

# Human Performance and Risk Awareness for Safer Workplaces



Picture a maintenance crew at a busy distribution center in Ohio. A worker notices a pallet stacked a little higher than usual. He thinks about saying something but doesn't. Later that week, the same pallet tips during unloading, narrowly missing another worker. No one is hurt, so the incident gets brushed off with nervous laughter. Yet everyone knows what really happened. A hazard was there, it was noticed, but the system of awareness and response wasn't strong enough to turn observation into action.

This is where the concept of human performance and risk awareness comes alive. The best safety systems in North America are not only built on regulations, training, and equipment, but also on people's ability to spot hazards, share information, and make decisions in real time. Human performance is often described as the last barrier between a hazard and an accident. When it falters, risks multiply. When it strengthens, it saves lives.

In this article, we will explore how teams can develop sharper risk awareness, how organizations can use near-misses as learning opportunities, and how everyday decision making on the job can shift from "good enough" to genuinely safe. The focus will be on real, actionable strategies illustrated through stories and statistics, with the goal of helping safety leaders and supervisors across North America nurture stronger, safer teams.

## The Human Side of Safety

When we talk about human performance in safety, we're talking about the way people interact with systems, tasks, and environments under real-world conditions. Regulations and policies create the framework, but people still make choices. Those choices are shaped by culture, time pressure, training, and even fatigue.

Consider the case of a power plant technician in Alberta. During a routine check, he noticed a faint vibration in a pump that didn't seem quite right. He thought about flagging it but assumed it was within normal limits. Three days later, the pump failed, releasing hot fluid that burned another worker. The investigation revealed that earlier warning signs had been visible but dismissed. The technician hadn't been negligent. He had simply made a

decision under uncertainty, influenced by a culture where reporting minor issues was often seen as slowing down production.

That story reflects a central challenge in human performance. Workers often face competing pressures: the desire to be safe, the need to be efficient, and the social drive not to “overreact.” The balance of those forces determines whether hazards get flagged early or allowed to fester.

## **Why Hazard Awareness Is More Than Common Sense**

Many managers assume hazard awareness is simply a matter of reminding workers to “pay attention.” The truth is that human beings are wired with blind spots. Research from the National Safety Council shows that even experienced workers can overlook 30 to 40 percent of visible hazards during routine tasks. This isn’t because they don’t care. It’s because familiarity breeds comfort, and comfort dulls awareness.

Take the construction sector in the United States as an example. OSHA data shows that falls remain the leading cause of death on sites, accounting for nearly 35 percent of fatalities. What’s striking is that in many of these cases, the hazards were obvious. Unprotected edges, missing guardrails, unsecured ladders. Workers saw them but had grown used to them. It wasn’t until after a fall occurred that anyone realized how glaring the risks had been.

This phenomenon is called normalization of deviance. When teams see hazards repeatedly without consequences, they begin to treat them as acceptable. Over time, what once looked dangerous begins to feel normal. Reversing that mindset requires deliberate work on risk awareness.

## **Turning Near-Misses Into Teachable Moments**

A near-miss is sometimes described as an accident with a lucky outcome. It is a warning sign that something went wrong in the system but stopped just short of causing harm. Too often, near-misses are laughed off, ignored, or buried. Yet organizations that treat near-misses as gold mines for learning see dramatic improvements in safety performance.

WorkSafeBC has reported that workplaces with strong near-miss reporting and learning practices reduce serious injury claims by 25 percent within two years. The reason is simple. Near-misses provide a steady stream of lessons without the cost of injury or fatality. They show you where the cracks in the system are forming.

Take the example of a warehouse in Texas where a forklift operator nearly backed into a pedestrian walkway. The pedestrian jumped aside just in time. Instead of writing it off, the company investigated. They discovered the layout of the warehouse created blind spots and that operators were routinely cutting corners under pressure to move faster. Within weeks, mirrors and barriers were installed, and forklift traffic was rerouted. Six months later, reported near-misses dropped by half, and no collisions had occurred. What could have been dismissed as “just a close call” became the spark for systemic change.

The key is not just collecting near-miss reports but acting on them in a way that workers can see. When employees report and nothing changes, the flow of

information dries up. When they see corrective action, they learn that reporting matters.

## **The Psychology of Safer Decisions**

Every worker on the job makes dozens of small decisions each day. Some are conscious, like choosing whether to wear a face shield for a short grinding task. Others are automatic, like reaching for a ladder instead of a scaffold because it seems faster. Safety is often won or lost in these micro-decisions.

Cognitive science tells us that people rely on two systems of thought. System one is fast, intuitive, and automatic. System two is slower, deliberate, and analytical. On the job, system one dominates because tasks are familiar and time is short. The problem is that system one is also prone to shortcuts and biases.

A case in point comes from a manufacturing plant in Michigan. A worker bypassed a machine guard to quickly clear a jam, a practice he had done many times before without issue. This time, his hand was caught, leading to a serious injury. In interviews, he explained that it felt “normal” to bypass the guard because he had seen others do it and had never been hurt before. His decision was fast, intuitive, and entirely shaped by habit and workplace culture.

To shift decision making toward safer choices, organizations must design systems that make the safe choice the easy choice. That can mean engineering controls that remove temptations, training that reinforces awareness of consequences, and cultures where shortcuts are challenged rather than silently accepted.

## **Building a Culture of Risk Awareness**

Culture is not a slogan on a poster. It is the shared set of behaviors and expectations that shape what people do when no one is watching. In safety, culture determines whether workers stop to report a hazard, whether supervisors thank them or dismiss them, and whether small issues are seen as annoyances or as opportunities to learn.

A Canadian mining company provides a useful case study. After a series of near-misses underground, leadership launched a “Speak Up for Safety” campaign. Workers were encouraged to stop operations if they saw a hazard, no matter how small. At first, reports poured in. Many were minor, like loose cables or wet floors. Supervisors felt overwhelmed and some complained about the extra work. But leadership held the line, responding to every report and celebrating those who spoke up. Within two years, the company recorded a 40 percent drop in serious incidents. More importantly, workers described a change in mindset. They no longer felt like they were “ratting out” problems. They felt like they were part of a team effort to keep each other safe.

This illustrates a central truth. Building risk awareness is not about teaching people to see hazards. It is about creating an environment where they feel safe to act on what they see.

## **Statistics That Tell the Story**

Numbers alone rarely change behavior, but they do paint a picture of why awareness matters. The U.S. Bureau of Labor Statistics reported that in 2022,

there were over 2.6 million workplace injuries and illnesses. In Canada, the Association of Workers' Compensation Boards of Canada reported more than 280,000 accepted lost-time claims in the same year. Behind each of those cases were dozens, sometimes hundreds, of unreported near-misses.

Research from DuPont found that for every major accident, there are approximately 600 near-misses. If even a fraction of those near-misses were reported and learned from, many of the major accidents could be prevented. In fact, a study by the University of British Columbia estimated that comprehensive near-miss programs could prevent up to 70 percent of serious injuries in certain high-risk industries.

These numbers aren't abstract. They show the cost of ignoring small signals and the value of building systems that catch hazards early.

## **Practical Steps Without the Lecture**

While it is tempting to boil risk awareness into a list of rules, the reality is that teams respond better to stories, dialogue, and shared practices. A few principles stand out as both practical and actionable:

First, make hazard spotting a shared activity. Instead of leaving it to supervisors or safety reps, involve entire crews. Some companies start shifts with quick "hazard hunts" where teams walk the area and point out risks. The act of looking together sharpens everyone's eyes.

Second, turn near-miss reporting into a visible cycle. Post reports, share lessons learned in toolbox talks, and make changes workers can see. Nothing kills a reporting program faster than reports disappearing into a black hole.

Third, acknowledge the role of pressure and fatigue. Teams under time stress are more likely to cut corners. Supervisors who recognize this and adjust workloads or schedules help reduce the conditions that lead to risky decisions.

These are not magic solutions. They are practices that build slowly over time, reinforcing the idea that safety is not an add-on but part of every decision.

## **Stories from the Field**

### **The Welder Who Spoke Up**

In a shipyard on the U.S. East Coast, a young welder noticed sparks landing near an open container of solvents. He hesitated to speak because the foreman was known for being impatient. Eventually, he mentioned it quietly to a co-worker, who escalated it. The job was stopped, and the area was cleared. Later, the safety team calculated that if the container had ignited, dozens of workers could have been injured. The welder was publicly recognized, and the story became part of the company's training for new hires. One worker's moment of awareness became a cultural turning point.

### **The Forklift Blind Spot**

At a food processing plant in Manitoba, multiple near-misses involved forklifts and pedestrians in tight aisles. Workers had grown used to it. It wasn't until a

contractor was nearly hit that leadership took notice. A full review led to redesigned traffic routes and pedestrian zones. Within a year, reported near-misses involving forklifts dropped by 80 percent. What changed wasn't just layout. Workers began to believe that their concerns would be taken seriously.

## **The Power of a Pause**

In Arizona, a construction crew adopted a practice called "the power of a pause." Before starting high-risk tasks, workers stopped for 60 seconds to discuss what could go wrong. Over time, this habit uncovered hazards ranging from unsecured scaffolds to missing PPE. Supervisors noticed a marked decrease in both incidents and near-misses. The lesson was simple. Taking a moment to slow down created space for safer decisions.

## **Looking Ahead: Human Performance as the Future of Safety**

Across North America, safety thinking is shifting. Traditional compliance models focus on rules, inspections, and enforcement. Human performance adds another layer. It asks how people actually interact with systems, how decisions are shaped, and how awareness can be sharpened. It recognizes that people are not problems to control but resources to harness.

The future of safety will depend on blending compliance with human-centered strategies. Wearable technology may help track fatigue. AI systems may predict hotspots for hazards. But at the core, it will always come down to whether workers feel empowered to notice risks, share near-misses, and make safe choices in the moment.

## **From Awareness to Action**

Every close call is a message. Every overlooked hazard is a test of culture. Every decision on the job is a chance to choose safety or risk. Human performance and risk awareness are not abstract theories. They are the daily realities that shape whether workers go home safe.

For safety managers, the challenge is to move beyond slogans and create conditions where awareness is encouraged, near-misses are valued, and decisions are shaped by a culture of care. The payoff is not just fewer injuries but stronger teams, lower costs, and workplaces where safety is part of identity, not just compliance.

The worker in Ohio who noticed the tall pallet had a choice. Next time, in a stronger culture, he will speak up, the hazard will be corrected, and the near-miss will be a story of prevention rather than luck. That is the difference human performance makes. That is the difference risk awareness delivers. And that is the difference every safety leader has the power to create.