



**Client Expectations for Zero Harm -
Is it Realistic or Helpful?**

Presenter: Darren Broadhead

May 10 2016



Housekeeping

Please submit your questions or comments into your WebEx questions or chat box.

Be sure to **select “All Panelists”** to ensure we receive them. Comments will be addressed throughout the presentation and at the end during our Q&A.



The screenshot displays the WebEx interface with the following elements:

- Participants:** A list showing "Annah Solas (Host)" and "Amy Bui (me)".
- Chat:** A section for text-based communication.
- Q&A:** A section for asking questions, with a dropdown menu set to "All (0)".
- Ask:** A dropdown menu currently showing "All Panelists", which is highlighted with a red box.
- Send:** A button to submit the question.
- Connected:** A status indicator at the bottom right showing a green dot and the word "Connected".



Avetta and Rhys Bush

Avetta

- World's leading provider of **supply chain risk management** solutions
- Cloud-based platform, adaptive technology
- 300+ global clients



Rhys Bush

- Regional Vice President, Avetta (formerly PICS Auditing)
- Responsible for implementation of commercial and operational strategy
- Focus on development of blue-chip client relationships



Darren Broadhead Consulting LTD

Darren Broadhead Consulting LTD

- 20 years of global health & safety leadership experience
- Former Global Head of H&S with Holcim
- Chartered member of IOSH and IEMA in the UK



Darren Broadhead

- Enabling businesses to optimize H&S performance
- Services include business assessment, training, coaching, etc.
- Promoting a sustainable H&S culture



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Client Expectations for Zero Harm

Is it realistic or Helpful?

Exploring the role of organisational factors in achieving high levels of Health & Safety performance for your business.

Challenging the current dialogue around Zero Harm mindset and the role of Key Performance Indicators in supply chain selection.

May 2016

Is there a problem with Zero?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Key Topics

- Background, Visions and KPIs
- Human Factors and Human Error
- Making a commitment and why is Zero a problem?
- Selection by KPI and Performance versus Results
- Health & Safety back on track and Critical Few

Today's Discussion.....



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Background

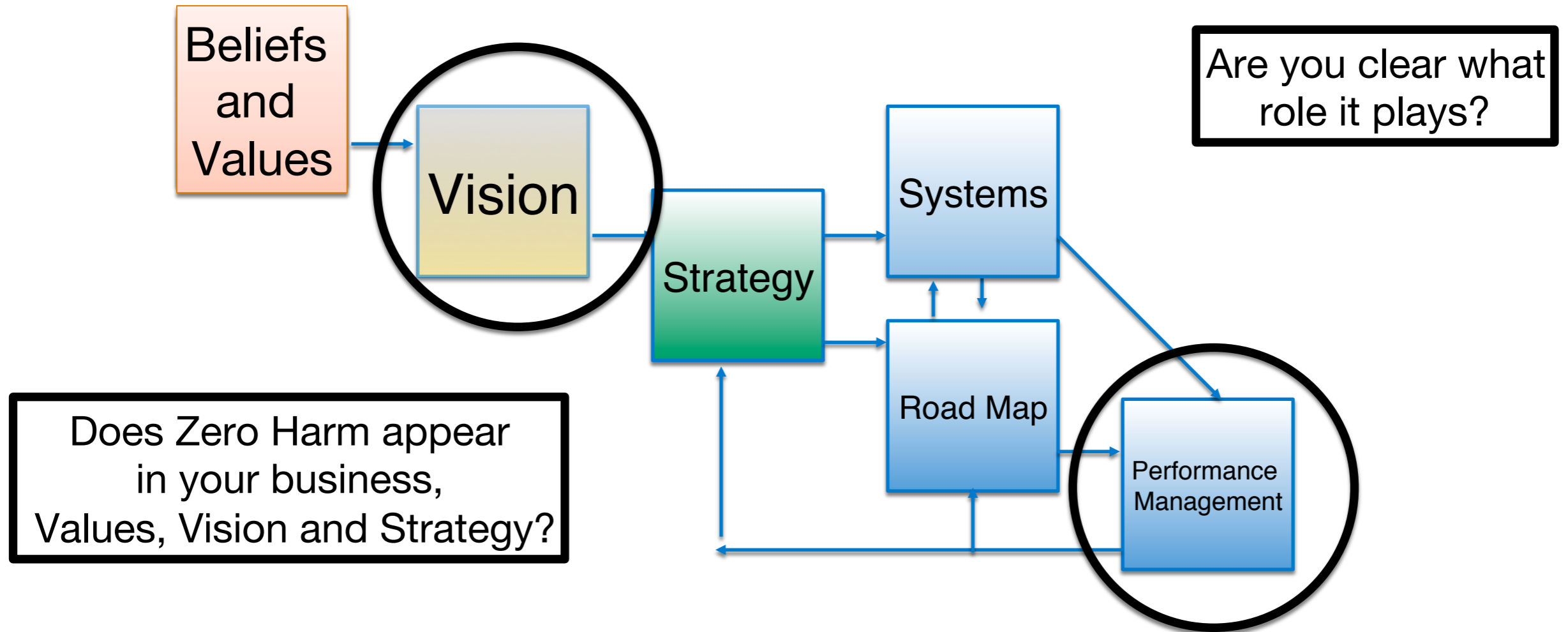


- Zero Harm - well established
- Simple and clear - people should go home safe and healthy
- It has been used as Vision, and often as a KPI
- “It is an aspirational position that we all want to achieve...”
- “We may never get there, but if we don't believe we can....”

What could be more simple - send workers home safe and healthy every day?



Zero Harm - Vision or KPI?

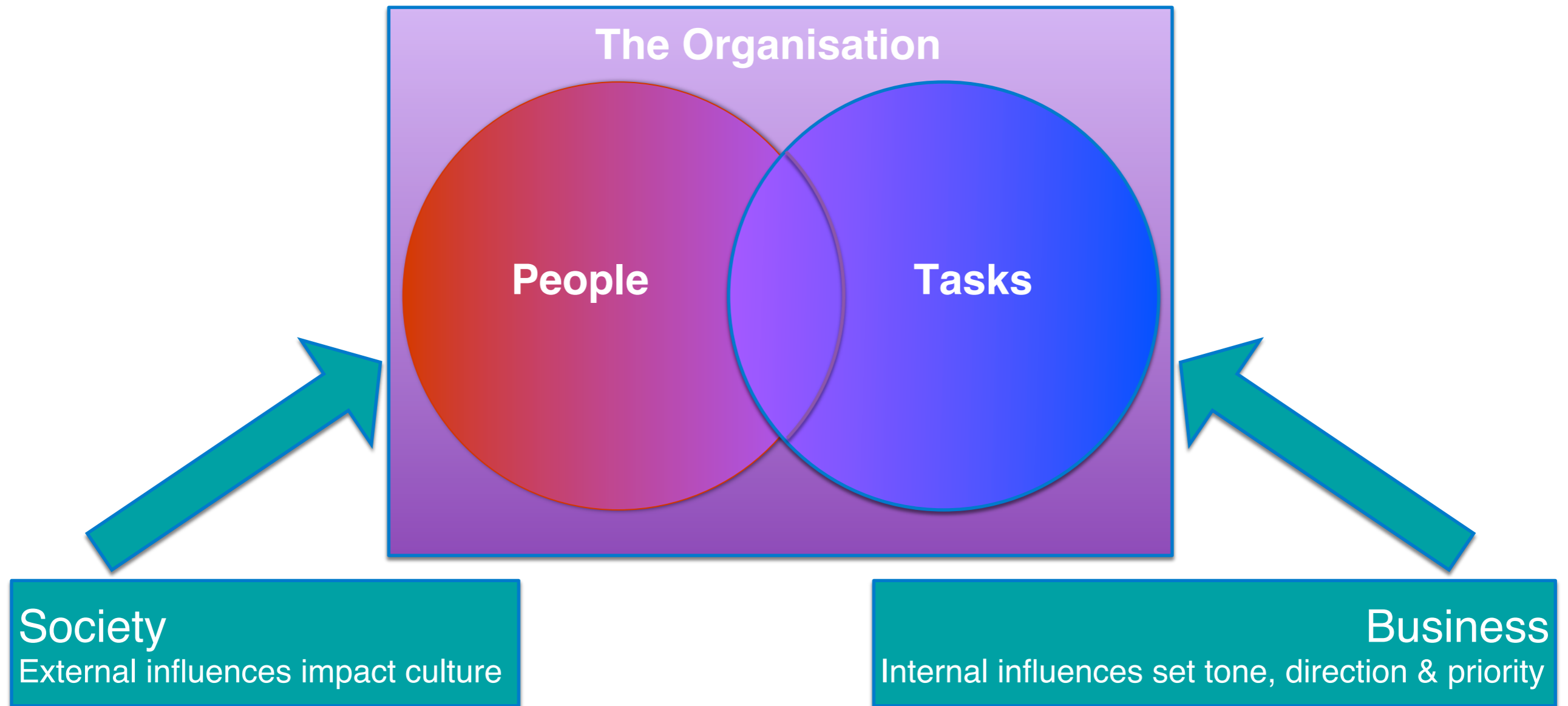


Where does Zero Harm sit in your business thinking?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Human Factors

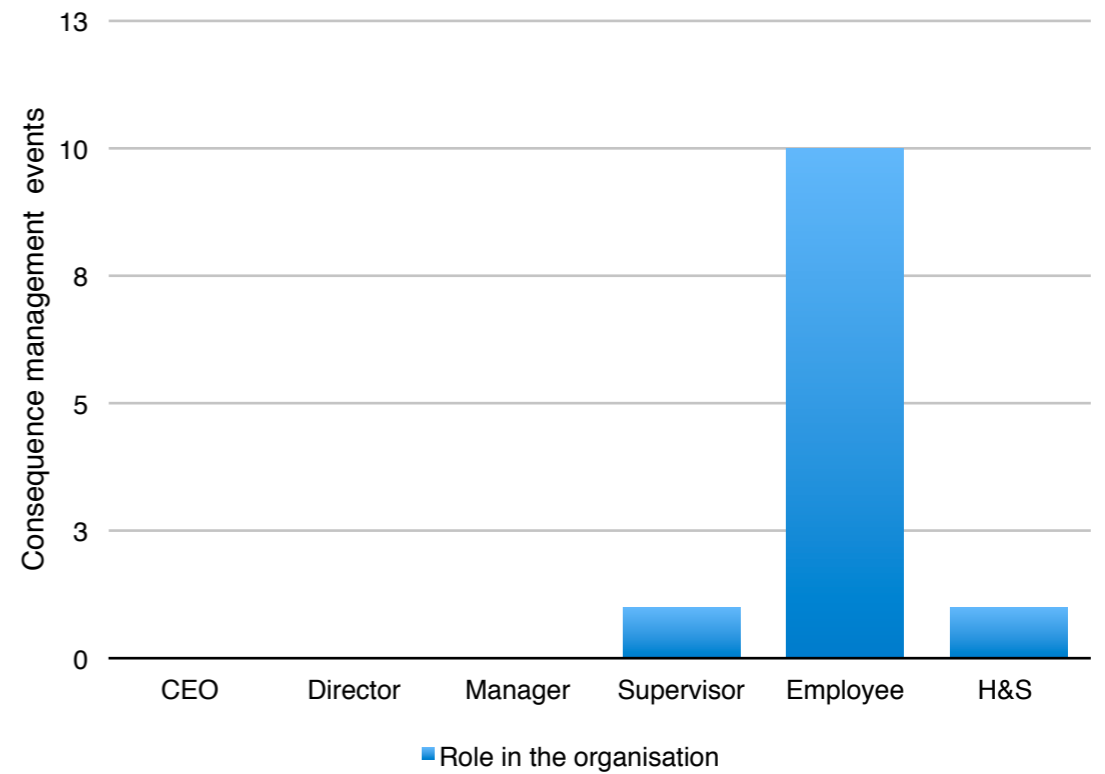


What determines the behaviour of individuals is complicated!



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

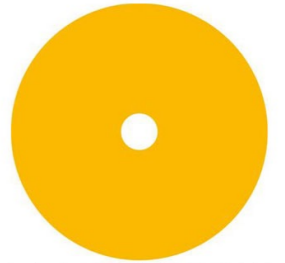
Human Error



Do leaders and managers make mistakes and are they human?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY



ZERO HARM

Making a commitment?

- You may be asked to sign up to your client's commitment to Zero Harm.
- What did this require you to do?
- Are you saying that you will never again have an incident?
- Did you feel it was the right commitment to make?
- How did it align with the Vision and Strategy of your own business?

What did you have to do?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY



Why do people think Zero a problem?

- If you view it as a reactive measure or as a result then there are no obvious stepping stones towards and away from it
- You are effectively measuring whether you're failing a bit less every month.
- Somewhat counter-intuitive perhaps - why not measure something you are proactively achieving?
- The target can seem distance and intangible, particularly if you are at the start of the journey.

Is Zero a helpful thought process?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY



Has the debate missed the point?

- A Vision is not measurable directly.
- A KPI is a just that, it is a way of measuring success, it is not success in its own right.
- You have to choose how to measure. BUT it is one of the less important parts of the story.
- What is important is how to address the Human Factors of your business!

A KPI is a way of measuring, nothing more! Don't blame the measure!



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY



Selection via KPIs - Frustrating?

- Reporting versus non reporting - Integrity of data?
- Open and transparent versus selective - correct behaviour?
- Absence of incidents is not the presence of H&S
- High level KPI review may give no real insight into the performance of an organisation
- Performance and results are linked but not the same

How do you know if you can hit the target?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Performance versus Results

Results (Outputs)	Performance (Inputs)
"Something that ensues from an action, policy, course of events, etc"	"Manner or quality of functioning"
"To be the outcome or consequence"	"Mode of conduct or behaviour"
Focus is on what has happened, have we failed a little bit less than last month	Focus is on how well we are doing the task.

The presence of H&S is the absence of incidents!



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

Health & Safety - Let get back on track

- Create your own business values and vision which have H&S integrated within them.
- Create a simple Strategy and Road Map to deliver your Values and Vision.
- Focus on performance and not purely on results.
- Whatever KPIs you pick - don't let the tail wag the dog.



Treat H&S like any other key business opportunity or risk.



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY

“Making the Bridge”



- The passion and commitment of the Leadership team demonstrated each and every day is the crucial factor.
- Health & Safety is no different to any other business issue in terms of how it is defined and addressed.

How do you make the bridge between your stated beliefs and your everyday Health & Safety performance?



DARREN BROADHEAD CONSULTING LTD
ENABLING EXCELLENCE IN HEALTH & SAFETY



The Critical Few:

- You must choose how to measure - but focus it genuinely on your performance and not your results, or how to measure them.
- What is important - how you address the Human Factors and the Human Error relevant to your business.
- All transformational performance improvement will be anchored in Accountable Leadership.
- Zero is not the problem, but our expectations of it are!
- Proactive measures can be easier to grasp and measure.

Zero is not main the problem!



Q&A

Please submit your questions or comments into your WebEx questions or chat box. Be sure to **select “All Panelists”** to ensure we receive them. Comments will be addressed throughout the presentation and at the end during our Q&A.



Avetta
Rhys Bush
rbush@avetta.com



Darren Broadhead Consulting LTD
Darren Broadhead
darren@darrenbroadheadconsulting.com