



The Zero-Harm Organization

Shifting the Focus from Injuries to Exposure

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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:

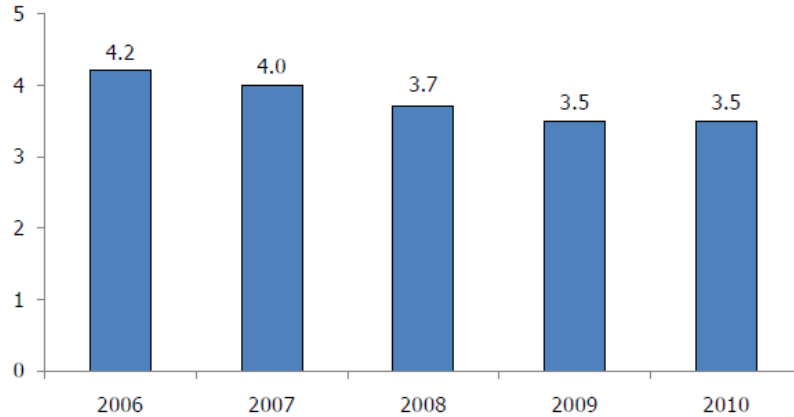
• Injury ?

• Damage ?

• Exposure 0

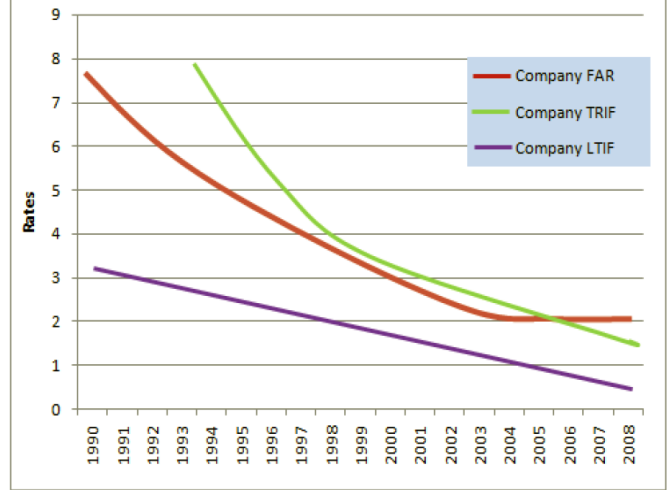
Rate of fatal work injuries, 2006–2010*

Fatal work injury rate
(per 100,000 full-time equivalent workers)

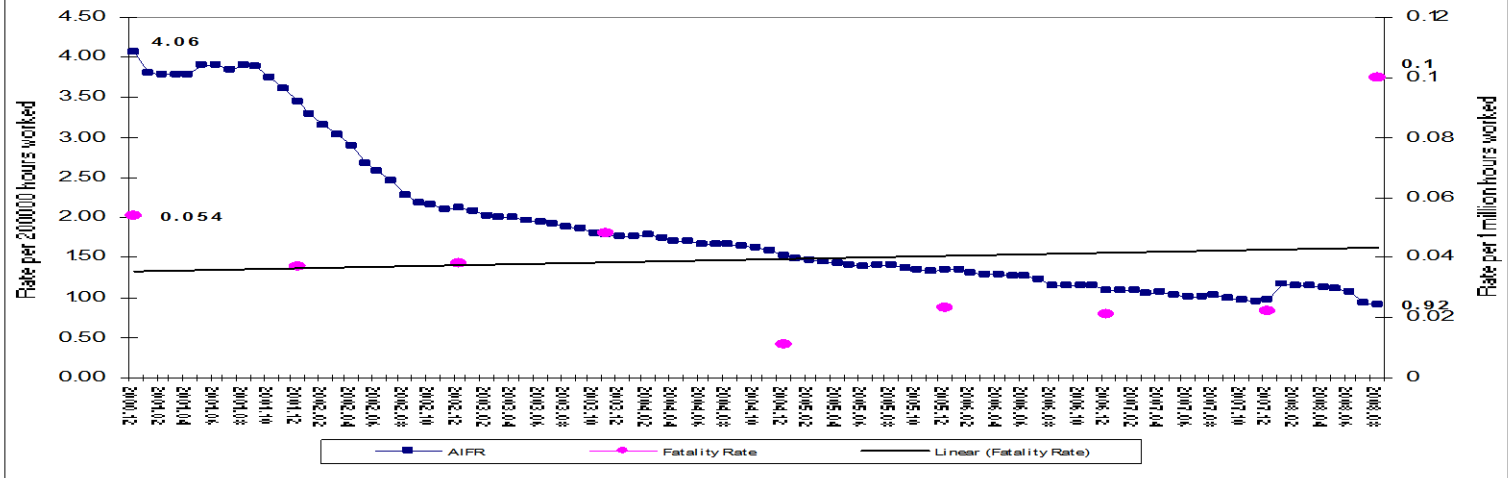


The preliminary rate of fatal work injuries in 2010 was 3.5 fatal work injuries per 100,000 full-time equivalent workers, the same as the final rate for 2009.

OGP HSE Performance trend lines



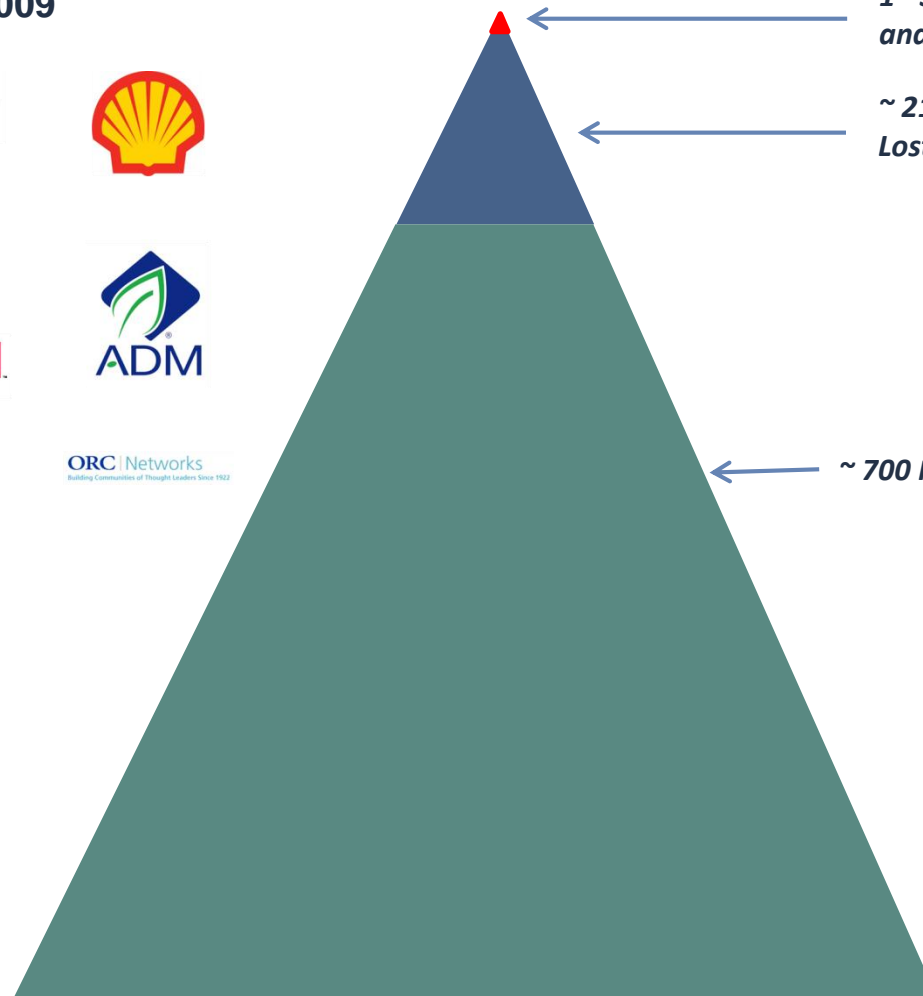
All Injury Frequency Rate (Month Rolling Average) and Fatality Rate 2000.12 - 2008.08



Safety Triangle is Descriptive

1028 Total Cases Studied

Data from 2008-2009



1 - Serious Injuries and Fatalities

~ 214 Restricted and Lost Workday Cases

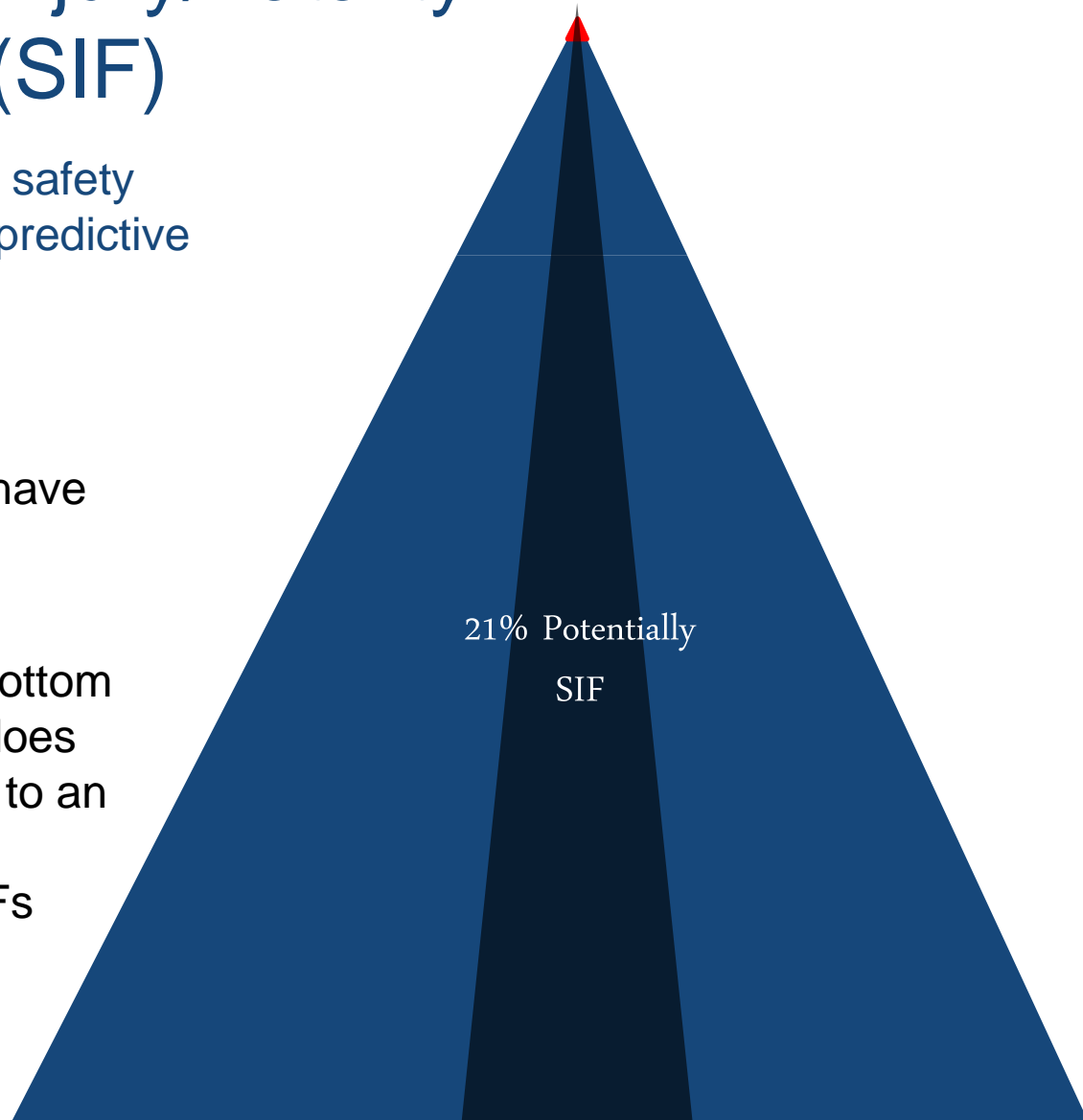
~ 700 Medical Treatment

Serious Injury/Fatality (SIF)

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



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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