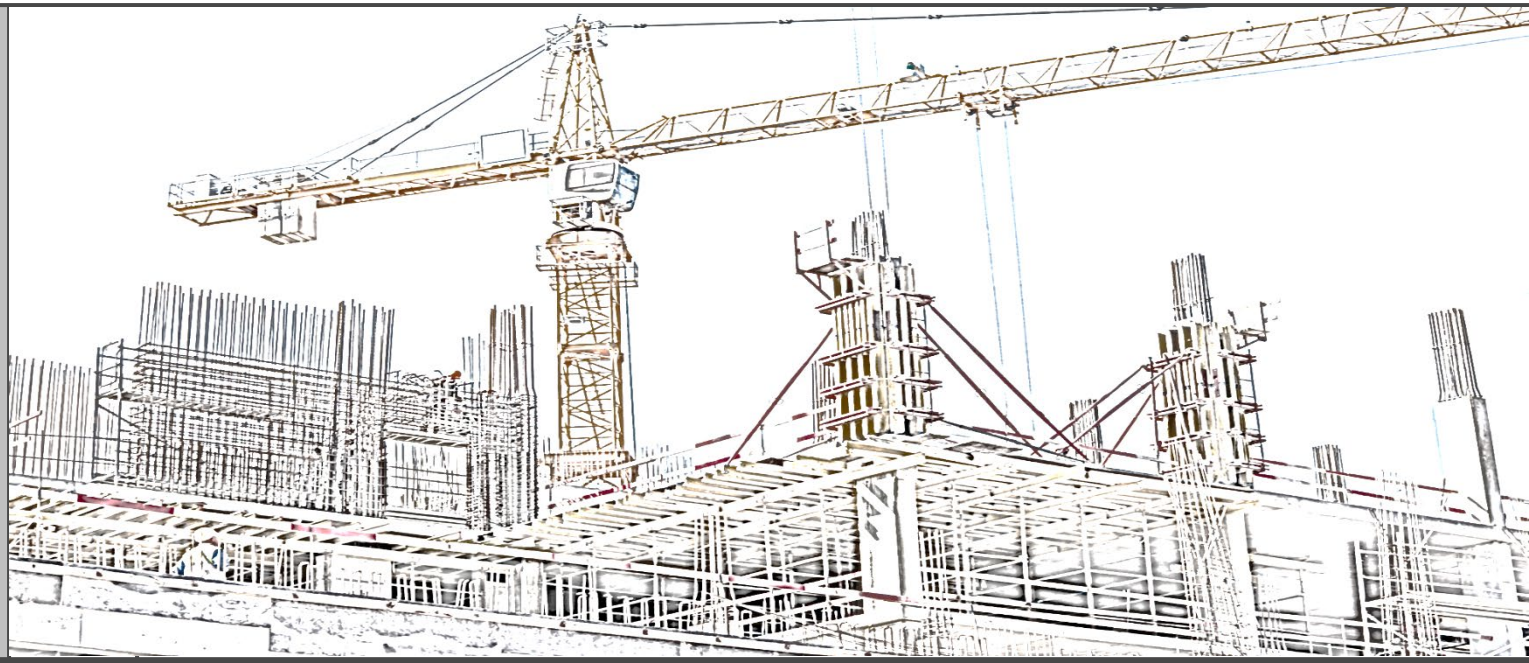

Doing Safety Differently

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About me!

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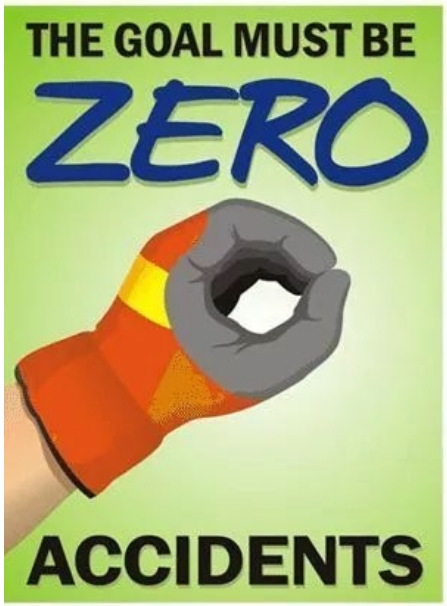
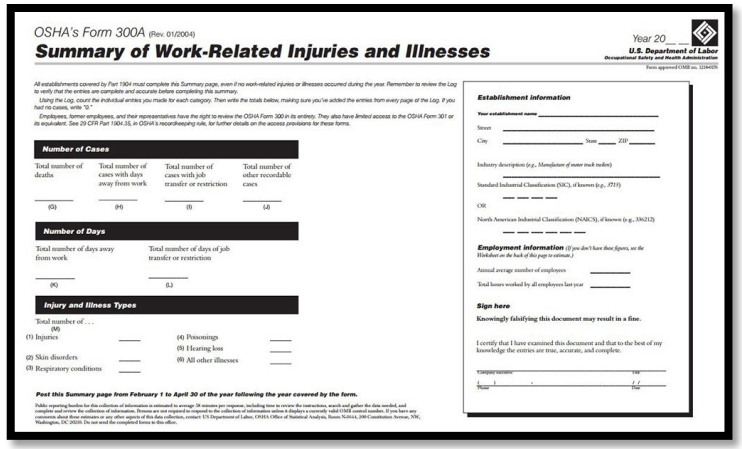
Missions of the Day!

1. Change our thinking around Safety and Health Performance (SHP)
2. Establish a mindset that error is OK and normal
3. Establish that workers are the solution to most problems
4. For you to take two goals back to your organization to initiate change

Safety: The "Old" Definition

Old View: Safety is defined by outcomes… the absence of accidents, injuries, etc. (OSHA 300 Logs?)




OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

Year 20__

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0."

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35, in OSHA's recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths (G)	Total number of cases with days away from work (H)	Total number of cases with job transfer or restriction (I)	Total number of other recordable cases (J)

Number of Days

Total number of days away from work (K)	Total number of days of job transfer or restriction (L)

Injury and Illness Types

Total number of . . . (M)

(1) Injuries
(2) Skin disorders
(3) Respiratory conditions
(4) Poisonings
(5) Hearing loss
(6) All other illnesses

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistical Analysis, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment information

Your establishment name _____

Street _____

City _____ State ____ ZIP ____

Industry description (e.g., *Manufacture of motor truck trailers*)

Standard Industrial Classification (SIC), if known (e.g., *3715*)

OR

North American Industrial Classification (NAICS), if known (e.g., *336212*)

Employment information *(If you don't have these figures, see the Workshet on the back of this page to estimate.)*

Annual average number of employees _____

Total hours worked by all employees last year _____

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Company executive _____ Title _____

Phone _____ Date _____

Safety: The "Old" Definition

Were they safe or were they **lucky**?

IN 2019:

Both Experience Modification Rates = (.81)

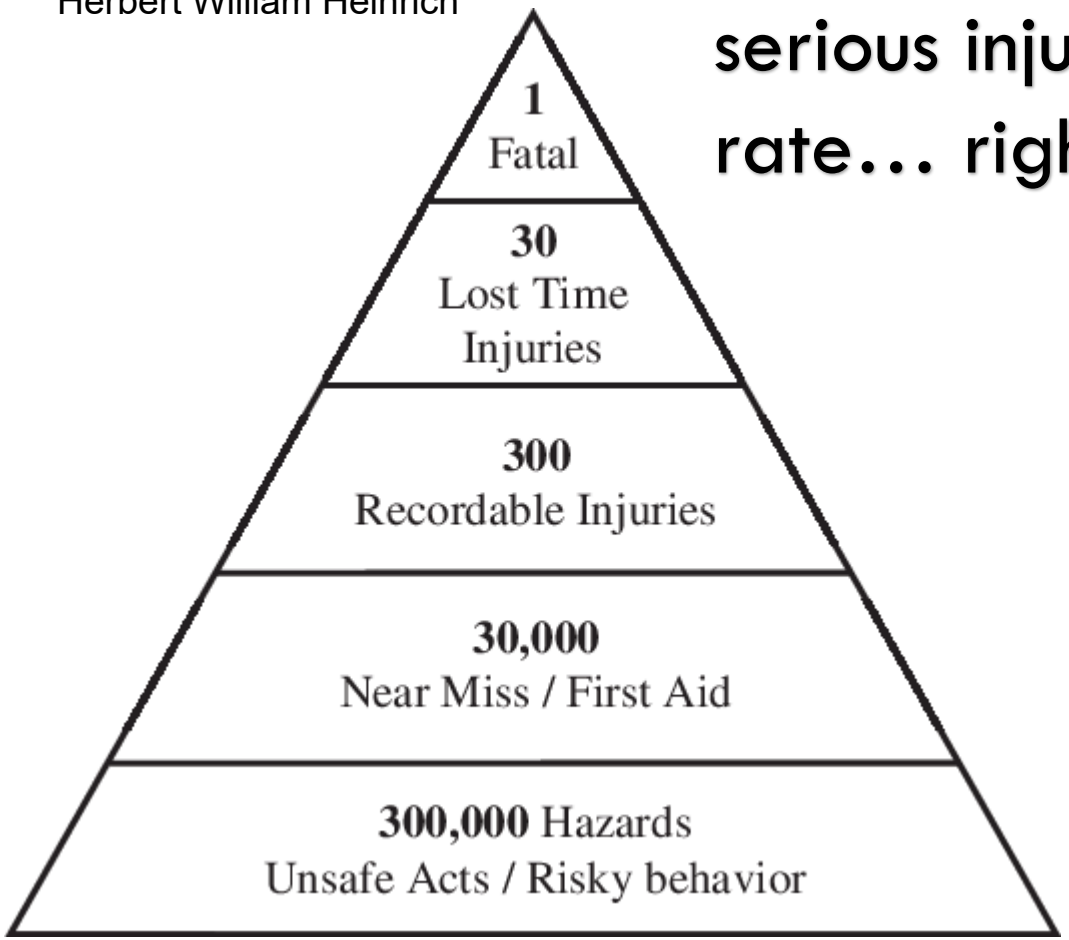
Both had minor injuries

Both had zero fatalities

Old View: Was Heinrich Correct?

1931

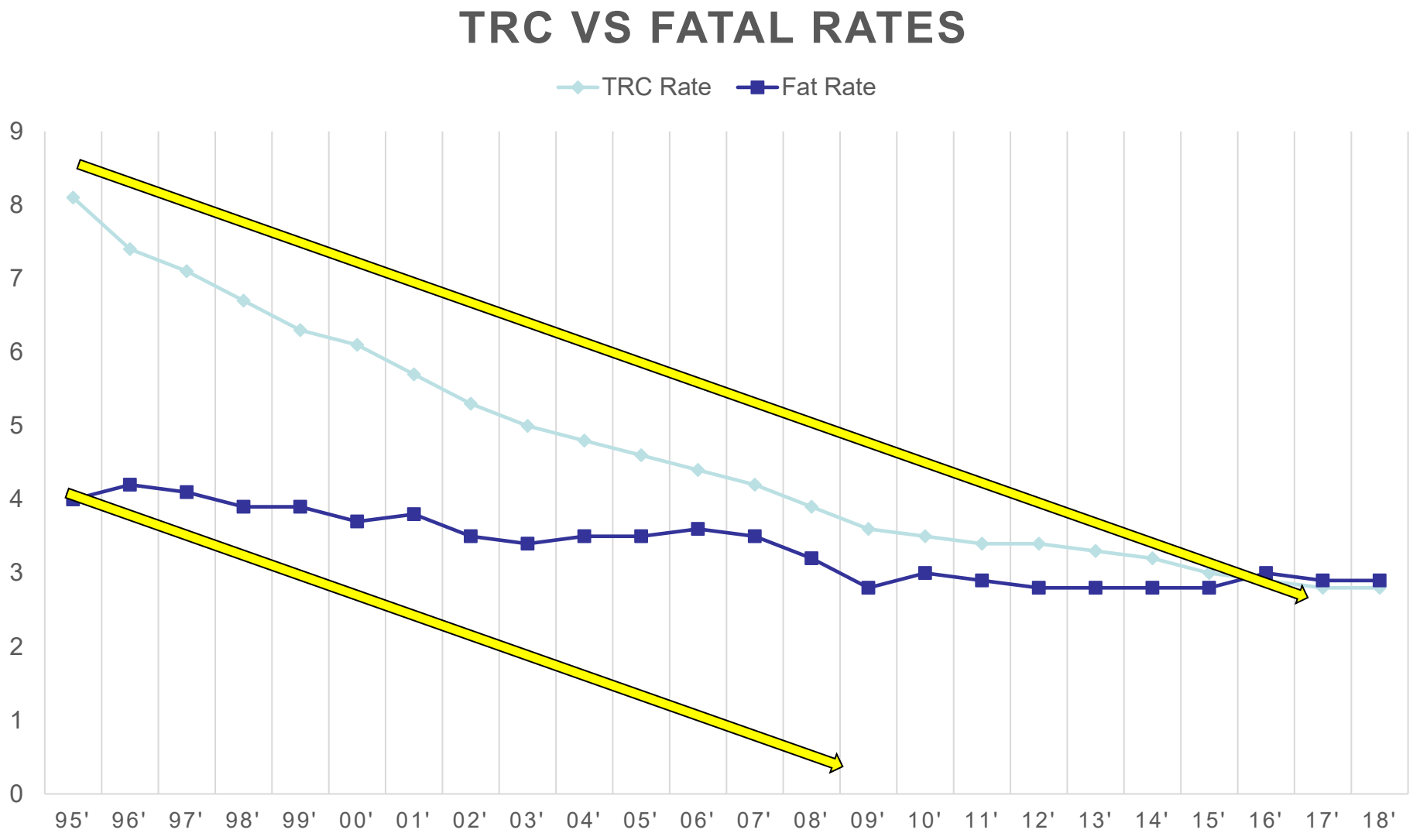
Industrial Accident Prevention, A Scientific Approach -
Herbert William Heinrich



Reducing your total injury rates will reduce the number of serious injuries at the same rate… right?

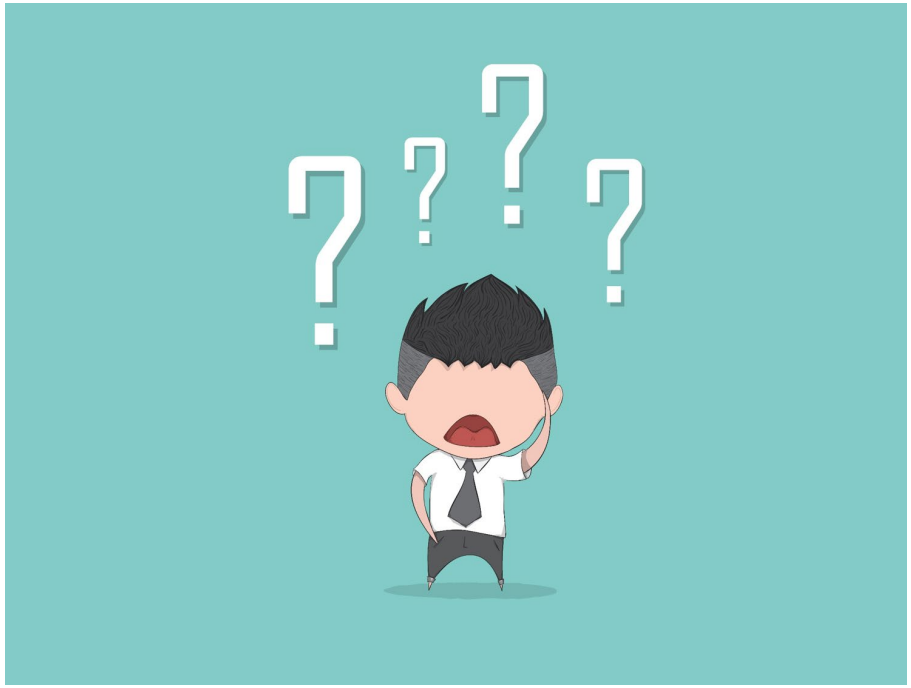
There is no correlation between frequency and severity!

The Data


TRC VS FATAL RATES
TRC Rate
Fat Rate
9
8
7
6
5
4
3
2
1
0
95' 96' 97' 98' 99' 00' 01' 02' 03' 04' 05' 06' 07' 08' 09' 10' 11' 12' 13' 14' 15' 16' 17' 18'

A "New" Definition:

New View: Safety is defined by presence of capacity or...the ability to fail safely.



Capacity

For years, no was ever seriously hurt at Fenway… Safe right?

Strong Capacity – "If" or "when"

Capacity – "If" or "when"

More than 38 kids die in hot cars every year, and July is the deadliest month

By Scottie Andrew and AJ Willingham, CNN

Updated 3:51 PM ET, Tue July 30, 2019

OK – New Safety, now what?

The **Five Things** you need to know:

1. Error is normal – people make mistakes
2. Blame fixes nothing
3. Response to error matters
4. ***Context and Systems*** drive behavior
5. Learning is vital

Foundation #1: Error is Normal

Errors will happen no matter what you do!

But… Errors can be predictable.

- Lack of or a breakdown in management controls
- Unclear Expectations
- *Non routine work!*
- Human Conditions (Emotion, complacency, etc.)
- Rushing
- High Workloads
- Interrupted work
- Multi-Tasking
- Work-arounds

Foundation #2: Blame Fixes Nothing

Old View: The worker is the problem – fix them.

New View: The worker is the solution – fix the system using the worker.

Blame and Punish
Or
Learn and Improve

"It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do."

- Steve Jobs

Foundation #3: Response to error matters!

1. Do not blame the worker!
2. Systems factors always contribute to error
3. Fix the error; do not let its existence continue

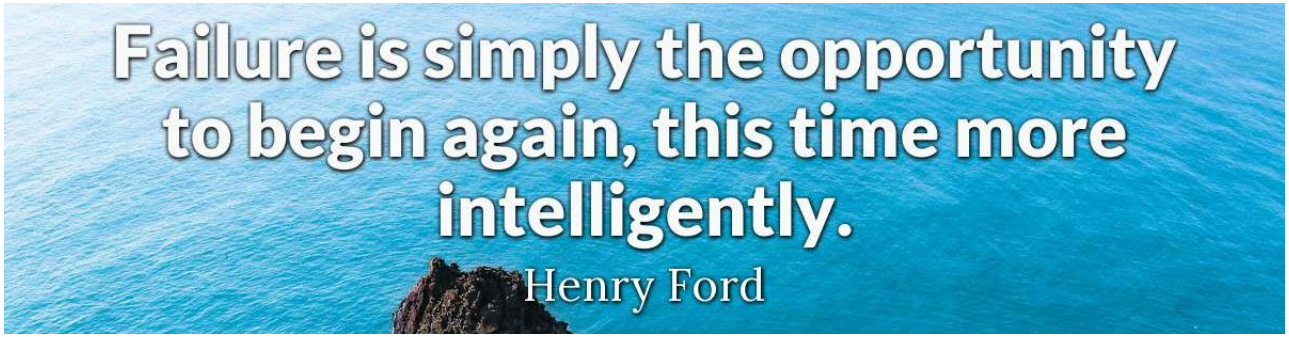
ASK: Did the worker fail the system or the system fail the worker?

THE SYSTEMS THINKER™

Foundation #3: Response to error matters!

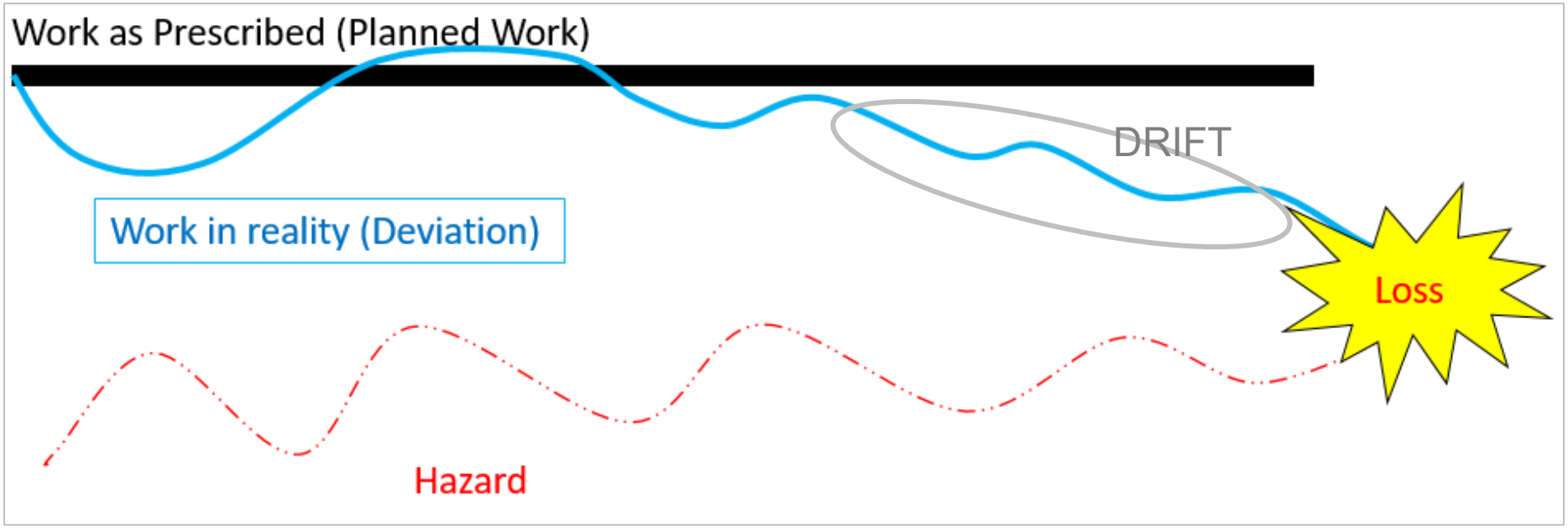
Workers are not machines, errors will happen…

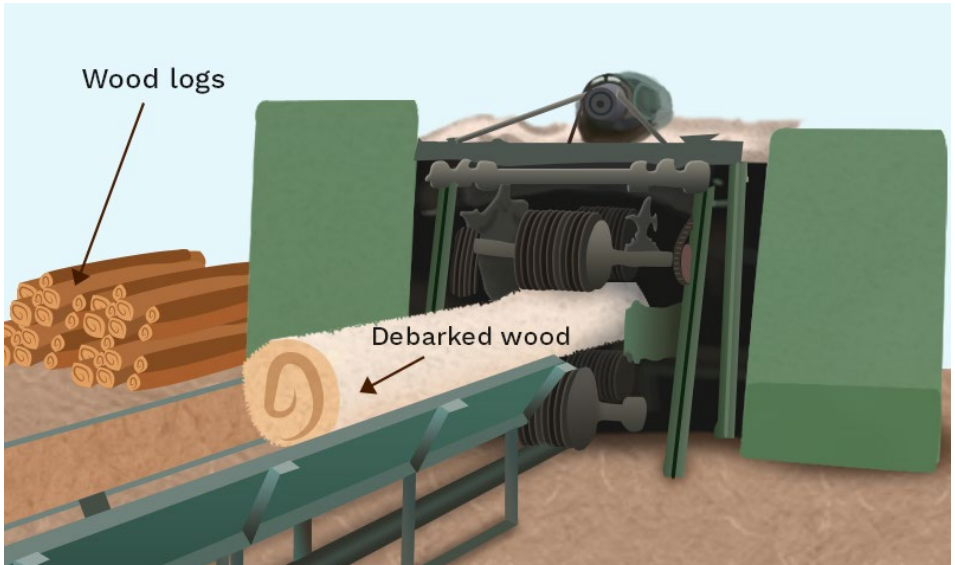
It's in **human nature**!



Foundation #4: Systems Drive Behavior

Foundation #4: Systems Drive Behavior

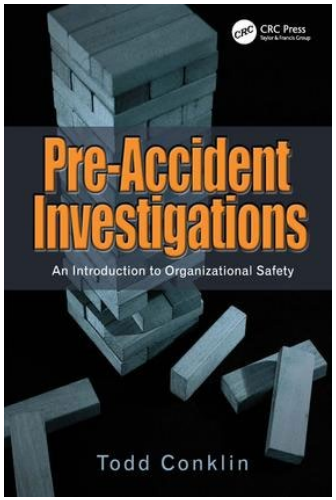




Foundation #5: Learning is VITAL

Learn from failure instead of blame for failure!

- ✓ Conduct Pre-Accident Investigations
- ✓ Find Process Flaws and *Normalized Problems (latent errors)*
- ✓ Find Process Successes



Foundation #5: Learning is VITAL

Learning Teams

- ✓ Create a standard list of priority learning events
- ✓ Create your learning team comprised of workers
- ✓ Discuss employee view of the problem
- ✓ Employees discuss solutions
- ✓ Management acts on the solutions
- ✓ Follow up on the solution to ensure it is working

Foundation #5: Learning is VITAL

Learning Teams

- ✓ ***How*** is more important than ***why***
- ✓ **Why** is more important than ***who***
- ✓ Get the story – Context is important
- ✓ Build a report
- ✓ ***Informal*** is better than ***formal***
- ✓ **No management pressure**

"It [learning teams] has to do with being open, with a willingness to share information about safety problems without the fear of being nailed for them."

— Sidney Dekker, Just Culture

So what else? Pre plan!

1. What is the most critical or dangerous task we are about to perform?
2. What are my controls for that task?
3. Are those controls actually enough?

Safety Differently and COVID-19

Safety Differently and COVID-19

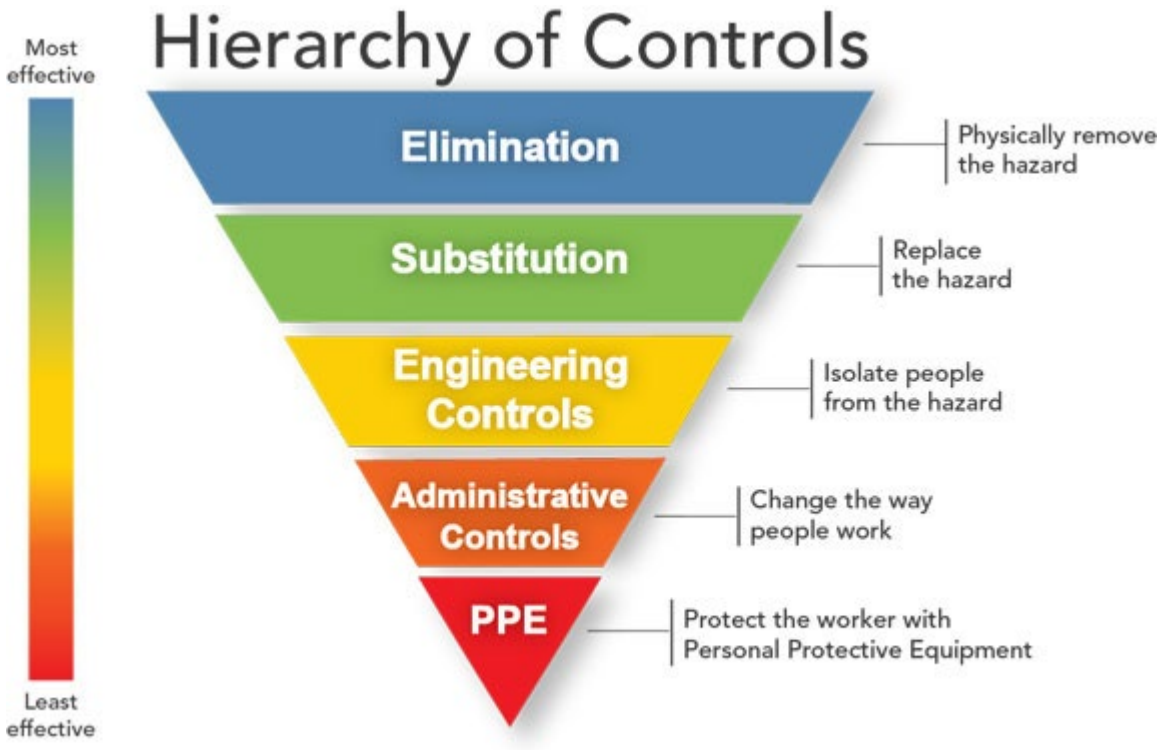
Don't Politicize – Do what is right!

- ✓ Use your workers for ideas
- ✓ Use experts
- ✓ Collaborate with hard hit areas
- ✓ Adapt quickly – Build Capacity
- ✓ Never be afraid of over reacting!

Safety Differently and COVID-19

You cannot control everyone's behavior!

Be Resilient!



New Vs Old Summary

Traditional Safety

1. Workers are the problem to be fixed. We fix safety by making workers better
2. We must tell workers what to do and, perhaps more importantly, what not to do.
3. Safety is the absence of accidents
4. Minor injury reduction correlates to fatality reduction

New Safety

1. Workers are not the problem – They are the problem solvers
2. We don't tell our organizations what to do – ask them what they need
3. Safety is not the absence of accidents – it is the presence of capacity
4. Minor injury reduction has not correlation fatality reduction

Set some goals

- Create 5 goals in new Safety and Health Performance areas… Failure, error, blame, learning, etc.
- Start a few learning teams (or some sort of non-blame oriented review) – WorkWISE NH can help!
- Ensure subcontractor are on the same page as you
- Create an action plan for things you know can be improved
- ID and work towards finding non-routine tasks, planning for them and/or stopping work when they are encountered
- Focus on real time and leading indicators

Reading/Listening Lists

Pre Accident Investigation Podcast -

The 5 Principles of Human Performance – Todd Conklin

Pre-Accident Investigations – Todd Conklin

The Field Guide to Understanding Human Error – Sidney Dekker

Just Culture – Sidney Dekker

Organizational Culture and Leadership – Edgar Schein

The Corporate Culture Survival Guide – Edgar Schein

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Questions

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