The Zero-Harm Organization

Shifting the Focus from Injuries to Exposure

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BST
EXPOSURE vs Injury
Traditional Definition of an Accident

- An unplanned act or event which results in:
  - Fatality.
  - Injury.
  - Damage.
Revised Definition of an Accident

- An unplanned *result* of an act or event which can be:
  - Fatality.
  - Injury.
  - Damage.
Traditional Definition of Safety

- Working without *injury* or *damage*.
- Freedom from *loss*
- Not having *injury* or *illness*
- Not being *exposed to hazards*

Results based

Negative focus
Safety Is…

Controlling Exposures
For Self and Others

Is it possible to Reduce Exposure?  
Absolutely Yes

When can we measure success?  
Immediately, job by job, task by task
Exposure vs. Injury

• What do we mean by Exposure?

• Why is a mindset of preventing accidents a limiter?

• Stop work authority – What is required for me to be willing to stop a job?

• Do we tolerate drift from centerlines?
# of days since last:

- Injury ?
- Damage ?
- Exposure 0
The preliminary rate of fatal work injuries in 2010 was 3.5 fatal work injuries per 100,000 full-time equivalent workers, the same as the final rate for 2009.
Safety Triangle is Descriptive

Data from 2008-2009

1028 Total Cases Studied

- ~ 700 Medical Treatment
- ~ 214 Restricted and Lost Workday Cases
- 1 - Serious Injuries and Fatalities
The traditional safety triangle is *not* predictive.

Not all injuries have SIF potential.

A reduction of injuries at the bottom of the triangle does not correspond to an proportionate reduction of SIFs.

21% Potentially SIF
A Vision for Zero?

- Do you really want to achieve this?
- Why is it important to say it?
- What does a “zero” vision really mean, and how do you talk about it?
Vision is Important

- Only if I personally believe it and live it.
- What my company says about safety is nice.
- What my boss does about safety is important and meaningful.
Leadership Practices Initiate Change

• Vision

• Credibility
  • Value for safety
  • Care about people
  • Personality awareness

• Feedback and Recognition
  • When I see changes in others
Foundational Principles

• As a leader, what someone believes about you will affect their behavior.

• Behavior is the path to beliefs.

• Beliefs conserve and sustain behavior.
What the Leader Does Differently

Climate

Follower Behaviors Change

Attitudes and Beliefs Affected

Culture Created
What Leaders Are Doing

- Less on TRIR/LTIR, more on what happened, personal impacts, feelings

- Keep case management vigor behind closed doors

- Climate supports and encourages near-miss reports and Stop Work Authority

- Gather more info with live conversations, site visits

- Question critical exposures and controls

- Never walk past
The Relentless Drive to Zero

• Focus on exposure is greater than the focus on outcomes

• Behavior, beliefs and attitude have an influence on performance

• Leader behaviors influence the organizational culture and the level of “acceptable” exposure

• Commitment gets you to the next level, much more so than compliance
Thank You

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