



What the Best of the Best Do |
Achieving TRIR of > 0.08



Larry Pearlman

VP EHSS at AFL Global, a manufacturer of cable, wire and fiber optic cable.

Expertise in safety, organization culture and change management.

Clients have included BP, Chick-Fil-A, Delta Air Lines, Direct Energy, Exxon, FedEx, Hess, Hitachi, HSBC, Milliken, National Grid, Northrop Grumman, Pfizer, Shell, Suncor and Toyota.

Larry has been employed by Amoco, BP, Marsh McLennan, and Pfizer.

B.B.A. the University of Iowa.

M.A. the University of Illinois in Urbana-Champaign.

Professor at the University of Illinois since 2012.

Professor at Columbia Southern University since 2024.

What's Really Important!



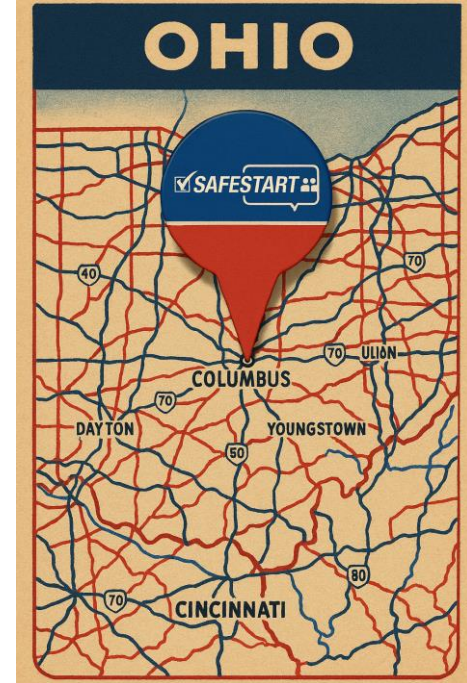


March 23, 2005

**Bolton
Cruz
Herrera
Hogan
Hunnings
King
Linsenbardt
Ramos
Rodrigues
Rowe, J.
Rowe, L
Smith
Taylor
Thomas
White**

Roadmap

1. Defining Safety Culture
2. Safety Performance and Benchmarking
3. 10 Attributes of the Best of the Best
4. Attribute Deep Dive
5. Discussion & Reflection
6. Applying Your Forum Learnings
7. Debrief





June 21, 1911

- Crashed into the O.L. Halenbeck in Manhattan and almost sunk upon commissioning.

September 20, 1911

- Crashed into the Naval Cruiser HMS Hawke in Southampton.

February 24, 1912

- Lost one of its 26-ton propellers on a well-known wreck in the Grand Banks.

Edward J. Smith – Captain



Captain Edward J. Smith

January 27, 1889

- Ran The Republic aground in New York.

December 1, 1890

- Ran The Coptic aground in Rio de Janeiro.

November 4, 1909

- Ran The Adriatic aground outside New York.

Known for running ships too fast through narrow passages.

Also known for poorly training his officers.

Was commissioned to command the Titanic.

'Safety outweighing every
other consideration'



**... was posted in the chart room of
every White Star liner in 1912.**

Culture is Not Squishy

Tangible

Management systems/measures (and their KPIs)

Processes/hazard management

Organization and accountabilities



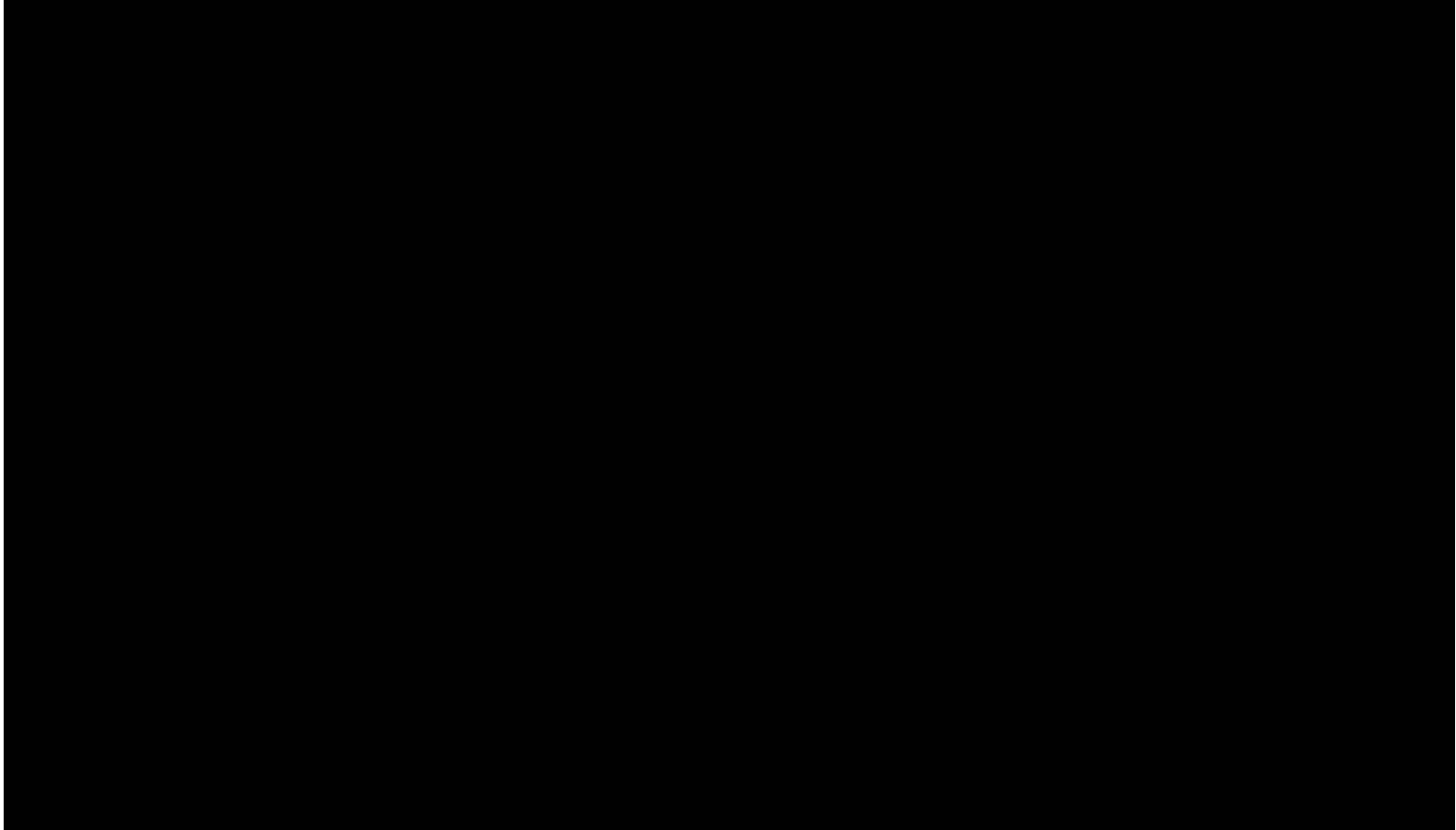
Intangible

Safety leadership and commitment

Safety behaviors

Safety competencies

Safety in Pfizer's DNA

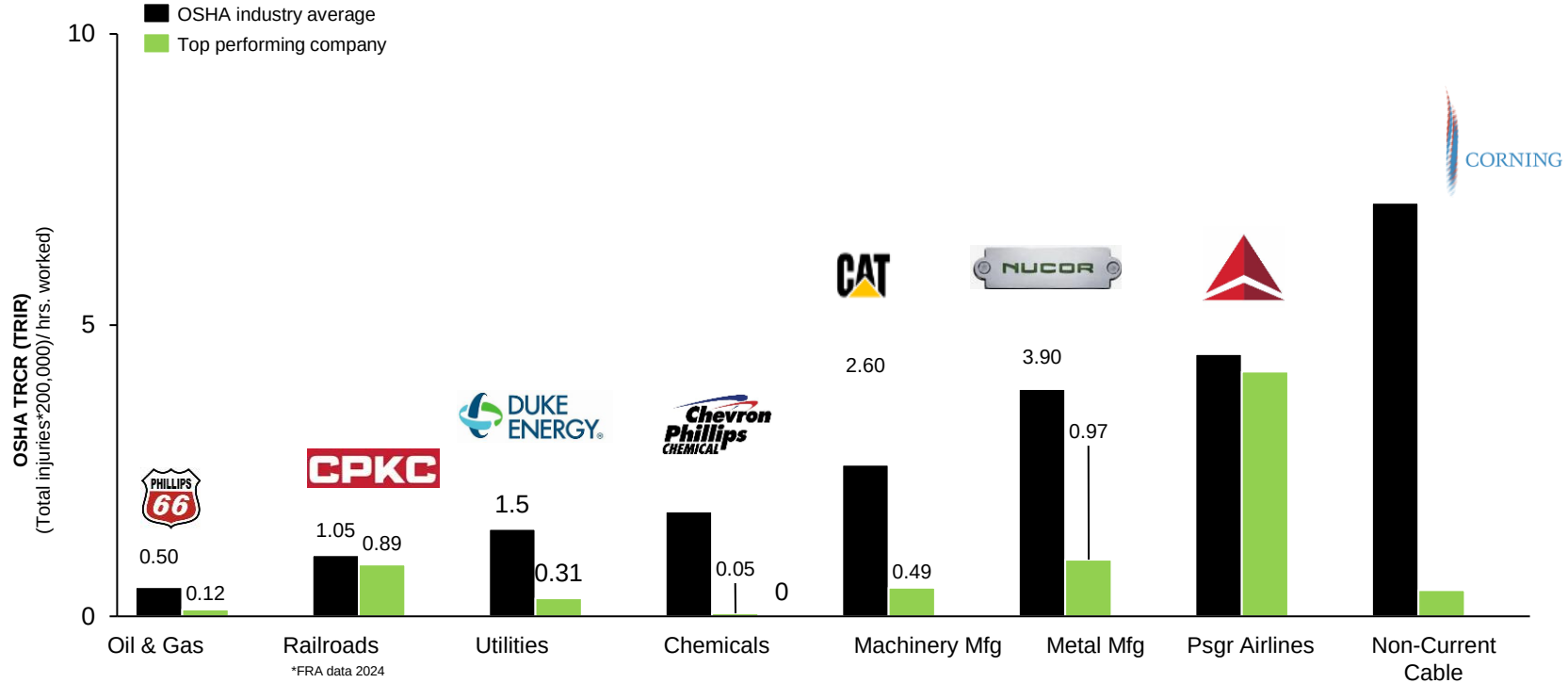




Safety in Their DNA

1. **Does Pfizer have safety in its DNA? Why/Why Not?**
2. **How do you think they achieved the culture that you saw?**

Going From “Good” to “Great”



Total Recordable Injury Rate by sector and top performing company

2024 data from sustainability reports

Industry data from 2023 BLS website



Discussion

What will it take to get your organization to achieve top 10% safety performance (or better)?

What Do The Best of the Best Do?



1. Safety in their DNA



2. Colleague engagement



3. Safety leadership competency defined and measured



4. Budget cycles integrated with risk reduction



5. Contractor management programs (“Partners in Safety”)



6. Leading, lagging, predictive and strategic metrics



7. Barrier management philosophy



8. ‘Chronic unease’



9. Human & organizational performance factors



10. Safety innovation in data and technology



Colleague Engagement

- 1. Does everyone “own” safety**
- 2. Safety committees as steering teams**
- 3. Everyone involved in safety efforts**

Hiring

Onboarding

Emergency Response

Near Miss Reporting

Risk Reduction

Housekeeping

Awareness

Auditing

Metric: 100% of employees on a safety team during the year



Discussion

1. **Could you engage everyone at your site?**
2. **Identify 2 ways you could have more people engaged in safety at your organization/location!**



Safety Leadership Competency Defined



COMMUNICATES SAFETY EXPECTATIONS

1. Communicates the belief that incidents are **preventable**
2. Expects and demands **personal responsibility** for safety
3. Sets clear **safety roles** and responsibilities
4. Builds **urgency** into the safety agenda
5. Uses data to create the **case for safety** and drive improvements
6. Champions the Safety Management System (or core safety practices)

ASSESSES RISKS

1. Identifies and minimizes **operational risk**
2. Establishes **risk tolerance**
3. Allocates **resources** to reduce risk
4. Reviews all SIFp **incidents** and acts to prevent recurrence
5. Courageously challenges **trade-off** assumptions between safety and operations
6. Regularly reviews **safety performance**

REINFORCES SAFETY BEHAVIORS

1. Leads safety **by example** and **aligns** actions to words
2. **Does not tolerate** unsafe behaviors and conditions
3. Recognizes **safety champions** across the business
4. Advocates for **mental wellness**
5. Proactively **identifies and intervenes** when confronted with an unsafe behavior or condition
6. Provides on-going **positive feedback** to reinforce safe performance and behaviors

ENGAGES EMPLOYEES

1. Instills a '**duty of care**' for employees and others
2. **Engages** employees in safety conversations, committees and improvements.
3. Encourages **reporting** of all safety successes, concerns, near misses, and incidents
4. **Listens** to others and acts upon suggestions
5. Welcomes and **seeks out** 'bad news' and acts upon it
6. Uses **open-ended questions** to explore safety issues with stakeholders

© 2023 Safety And Consulting Associates, Inc.

Metrics: Draw & Describe for all new plant leaders
Competency measured with gap closure goals



Budget Cycles Integrated With Risk

All Requests for CapEx
include a safety/risk
component

Projects for safety/risk
reduction are prioritized
during the budget cycle

No AFE over \$X is
approved without a
safety review and sign
off.

When approving an AFE
over \$X, systemically
ask “If you had Z% more
funding, how could you
make this safer for our
people?”

Metrics: AFEs with a safety component and safety sign off



Contractors as “Partners in Safety”

You can't
outsource risk!

Contractors are
selected by their
ability to
manage risk

Verification of
contractor risk
management

Two-way
discussions on
safety
performance

Metrics: Qualified contractor selection
 Contractor audits and audit closure
 Post project reviews



Discussion Questions

**Of the practices we just reviewed,
which does your site:**

- 1. Do well?**
- 2. Would benefit by doing better?**



Safety in their DNA



Colleague
engagement



Safety leadership
competency



Budget cycles and risk
reduction



Contractor
management



Metrics

INPUT METRICS

**CURRENT
METRICS**

**OUTPUT
METRICS**

**PREDICTIVE
METRICS**

**STRATEGIC
METRICS**

**How safe will
the job be?**

**How safe is the
job NOW?**

**How safe was
the job?**

**Where will the
next accident
take place?**

**Are we
delivering to the
business?**

**Quality
Safety Conversations**

**HECA
Assessment**

TRIR

AI, Correlated Data

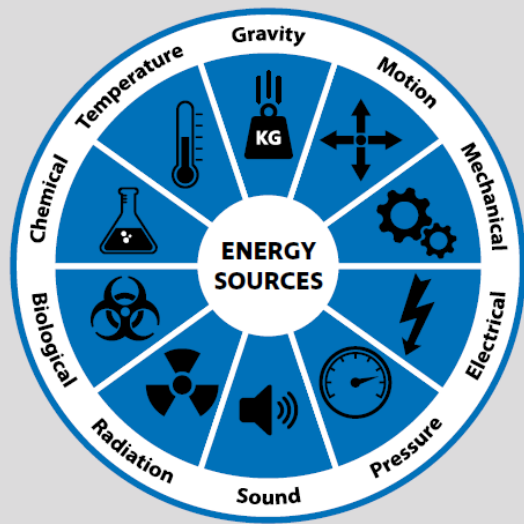
**Status of goals
investigation status
program status**

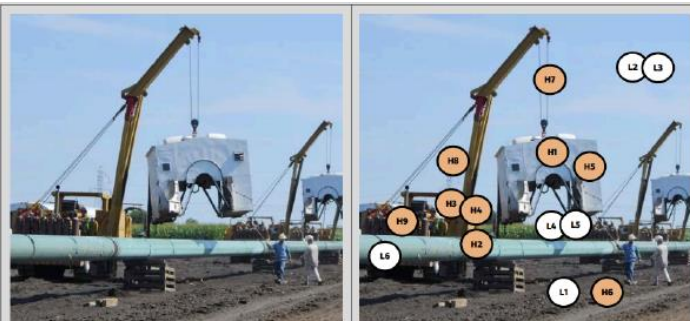
HECA – High Energy Controls Assessment



A Little More on HECA

Each of the 10 icons in the energy wheel represents a different type of energy. Although not strictly scientific, the icons represent the most common ways that energy manifests at work.

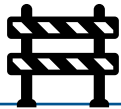


			
Hazard ID	Hazard name	Energy source	High-energy?
H1	Suspended load (falling)	Gravity	Yes
H2	Elevated pipe	Gravity	Yes
H3	Side boom (tipping)	Gravity	Yes
H4	Side boom (tracking)	Motion	Yes
H5	Swinging load	Motion	Yes
H6	Vehicular traffic	Motion	Yes
H7	Cable and pulley	Mechanical	Yes
H8	Power lines	Electrical	Yes
H9	Compressed gas	Pressure	Yes
L1	Uneven ground	Gravity	No
L2	Construction noise	Sound	No
L3	Sun exposure	Radiation	No
L4	Insects	Biological	No
L5	Pesticides	Chemical	No
L6	Pipe surface temperature	Temperature	No

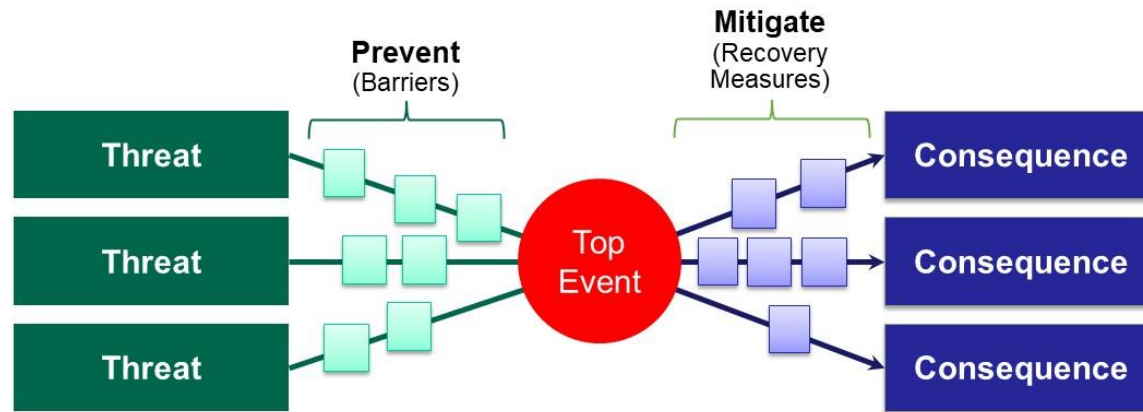
$$HECA = \frac{Success}{(Success + Exposure)}$$

Assess the controls

- For each high-energy hazard, identify which have adequate controls
- To be considered an effective control, it must be 1) Targeted 2) Effective and 3) Human Error Proof



Barrier Management Philosophy



Examples of Threats

- Chemical reaction
- Corrosion
- Overpressure

Example of Top Events

- Loss of containment
 - Spill
 - Release
- Loss of Control

Example of Mitigation

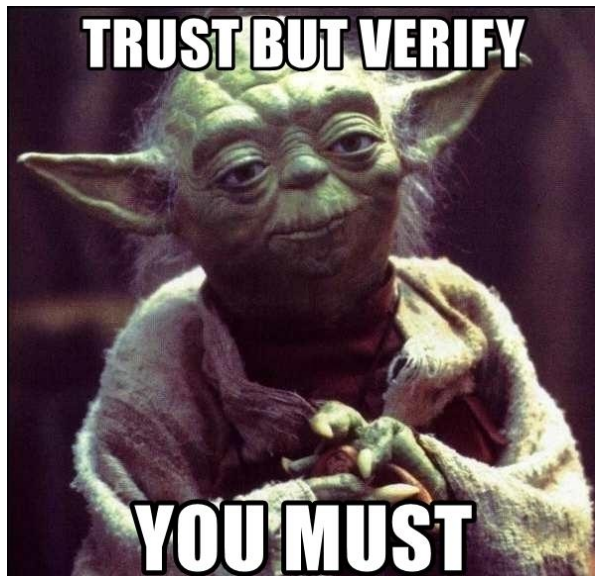
- Emergency Response
- First aid
- Evacuation

Metrics: Barrier Failures



'Chronic Unease'

Our Assets Are Safe and We Can Show It!



Why are the
same boxes
always ticked on
JSAs?

What 'routine'
processes need
to be verified?

**Challenge the
Greens**

**Manage the
Reds!**



Metrics: Audit and verification of risk processes



Human & Organizational Performance

“Failing Safely”

People make mistakes

Failures can occur safely

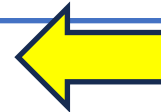
Context influences behavior

Violations are rarely if ever malicious

Incidents can stem from normal deviations

Management's response to failures matter

Learning is a deliberate improvement strategy



Metrics: Incident Investigations Using HOP principles
Use of Learning Teams/After Action Reviews





1. Ergonomic Assessment
2. Fitness for Duty
3. Proximity Detection
4. QR Codes
5. VR Training



Metrics: Before/After Risk Reduction



Discussion

1. Safety in their DNA
2. Colleague engagement
3. Safety leadership competency defined and measured
4. Budget cycles integrated with risk reduction
5. Contractor management programs (“Partners in Safety”)
6. Input, Current, Output, Predictive and Strategic Metrics
7. Barrier management philosophy
8. ‘Chronic unease’
9. Human & organizational performance factors
10. Safety innovation in data and technology

1. Which of these do you already do well?
2. Which of these would make the biggest impact on your organization’s safety performance culture?

1. What specific actions will you take back to your organization?
2. How will you create a business case within your organization?
3. Schedule meetings NOW to discuss it with some stakeholders!

What's Next?



**One point for an idea!
Two points for a plan!
97 points for implementation!**

THANK YOU

Connect
on
LinkedIn

