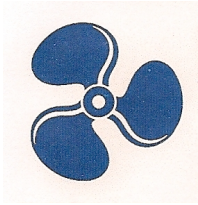


# **Joint Safety Committee Meeting**

## **“THE GOAL IS ZERO”**

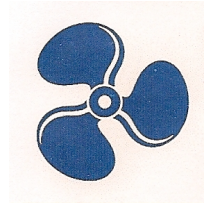
Frank B. Bredimus  
Principal Consultant  
Improvement Associates Ltd.

January 25, 2011



# Agenda

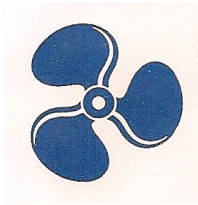
- Goal Zero – *What Does it Mean?*
- Goal Zero Requirements
- Approaches to Accelerate Your Rate of Safety Improvement



# Why is Safety Excellence Important?

It is ...

- A moral responsibility
- Demanded by society
- A business imperative
  - Catastrophic incidents can be devastating
  - Safety excellence drives business improvement

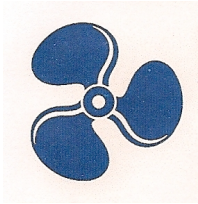


# “The Goal is Zero”

Goal Zero is not just a slogan.  
Implementation requires new leadership  
skills, training and standards.

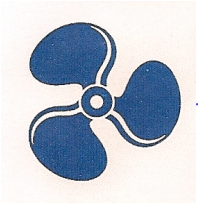
*The expectation is **Zero**  
Injuries, Illnesses and Incidents*



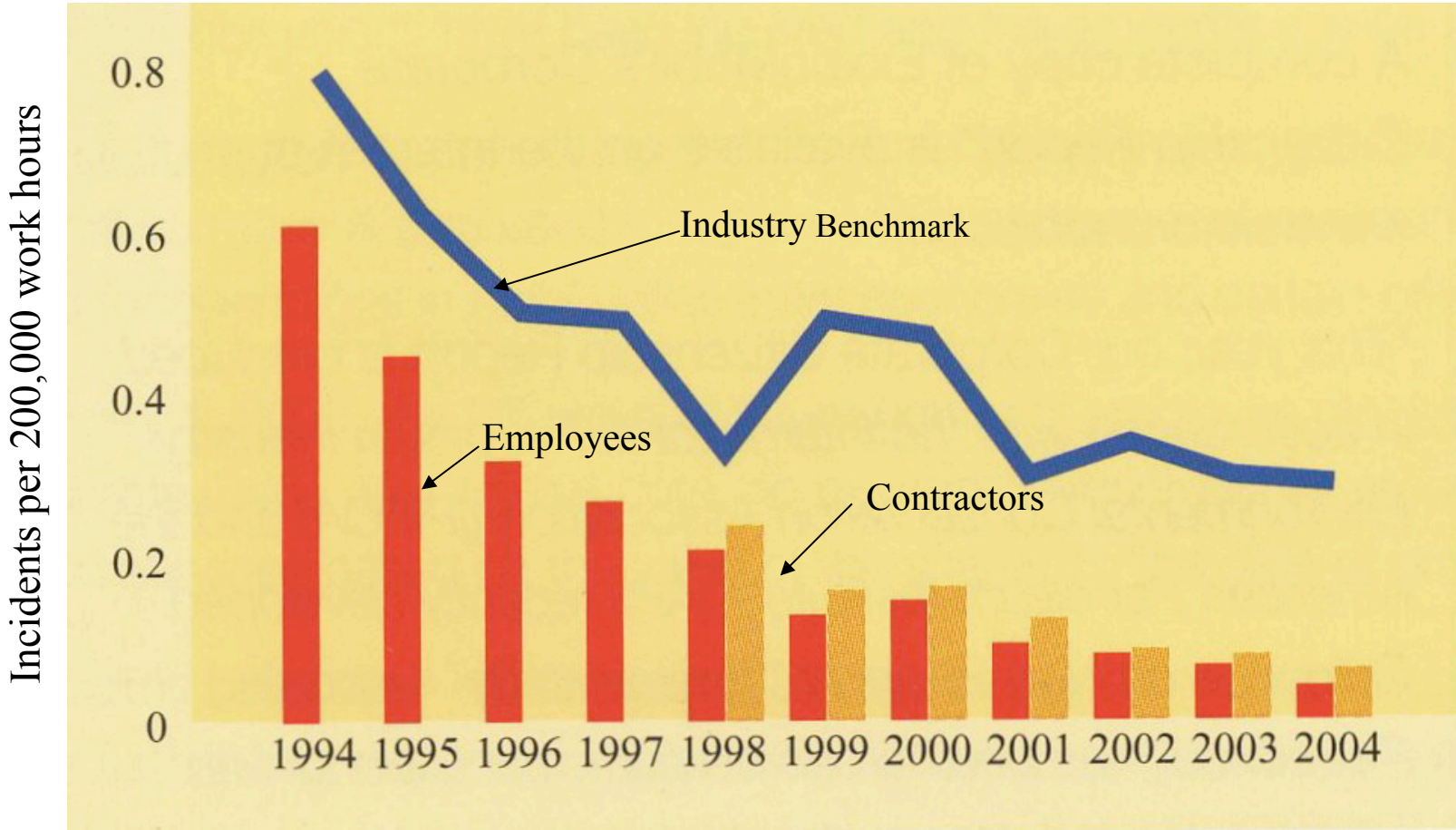


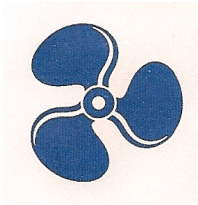
# Goal Zero Examples

- Personal Experience
- ExxonMobil
- Devlin Award Winners



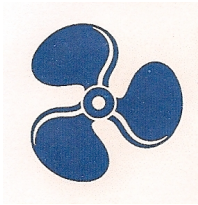
# ExxonMobil LTI Performance





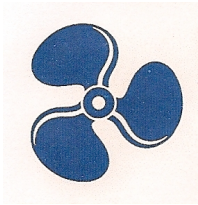
## The Trend Continues

- In 2009, ExxonMobil recorded their best ever combined employee and contractor workforce lost-time incident rates.
- Since 2005, their workforce lost time incident rate has been reduced an average of 11% per year.



# Goal Zero Requirements

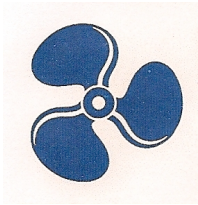
- Total Management Commitment
- Lead Through Safety
- Rules and Standards are in Place
- Trained Workforce
- Engaged Employees
- Drive to Continuously Improve
- Safety is a major element in Performance Evaluations



# Human Element

More than 80% of maritime accidents are caused by human error:

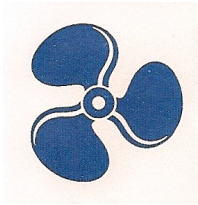
- Management
- Supervision
- Crew
- Individual



# How to Accelerate Safety Improvement

*Manage risk out of the job*

- Respect Regulations
- Responsible Carrier Program
- Continuous Training
- Behavior Safety
- Risk Management Tools



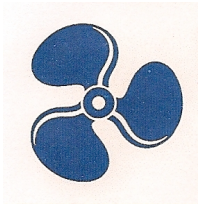
# Continuous Safety Training

**A person should never be assigned a task that their supervisor is not certain that or he/she can perform safely.**

Safety training is a never ending process

- Safety Meetings
- Stop and Think Tools

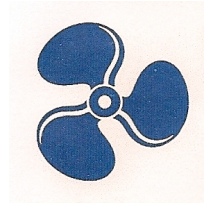




## **Behavior Based Safety (BBS)**

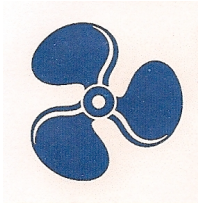
- Behavior Based Safety is the application of behavior change science to the real world.
- BBS focuses on what people do, analyzes why they do it and applies research supported intervention strategy to improve what people do.



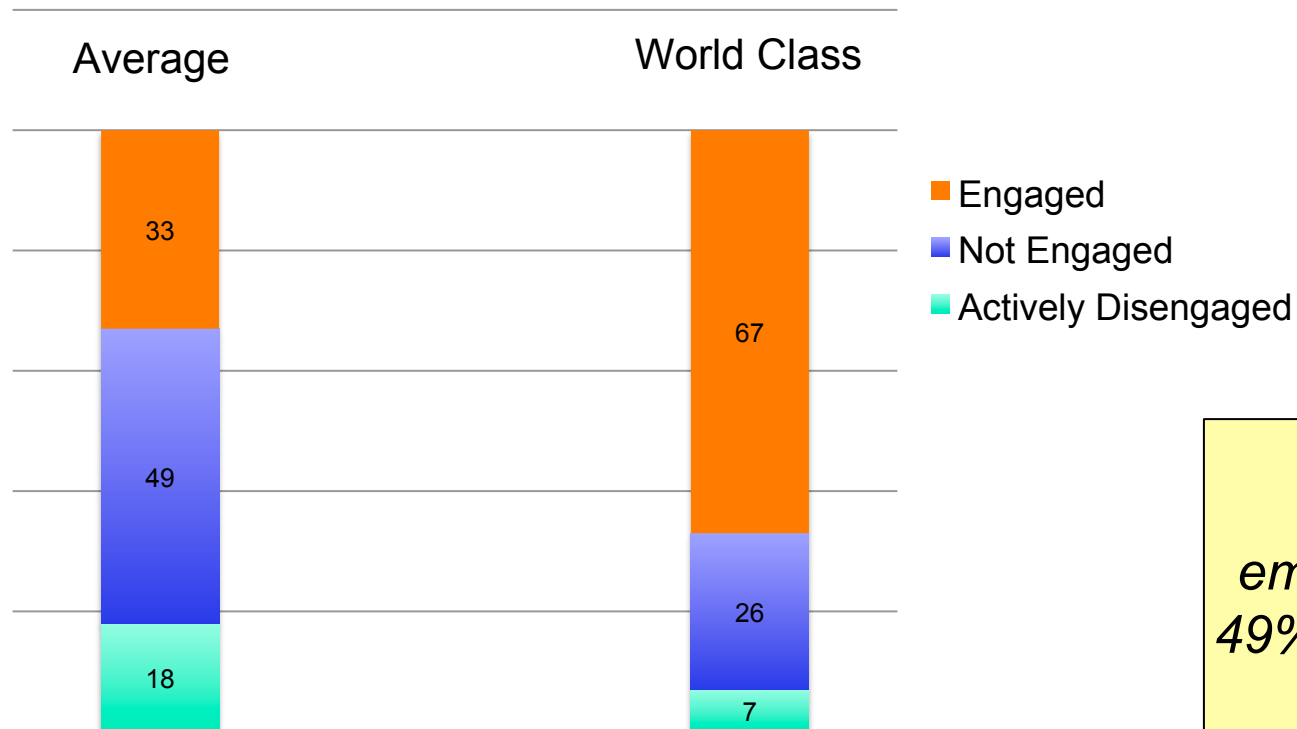


## A Practical BBS Definition

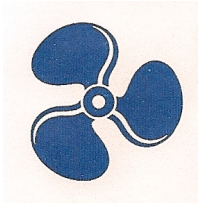
- A workforce that is actively **engaged** in identifying and eliminating risk...
- Everybody is a safety leader - recognize situational leadership
- High value is given to teamwork



# Employee Engagement (Gallup Consulting)



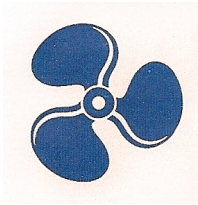
*Engaged employees had 49% fewer safety incidents*



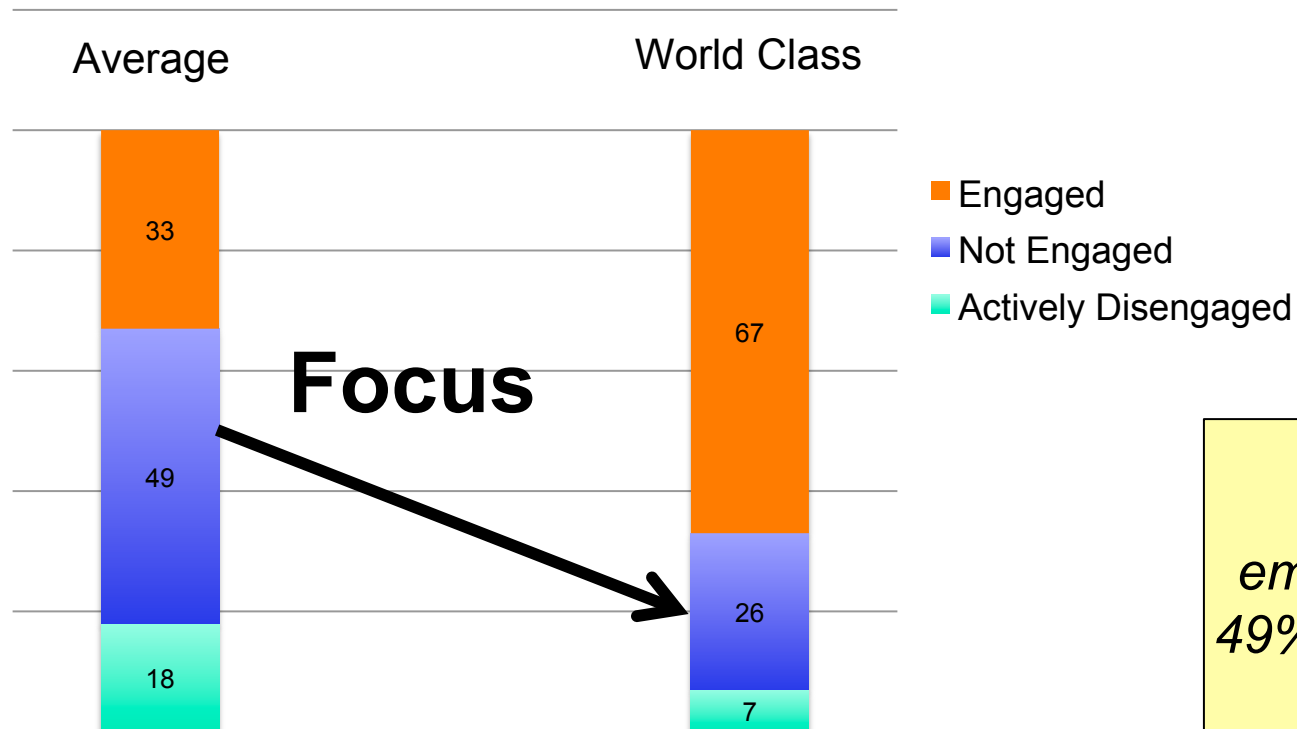
# World Class Organization

## Key Drivers:

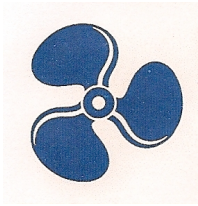
- Supervision leads through safety
- All Employees are engaged – ***Teamwork***
- Safety problems are promptly corrected
- The safety message is positive
- Rules are enforced
- Good performance is recognized and rewarded



# Employee Engagement (Gallup Consulting)



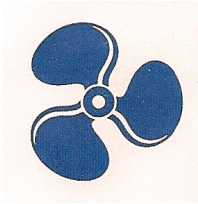
*Engaged employees had 49% fewer safety incidents*



# How to Accelerate Safety Improvement

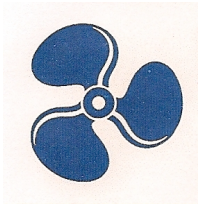
*Manage risk out of the job*

- Respect Regulations
- Responsible Carrier Program
- Continuous Training
- Behavior Safety
- **Risk Management Tools**



# Risk Management Tools

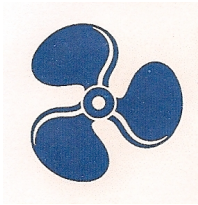
- **Observations**
- Near Miss Reporting
- Job Hazardous Analysis
- 10 Most Hazardous Jobs



# Safety Observation

A safety tour to observe work practices, talk to employees about safety and look for improvement opportunities.



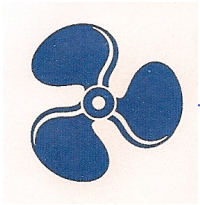


# Safety Observations

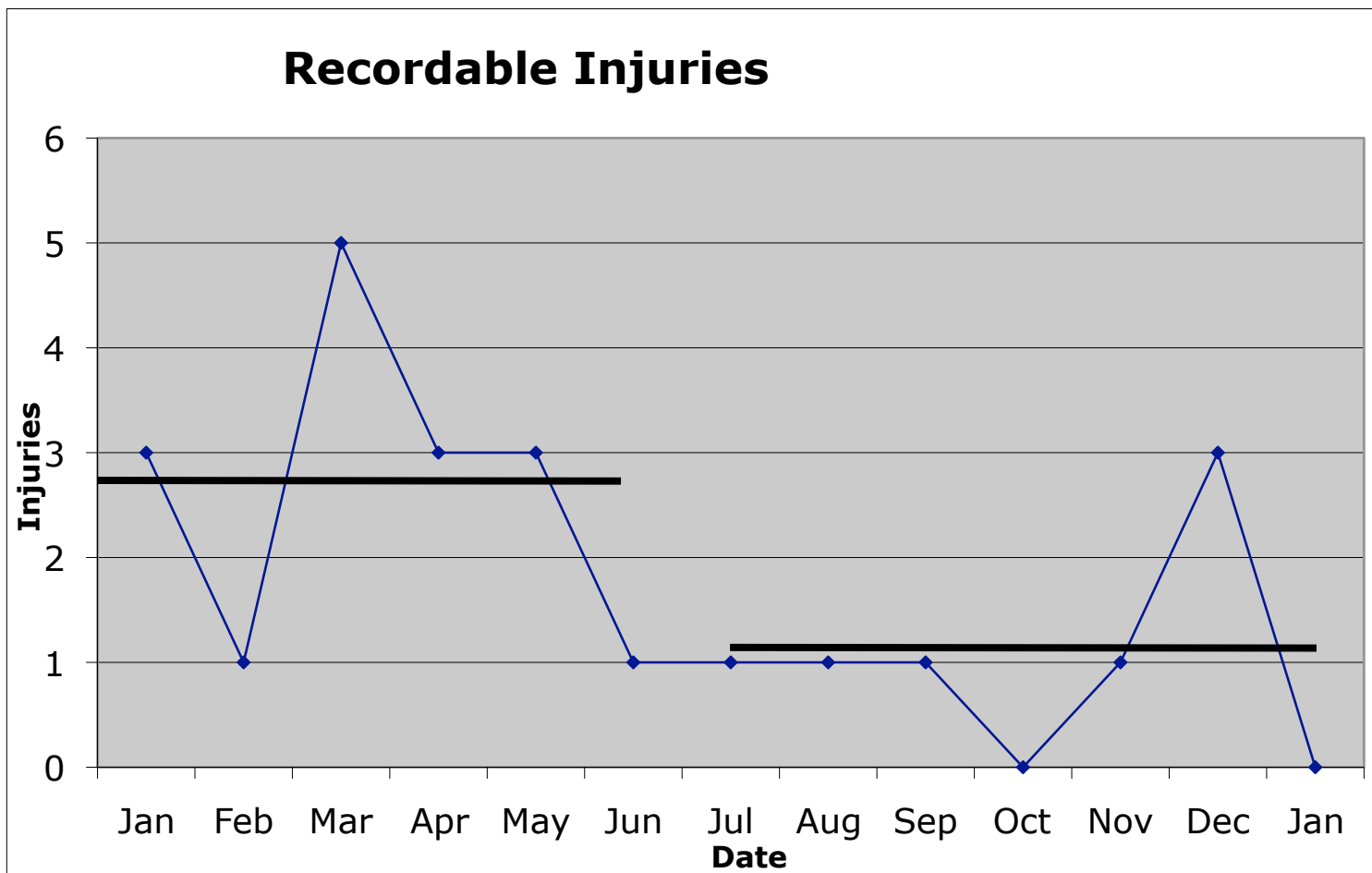
Observations are one of the ***most effective*** safety tools you have at your disposal.

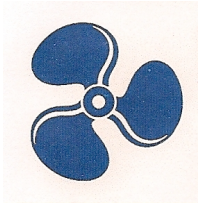
***Correctly used*** Observations provide a positive means to ensure that:

- Objectives and goals are understood
- Two-way communications are maintained
- Good performance is recognized
- Corrections are made where required
- Improvement opportunities are identified



# Paper Mill - Example

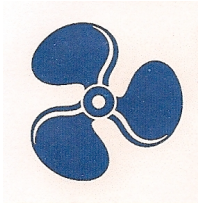




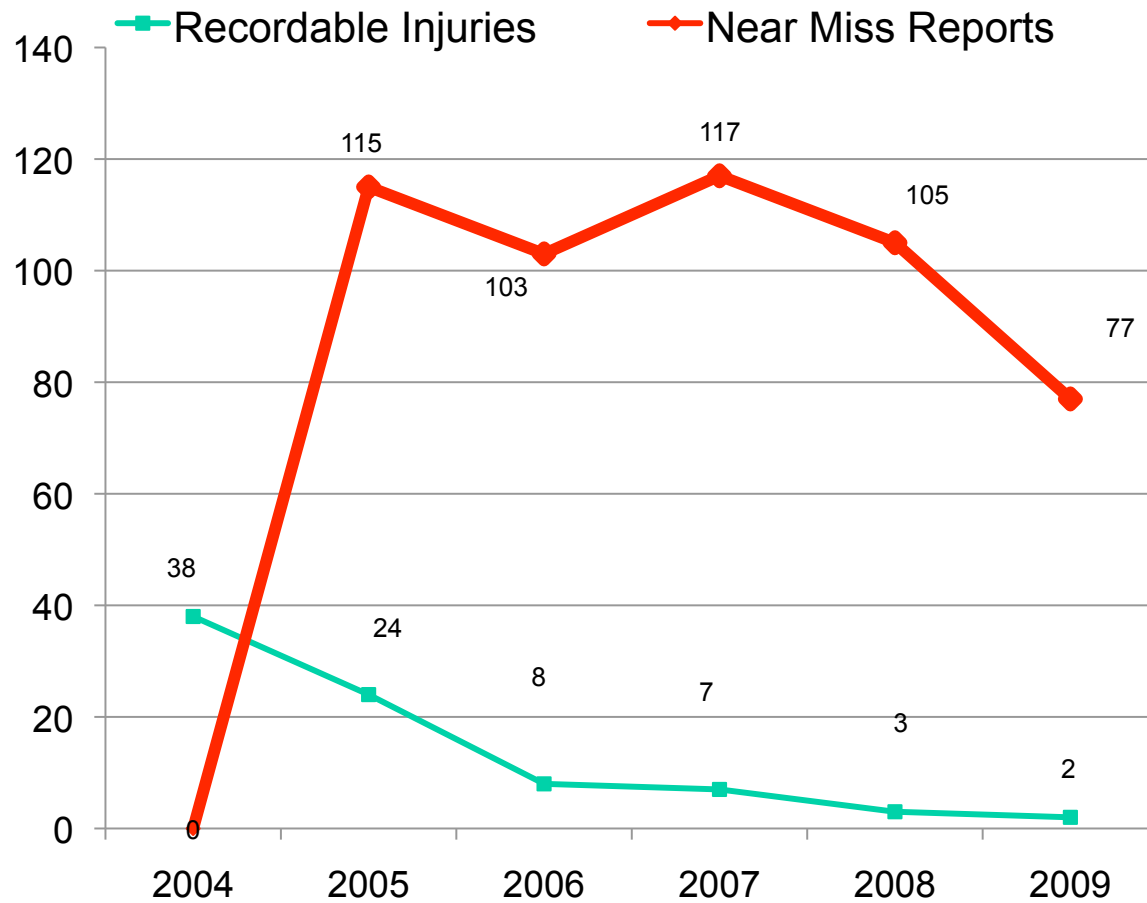
# Risk Management Tools

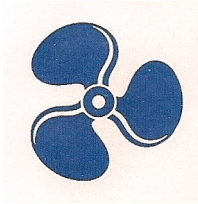
- Observations
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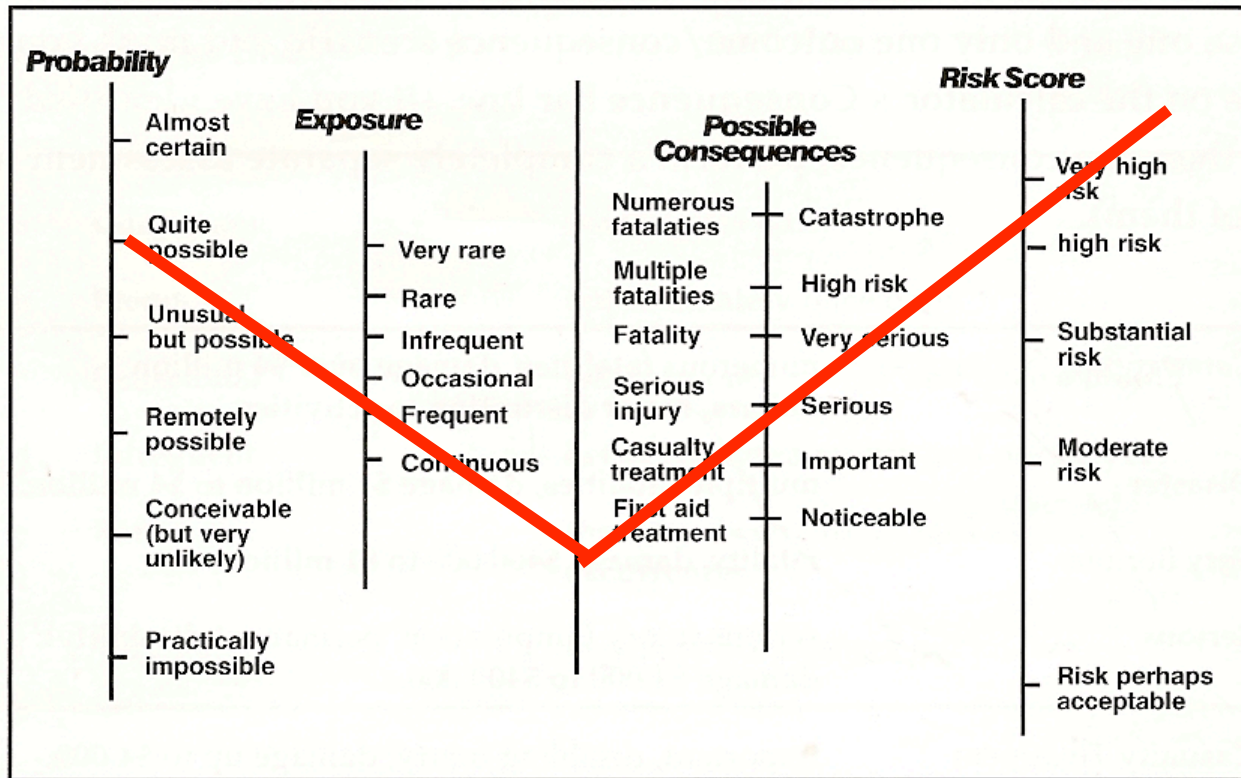


# Near Miss Reporting Helps

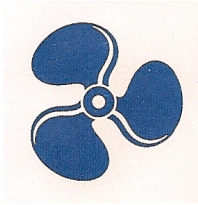




# Risk Evaluation

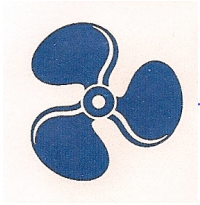


*Risk Score Calculator Card*

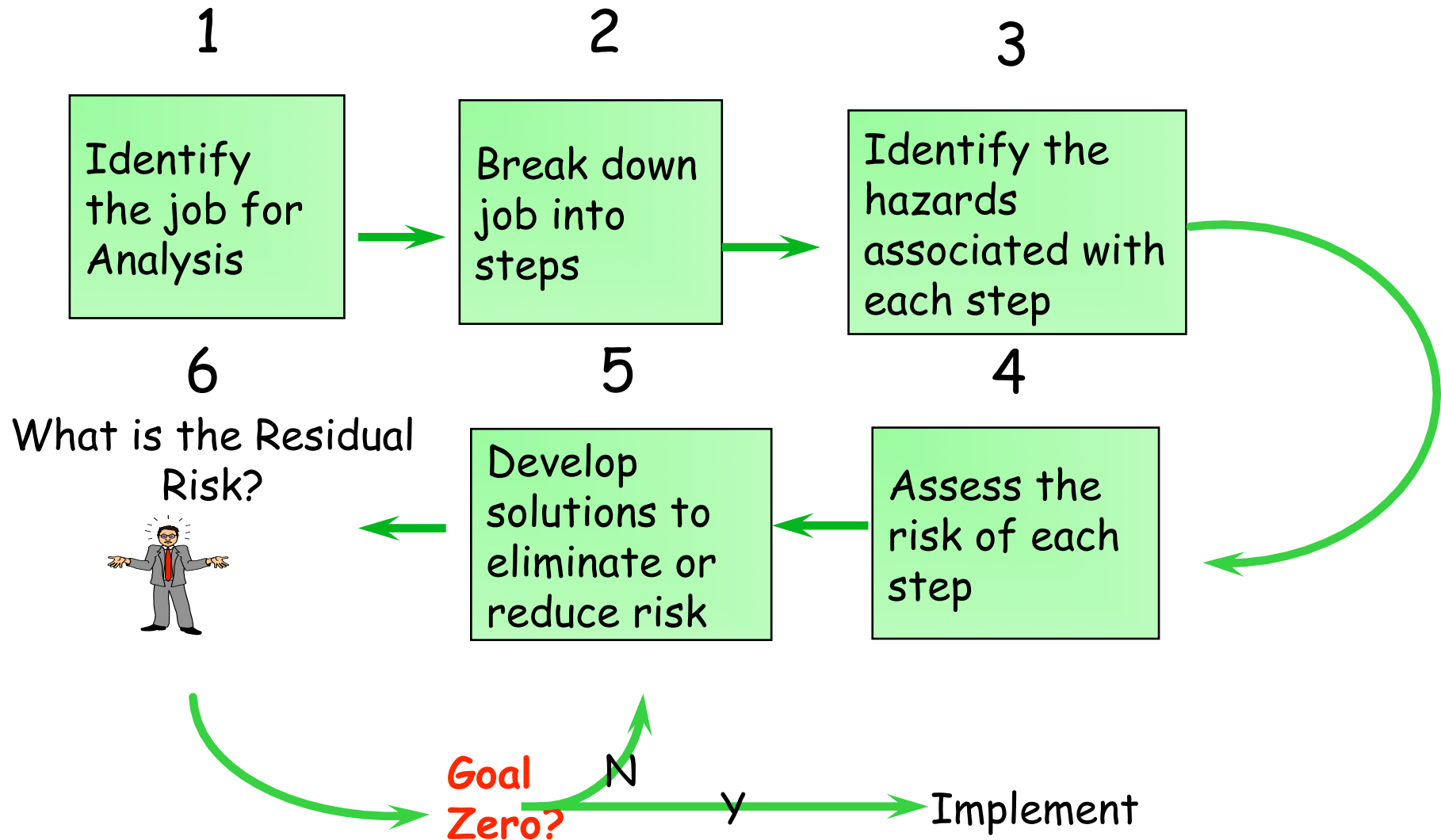


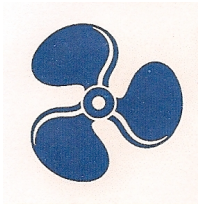
# Risk Management Tools

- Observations
- Near Miss Reporting
- **Job Hazardous Analysis**
- **10 Most Hazardous Jobs**



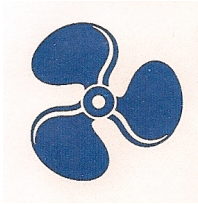
# JHA Process





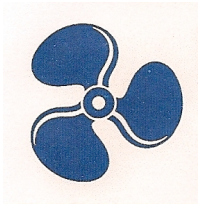
## **Where Should JHA's be Used?**

- Where accidents or near misses have occurred
- Job requires close cooperation and coordination between several people
- Hazardous chemical exposure & electrical shock potential
- New equipment or process are being introduced



# Risk Management Tools

- Observations
- Near Miss Reporting
- Job Hazardous Analysis
- **10 Most Hazardous Jobs**

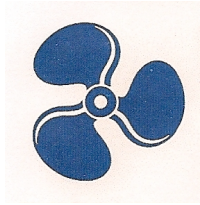


## Summary

- Align standards with the goal of **Zero**
- Challenge the organization to demonstrate continuous safety improvement
- Identify and react to near-misses
- Institute an observation process
- **Engage** your people

**Lead Through Safety**





# Thank You

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