

# thinkZEROharm

H S E N E W S L E T T E R



EVERY EMPLOYEE COMMITTED TO  
HEALTH, SAFETY, SECURITY AND THE ENVIRONMENT

## ISSUE HIGHLIGHTS:

Changes to Near-Miss  
Observation Program

Near Miss Reporting

Safety - Back to the Basics

## Changes Occur with Near-Miss / Observation Program!

Based on user feedback, HSE has made changes to the Near-Miss Observation Data Entry Form on the HSE Website.

You may have already seen these changes that will make the form more user friendly, while at the same time, making the data more consistent for better trending. We are also including "Field Projects" and "Not Work Related" as options in the current "Office Related" selection.

We felt your pain! You will now get positive confirmation of your observation entry with an email. Your supervisor will get an email with better formatting making it easier for them to read. Their emails will also contain a link to enter corrective actions and assign responsibilities so that they can track closure of the items you submit where actions are warranted. We are trying to make the form as easy and intuitive as we can, while maintaining "backwards compatibility."

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## Actual Near-Miss / Safety Observation Reports

Some days something happens that makes your life more worthwhile. This observation from December made my otherwise stressful day all better!

At least one person "gets it" when it comes to the importance of safety observations! From Nicole Edgmon, senior specialist P&C:

"My daughter was using a knife to open a package received for her birthday. When she started to cut, my son jumped in and said, 'cut the other way - never cut towards your body.' I said 'Safety moment!' *Continued on page 2*

## Safety – Back to the Basics – thinkZEROharm and the Five Principles

This issue takes a look at our thinkZeroharm program and the five principles of safety that support it.

### thinkZEROharm

IHI E&C's thinkZEROharm program seeks to fundamentally change how we view safety.

In times past, conventional wisdom or thinking took the view that a busy workplace will necessarily result in incidents, accidents, or injuries. This view held that people are people, accidents happen and that a certain number of occurrences are inevitable.

The thinkZEROharm world view, however, is that each and every single incident or accident is, and was preventable.

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**SAFETY IS NOT  
A ME THING**



**IT'S A WE THING!**

thinkZEROharm



# Actual Near-Miss / Safety Observation Reports Continued from page 1

– and my daughter proceeded to explain our Near-Miss observation process to her friends. I was so proud and HSE should be too!”

We are, Nicole! And so should you!

Amanda Larson, a project engineer, learned first-hand the value of holding on to the handrails. “I was walking down the stairs in my house in the dark and not holding onto the handrail. My heel slipped on one of the first steps and caused me to fall.”

We continue to observe people in the stairwells in the parking garages and between floors of 777 and 1080 not using handrails. I know they are KBR employees because IHI E&C employees are SAFE! Right?

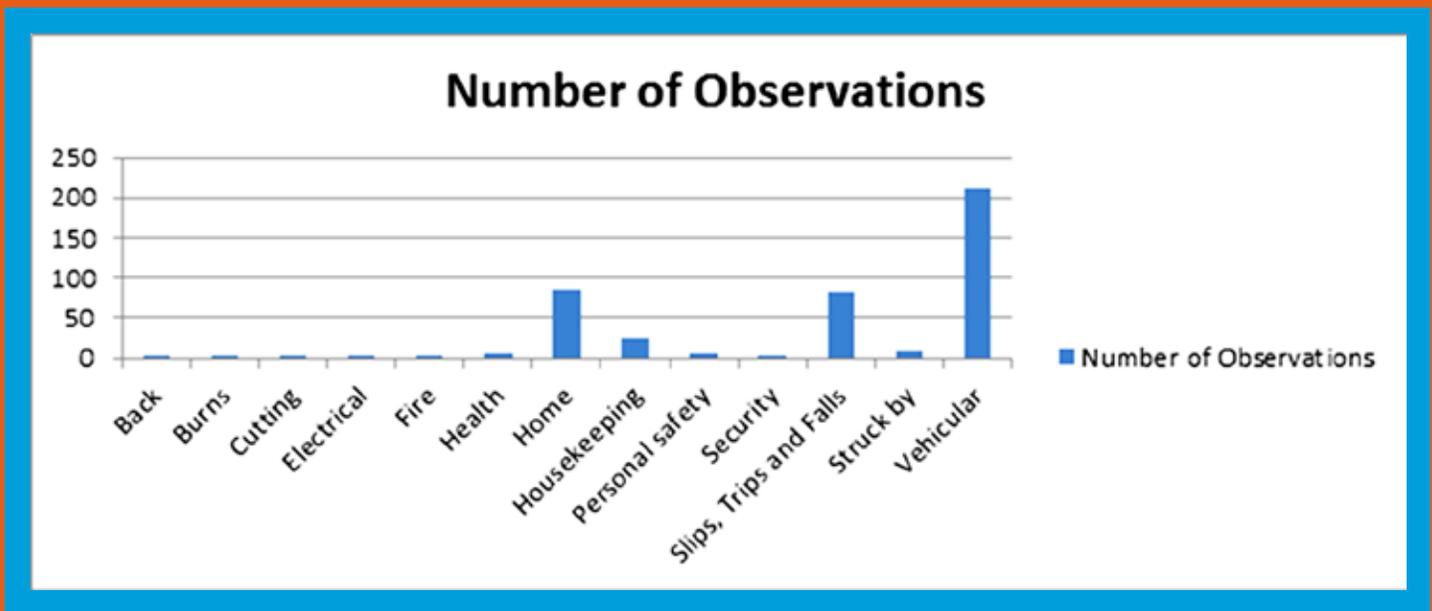
December being the holiday month, saw many observations relating to hanging lights, fire-prone trees, drinking and driving, winter driving hazards and more.

Sagar Aiyreddy, a senior engineer, brings up another hazard. “(I) got distracted while driving looking at Christmas lights of the houses in the community. There is a risk of hurting other people especially kids. Pay more attention to driving.”

I think we need to designate non-gawking drivers as well as non-drinking drivers!

– Richard Belote, senior director HSE

**Now for the breakdown:**



**In December**, vehicular hazards lead the pack at 44.8% (206 observations) followed by Slips, Trips and Falls at 18.3%, Home hazards at 17.6% and Housekeeping at 5.7%.

Overall participation rate was down in December due to the holiday period.



# Safety – Back to the Basics – thinkZEROharm and the Five Principles Continued from page 1

**ThinkZEROharm considers that every event has causes and if a situation were viewed with further consideration of its potential dangers or outcomes, then in terms of recognizing risk, taking steps to mitigate it, and changing the temporal flow of activities that resulted in the incident (almost like turning back the clock), that occurrence could have been avoided. This is as true for minor incidents as it is for more serious occurrences.**

Key to this view is the mindset that accidents are preventable, a belief system that diligence in this regard can prevent incident or injury, a willingness to engage within this worldview (“never walk past or stay silent when you see something that is unsafe”), a complete team approach to the effort, and a relentless focus on situational awareness.

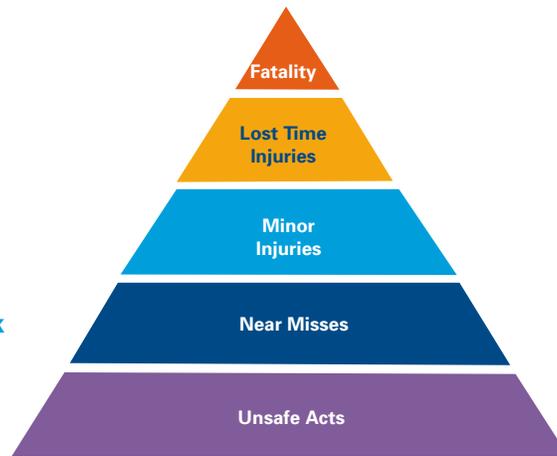
Some say a healthy dissatisfaction with the current state of appearances is necessary – the opposite of complacency.

Also in support of thinking that ZERO harm is achievable is a continual practice – a methodology – if you will.

**The Safety Pyramid is an empirically supported foundation, positing that for a certain number of observations, near misses or minor incidents, a certain number of more serious incidents will occur, all the way up to including fatalities.**

Therefore, expanding the numbers of near miss and safety observations both reduces the potential for a more serious incident, and engages the observers as individuals and as a team in the diligence necessary to recognize risk and mitigate or avoid it – and also to learn from it.

Our IHI E&C process for reporting near misses and safety observations elevates our safety consciousness,



engages us in the realities of the world around us, expands the base of the safety triangle, and helps prevent unsafe things from occurring.

ThinkZEROharm influences not just the workplace, but home, travel and recreation. It challenges each of us to see every activity through a safety lens. You apply a new, “cautionary thinking” toward what’s around you and apply the most effective, safe perspective on every task in support of yours, your colleagues, and your family’s safety.

Through thinkZEROharm, we are entirely dedicated to the proposition that each and every one of us, employee and contractor alike, will return home from work each day in the same safe condition as we arrived at work at the start of the work day. We fully believe that ZERO harm is possible if we think right and work right.

**This mindset is reflected in our Five Guiding Principles that support thinkZEROharm.**

## 1. Leadership

Each of us needs to be a leader when it comes to safety. That includes *participating*. Leadership has many attributes. It includes being present, participating, and being knowledgeable about what is going on around us. As IHI E&C employees we take personal responsibility for our

behavior – 24/7. We need to lead by example, walking the walk and setting a high standard for HSE behavior. We each need to “own” our safety. We need to intervene when we witness unsafe acts or conditions and even speak up and STOP work if you think it is not safe. We also should take the time to recognize team members for superior HSE performance. Leadership means having a voice, and speaking up!

## 2. Relationships

Safety is a WE thing and not a ME thing. We cannot do it alone but all of our actions together make a difference. We are the people who drive our safety culture. It is crucial that we look out for each other, and work closely with fellow workers, clients, vendors, subcontractors and partners to achieve world-class HSE results.

We should select and work with contractors and suppliers who are aligned with our HSE-focused culture. We must take care to exhibit good citizenship in the communities where we execute projects, being sensitive to their issues and concerns. We need to value our planet and work hard to protect the environment for ours and future generations.

## 3. Risk Management

Be situationally aware – what is going on around you? Here again, we “own” our safety. Make sure to identify, assess, and mitigate any hazards and then communicate them with the team. Allow subject matter experts to engage in hazard mitigation. Engage when we witness unsafe conditions in order to prevent an incident or serious injury. Work with others as leaders to commit to HSE excellence across the organization (the project, the site). Recognize that deviations from our standards of acceptable behavior are dealt with in a fair and consistent manner in order to create a safer environment for all.

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# Safety – Back to the Basics – thinkZEROharm and the Five Principles Continued from page 3

## Communication



### 4. Communication ✓

As IHI E&C employees we engage in frank, honest and open conversation. Listening is the toughest part of communication. We should listen to our team members and ask questions when something is unclear. When critiqued on safety, when someone is making an observation that involves you, entering your work space, we need to listen hard. Get clear on safety.

Also, be receptive to new ideas and concerns. Encourage the sharing of safety topics through toolbox meetings, safety moments, and other thinkZEROharm initiatives. Speak up - both up and down the line, up and down the chain of command, and laterally as well. Let your voice be heard.

### 5. Continuous Improvement ✓

We all want to go home today the same way we came in today, and we can do better today than yesterday. This is the essence of being present and participating. Report and investigate incidents and share lessons learned with our teammates. Ensure that corrective and preventive measures are implemented and completed.

Measure leading and lagging indicators to identify and prioritize our improvement measures. Perform audits to monitor compliance and drive improvement.

**We are all working towards the same goal – we want everyone to return home the way they came in.**

ThinkZEROharm in our everyday work and overall lives helps make that happen. Anyone can be and everyone should be a leader, in their workplace and beyond - it just takes initiative.

Since we are all in it together and can keep ourselves safer by working together, relationships are key. Teamwork is essential and also helps fight complacency.

Risk management and reduction are our goal and bring our professionalism to bear. HSE uses its expertise and passes through information that helps us accomplish risk reduction. However, it is up to each of us to use this source of communication for our well-being. What good is a one-sided conversation?

IHI E&C has many tools and platforms to have your voice heard – by sharing safety moments in meetings, making observations –

by participating. The more stories or tips that are shared can only benefit us in the long run, and also serves as a part of continuous improvement. We can get better each day.

ThinkZEROharm is hard work.

“Nothing is more important than this,” Glyn Rodgers, IHI E&C President, makes clear in his thinkZEROharm talks with employees. “If we cannot do it safely, we are not going to do it.”

He continued, “I need your commitment and your participation. We need to communicate and listen. Think about what you are doing. Own your safety and that of those around you. Be committed to going home safe.

*We’re in this together.”*

## Changes Occur with Near-Miss/Observation Program!

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### Try out the new form and submit an observation today!

In 2016 the goal is to have every person enter at least ONE observation of hazardous conditions or near-misses every month. This is the most valuable learning experience we have. Think of it this way. The observation you make of a hazardous condition or near-miss incident means we get to learn **WITHOUT EXPERIENCING THE INJURY OR DAMAGE!** *How cool is that?*

HSE is committed to continuing to improve the output from the program by getting better analysis, which was another reason we changed the input form. Making the data more consistent on data entry, allows for better tracking and trending.