

## MEASURES FOR EXCELLENCE

HOW TO IMPROVE HEALTH AND SAFETY PERFORMANCE

 **CRAIG THORNTON**


 **MICHAEL VOSS**  **P Y X I S**


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## Host

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# TOPICS

- 1 The 5 measure types excellent companies use
- 2 Check how your measurement system compares with world best
- 3 Why zero harm initiatives fail to lift safety performance
- 4 The 3 essentials you need to drive incidents to zero
- 5 How to measure the culture you need to keep people safe

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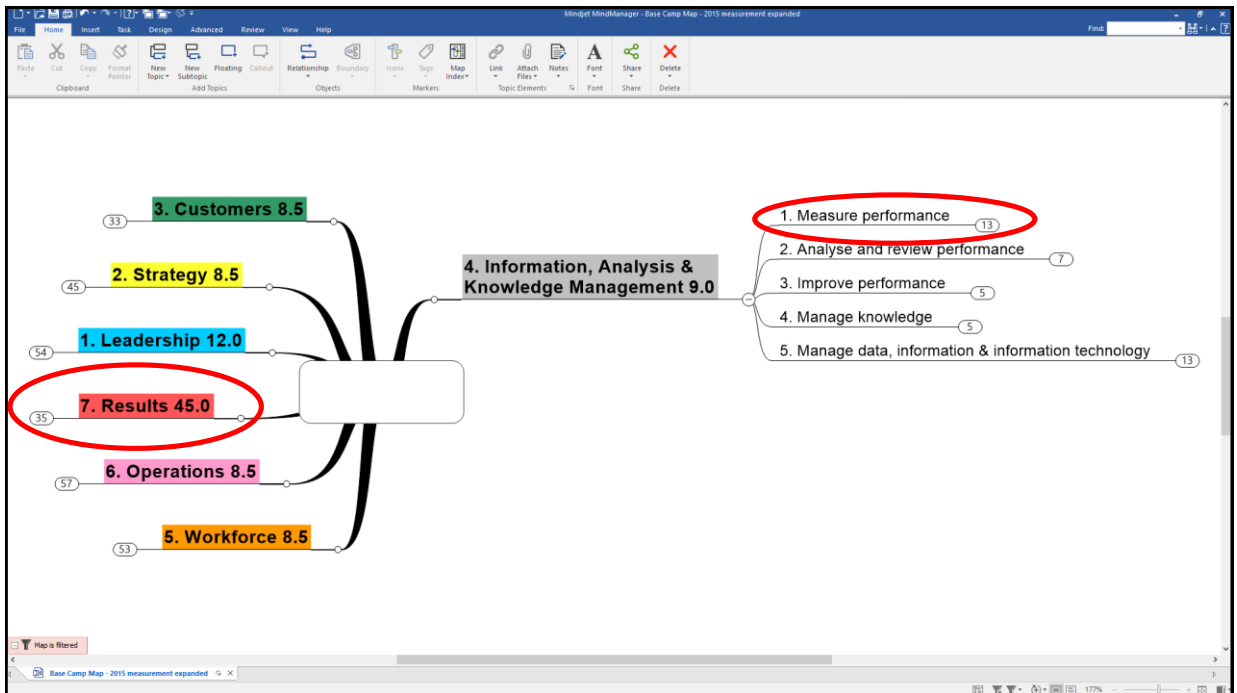
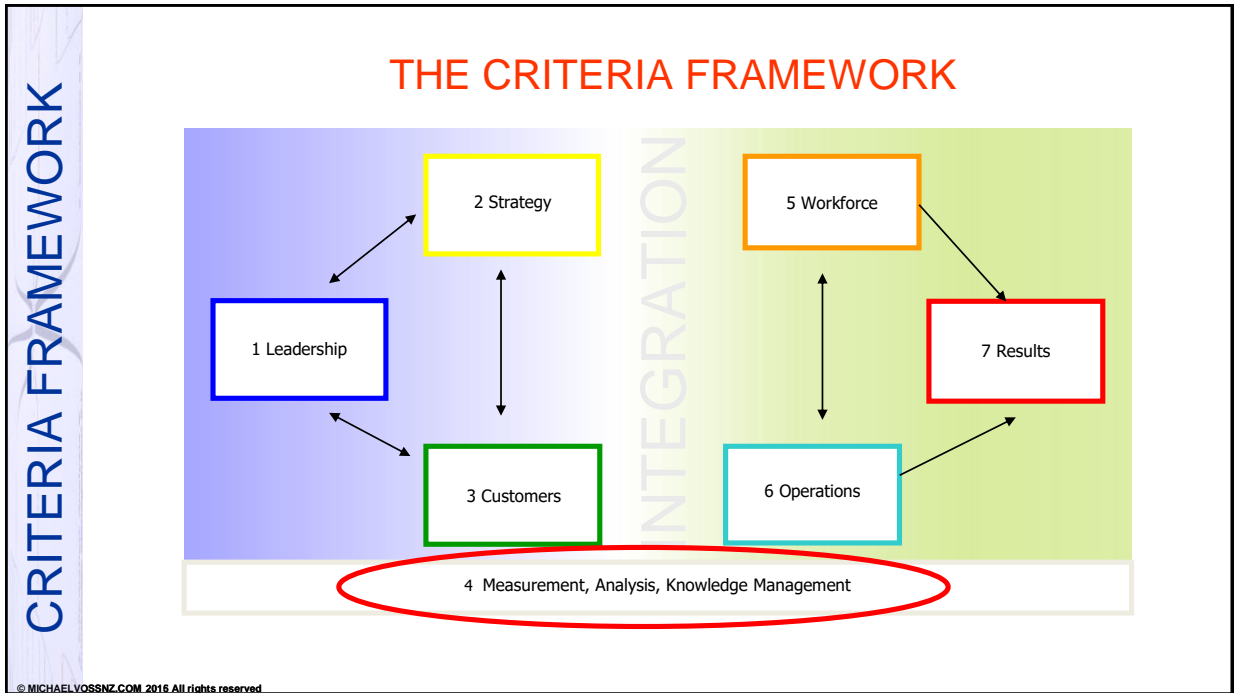
## Measures run our lives

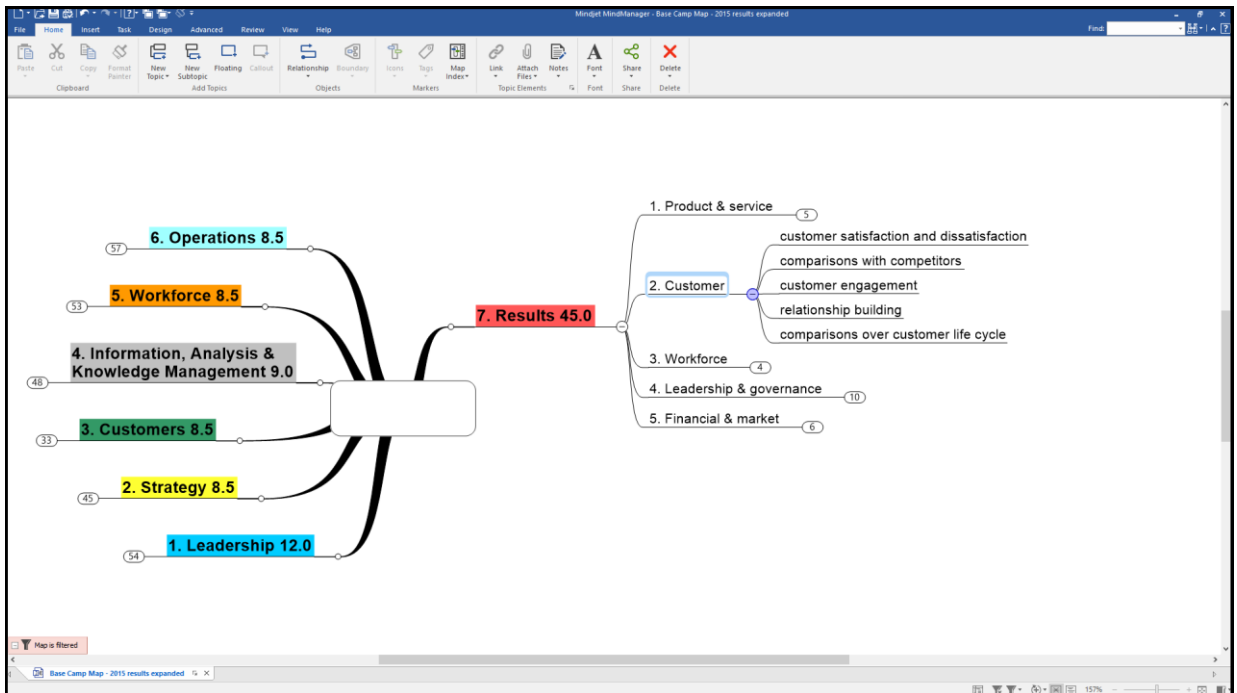
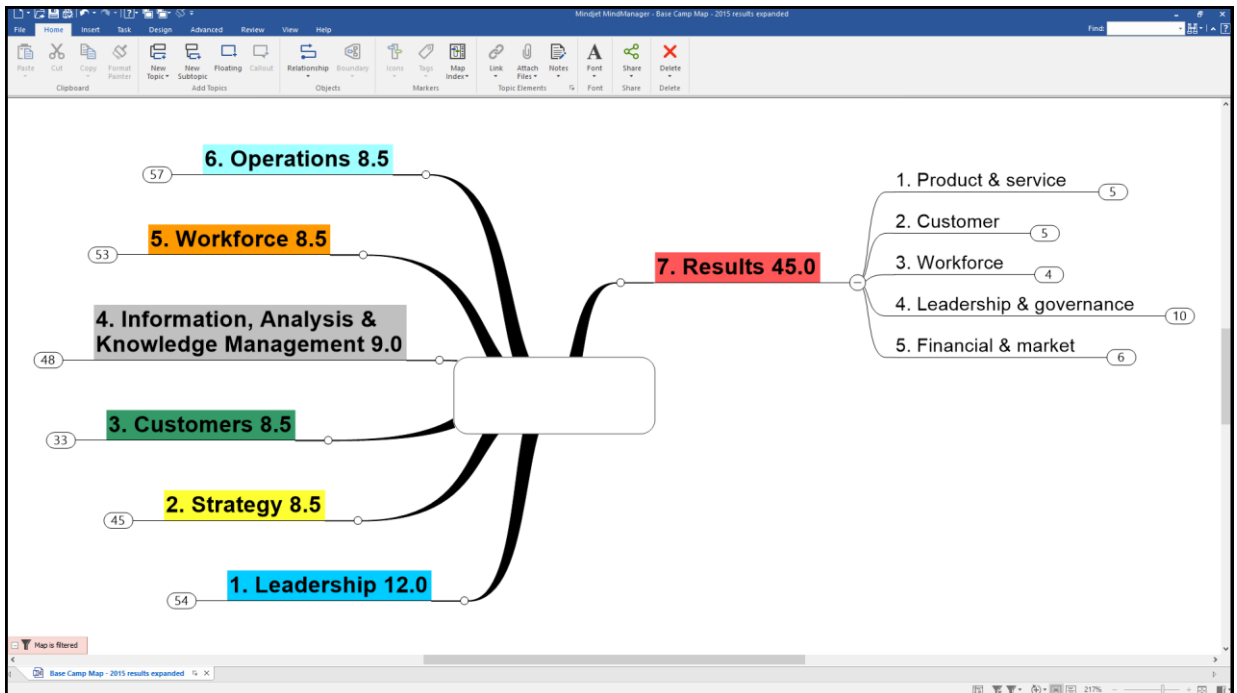


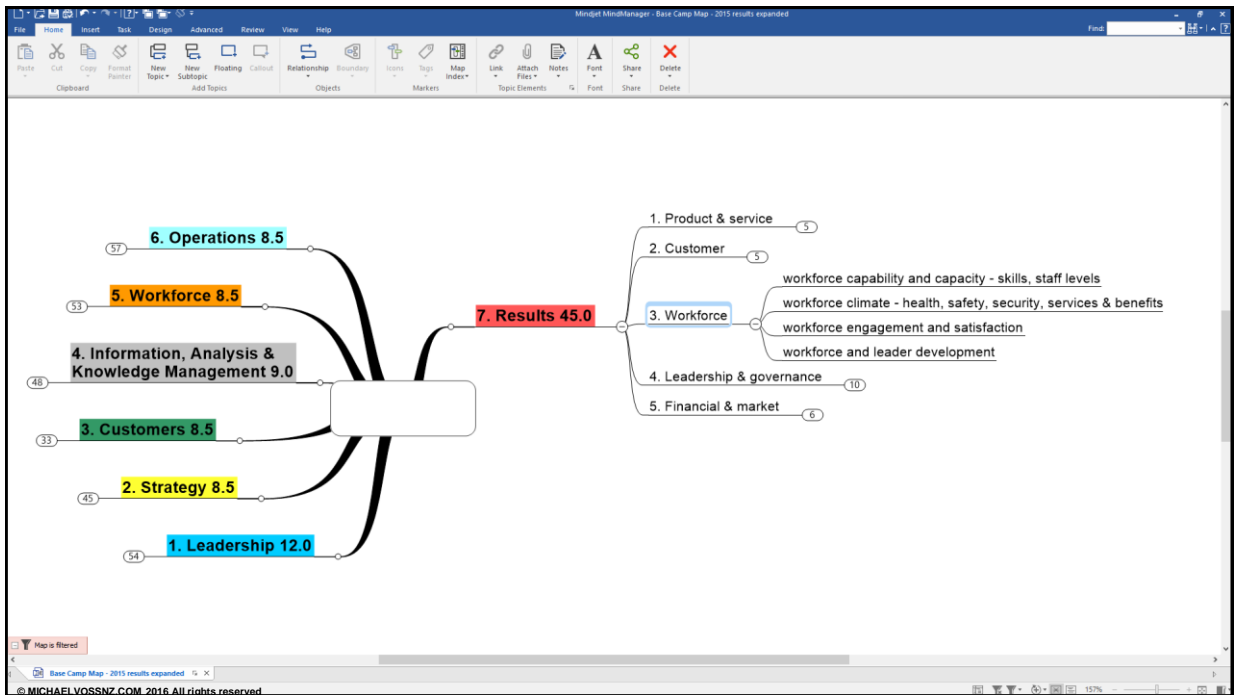
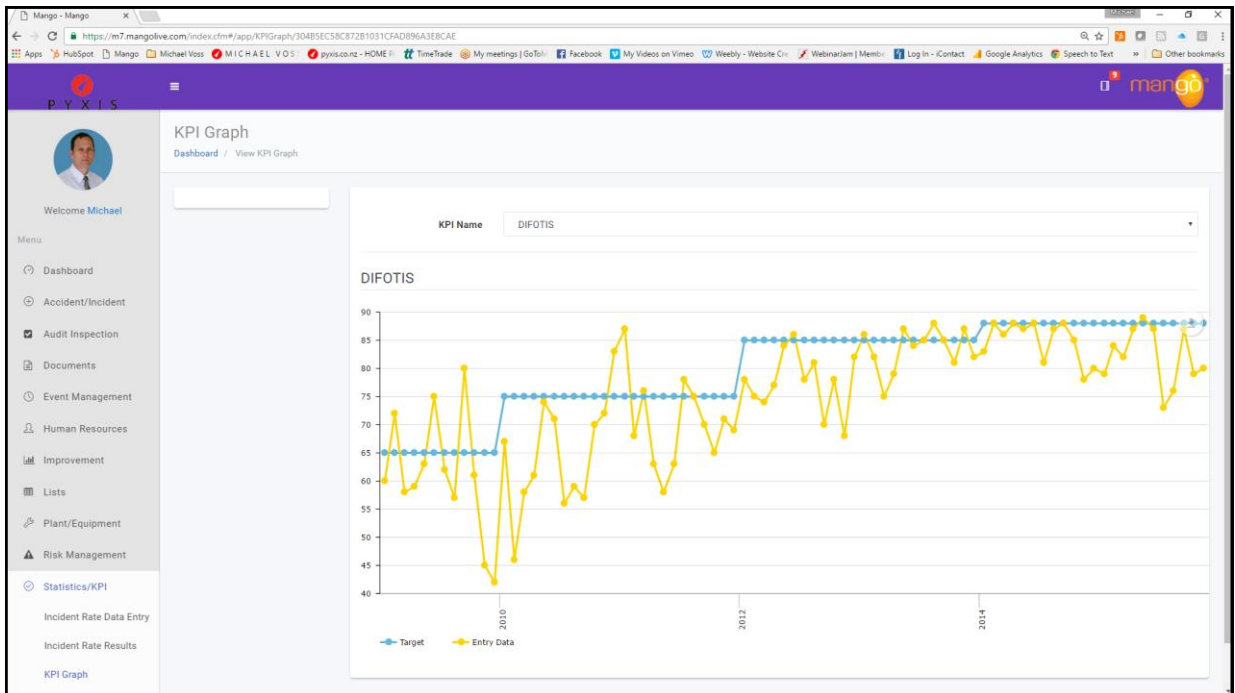
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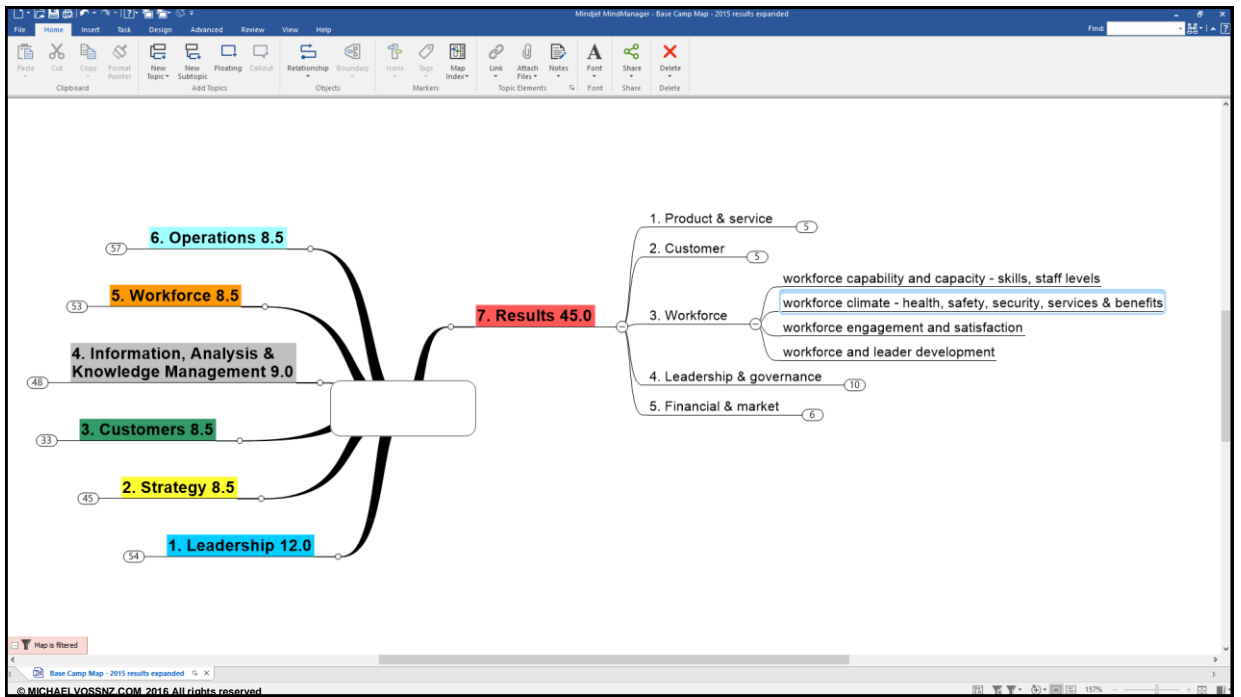
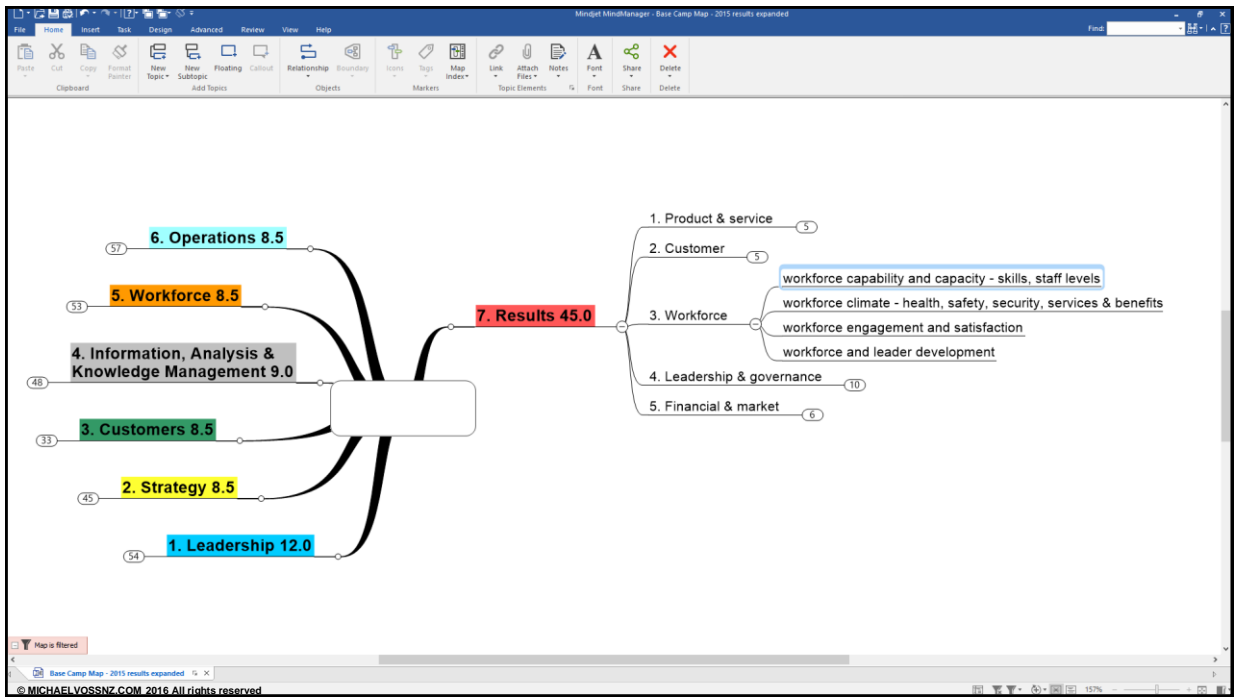
What **measures** do excellent companies use?



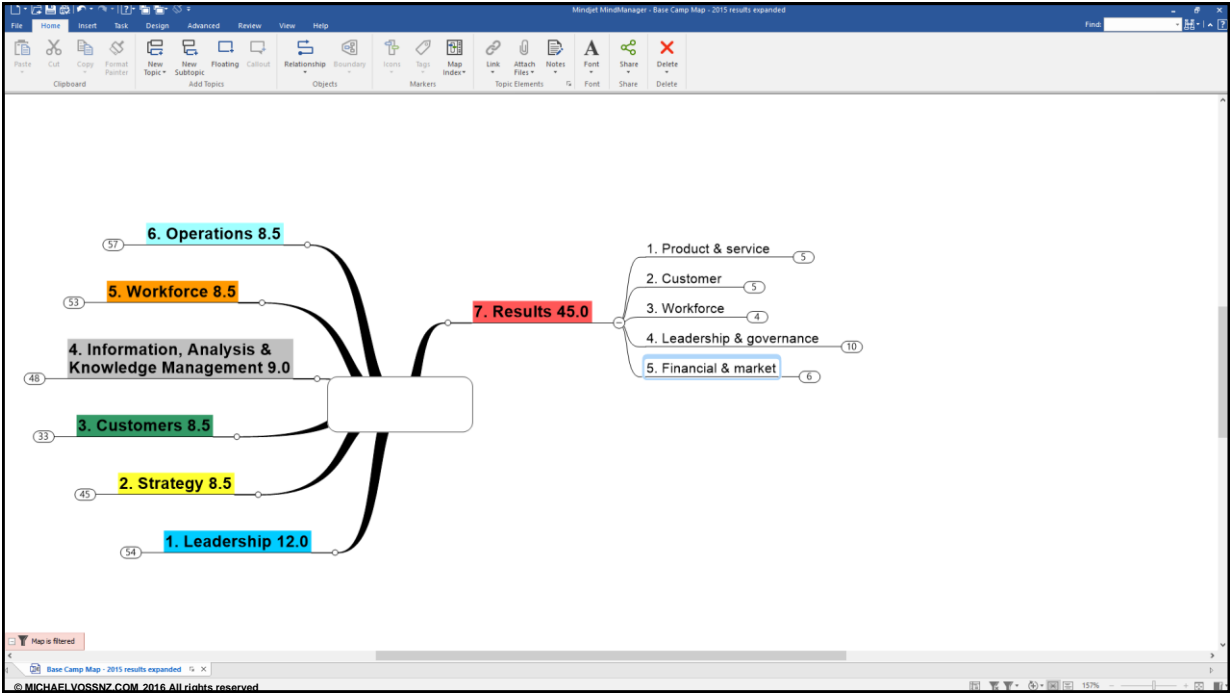
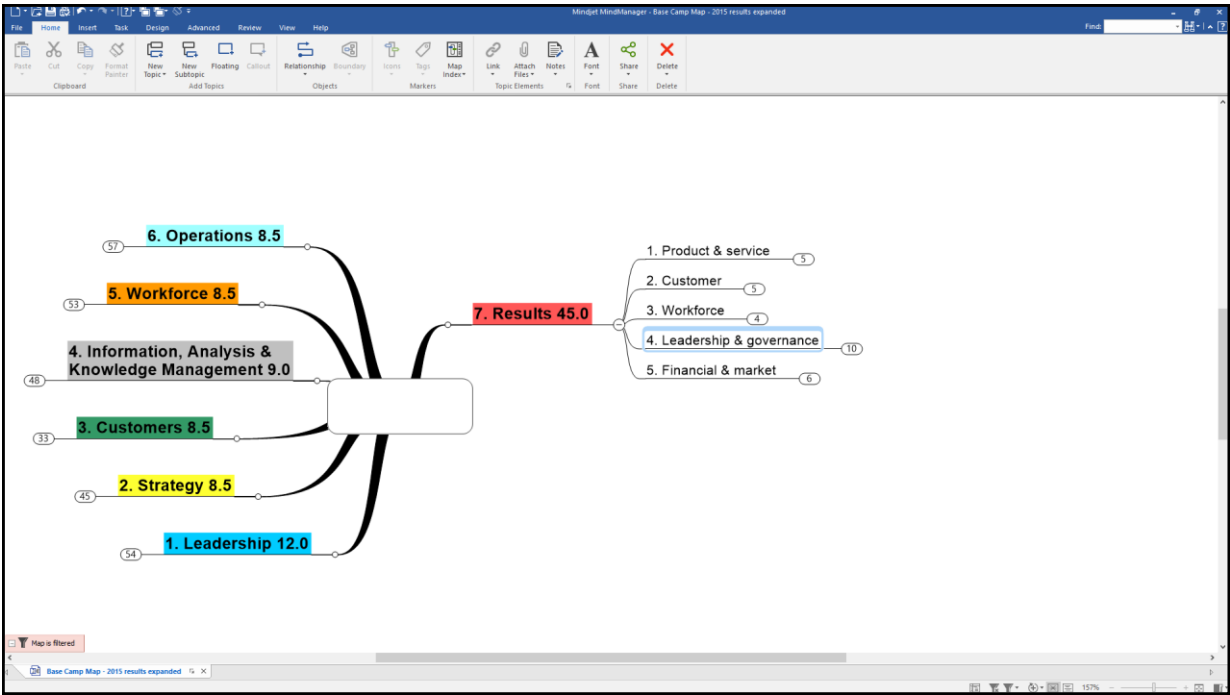


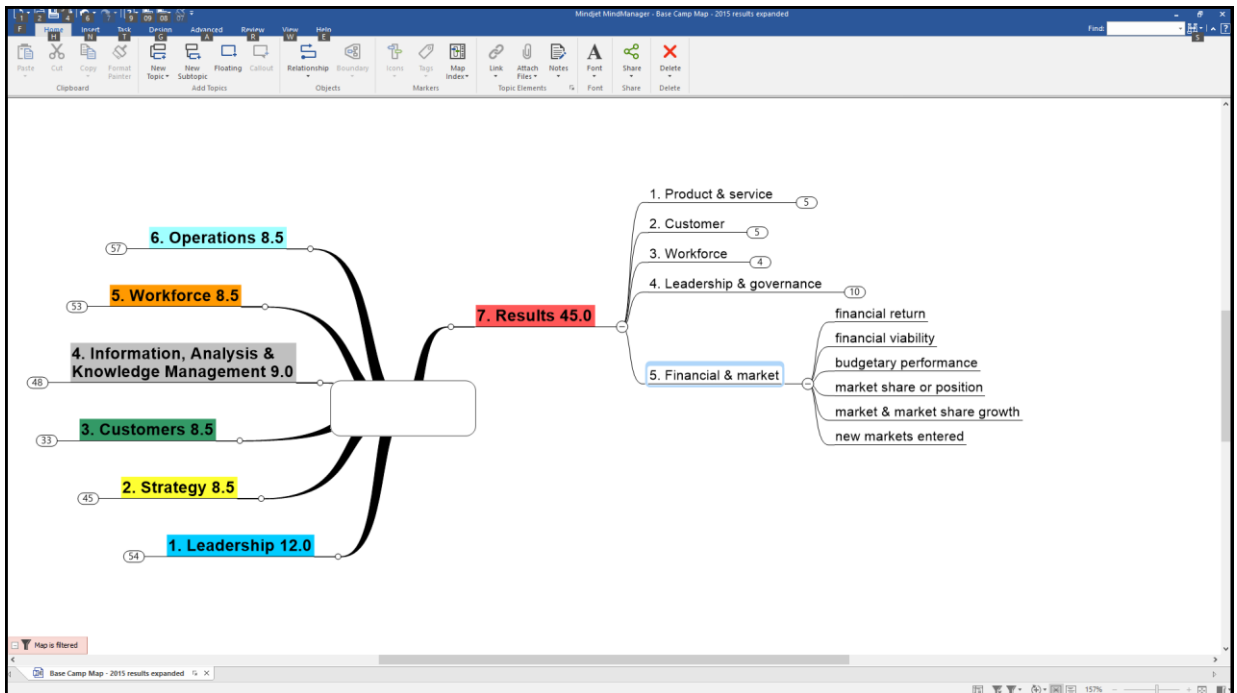












## Israeli day care

Parents late picking up kids

Forced staff to work overtime

Deterrent



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**APQO CONFERENCE**  
20-23 NOVEMBER 2016  
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ROTORUA, NEW ZEALAND  
ASIA PACIFIC QUALITY ORGANISATION  
Hosted by the New Zealand Organisation for Quality

**QESH (Quality, Environment, Safety, Health) making integrated management systems work together**

**HAERE MAI, WELCOME!**

Dear Colleagues,

It gives us great pleasure to have the honour in hosting the APQO 2016 Conference in Rotorua, New Zealand. This Conference has only been held once before in New Zealand in over 20 years.

We have chosen to host this mega event in Rotorua, a fascinating city filled with Maori culture, thermal hot springs and mud pools. Our programme will feature speakers who will be sharing with passion their journeys in the integration of Quality, Health and Safety, and Environment.

As a small country New Zealand is often seen as an ideal small market to test new ideas before launching onto a wider market base.

The three new ISO standards (9001:2015, 14001:2015 and 45001:2016) will provide us with a significant base on which to

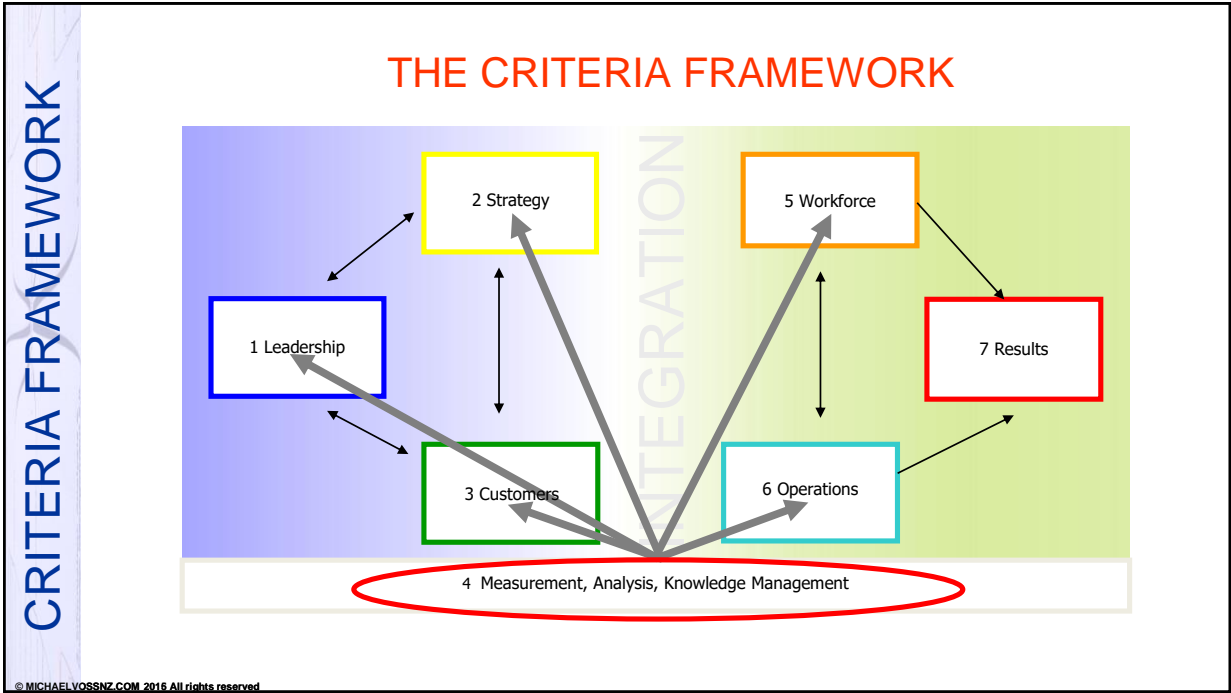
**APQO CONFERENCE BEGINS IN:**

**44** DAYS **10** HOURS **13** MINS

ROTORUA'S ENERGY EVENTS CENTRE 20-23 NOV 2016

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Our performance measurement system is used to manage our business and drive improvement of planning, performance and competitiveness	10
Performance measurements are aligned and integrated throughout and used to target improvements. Benchmarking information supports this analysis.	9
We constantly review the selection and use of data to ensure it supports planning and performance improvement	8
Reliable data is collected for all financial and non-financial KPI's. We make fact based decisions using this information.	7
Most of our information is financial. Our decisions are mostly based on intuition. Most of our systems are old and frustrating our people. Information is kept in peoples heads.	6
<b>Measurement/Analysis/ Knowledge Management</b>	5


SUMMIT READINESS GRID	DATE	SCORE
<p>Our performance measurement system is used to manage our business and drive improvement of planning, performance and competitiveness</p> <p>Our performance measurements are aligned and integrated throughout and used to target improvements. Benchmarking information supports this analysis.</p> <p>We constantly review the selection and use of data to ensure it supports planning and performance improvement</p> <p>Reliable data is collected for all financial and non-financial KPI's. We make fact based decisions using this information.</p> <p>Most of our information is financial. Our decisions are mostly based on intuition. Most of our systems are old and frustrating our people. Information is kept in peoples heads.</p>	<p>Our performance measurement system is used to manage our business and drive improvement of planning, performance and competitiveness</p> <p>Our performance measurements are aligned and integrated throughout and used to target improvements. Benchmarking information supports this analysis.</p> <p>We constantly review the selection and use of data to ensure it supports planning and performance improvement</p> <p>Reliable data is collected for all financial and non-financial KPI's. We make fact based decisions using this information.</p> <p>Most of our information is financial. Our decisions are mostly based on intuition. Most of our systems are old and frustrating our people. Information is kept in peoples heads.</p>	<p>Our performance measurement system is used to manage our business and drive improvement of planning, performance and competitiveness</p> <p>Our performance measurements are aligned and integrated throughout and used to target improvements. Benchmarking information supports this analysis.</p> <p>We constantly review the selection and use of data to ensure it supports planning and performance improvement</p> <p>Reliable data is collected for all financial and non-financial KPI's. We make fact based decisions using this information.</p> <p>Most of our information is financial. Our decisions are mostly based on intuition. Most of our systems are old and frustrating our people. Information is kept in peoples heads.</p>
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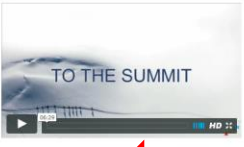
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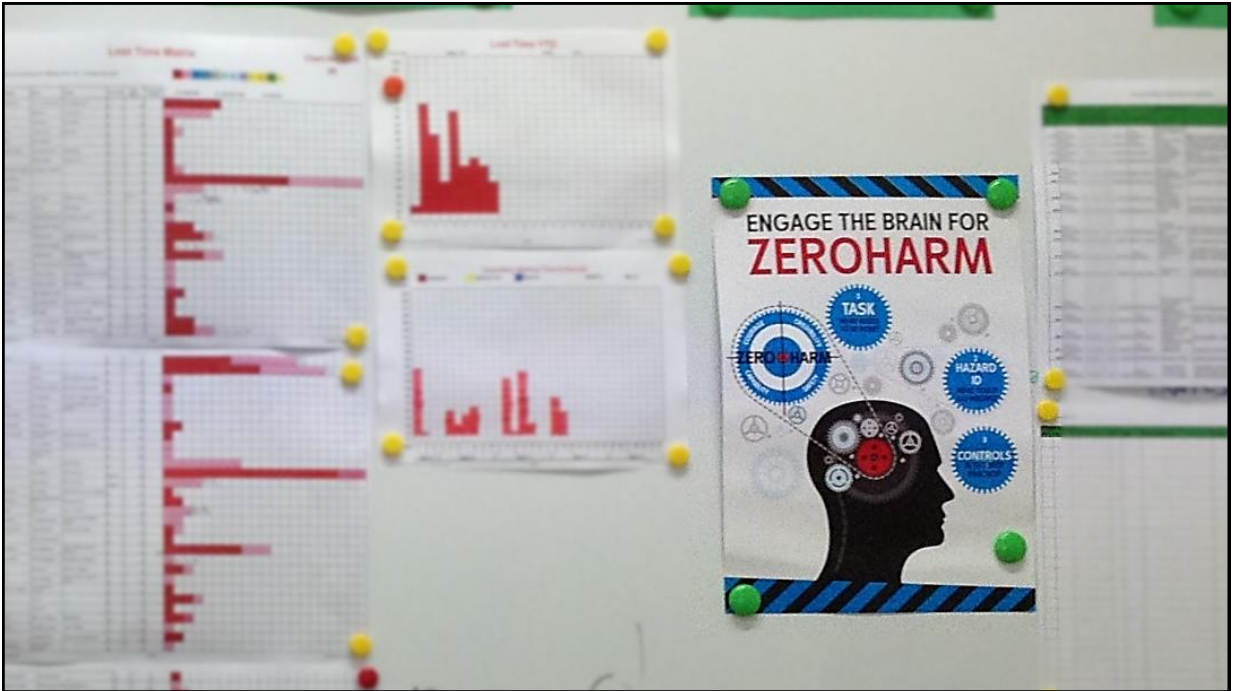
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## Setting zero harm objectives

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## Fake Security Camera



High professional imitation  
Make it easily confused with real camera

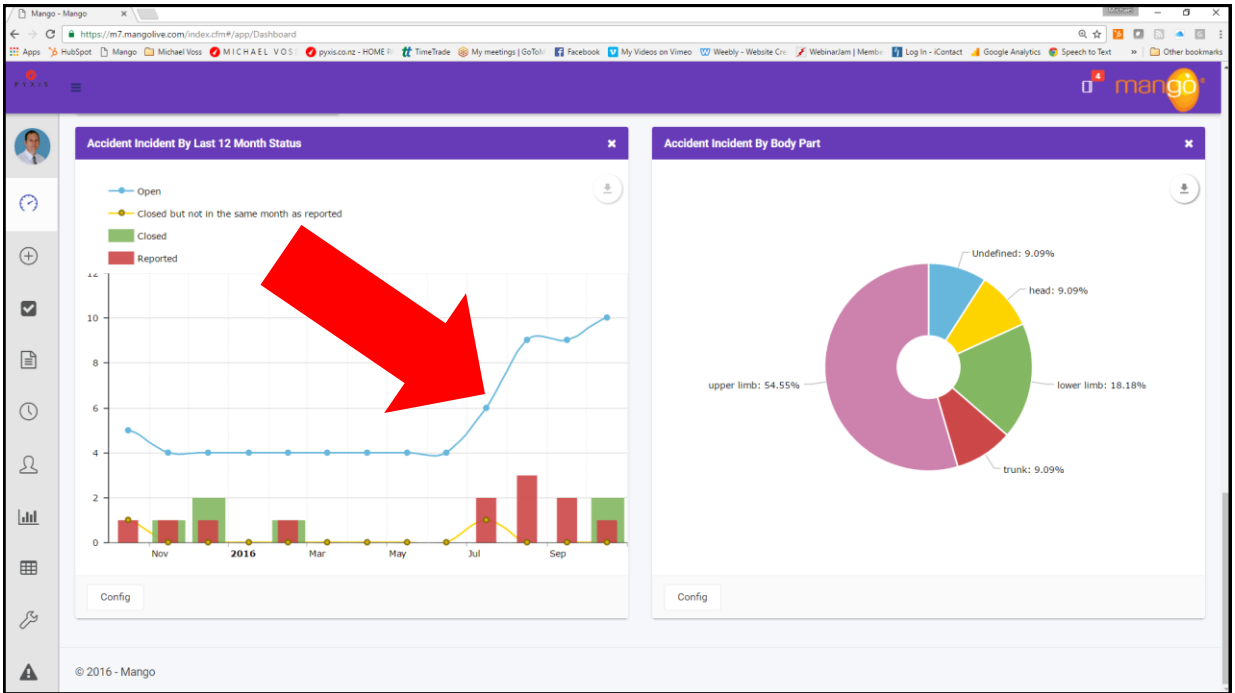
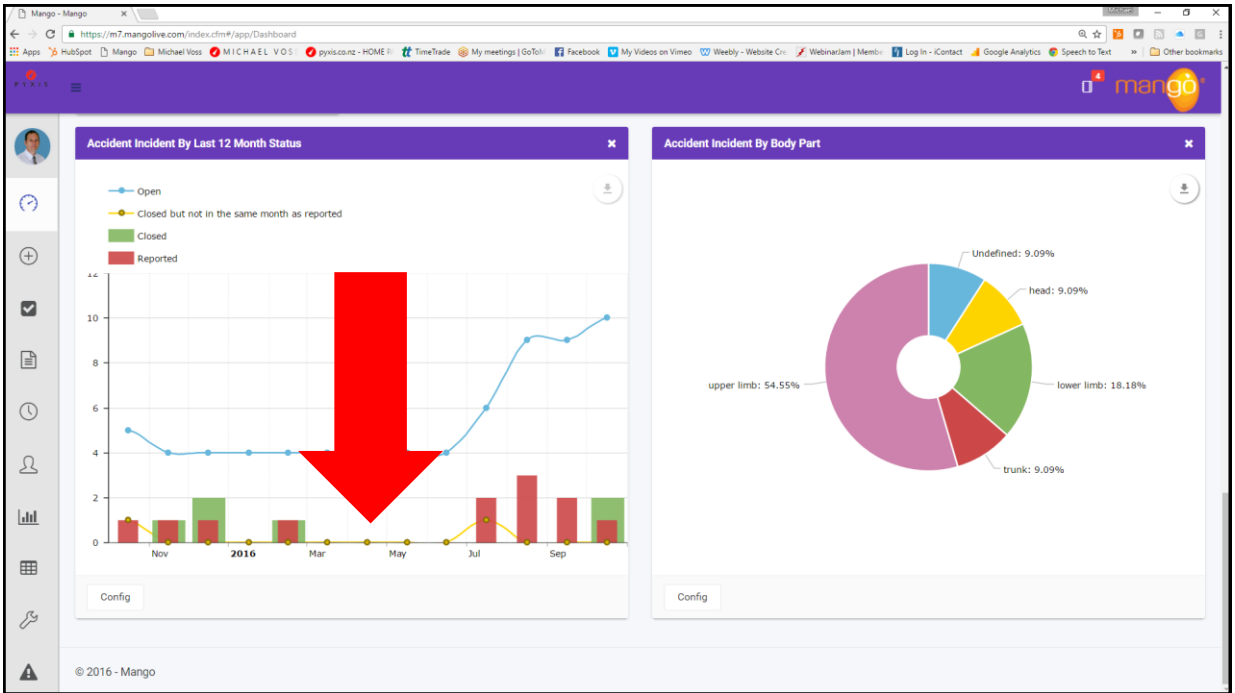


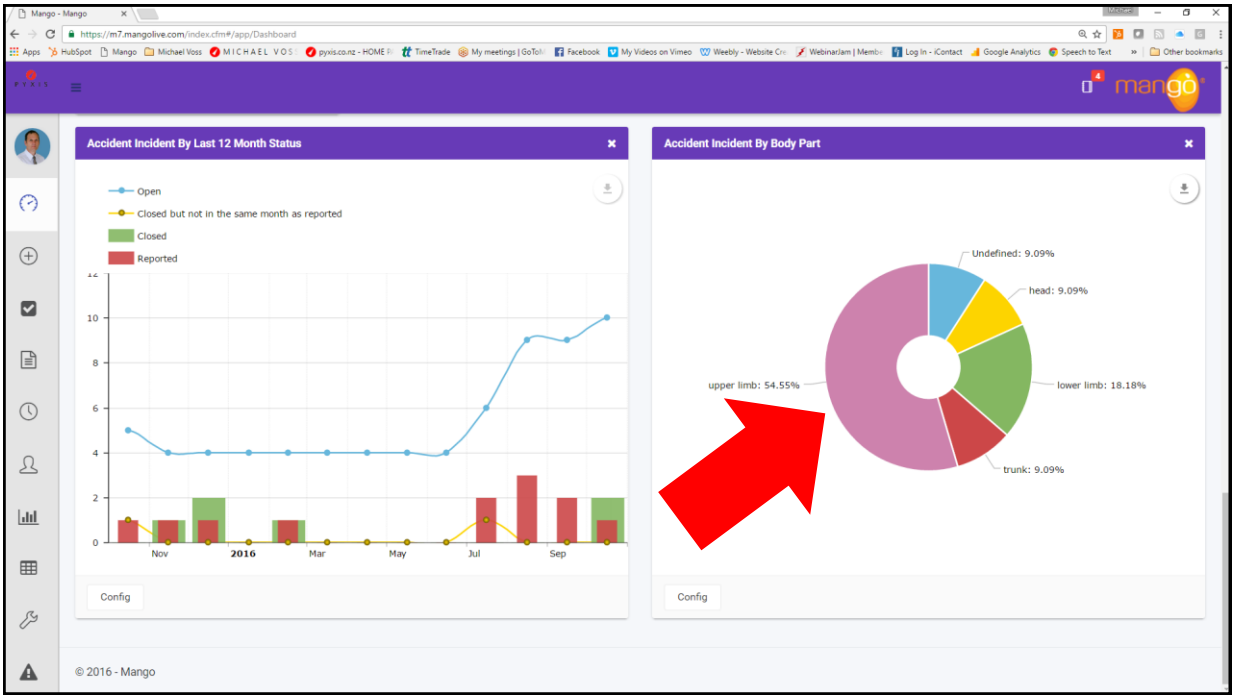
Are you **set up to fail** in safety performance?

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**Analyse** and **use** your measures!

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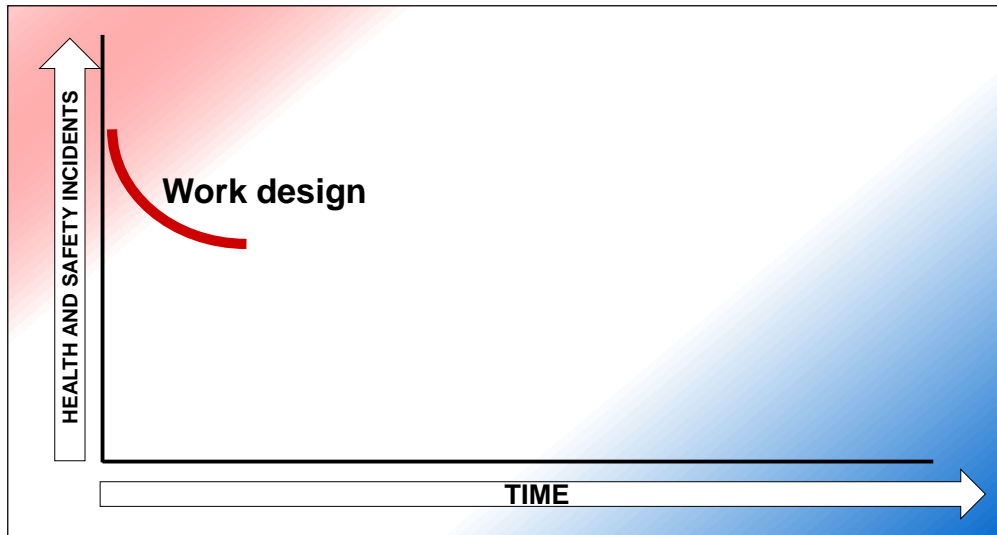
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2 October 2016 – ‘300 incidents including 87 fires involving faulty washing machines’ [news.com.au](http://news.com.au)



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The **3 essentials** to drive health and safety incidents to **zero**



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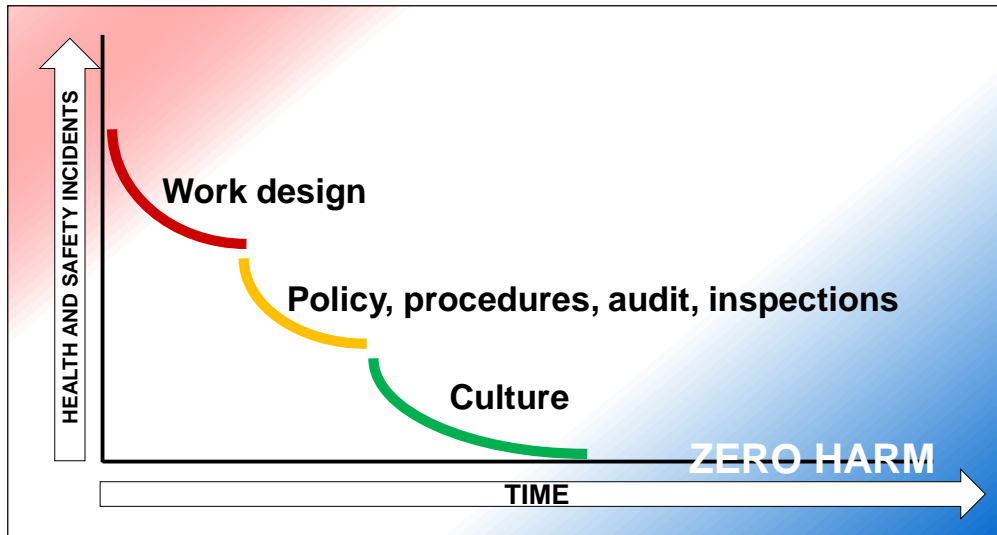
## Panama - COPA Airlines Flight 201



- Voice recorder broken week before
- Faulty attitude indicator wiring
- Switch to captain's attitude indicator
- Simulator did not match aircraft

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The **3 essentials** to drive health and safety incidents to **zero**



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## Bogota, Colombia



Mayor Antanas Mockus

Traffic behaviour

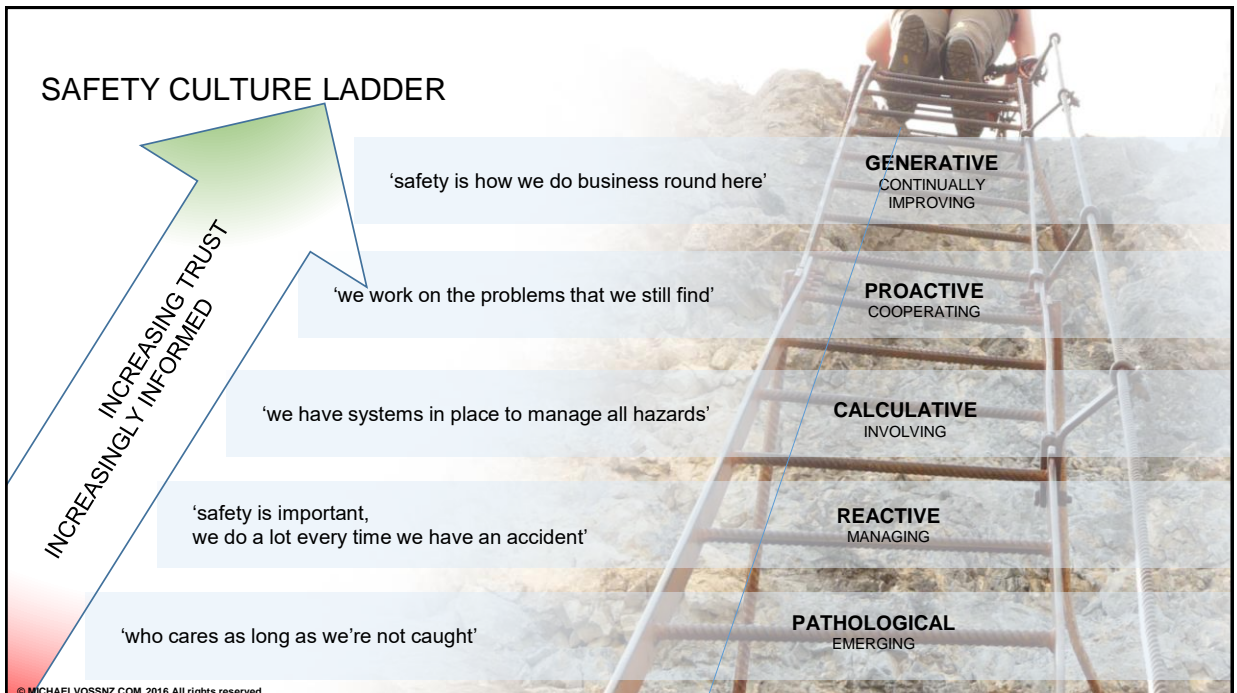
Fines not working

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### SAFETY CULTURE LADDER

Prevention of harm to employees at work and home is a core company value.  
 Sustained personal conduct without incidents/accidents or engagement incident.  
 Consistently vigilant.  
 A range of initiatives is used to monitor performance and build confidence in safety processes.  
 Consistent safety record.  
 All employees value health and safety as a requirement of their job and prevention of non-work injuries is important.  
 Company focuses on preventing health and safety failure.

Majority of staff are concerned health and safety is important morally and economically.  
 Managers and front line staff recognise a wide range of factors involved in causing accidents and root causes often originate from management decisions.  
 Frontline staff report on safety responsibilities for their own behaviour safety.  
 The value and the reputation of the company as a responsible safety.  
 Significant effort is made into preventing accidents.  
 Safety performance is actively monitored and used at data available.  
 Non-work accidents are monitored and healthy lifestyle promoted.

Accident rates are low and have reached a plateau.  
 Improvement of front line staff is viewed as critical for improvement across for operations.  
 Frontline staff report on safety responsibilities for their own behaviour safety.  
 Significant portion of front line staff recognise improvement.  
 Majority of staff report on safety responsibilities for their own safety.  
 Performance is monitored and data used effectively.

Accident rates are average for the sector with some serious accidents that for average.  
 Safety is seen as a business risk, management time but not preventing accidents.  
 Accidents occur as a consequence of failure caused by front line staff behaviour.  
 Performance measured using lagging indicators (LTIs) with incentives or reduced LTIs.  
 Senior managers' reactions to health and safety, cost assessment, seen to be different.

Safety not seen as a business risk.  
 Safety department has primary responsibility for safety.  
 Accidents are seen as unavoidable and a part of the job.

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email if you are interested in a copy of  
 the **safety culture ladder** tool

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# Q & A

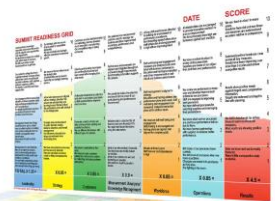


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