

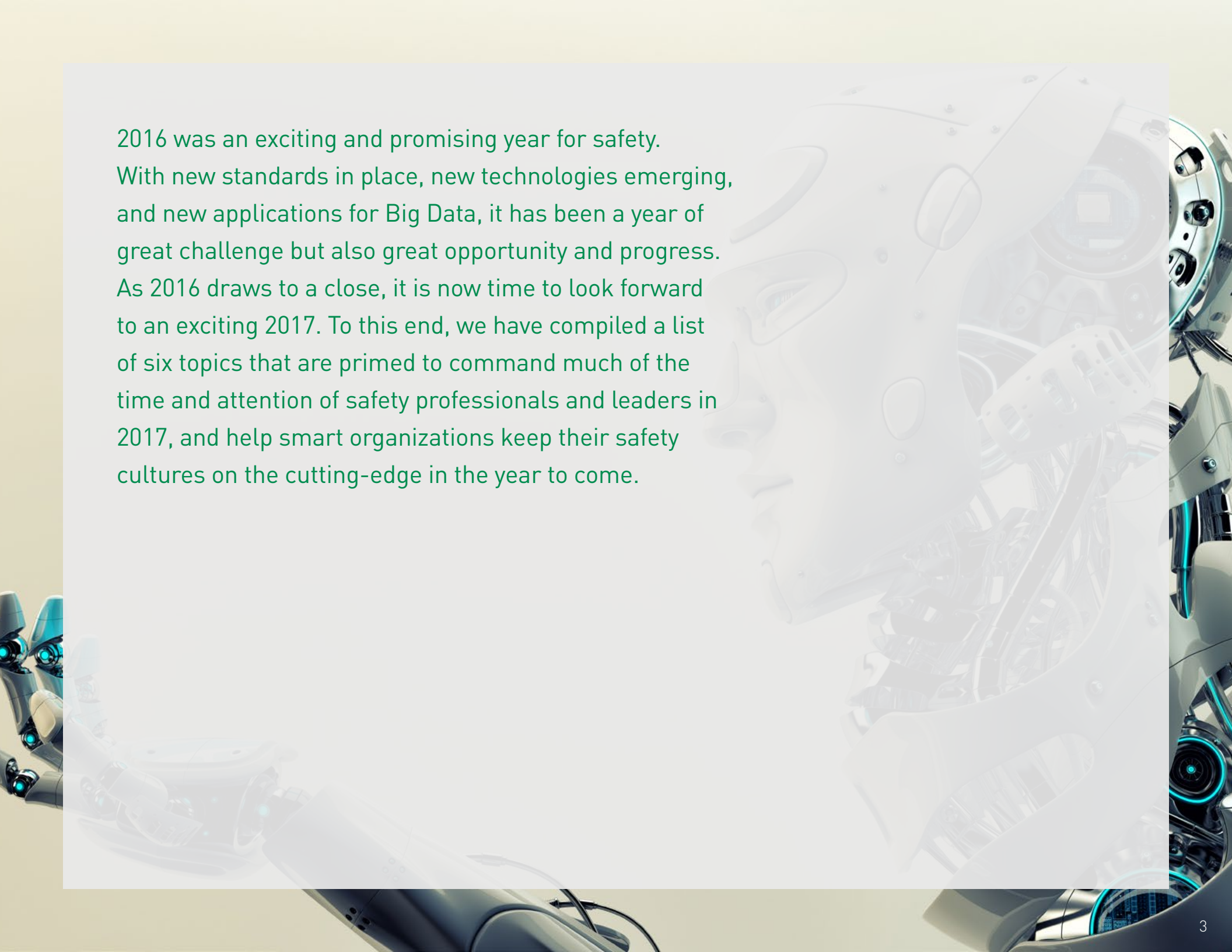
2017 GUIDE TO SAFETY IN ACTION

6 IDEAS SHAPING SAFETY NOW



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2016 was an exciting and promising year for safety. With new standards in place, new technologies emerging, and new applications for Big Data, it has been a year of great challenge but also great opportunity and progress. As 2016 draws to a close, it is now time to look forward to an exciting 2017. To this end, we have compiled a list of six topics that are primed to command much of the time and attention of safety professionals and leaders in 2017, and help smart organizations keep their safety cultures on the cutting-edge in the year to come.

1

Behavior Based Safety (BBS) and The Changing Role of Leadership

Once popular for its engagement of frontline employees in injury reduction, the use of Behavior-Based Safety (BBS) has been more widely criticized by many and seems to be on a downward slide over the past 10 years. Some practitioners point to fault lines created and perpetuated by certain methods such as:



poor communication and management training;



encouraging employees to blame and peer pressure other employees;



and encouraging reporting gaps to avoid responsibility and meet incentives.

Added to this, many approaches to BBS ignore larger factors, such as the need to create a learning organization, truly using behavioral measurement to indicate where system change needs to occur, engaging management in the process, avoiding blame and understanding that behavior is only part of the equation, understanding how to move the focus from “behavior” to “exposure”, and understanding how to create value for the employees to reduce exposure and increase behavioral reliability.

Needless to say, the way behavior-based safety has been executed in much of industry, this has not proven to be the way to significantly reduce exposure in a sustainable way or build a positive culture of safety. Despite these problems, a recent survey showed that a very large segment, roughly only one quarter of safety professionals, said that BBS will be a high priority for them in 2017.

So if leaders wish to retain what is good in behavior-based safety while excising the baggage of employee blame, what is on the next horizon?

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FOCUS FOR 2017:

Redefining safety leadership

In 2017 and beyond, leaders are becoming more deeply involved in exposure reduction. They are redefining what behavior-based technology for safety is and what it must evolve to if it is to realize the promise it holds for worker safety in the process. The heart of behavior-based safety technology or exposure reduction methodology is optimizing the interface of people and technology. But where, how, and who you start with needs to be carefully assessed and planned for. There needs to be a deliberate strategy developed based on objectives of the organization and the environment present in the organization may not be the front line. **Organizations are recognizing that exposure is profoundly affected by decisions, practices, and systems that are driven by leaders first.** The result is that the face of BBS is much more holistic and leader-centric than its early pioneers every dreamed. In fact, it is no longer appropriate to refer to it as BBS it needs to be thought of as Exposure Reduction. The process of Exposure Reduction must start further up the organizational chart where the decisions that create risk and culture are made — and the results have the potential to change the face of safety. As one executive recently put it, “We’ve been doing behavior-based safety for years — it just took us 10 years to get to the front line.”

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2

Technology

With the explosion in analytics and the advent of Big Data, 2016 will be remembered as the year that safety technology entered the Information Age. Here are just a few of the ways that Big Data has revolutionized safety in just the last few years:

- Leading indicators are increasingly used to measure and predict safety performance.
- Companies are leveraging data analytics and visualization tools to identify best practices and weak points in their systems.
- Predictive analytics are becoming an integral part of the conversation in safety.
- Companies are avoiding “information silos” by grouping all safety information into one place.
- Circumstantial factors such as weather and traffic information can now be layered over traditional incident information to help pinpoint and predict causes and exposures.

In general, companies have gone from simply collecting vast amounts of information to actually using this information in dimensional, applicable, and predictive fashion. While safety professionals have traditionally been slow to adopt new technologies, there seems to be considerable positive momentum and energy behind us. What can we expect in technology for 2017?

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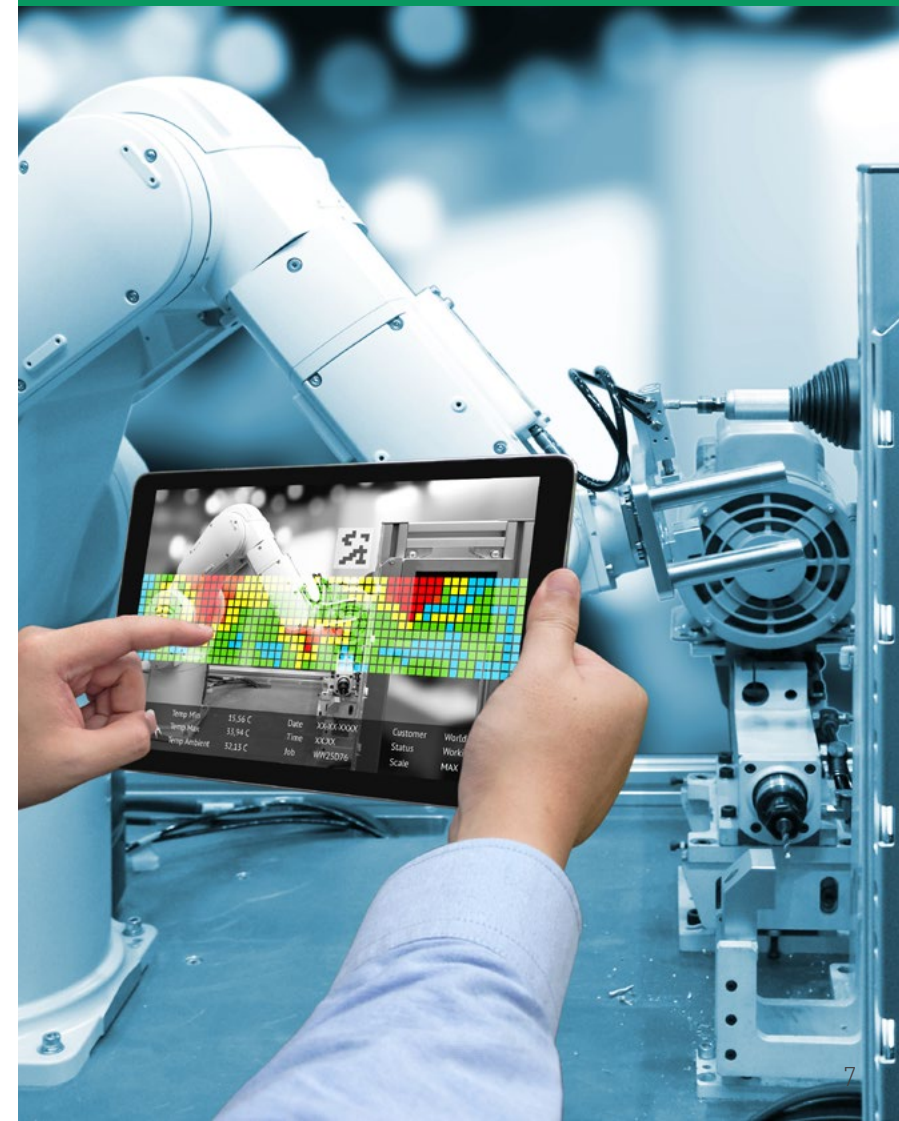
FOCUS FOR 2017:

The age of the connected workplace

In 2017, the “Internet of Things (IoT)” will have a dynamic impact on the workplace. Workers can now be connected automatically to their environment, creating a continuous exchange of information that will reinforce safe working practices and alert workers instantly of impending risks or hazardous atmospheres. Systems will map near misses — allowing companies to remove hazards, add controls, or adjust workflow before future accidents happen. Automated plant control systems can now prevent unauthorized workers from entering high-hazard workplaces or by passing critical control mechanisms. And wearable technologies such as helmets and vests can measure body temperature, stress and fatigue, anticipating and preventing medical issues.

And all of this will happen instantaneously, direct from the point of contact, delivering a continuous stream of usable data that will keep workers safe and prevent exposures, injuries and fatalities in ways previously thought to be impossible. In 2017, in the world of safety technology, the future has arrived.

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3

Contractor Safety Management

In the last five years, there has been a concerning trend taking place: a distinct rise in contractor-related fatalities as a percentage of all workplace fatalities. This trend raises difficult questions about contractor relationships – organizations want to protect (and OSHA requires them to protect) not just their own employees, but also any other contracted employees in the workplace.

This presents a difficult conundrum: in this changing landscape of accountability, how do you protect employees that you have little to no control over?

Experts agree that the solution is a comprehensive contractor safety management program that creates a clearer, safer working environment for all.

But what specific steps will we see in '17 to make this happen?

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Contractor selection, oversight and retention

The issue of contractor safety has been growing for years now — it's time for a specific plan. With a concerted effort in three main areas, organizations will make critical progress in 2017 in contractor oversight and protection.

Contractor Selection

It is critical that the vision, principles, and culture of contractors align perfectly with those of your organization. Up-front screening and pre-qualification should combine lagging and leading indicators, assessing performance data as well as safety systems in place. Also, organizations must be clear up front with regard to accountability — expectations must be clearly stated, with expressly defined avenues for reporting and feedback, and an acknowledgement of potential exposures.

Contractor Oversight

On the job, continued oversight is paramount to preventing and controlling exposures. Regular and mandatory job safety briefings and life-saving rules verification set a firm groundwork for hazard recognition and verification. In the case of an incident, firm policies for response and investigation will help to understand root causes and prevent future occurrences.

Contractor Retention

Once an effective relationship is established, the top priority becomes retention. Going forward, contractors must be treated as trusted partners in development — sharing ownership of safety oversight, attending relevant safety academies and summits, serving on joint committees, and sharing responsibilities for action plans, training, and annual reviews.

Taken holistically, these three steps form a dynamic action plan to address one of today's critical safety issues, and ensure a safer and more productive 2017.

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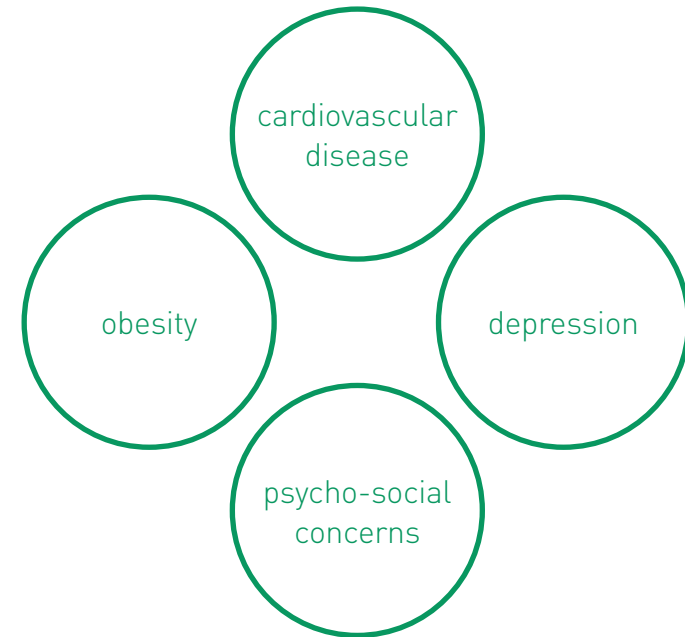


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Total Worker Health

While workplace safety initiatives have traditionally addressed the risks of workplace exposures and accidents, one compelling area of recent study recognizes the intrinsic health risk of work itself; of job-related factors such as: stress, fatigue, time constraints for healthful activities and exercise, changing demographics, and technological considerations.

It is now becoming increasingly clear that work-related causes contribute to health issues previously thought to be unrelated:



and more.

The concept of Total Worker Health is changing the way leaders and organizations look at workplace safety, and mandating holistic solutions that take into account all aspects of health, wellness, and professional fulfillment.

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Rethinking safety programs and practices

Today's comprehensive workplace safety program must not only address exposures, slip and fall accidents, and SIFs; it must also understand lifestyle considerations — happiness, wellness, fulfillment — that affect the overall health and well-being of the workforce. These are not separate issues, but are inextricably intertwined; smart organizations are beginning to develop an overarching system of programs and practices that demonstrates a commitment to Total Worker Health. Some examples that organizations have recently adopted include:

- Nutritional consultation
- Diversity training
- Outdoor and green space access
- Education on various self-management strategies
- Flex scheduling
- Supervisor training on stress reduction management strategies

In 2017, the ideal safety program begins with the exposures and risks with the largest potential for immediate and disastrous impact, yet umbrellas to cover equally important long-term issues of Total Worker Health. This type of comprehensive program requires intense thought and commitment from leadership down, but is an important part of building safe, happy, and productive organizations in 2017 and beyond.

“Today's comprehensive workplace safety program must not only address exposures, slip and fall accidents, and SIFs; it must also understand lifestyle considerations”



5

Serious Injuries and Fatalities (SIFs)

The Trend

One of the more distressing trends of the last 15 years has been that, despite a significant decrease in Total Recordable Incident Rates (TRIR), Serious Injury and Fatality (SIF) rates have not shown the same relative pace of improvement, and is actually statistically plateaued over the last five years. The occurrences of fatal and life-altering incidents are too frequent and unacceptable to all. While we should all be proud of the general improvement trend in non-SIF injuries, it is imperative that we now develop an intentional focus on understanding the causes and prevention of SIFs.

Many organizations are making smart and forward-thinking steps to address this, including identifying SIF precursors, providing greater visibility to SIF exposures, and educating senior leaders on their role as executive champions for SIF prevention.

In the accompanying chart, we have identified Nine SIF Interventions That Really Matter. DEKRA Insight's work on the SIF problem has revealed that organizations demonstrating real progress in SIF mitigation have invested significantly in each of these nine interventions.



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Data analytics proves all exposures are not created equal

SIF data suggests that 42% of SIF's result from breakdowns in Life Saving Rules (LSRs) and another 29% of SIF's are connected to ineffective Pre-Task Risk Assessments resulting in unrecognized or unmitigated SIF exposure, including changes in those exposures. These two categories alone can explain 71% of total SIF's. The clear message is that a focus on these two areas alone can provide an ideal opportunity for improving SIF results.

Call to Action

In 2017, fully engage your organization in the Nine SIF Interventions That Really Matter. This commitment will help detect and prevent normalization of deviation, improve capabilities to perceive risk accurately, lower the thresholds for risk tolerance, and control the cognitive biases that enter into safety decision-making. Start your organization down the pathway to controlling these prevailing fatal factors by learning more, and taking action on, these nine interventions.

“This type of disproportionate data invites a disproportionate response. It also provides an ideal opportunity for results”

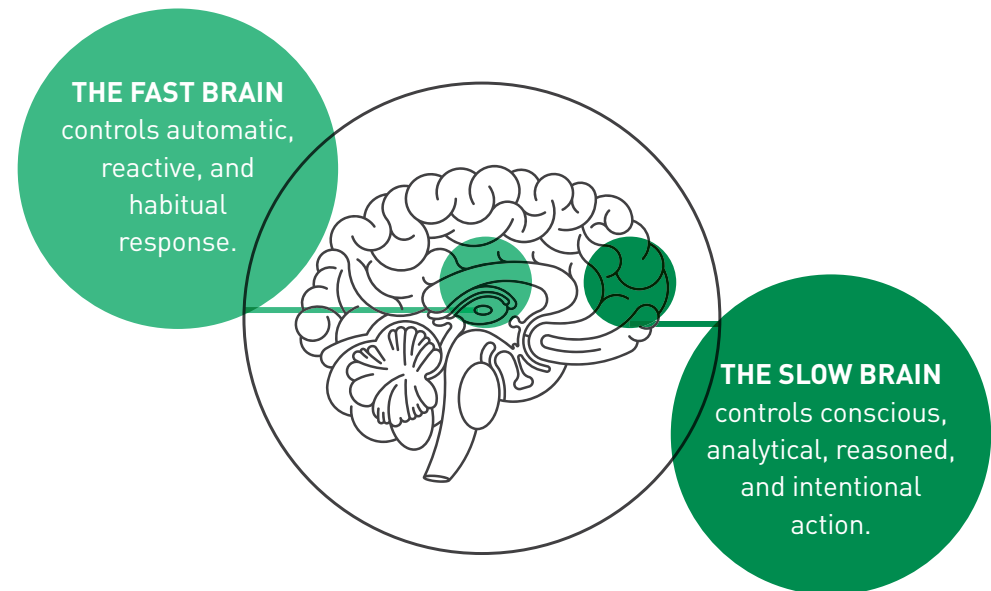


6

New Frontiers in Human Performance Reliability

In recent years, ground-breaking studies underpinning Brain-Centric Reliability™ have uncovered revolutionary insights into human performance, forcing a reexamination of how exposures and accidents are identified, addressed, and classified, and fundamentally changing the way we lead and work.

With our new, deeper understanding of the workings of the brain, it has become clear that the way we work and the way the brain works are not always in sync. At the center of recent neuroscience research has been a confirmation of two components of the human brain that compete and cooperate to control all human behavior, which we refer to as the **Fast Brain and Slow Brain**.



Unfortunately — for a variety of reasons — **the brain often defaults to this reflexive Fast Brain in cases of repetitive, habitual actions.** This means that even the slightest variations in work processes and conditions can result in an incorrect Fast-Brain response based on prior experience, with disastrous results. Now that research has uncovered this reality, how can we react and encourage safer, more thoughtful, Slow-Brain responses in our workplace?

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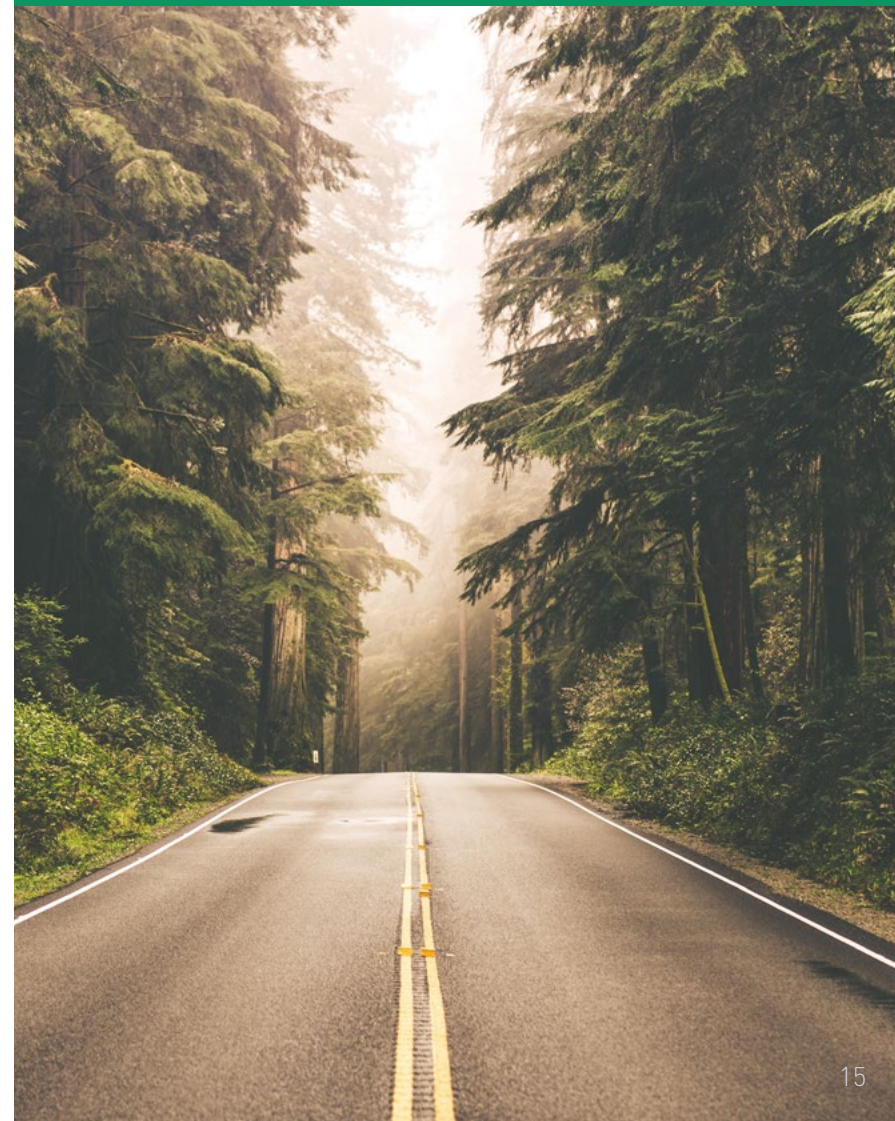
Encouraging Slow-Brain Response

We need to make our organizational systems more brain-aligned by putting in place solutions that encourage thoughtful action, eliminate reflexive risk, and enable employees to reliably respond the right way in every situation. There are multiple steps to address this problem, but one first-step solution for 2017 is to focus on changing our cultural messaging.

One of the ways that leaders create corporate cultures is by sending messages to their organizations that define organizational success and set the tone for how people work. If these messages are messages of urgency — *Get it done quickly*. Finished yet? What's taking so long? — leaders are inadvertently sending a signal to work from the Fast Brain only. Workers unknowingly turn off their Slow Brain and speed up, potentially skipping steps or missing weak signals in their hurry to accomplish the task at hand. Messages such as — *We always have the time to do it right. Take your time to think it through* — encourage measured, Slow-Brain responses.

To build smarter, safer cultures of thoughtful, precise execution and Right-First-Time Reliability, leaders need to consistently send the right verbal messages to the workforce. While a focus on messaging alone is not a panacea for eliminating human error, it is a powerful and achievable first step for 2017.

“If these messages are messages of urgency — *Get it done quickly*. Finished yet? What's taking so long? — leaders are inadvertently sending a signal to work from the Fast Brain only.”



Want to learn more? Visit us today!

This e-book is intended as a general introduction to and overview of each of these seven critical topics. Our professionals are proven experts and thought leaders in developing comprehensive safety and reliability solutions for our clients, and delivering cutting-edge programs for safety excellence. For more in-depth information on any or all of these topics, please visit us at www.dekra-insight.com and talk to us about how the right safety and reliability solutions can make your organization's 2017 a smarter and safer one.



DEKRA Insight represents the collective expertise of our member companies, each an institution in safety.

