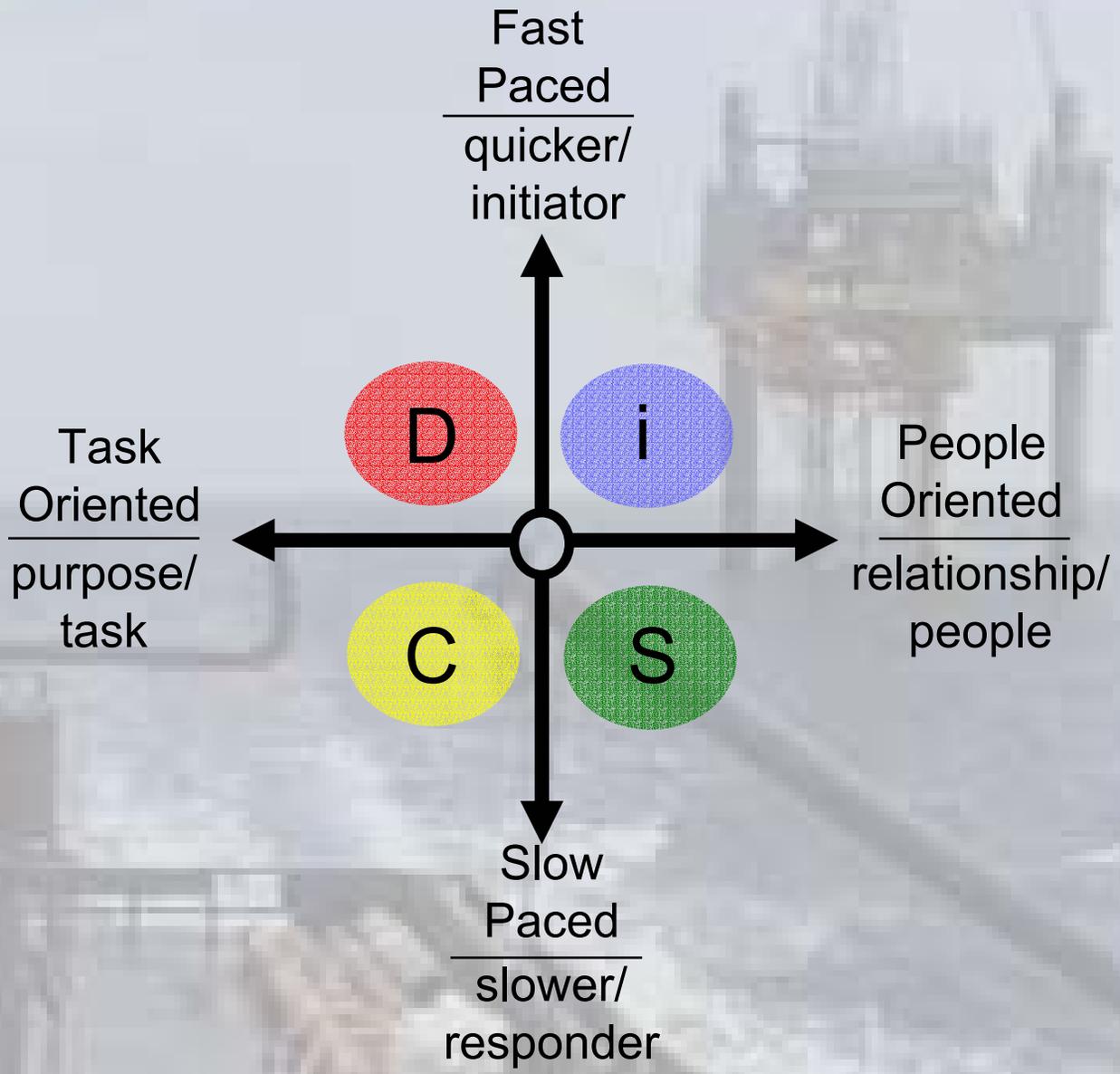


# Marine Offshore Temperament = High Turnover



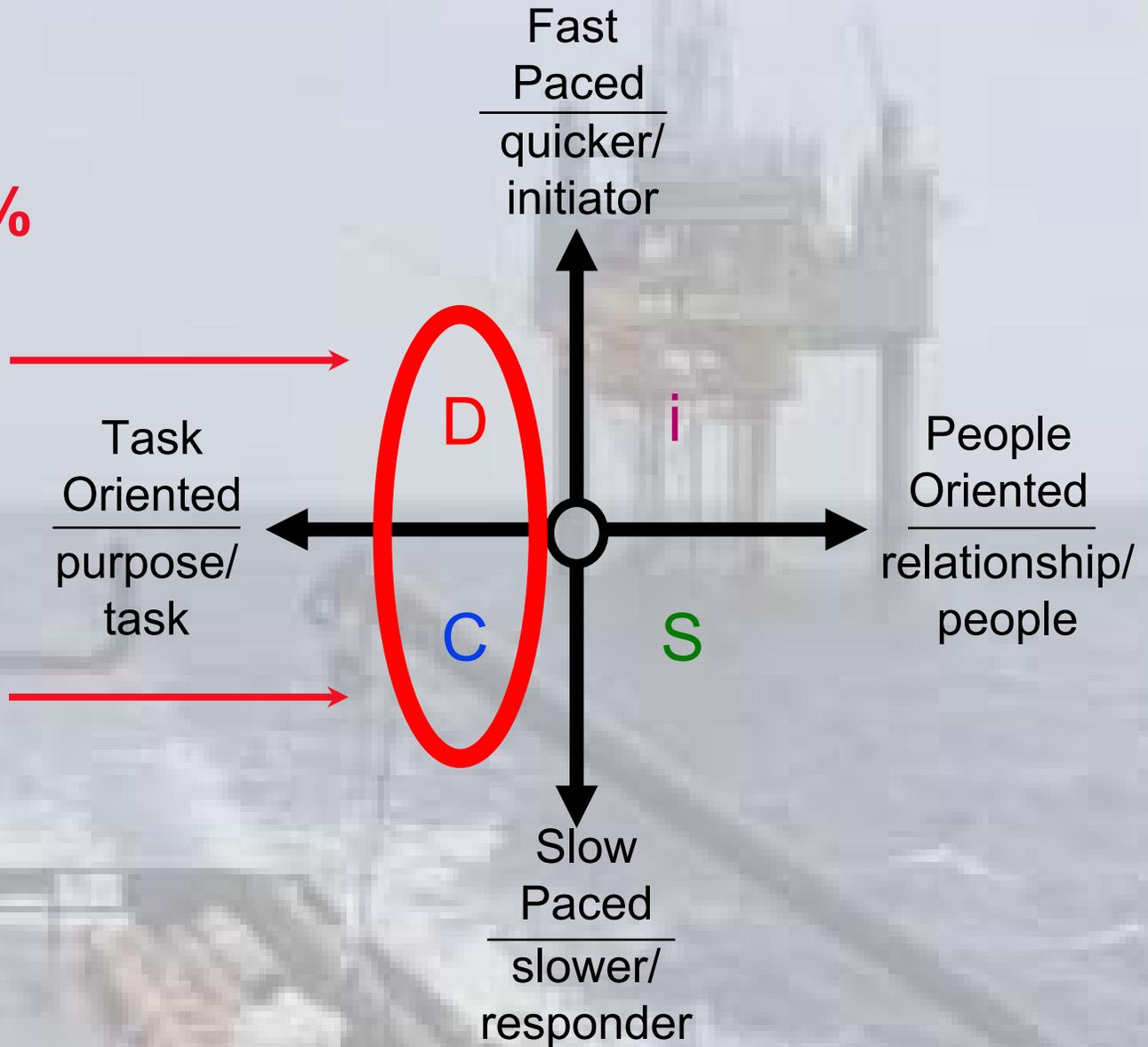
# DiSC™

- D = Dominance:** **Fast-Paced & Task-Oriented**  
Motive = Get Results Done
- i = Influence:** **Fast-Paced & People-Oriented**  
Motive = Influence Others
- S = Steady:** **Slow-Paced & People-Oriented**  
Motive = Create Teamwork
- C = Correct:** **Slow-Paced & Task-Oriented**  
Motive = Insure Quality & Accuracy



**Almost 73%  
Of  
Work  
Force:  
D or C  
Behavior**

**Task  
Before  
People**





**1st Officer - 72%**  
**2nd Officer - 68%**  
**Engineer - 75%**  
**Shore -74%**

# Mariner Behavioral Tendencies

- **Repetition Of Traits In Retention**
- **Strong Command Behaviors**
- **Poor Interpersonal Communication Behaviors**
- **Non-verbalization Of True Emotions, Thoughts**
- **Self-centered, Prejudiced Behavior Affecting Teamwork**
- **Passive-Aggressive Tendencies: “us vs them”**
  - **Misery Loves Company**

# Mariner Behaviors

## What Do They Look Like In The Workplace?

- Lack of conflict resolution
- Toleration of ongoing conflict
- Lack of verbal sympathy/empathy
- Over reliance on authoritarian leadership
- Reliance on hard-core skills for competency
- Pervasive “us vs them” verbalization
- Little interpersonal relationship guidelines
- Consistent turnover or desire to leave job
- Hesitancy to listen to personal insights/needs
- Hesitancy to share personal insights/needs

## **Task #2**

**Turn Behavioral Conclusions Into  
Effective Behavior Based Training  
Measures**

**But Not Without First Defining  
The Larger Picture Of HR (or  
Human Factor) Needs That Could  
Be Impacted**

# Ask

**Is not resolving interpersonal conflicts  
a safety behavior?**

**What else does it affect?**

**Is over reliance on authoritative  
leadership a safety behavior concern?**

**What else does it affect?**

# Need

**A behavior based process which will work hand-in-glove with a strategic human resource development model.**

**A Comprehensive Viewpoint.**

# Strategic Human Resource Development

**Provide Accountability, Assessment, And Rewards**

**Enhance Stability In The Individual And The Team**

**Develop Employees Personally And Professionally**

**Communicate The Company's Mission, System, And Culture**

**Match The Team To The Mission**

**Step One:**  
**Match The Team To The Mission**

**Strategy:** **Select The Best For Employment And Retention**

**Vehicle:** **Pre-Employment Analysis, Targeted Selection**

**The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used in a pre-employment analysis process.**

# Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

Enhance Stability In The Individual And The Team

Develop Employees Personally And Professionally

**Communicate The Company's Mission, System, And Culture**

Match The Team To The Mission

## Step Two:

### **Communicate The Company's Mission, System, And Culture**

**Strategy: Prepare Individuals For Their Jobs, The Culture, And The Systems That Support It**

**Vehicle: Basic Course, New Hire Training In Human Factors**

**The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which clearly define (and reflect) the company's system, mission and culture.**

# Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

Enhance Stability In The Individual And The Team

**Develop Employees Personally And Professionally**

Communicate The Company's Mission, System, And Culture

Match The Team To The Mission

### Step Three:

## **Develop Employees Personally And Professionally**

**Strategy:** **Provide The Individual With Personal Developmental “Tools” And Programs**

**Vehicle:** **Systematic Training In Human Factors For Professional Development**

**The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can easily translated into teaching, training and coaching measures that not only improve hard-skill competencies but also soft-skill interpersonal needs.**

# Strategic Human Resource Development

Provide Accountability, Assessment, And Rewards

**Enhance Stability In The Individual And The Team**

Develop Employees Personally And Professionally

Communicate The Company's Mission, System, And Culture

Match The Team To The Mission

## Step Four:

### *Enhance Stability In The Individual And The Team*

**Strategy:** **Provide A Balance Between Work And Home**

**Vehicle:** **Emphasize Human Factors Applicability  
Through Employee Assistance And Training**

**The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used to give guidance to the worker and his/her personal support structure.**

# Strategic Human Resource Development

**Provide Accountability, Assessment, And Rewards**

Enhance Stability In The Individual And The Team

Develop Employees Personally And Professionally

Communicate The Company's Mission, System, And Culture

Match The Team To The Mission

## Step Five:

### *Provide Accountability, Assessment, And Rewards*

**Strategy:**        **Create An Ethical Environment Of  
Accountability, Assessment, And Rewards**

**Vehicle:**        **Systems Of Accountability, Assessment, And  
Rewards**

**The behavior based safety process should have the capability of producing data and identifying behavioral tendencies which can be used to give practical guidance to those whose job duties include performance evaluation and reward/award assessment.**

# **The Capital Of Capitalization**

- **Viewing the behavior based safety process as a means, not an end**
- **Coordinating behavior based safety with a well designed strategic human resource development plan**
- **Emphasis in behavioral science more upon the *behavioral* rather than the *science*, at least in the initial stages of implementation**

Thank You!

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