

Incident & Injury Free (IIF)

It's Not Zero

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Incident & Injury Free (IIF)

- ICA developed a task force
 - Member companies
 - Investigated the concept of IIF
 - Collectively debate how defined
 - Examine own culture if practically implemented

Incident & Injury Free (IIF)

- Based on individual corporate cultures within each safety director operates
- Conclusions may not apply to all
- Believe that diversity of participant companies - general conclusions could be reached.

What IIF is not:

- The same as zero
- A goal, but rather a journey
- A guarantee
- A prescription
- About the elimination of all risks

What is IIF?

- Mindset about safety
- Shared sense of responsibility
- Injuries are not accepted as 'part of doing business'
- Care for one another
- Demonstrating on a daily basis
- Taking action when see potentially unsafe conditions or behaviors

What is IIF?

- A desired outcome
- Long term goal
- Mindset of possibilities
- An invitation to share in a process
- Worthwhile to strive for

Why IIF?

- Rules and regulations are NOT enough
- Safety cops are ineffective
- One injured worker is unacceptable
- Rules + PPE does not equal Safe
- Nothing we do is worth anyone getting hurt

Incident and Injury Free

- A New Mindset
 - Incident and Injury-Free is not so much about **numbers** as it is a **new mindset about safety**.
 - It's a way of thinking that avoids incidents and injuries, making safety a high priority on both a personal and organizational level.



Incident and Injury Free

"It has since evolved into a commitment-based process that gives people an opportunity to examine their true **feelings, beliefs and values** in order to create an injury-free workplace."



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Incident and Injury Free



- Not about **numbers** its about a **journey for safety**.
- It's a way of thinking that avoids incidents and injuries, making safety a high priority on both a personal and organizational level.



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Employees never place cost, schedule or convenience over safety.



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Safety Leadership Engagement

- Impress that safety excellence is your expectation
- You may not be a safety expert but you have the resources to be *Incident and Injury Free*
- **“I will not tolerate less than full participation”**
 - No time for slackers!



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Safety Leadership Engagement

- Encourage others.
- Instill the belief of **working incident and injury free** because we care about people.
- Improve our safety culture by creating the environment for success.



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Safety Leadership Commitments

- Take on a new mindset and express it in your actions.
- Confront the current level of safety culture and commit to becoming a high performing safety culture
- Commit to the practices to build a high performance culture



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

**Group
Norm
1932**



Incident & Injury Free Definitions

- Put altogether -
- *An accident free condition which may never be fully actualized but for which all levels of management universally agreed as being worthwhile to strive for on a perpetual basis.*

Accomplishing an IIF Enabling Environment

- You must have a vision of the future you want to create and then share that future with others.



Accomplishing an IIF Enabling Environment

- Implementing the process
 - Absolute state of IIF may never actually happen
 - The accomplishment is the condition of constant effort
 - Words that best describe are
 - Journey
 - Continuous process
 - Implementation - pathway or process that begins and never ends

Accomplishing an IIF Enabling Environment

- We do not establish IIF
 - We create an IIF environment

Accomplishing an IIF Enabling Environment

- What we do
 - Establish a set of conditions
 - Begin a series of actions
 - Measure of success
- We do not
 - Implement a final condition
 - Or put into place a finished product

Accomplishing an IIF Enabling Environment

- Once the set of conditions are in place, then the seeds are planted then with forms of continuous nurturing the growth process begins and continues

Accomplishing an IIF Enabling Environment

- Analogy
 - A farmer first plows the soil and prepares it for planting. Once the conditions are in place, the seeds are planted. With the forms of continuous nurturing the growth process begins and continues



Precursors

- Four things must be done to create an environment in which it is at least theoretically possible for IIF to occur

Precursors

- Executive commitment
 - Many leaders do not have accurate real time information as to the status of their organization's safety culture
 - Leadership at every level is the absolute pre-condition to changing culture and sustaining whatever culture is created

Precursors

- Executive Management
 - Internal education - inform workers as to what 'management' is all about and why it happens the way it does.
 - Foundational to gaining acceptance and agreement to cooperate all issues and safety
 - Mgmt is not to harass and irate action
 - Workers need to understand that their input is important but that things change and they must change along with it

Precursors

- Complete the understanding of the time investment
 - Isn't enough leadership training at the low and mid-management levels
 - Isn't enough leadership training at the executive management levels
 - Isn't enough investment in establishing individual work relationships

Precursors

- Removing historical thinking that may obstruct the effort
 - Not always an effective way to discuss this and come to agreement on

Precursors

- Obtaining a commitment for universal involvement
 - Trust is the glue that holds everything together

Action Steps

- Develop a plan
 - Agreed to by executive management
 - Accepted by all levels of management
 - Can be a vision statement
 - Or more complex with milestone accomplishments

Action Steps

- Determine an internal champion
 - Promote the change in safety culture
 - Support all of the steps to get there

Action Steps

- A well respected upper level manager should establish that IIF is an expectation
- Safety must be demonstrated as a skill the same as any craft skill (operator, laborer, carpenter, etc.)

Actions Steps

- Barriers to eliminate
 - Entrenched ways of thinking and viewing the issue
 - Inadequately communicated expectations
 - Inadequately explained purpose
 - Inadequately explained path to goal with the specific action steps that will be taken to get there
 - Lack of sustainability...of enthusiasm, of management support and continuous improvement steps.
 - Lack of alignment of thinking at all levels of management and work force.

Action Steps

- Management must have an agreement to some level of shared authority
- There is a necessity of thinking that safety does not compromise productivity and can be manager

Implementation

- Agree to consensus safety scope to be accomplished
 - Conduct self assessment to understand how everyone thinks about safety

Implementation

- Reach a formal agreement on what role everyone will play in the accomplishment process
 - Everyone should have an action for which they are accountable
 - Can be peer to peer observations, work area inspections, or self reporting of safety conditions

Implementation

- Execute the actual steps to take
 - Leadership makes corporate announcement
 - Small groups follow-up and discuss the vision and expectations
 - Training - employees need to be taught what they do not know/understand about safety as a skill
 - Honest feedback is necessary to understand the change
 - Clear expectations with metrics ensure an objective quantification of the change process

Implementation

- Sustaining efforts
 - Relationships
 - Have relationship building opportunities so that trust, interdependence and cooperation can be fostered amongst everyone.
 - Appreciating others is the foundation of good relationships and good relationships lead to more accomplishments.



Relationships

- With coworkers
- With clients
- With safety rules
- With compliance / commitment
- With ourselves



Implementation

- Sustaining efforts
 - Listening availability - there must be opportunities for everyone to give voice to their thoughts and perceptions about the process
 - Program change flexibility - must be an attitude of flexibility to change how things are done or measured to adapt to the conditions at hand

Implementation

- Sustaining Efforts
 - Report out of step-by-step accomplishments by internal champions

Implementation

- Organizational integration steps
 - Part of orientation process
 - Part of performance assessment process
 - IIF attitude and compliance must be an integral part of every employee performance evaluation

Conclusion

- IIF is a cultural attitude that may never be fully actualized but can be continuously maintained.

Conclusion

- Fundamental conditions necessary for beginning a successful IIF implementation process
 - Complete Executive management agreement and commitment to support
 - Complete understanding of an extensive time resource investment
 - Willingness removes historical thinking and change perspective

Conclusion

- Fundamental Conditions (cont.)
 - Complete cooperation of everyone involved
 - The existence of well functioning communication within a company
 - Ability of management to ‘power share’ with front line leaders

Conclusion

- Management can stipulate the vision
- Select a champion to lead IIF at every level
- Establish accountabilities and assessments ensure long term compliance to the stated vision

Final word

- Only by trying can a company hope to realize outcomes that are good for the organization.
- Good outcomes can result by implementing the IIF philosophy even if 'zero' level of incidents and injuries is never totally achieved.