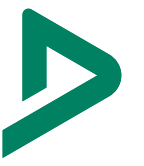


WHITE PAPER

The Two Types of Serious Injury and Fatal Exposure Incidents



Most organizations are undertaking the challenge of determining which of their incidents have Serious Injury and Fatality potential (SIFp). This effort allows leaders to assure that the incident receives the level of scrutiny warranted by the potential that exists, not the severity of the outcome. All incidents, no matter how minor, require some level of review and attention, but not all incidents rise to the level of having SIFp.

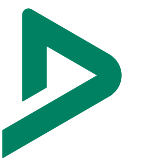
Generally, organizations allocate a response based on three classifications. One important element in all three is that there is an expectation that all three get reported. The reporting is necessary for having a targeted exposure reduction approach. The first two classifications are:

▶ **Low potential, infrequent incidents:**

There is not a reasonable likelihood that a Serious Injury or Fatality (SIF) could happen with these events. Typically, the incident is recorded and local leadership handles the learning process and action planning. These incidents are rarely shared outside the location.

▶ **Low potential, frequent incidents:**

The difference between these incidents versus the first is that the organization is suffering a pattern of injuries. While any individual incident may not warrant a deep learning approach, when the organizations looks at the whole of the incidents, it may decide that a special event learning response is necessary. A few common areas where patterns can be found is with soft tissue injuries, cuts, and lacerations. Most organization share the results of the learning approach and address the issue in their safety action plan. the location.



Serious Injury and Fatality Potential Incidents

This third classification represents incidents that have a reasonable likelihood of a SIF actual. These incidents also require the greatest focus on deep learning. Both the incidents themselves and the findings are generally reported to the most senior levels of the organization.

As we work with organizations we have found it useful to classify SIFp events as follows:

- Scheduled: Planned work tasks that include a SIF exposure
- Unscheduled: Unplanned work tasks that has SIFp. Often these occur “in the moment” and force an employee to make an immediate decision regarding controlling the SIF exposure.

Both types require workers to engage in a high-risk activity for which protections are required to control SIF exposure. For example, unscheduled is when a machine jams, requiring the worker to deenergize the equipment to clear the jam. A planned maintenance inspection on that same machine that also requires a worker to deenergize the equipment would be considered a scheduled high potential incident. The former is unplanned; the latter is planned.

Scheduled. Most organizations know when employees will be entering a confined space, working at height, working in environments with temperature extremes, or working on equipment that needs to de-energized. The SIF exposure is known and how to control it is typically well understood. It

could be argued that no organization should ever experience a SIF actual incident from a scheduled SIF exposure.

These exposure events typically have detailed planning, a dedicated permitting procedure, and an event specific safety briefing where exposure control is a major focus. Over the course of the work, leadership uses field verification of critical controls audits to assist employees with maintaining the control mechanism. If these safety activities are done well and employees are empowered to handle exposure variation, no one should ever get seriously injured doing these high risk situations.

Unscheduled: These kinds of SIF exposures are the bane of most organizations. These are the seemingly random SIF exposure events. But the truth is, most of these are not random at all; they are predictable. We cannot pinpoint the exact time they will happen, but we know they will happen. Think about the fatalities you have heard about: someone entering a confined space without a permit, entering a grain elevator only to be swallowed by the grain, or deciding to make one last adjustment on an operating piece of equipment.

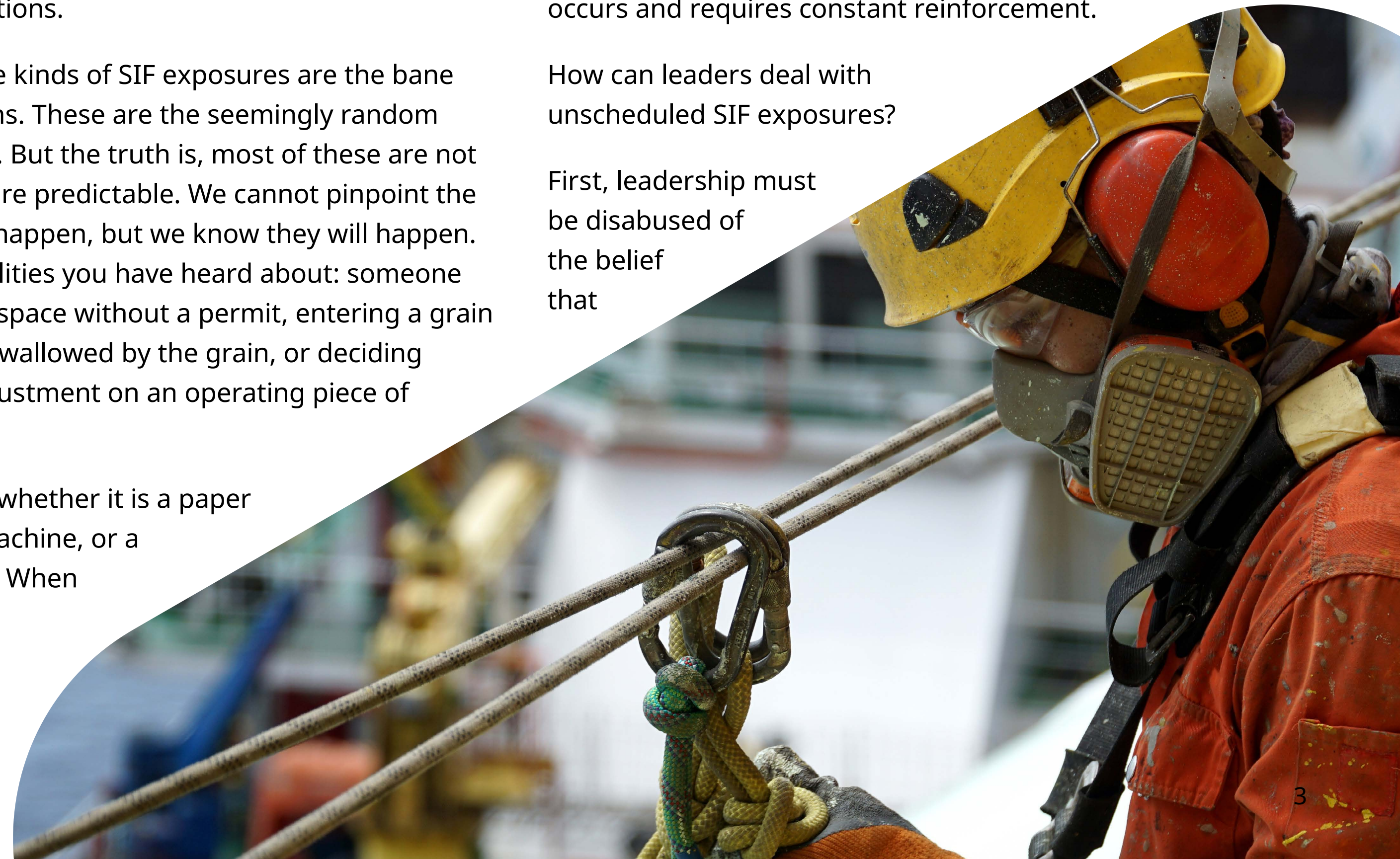
Consider a line jam, whether it is a paper machine, bottling machine, or a belt moving protein. When we analyze incident data and identify an organization’s high

risk situations, we will find there is a history of these lines jamming. Unfortunately, there is also a history of employees who have suffered dearly, because in the moment they believed that the best decision was to reach into the machine to clear the jam. Most of the time they are fortunate and clear the jam without injury. But there are other times a SIF actual happens.

Addressing these types of SIF exposures requires a focus on safety climate and building individual resiliency. This has to happen well before the unscheduled, high-risk situation occurs and requires constant reinforcement.

How can leaders deal with unscheduled SIF exposures?

First, leadership must be disabused of the belief that



these types of SIF exposure are unpredictable or even rare. They have happened in the past and they will happen again.

There are two crucial actions necessary to assure these unscheduled SIF exposures are controlled. First, employees must have resiliency. Resilience is the ability to respond effectively to unplanned changes. Resiliency means that employees must know the right and desired action and are able to resist the other forces that might compel them to make the opposite decision.

This right decision-making only happens if both the leadership and culture support the decision being made. There cannot be a shred of doubt in the employee's mind that the proper action is to do what it takes to control the exposure.

Second, leadership must monitor the contextual factors that influence safe decisions and rebalance those factors when they are misaligned with safe decision making.

By contextual factors we mean decisions occurring within a context. A few of the factors impacting safe decision-making include:

- Safety climate
- Pause work support
- Work group relations
- Level of production pressure
- Equipment reliability

- Level of fatigue
- Job knowledge and skills

When these factors are aligned correctly, employees are more likely to identify exposures and take actions necessary to control the exposure.

The Three-Pronged Approach

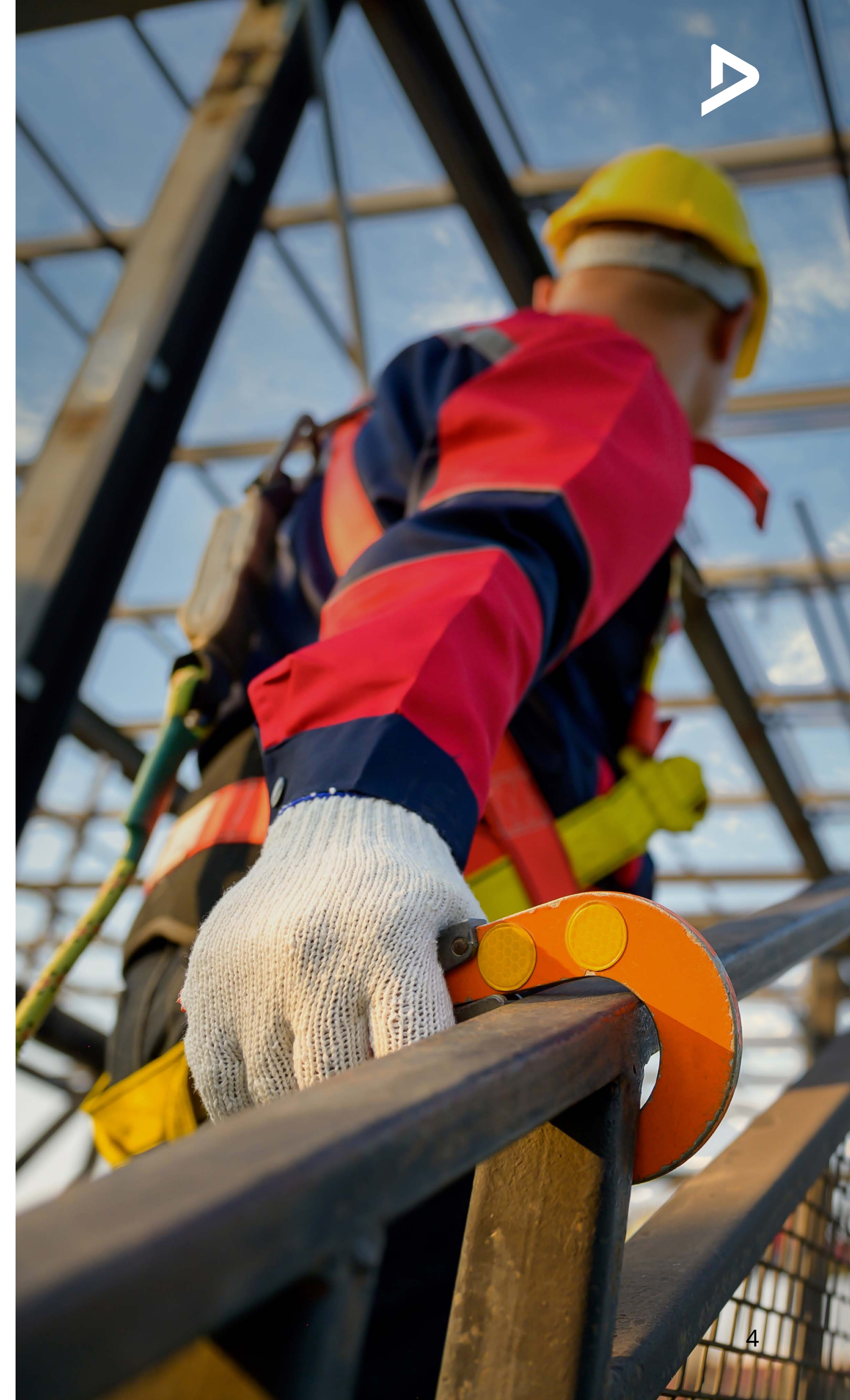
A robust SIF Prevention approach starts with detailed analytics. An organization must first understand the types of SIF exposures that exist in their organization and the types of high risk situations, that place employees in peril. Once the organization's SIF risk profile is well understood, it is time for aligning the prevention activities.

Prevention requires a three-pronged approach.

In prong one, once the analytics is done, the organization has to continually evaluate every incident to determine if SIFp exists. If so, the incident will require examination to put the exposure into a context.

This means understanding what happened that day, that week, or that month, that created a situation where a SIF exposure went either unidentified or uncontrolled. Serious effort must be put into finding interventions that are on the top half of the Hierarchy of Controls.

Prong two is a complete life cycle review of the safety processes associated with scheduled SIF exposures. This





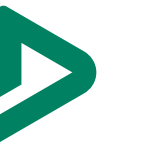
Prong three is about safety leadership and enabling people to make the safe decision. In the majority of cases of unscheduled SIF exposures, leadership must rely on the employee to make the right decision in the heat of the moment. This only happens if management empowers the employee to make the right decision and gives them the knowledge they need to be confident in that decision.

Finally, management must have its finger on the pulse of what is happening regarding the textual factors that influence safe decision-making. This means having self-awareness about how you influence the safety climate, an understanding of team dynamics, and an ongoing appreciation for the challenges the employee is facing in meeting their multiple objectives.

should start with questioning whether the task could be done without creating a SIF exposure. If the decision is made the exposure cannot be avoided, then a detailed review of the planning around SIF exposure control must be performed. It must include how the employees will be engaged in the discussion and planning, and involve our traditional safety activities like job safety briefings and verification audits to reinforce the expectations that the exposure must be controlled.

What we are talking about with prong two is how an organization “manages” a scheduled SIF exposure event.





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