

CONTENTS

PREFACE

v

ACKNOWLEDGEMENTS

vii

CHAPTER 1	INDIVIDUAL BEHAVIOUR AND CONTROL OF DANGER	1
1.1	IMAGES OF THE INDIVIDUAL	1
1.2	THE SYSTEMS APPROACH	3
	1.2.1 Systems thinking	
1.3	DEFINITIONS OF DANGER	6
	1.3.1 The meaning of harm	
	1.3.2 Intention	
	1.3.3 What is 'potential'?	
	1.3.4 A working definition	
1.4	MODELS OF THE HARM PROCESS	13
	1.4.1 The normal state and system design	
	1.4.2 Deviation and controls	
	1.4.3 Metastable state	
	1.4.4 Unstable phase	
	1.4.5 Damaging event	
	1.4.6 Stabilisation	
1.5	THE HARM PROCESS AND THE ROLE OF THE INDIVIDUAL	18
1.6	CONCLUDING REMARKS	19
1.7	STRUCTURE OF THE BOOK	20
PART I	THE STRUCTURE OF BEHAVIOUR	
CHAPTER 2	MODELS OF BEHAVIOUR IN THE FACE OF DANGER	27
2.1	MODELS IN BEHAVIOURAL SCIENCE	27
	2.1.1 Accident proneness model	
	2.1.2 Engineering models	
	2.1.3 Interactive models	
2.2	A SYNTHESIS	38
	2.2.1 The model: description	
	2.2.2 Use of the model	
CHAPTER 3	DANGER IN ROUTINE TASKS	47
3.1	INTRODUCTION	47
3.2	'ABSENT MINDS'	49
3.3	THE CONTROL OF ROUTINE ACTIONS	50
	3.3.1 Types of error	
	3.3.2 Predisposing conditions	
	3.3.3 Frequency of different error types	
3.4	DESIGN FOR ROUTINE TASKS	59
	3.4.1 'Default values', stereotypes, illusions and other distortions of perception	
	3.4.2 Overload on attention and memory	
	3.4.3 Unexpected external signals	
	3.4.4 Signals to change levels of operation: relationship to the Rasmussen 3 level model	
3.5	INSISTENT WARNINGS AND ESCAPE FROM IMMINENT DANGER	67
	3.5.1 Innate and learned response to emergencies	
	3.5.2 Panic	
3.6	CONCLUSION	69

CHAPTER 4	HAZARD DETECTION	73
4.1	INTRODUCTION	73
4.2	ALERTING TO DANGER	76
	4.2.1 Detection of deviations	
	4.2.2 Detecting deviations in dynamic situations	
	4.2.3 Enhancing feedback on deviations	
4.3	THE OBVIOUSNESS OF DANGER AND THE USE OF WARNINGS	81
	4.3.1 Hazard symptoms and false alarms	
	4.3.2 Clarity, conspicuity and comprehensibility	
	4.3.3 Warnings and personal protective equipment	
4.4	INSPECTION AND HAZARD SEEKING	86
	4.4.1 A field study of 'naive' inspectors	
	4.4.2 Hazards according to the experienced operator	
	4.4.3 Hazard spotting by 'safety' personnel	
	4.4.4 Inspection as an active process	
	4.4.5 Inspection strategies	
4.5	PREDICTING DANGER	94
4.6	KNOWLEDGE OF CAUSAL NETWORKS	99
4.7	CONCLUSIONS	102
CHAPTER 5	DANGER LABELLING AND ASSESSMENT	109
5.1	INTRODUCTION	109
	5.1.1 Labelling	
	5.1.2 Acceptability	
5.2	CLASSIFICATION OF HAZARDS AND 'SUBJECTIVE RISK'	113
	5.2.1 Expressed preference research	
	5.2.2 Other research approaches	
	5.2.3 Structure of the section	
5.3	MAJOR HAZARD ASSESSMENT FACTORS	119
	5.3.1 Choice to enter and leave danger	
	5.3.2 Controllability	
	5.3.3 Foreseeability	
	5.3.4 Vividness, dreadfulness and severity	
5.4	HAZARD ASSESSMENT FACTORS AND TYPES OF HARM	132
5.5	DIFFERENCES IN GLOBAL ATTITUDES TO HAZARDOUS ACTIVITIES	134
5.6	CONCLUSION	136
	5.6.1 The classification of hazards	
	5.6.2 The place of probability	
5.7	EXPECTATIONS AND BIASES: JUDGEMENT IN UNCERTAINTY	141
	5.7.1 Probability assessment: absolute and relative	
	5.7.2 Biases and errors	
	5.7.3 Effects of the biases	
5.8	CONCLUSIONS: STRATEGIES OF JUDGEMENT	151
CHAPTER 6	SAFETY AND RESPONSIBILITY	161
6.1	INTRODUCTION	161
6.2	OPTIONS FOR ACTION	163
6.3	FIELD STUDIES OF RESPONSIBILITY FOR SAFETY	165
	6.3.1 Construction site supervisors	
	6.3.2 Financial responsibility	
	6.3.3 Responsibility for safety and accident prevention	
	6.3.4 Responsibility in other environments	
	6.3.5 Communication and intervention in the safety of others	
	6.3.6 Discussion	
6.4	ATTRIBUTION	174
	6.4.1 Origins of attribution theory	
	6.4.2 Attribution of cause and responsibility	
	6.4.3 The meaning of 'responsibility'	
	6.4.4 Attributing responsibility for own and other's actions	
	6.4.5 Locus of control: externals v internals	
	6.4.6 Attribution of causes and responsibility for accidents	
6.5	DISCUSSION AND CONCLUSIONS	184

CHAPTER 7	SAFE PLANS AND PROCEDURES	191
7.1	INTRODUCTION	191
7.2	ACTION THRESHOLDS	193
7.3	HEURISTICS, PROCEDURES AND PROBLEM SOLVING	195
7.4	AVAILABILITY OF PLANS	200
7.5	WEIGHING PROS AND CONS	202
7.6	MONITORING AND FEEDBACK	202
7.7	COORDINATION ERRORS	204
7.8	CONCLUSIONS AND PREVENTIVE ACTIONS	205
PART I	AFTERWORD	209
PART II	INFLUENCING BEHAVIOUR	
CHAPTER 8	GENERAL PRINCIPLES	213
8.1	INTRODUCTION	213
8.2	PRINCIPLES OF INTERVENTION	214
8.3	PRINCIPLES OF BEHAVIOUR MODIFICATION	217
8.4	STRUCTURE OF PART II	220
8.5	EVALUATION OF BEHAVIOUR CHANGE AND SAFETY	220
CHAPTER 9	LEARNING FROM MISTAKES	223
9.1	INTRODUCTION	223
9.2	FEEDBACK AND MONITORING	224
	9.2.1 Feedback in routine tasks	
	9.2.2 Isolation from feedback	
	9.2.3 Behaviour modification	
9.3	LEARNING AND TRAINING	228
	9.3.1 What needs to be learned	
	9.3.2 How does learning occur? Learning theory	
	9.3.3 Sources of learning	
	9.3.4 Personal experience: accidents and near misses	
	9.3.5 Social modelling	
	9.3.6 Development of hazard perception and safe behaviour in young people	
	9.3.7 Formal training in safety	
9.4	RISK COMPENSATION	251
	9.4.1 Introduction	
	9.4.2 Risk compensation or homeostasis theory	
	9.4.3 Predictions from the theory	
	9.4.4 Research evidence	
	9.4.5 Conclusion	
CHAPTER 10	MOTIVATION AND SAFETY	267
10.1	INTRODUCTION	267
10.2	THEORIES OF MOTIVATION	270
10.3	VALUES, MOTIVES AND BALANCE	273
	10.3.1 Theories of motivation	
	10.3.2 Motivation and decision	
10.4	MOTIVATION AND SAFETY	278
	10.4.1 Fear and horror or danger and excitement?	
	10.4.2 Control and self image	
	10.4.3 Effort, trouble and convenience	
	10.4.4 Job interest	
	10.4.5 Danger money, piecework and safety incentives	
	10.4.6 Social factors	
	10.4.7 Conclusions	
10.5	MOTIVATIONAL CHANGE	296
	10.5.1 Posters, films and informational campaigns	
	10.5.2 Laws, rules and disciplinary measures	
10.6	CONCLUSION	300

CHAPTER 11	INDIVIDUAL DIFFERENCES AND SELECTION	309
11.1	INTRODUCTION	309
11.2	SELECTION, TRAINING AND EXPERIENCE	311
11.3	INDIVIDUAL DIFFERENCES IN ACCIDENT LIABILITY	313
	11.3.1 Accident liability and hazard exposure	
	11.3.2 Research results	
	11.3.3 From problem to prevention	
11.4	EXPLAINING ACCIDENT PRONENESS	317
	11.4.1 Accident proneness and accident classification	
	11.4.2 Theoretical and practical considerations	
11.5	FACTORS STUDIED	322
	11.5.1 Demographic variables	
	11.5.2 Physical and physiological factors	
	11.5.3 Psychophysical factors	
	11.5.4 Psychological factors	
11.6	CONCLUSIONS	334
CHAPTER 12	SAFETY BY DESIGN	341
12.1	INTRODUCTION	341
	12.1.1 Automation and allocation of functions	
	12.1.2 Automatic warning systems on trains	
12.2	ORGANISATION OF THE CHAPTER	346
12.3	DESIGN OF PLANT, EQUIPMENT, MACHINERY, TOOLS AND BUILDINGS	346
	12.3.1 Inherent dangers	
	12.3.2 Information intake	
	12.3.3 Warnings of danger and deviation	
	12.3.4 Design for error tolerance	
	12.3.5 Standardisation, stereotypes and workload	
	12.3.6 Anthropometrics and comfort	
	12.3.7 Misuse and defeating	
	12.3.8 Conclusion	
12.4	PHYSICAL ENVIRONMENT	358
	12.4.1 Distraction	
	12.4.2 Fatigue, overload and arousal	
	12.4.3 Physical environment: heat, light, noise	
	12.4.4 Stress	
12.5	DESIGN OF WORK PROCEDURES	363
	12.5.1 Procedures and crosstalk	
	12.5.2 Allocation of responsibility and communication	
	12.5.3 Decision support systems	
	12.5.4 Accessibility of procedures	
	12.5.5 Conclusions	
12.6	DESIGN OF ORGANISATIONS	370
12.7	CONCLUSION	371
PART III	CONCLUSIONS	
CHAPTER 13	CONCLUSIONS AND FUTURE DIRECTIONS	379
13.1	INTRODUCTION	379
13.2	SYSTEM DESIGN AND THE HUMAN AS CONTROLLER	383
	13.2.1 System controllability	
	13.2.2 The workings of the human controller	
13.3	THE FUTURE OF THE MODEL	390
	13.3.1 Status and boundaries	
	13.3.2 Research needs	
13.4	IMPLICATIONS FOR PRACTICE	395
	13.4.1 The approach to prevention	
	13.4.2 Analysis of health and safety problems	
	13.4.3 Design	
	13.4.4 Selection, training and motivation	
	13.4.5 Organisation and evaluation	

	xiii
APPENDIX 1: THE MODEL AND THE DESIGN OF PREVENTION	405
BIBLIOGRAPHY	411
SUBJECT INDEX	455