

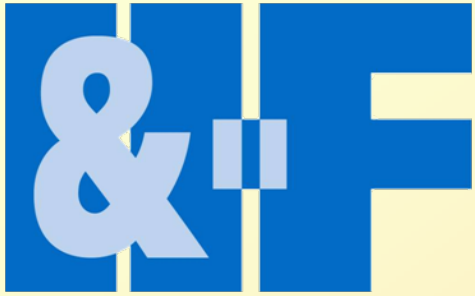
# Incident and Injury-Free Workshop





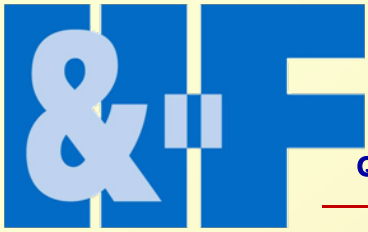
# Agenda For The Day

- Welcome Address
- IIF at AWE - Jon Lessard
- Safety Moment - Terry Tuxford
- Why we are here – Adie Lovell
- Getting Hurt – Terry Tuxford
- Break
- Remember Charlie – Video
- Lunch
- Making It Personal – Adie Lovell
- Our Challenges – Terry Tuxford
- Intervention Skills – David Harrison
- What is IIF? – Adie Lovell
- Close



# About IIF At AWE

**Jon Lessard**



Quiet    Transparent    Integrated    Equal

**WORLD CLASS**

*Progressive*

Radical  
Organizational  
Change



Line/Staff Conflict    Blood Cycles    Symptoms Behaviours/ Conditions    Committees    Quick Fix Programs

*Traditional*

Significant  
Financial  
Crisis



High Insurance Costs    Excessive Losses    Adversarial Employee Relations    Litigation Statutory Ignorance

**SWAMP**

**Safety Without Any Management Process**



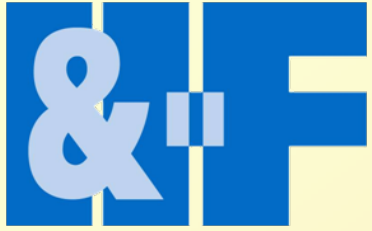
**Safety  
Management  
(R)evolution**

Changing  
Organisational  
Culture



## HISTORY - IIF & AWE

- Spring 2007 AWE began its latest step to enhance the safety culture and improve performance.
- Conducted 2 day commitment workshops with representatives of leadership and management.
- Trained key AWE staff which in-turn trained our group of 66 company facilitators.
- AWE began programme roll out across the company to include supply chain in July 2007.
- Evolution of our safety management system continues.
- AWE completes the roll out March 2008 of IIF to population to include supply chain, over 7200 personnel receive the programme.



# Health & Safety at AWE

**Terry Tuxford**  
**Target Zero Programme Manager**

**About AWE**





## TARGET ZERO - AWE's Brand Name for its Health and Safety Programme.

### **Key Objective**

Developing and improving the health and safety culture within AWE and working towards an incident and injury free site.

### **Scope**

To improve the control of health and safety through co-operative effort at all levels in the organisation. Current main focus is on Incident and Injury Free (IIF) culture improvements.

### **Framework**

Drives leadership, management and individual behaviour towards having responsibilities clearly identified and accepted, whether this is in specifying contracts, designing safe systems, supervising work or undertaking work.

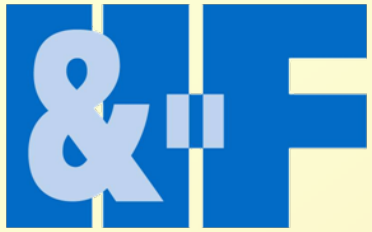


# Health & Safety at AWE

Adie Lovell

## The Safety Contradiction

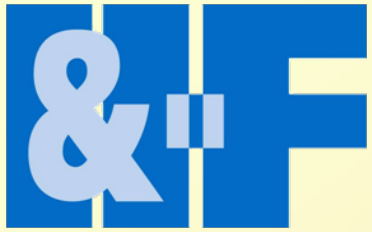




# The Purpose of the Workshop

The purpose of the IIF workshop is to;

- think about, discuss and explore our level of awareness of safety
- make it more personal, relevant and important, such that it impacts on what we do!



# Objectives of the Workshop

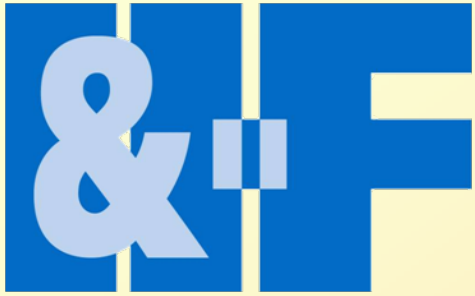
By the end this session you will be able to/or have:

- Revisit our relationship to Safety
- Explore the Safety Contradiction:-
  - No one wants to get hurt and yet many of us take chances or allow our co-workers to take chances
- Identify the risks that we face day-to-day
- Generate an understanding of what IIF is and is not.
- Feel safe to challenge each other
- Feel able to accept “Stop me if you think I’m not working safely!” (You have the right to intervene)



# Logistics and Ground Rules

- Please turn off mobile phones
- All conversations are “private”  
*(they are public conversations, but what is said in the room, stays in the room)*
- One conversation at a time
- Be in the room
- The Fridge



## Ways to Participate

- Prisoner
- Tourist
- Partner (Creating with us)



# Introductions

- Name:-
- Something that few people know about you . . .
- Something that you are proud of . . .

Or

- The people who know me best, know me for . . .

# Relationship is the Foundation of Accomplishment

- What was the value in that exercise?
- Relationship is the foundation of Accomplishment . . .





# Leader Expectations

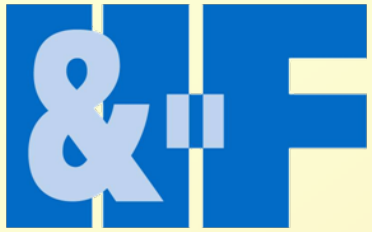
What your leaders should expect from you!

What you should expect from your leaders!



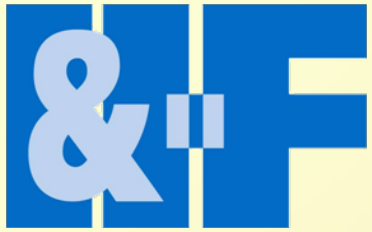
# What your leaders should expect from you!

- If it is not safe, do not do it, and do not have your co-workers do it either.
- If you see something that is unsafe, **speak up** immediately, there and then, to your supervisor / line manager no matter whom – no matter what.
- If you are not sure of something (it does not look right, you do not understand the assignment or are unsure of how to do the job safely), **speak up and ask.**



# What you should expect from your leaders!

- If you stop the task for a safety reason, we will back you up.
- If you bring up a safety concern, we will address it promptly. It will not go into a black hole.
- If there is an injury, we will conduct an Event Investigation in such a way that the person is NOT blamed. We need to learn so that we can eliminate the next injury.

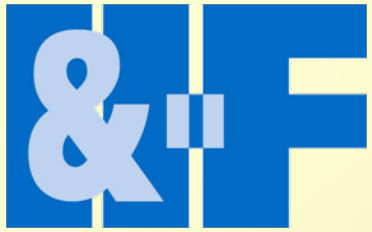


# Getting Hurt

Terry Tuxford

Target Zero Programme Manager



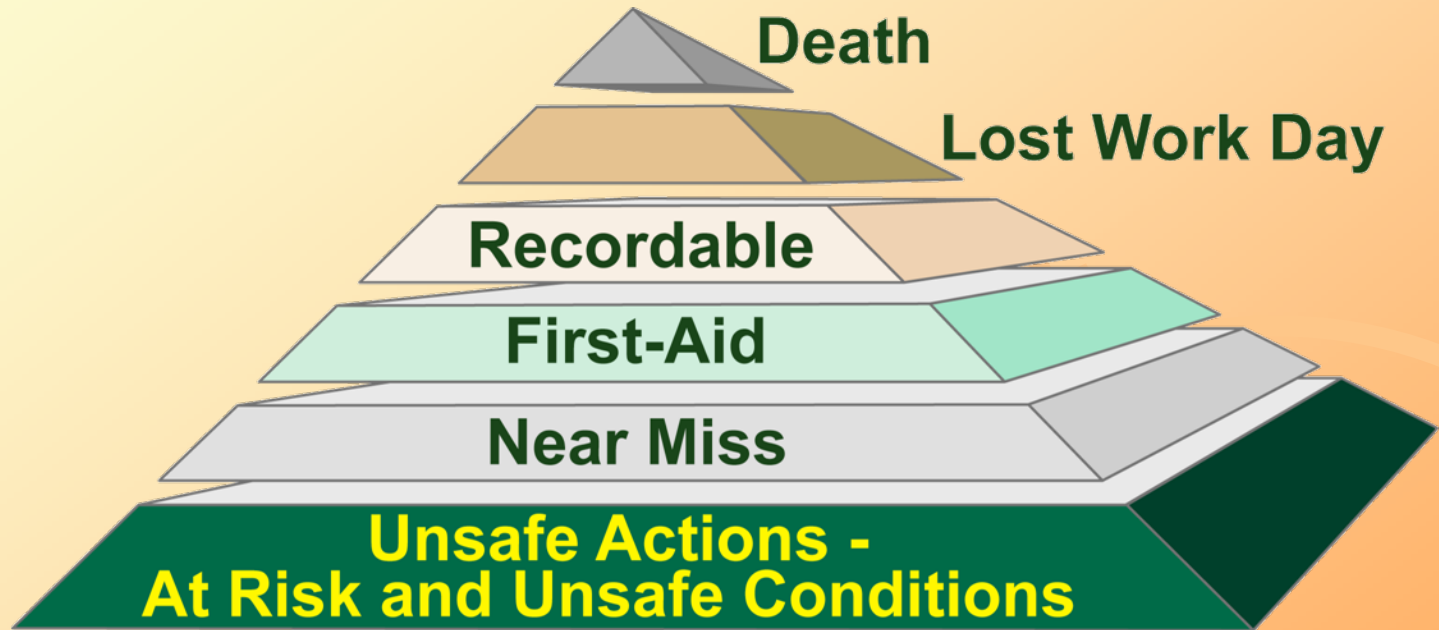


# One Person's Experience



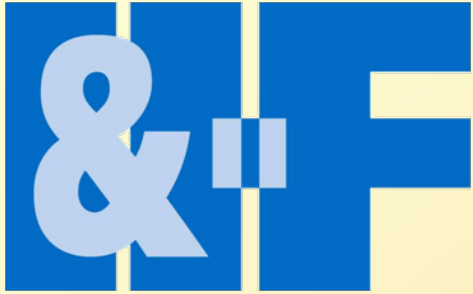


# The Injury Pyramid

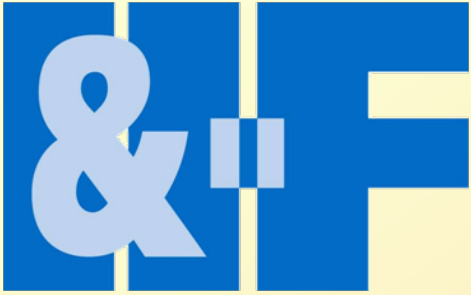


From the perspective of **severity**, there is a huge difference between the consequences of a near miss and of a fatality

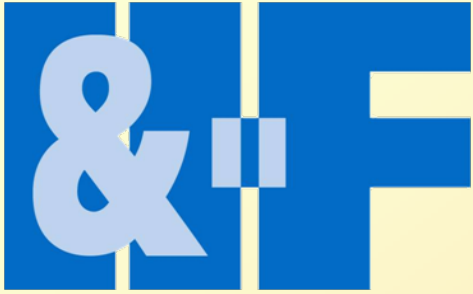
And there is a huge difference in our responses to them



What do you think  
The difference between  
a near miss and a fatality is?

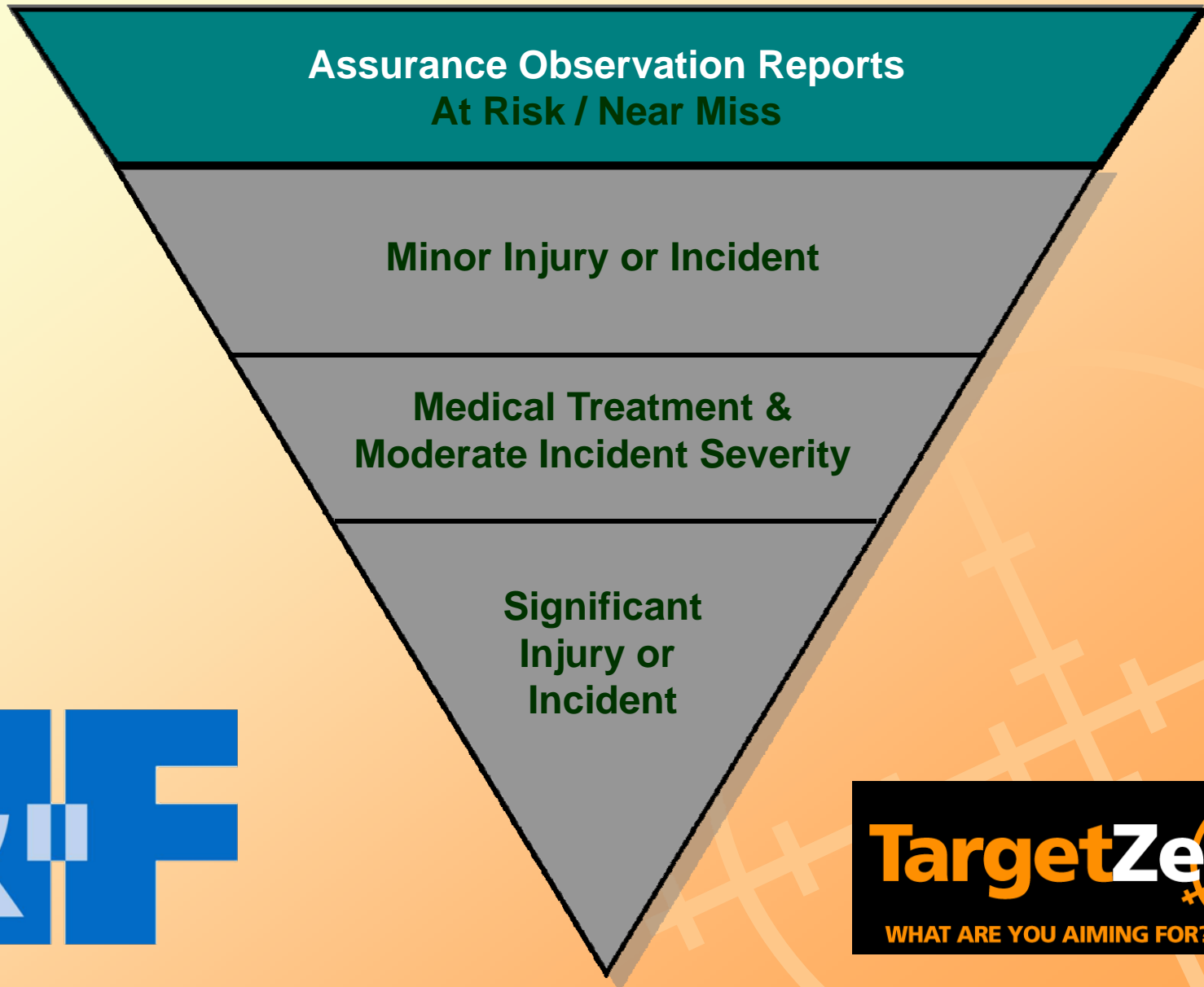


**So you think you have  
been Lucky?**



So what's the difference  
between  
A near miss and a fatality?

# REDUCTION OF INCIDENTS



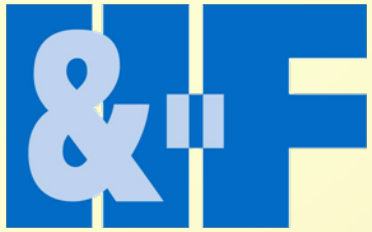
**Assurance Observation Reports**  
**At Risk / Near Miss**

**Minor Injury or Incident**

**Medical Treatment &  
Moderate Incident Severity**

**Significant  
Injury or  
Incident**





# Health & Safety at AWE

Adie Lovell

Charlie Morecraft





Charlie



- It will *save* pain and anguish
- All that *save* some time

- Get home early to go on Holiday

- Thinking what is *open* to!

- Not thinking at all

- Done this a thousand times

**Oh! could it**

**and could it**

**WHAT!**

!!!



# Your Safety Story...

- What were your immediate thoughts?
- What happened next!
- Did you receive any medical treatment?
- Were you off work?
- How did it affect
  - you?
  - your family?
  - your colleagues?
- How long did it take to return to pre injury state?
- What do you do differently now and communicate that to others?



# Group Norm 1932



Joe 56 years

6 Died at one time, How?

16 years



Max height  
15 stories

Gin

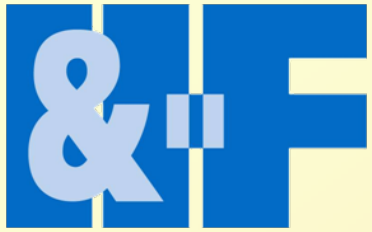
Rockafella Plaza (RCA) Downtown Manhattan

**What do we accept today that we will not accept tomorrow?**



# Our Challenges

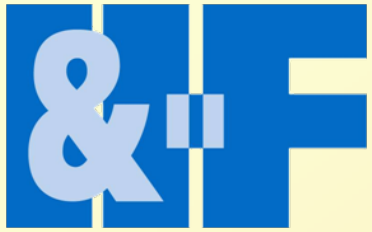
Terry Tuxford



# What are the Key Challenges?

1. Observing my co-workers and myself “asleep at the wheel” or preoccupied
2. Speaking up when I see someone At-Risk
3. Being open to change when someone speaks to me

My Intervention Failing



# The Personal Challenge

- **Individual commitment - The right to intervene.**

**Answer these questions:**

- **Why do we not like to intervene?**
- **Why don't we like being challenged?**



# **Intervention Skills Never Mind The Bullocks**

**David Harrison**  
**Behavioural Safety Technical Lead**



# Why Should You Intervene In “At-Risk Acts”?



- To prevent injury or loss
- Ignore it and you condone it
- Lead by your example
- You’ll get the standards you are prepared to accept
- Learn from experience to prevent a recurrence
- Drive EA towards World Class Safety
- To support each other & constructively challenge to deliver operational excellence
- Our lives begin to end the day we become silent about the little things *(Martin Luther King)*



# Why Would Someone Commit An At- Risk Act?



- To get the job done
- Conflicting priorities
- Because the at-risk way is quick and convenient.
- Inadequate Safe System Of Work
- They do not perceive the task as hazardous
- Inadequate training
- Inadequate supervision
- Inadequate planning
- That's the way we always do it (safety culture)
- etc.....



# Barriers To Intervening In At-Risk Acts



Want to avoid confrontation or looking silly  
*We can give you some tools to manage confrontation*

Too busy to get involved or stop on your way to a meeting  
*Explain on arrival that you have just stopped an at risk act*

You do not realise that you have seen an at-risk act  
*Would you feel comfortable watching a loved one do this at home?*

It is not my job or department  
*Incident & Injury Free is a basic right for all - you have a duty to intervene*

Not safe to approach  
*Make a phone call or find the supervisor*

A daily occurrence or normal practice  
*Even more need to stop the act!*

It is raining  
*You're already wet!*



# Scenario for Environmental Sampling

- You have been assigned to help a team that is about to take some samples in a rural environment.
- Your team is about to cross a field when you see some cattle.
- You have read an “elf ‘n safety” article in the Daily Mail about the dangers of cattle – would you speak up?



# Cute or Hazardous?



Between 1996 & 2006 HSE investigated 46 incidents involving cattle and members of the public, 7 resulted in death. Most common factors were cows with calves & walkers with dogs.

- What will you do to avoid becoming one of these statistics?





# Before You Intervene



Consider your personal safety. Ensure that it is safe for you to approach:

- Do not pass any physical barriers
- Look for & obey any mandatory (blue) signs e.g. PPE





# How Can You Intervene?



Consider the other person's safety. Do not distract them if it might make things worse.



They might fall off a roof edge or drop something (on you)



# How Can You Intervene?

- Ask them to stop work and make safe so you can talk. You might have to ask for a quieter area to be heard & be heard and to avoid embarrassment for them.

## Introduce yourself

- Aware of body language & non-threatening
- Avoid standing face to face
- Be aware of personal space
- Do not let things in your hand be a barrier



# What is Incident and Injury-free?

**Adie Lovell**

**What does the term  
“Incident and Injury Free”  
mean to you?**



# What Incident & Injury-free is **Not**

- It is **Not** the same as zero
- It is **Not** a goal, but rather a value
- It is **Not** a guarantee
- It is **Not** a prescription
- It is **Not** the elimination of all risks



# What is Incident and Injury-free

- It is about caring for one another and demonstrating that care on a daily basis
- It is about all workers going home safely every day
- It is about a mindset intolerant of any level of injury (remember the Injury Pyramid)
- It is about taking responsibility for your own safety and those that work with you and around you



# What is Incident and Injury-free

- It is about being proactive and asking questions such as what is the most dangerous thing that can happen to me on this job/task and how can I mitigate against it?
- It is about an attitude of *choosing* to follow the safety rules and procedures (versus *having* to follow them)
- It is about speaking up and expressing your concern when you see something unsafe



## What Will I Do?

As a result of this Workshop Session, what is the **one visible thing** I will do to deepen my relationship to safety.



**No single  
raindrop  
believes it is  
responsible  
for the flood!**



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You have/or do:

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**Thank you**  
**Any Questions?**