



NATIONAL
OCEAN
INDUSTRIES
ASSOCIATION

Fall Meeting: 13 – 15 October 2011
Colorado Springs, Colorado

Target Zero: A Safety Vision



Establishing the goal

- We sought advice from a well known corporate executive.....

OUR GOAL THIS
YEAR IS ZERO
DISABLING
INJURIES.



INJURIES

0

LAST YEAR OUR GOAL
WAS TWENTY-SIX
DISABLING
INJURIES.

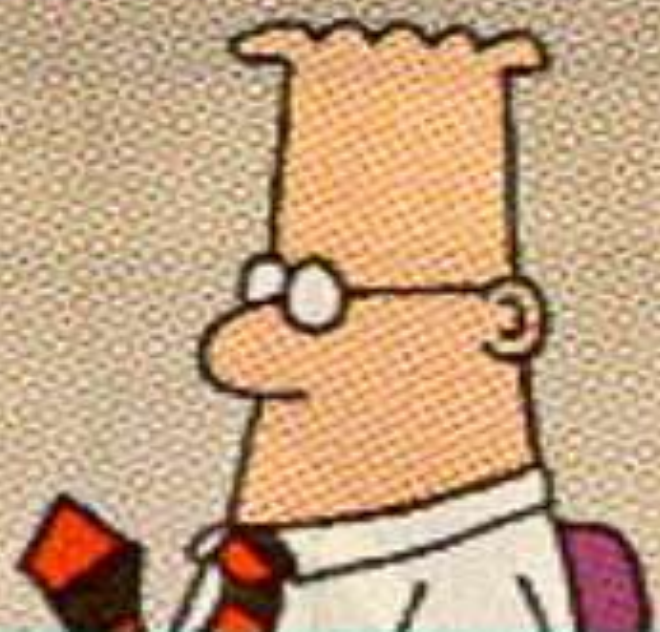


IN RETROSPECT,
THAT WAS A
MISTAKE .

26



WE HAD TO INJURE
NINE EMPLOYEES
TO MEET THE
GOAL.



TARGET ZERO



The Bristow Group Culture of Safety

One typical day (video overview)



Safety at Bristow - TARGET ZERO



- # 1 Core value – without question or equal
- Fundamental responsibility of leadership
- The right thing to do – employees, customers, contractors, and their families, deserve only the best
- ZERO - because no other goal makes sense
- Good for business and morale
- To get “there” from here, the culture has to be right...and “just”



Safety Performance – Our Expectations

- ‘Safety First’ is the first and most important Corporate value
- Our safety vision reflects our belief that we can, and will, achieve

Zero Accidents
Zero harm to people
Zero harm to the environment



Safety Culture – what we believe

- All accidents and incidents are **preventable**
- All injuries to people are **avoidable**
- Harm to the environment is **irresponsible and intolerable**
- Safety includes all these: flight safety, ground safety, personal health, and good stewardship of the environment
- Safety enhances both business and personal activities



Safety Culture – what we believe (con't)

- We must reduce risks to the lowest level reasonably practical
- We must actively manage change
- All levels of line management are accountable for safety performance
- A good leader is also a good safety leader
- Everyone can be a safety leader



How we approached it...

- Established Baseline – Culture Survey
- Identified Strengths and Weaknesses
- Targeted Training, Intensive Workshops
- Observed Results – Changes in Attitude and Behaviour
- Followed on with Continuous Updates and Improvement
- Established Target Zero as “A State of Mind” – Integrated in everyone’s Daily Routines at Home and Work
- Employee Driven Innovations - Self-Generated
- Continuous Cycle of Review and Targeted Actions

Innovative technologies can help

- Technology addressing Human Behavior
 - CVFDR – Gathering the Facts about Performance
 - HFDM/FOQA – Analysis Produces Fact-Based Actionable Items
 - CRM – Human Interaction; Communication; Teamwork
 - (HFACS) – Pinning Down Causes
 - Reviewing Training Options
 - Focusing Changes
 - Counseling when needed



FOCUS... on behaviour

- FOCUS – Using Aviation Process in Workplace
 - Observation
 - Identification
 - Correction
 - Watch Changes
 - Feed back
- HFDM – Monitoring Every Flight
 - Analyzing Data; Identifying Anomalies; Coaching/ Correcting
- Awareness [Environment] Training



Bristow **TARGET ZERO**
The Global Operations Circular of Focus

Global Operations QHSE Circular

WHAT: Injuries have been reported from sharp metal edges on covers of fire walls.
For example an engineer locking a lever on an A5332 engine cowling contacted a sharp edge on the stainless steel fire wall, additionally a serious injury was received from a fire wall edge on a Bell 412 earlier this year.

HOW: Sharp edges are unseen and become sources of injury to everyone.

RESULT: Serious cuts to individuals.

ACTION: Complete a risk assessment – Firewalls in particular are known to have sharp edges where it is possible to contact sharp or damaged metal.

CONTROL: Injury potential is reduced by wearing appropriate cut resistant, flexible gloves, wear the correct PPE
Identify, Report and Repair sharp edges as soon as practical
During scheduled maintenance complete husbandry checks to ensure sharp edges on aircraft structures are repaired.

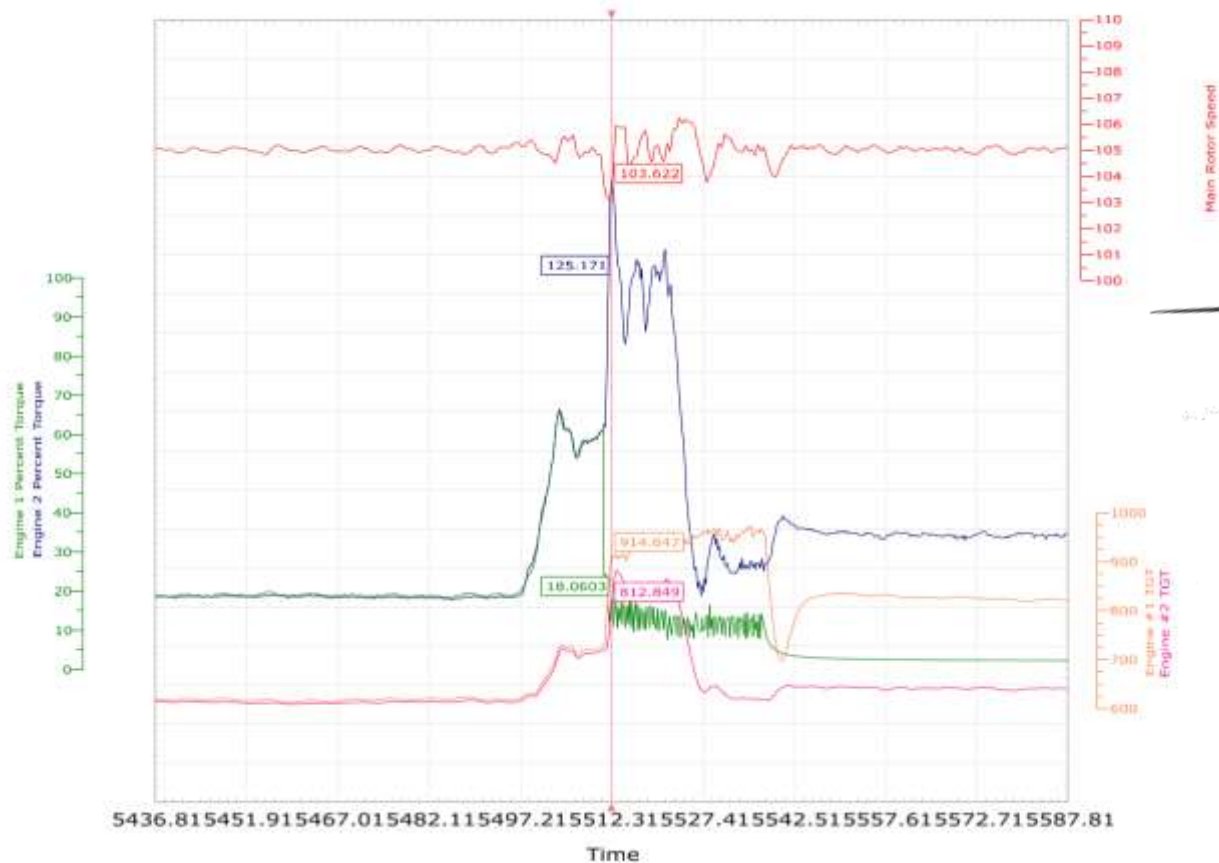
**Safety is Everyone's Responsibility
Take it Seriously!**

NOTE: Please ECR the information on your Safety Report to 20-0000 as necessary and be aware of the day to day hazards are associated and how safety is made in the process for information of your next time safety meeting.

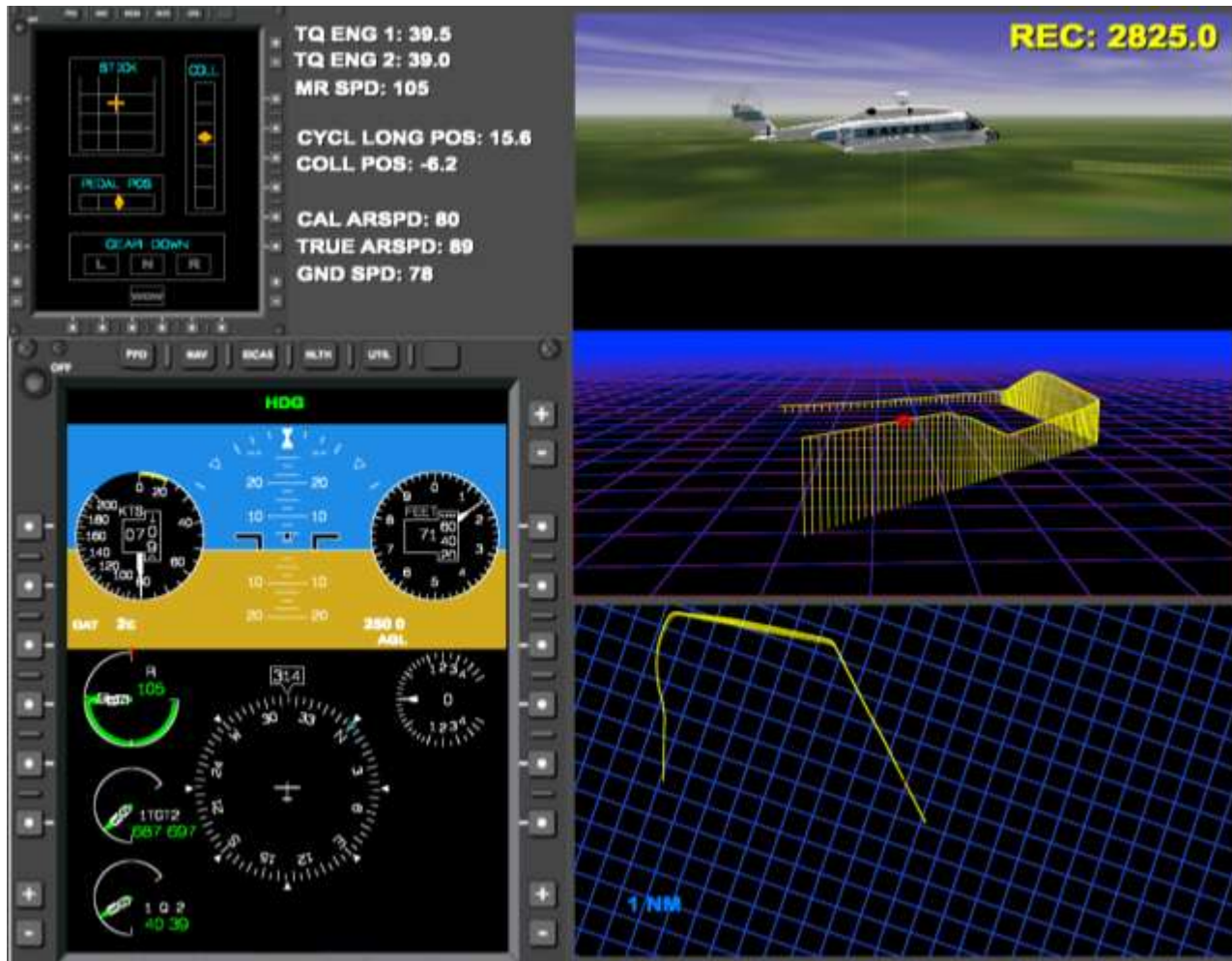
ISSUED BY: Global Operations QHSE
For more information, contact your local Quality & Safety Department



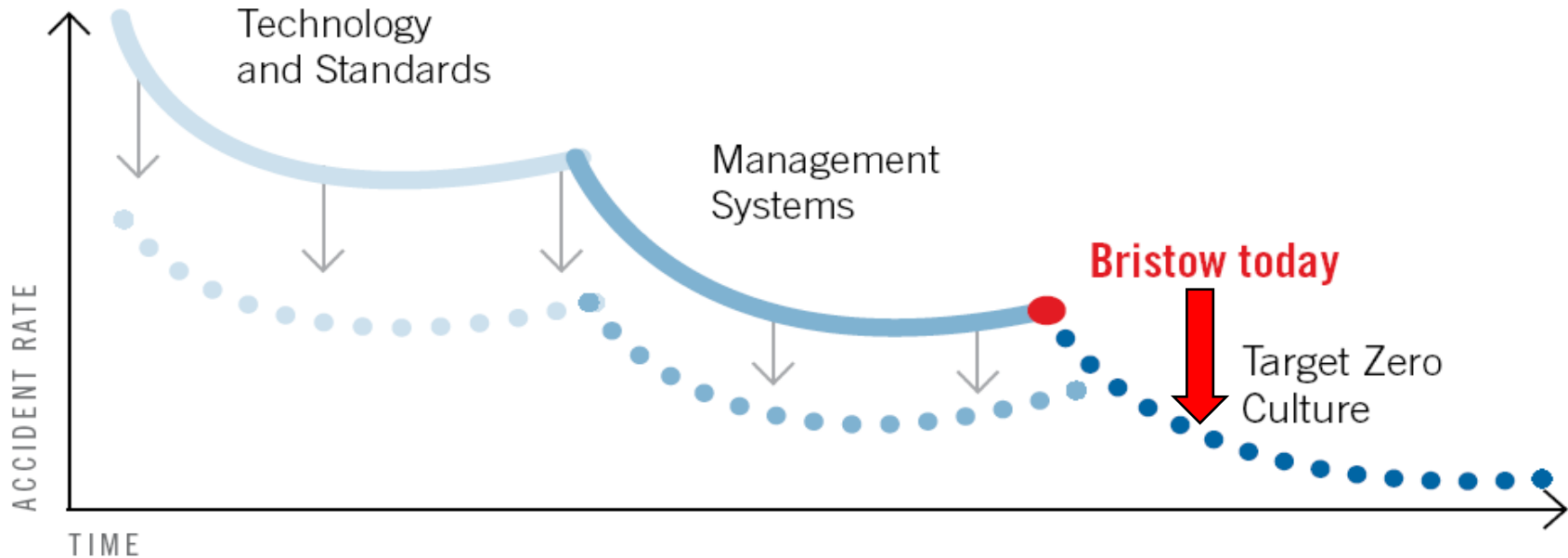
HFDM - records “what” was happening



HFDM playback enhances understanding...



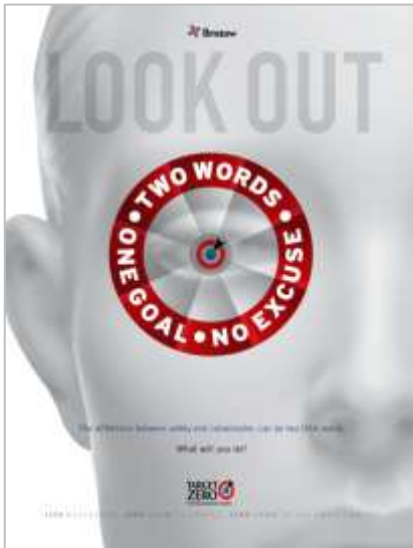
Where we've been... where we are... where we're going...



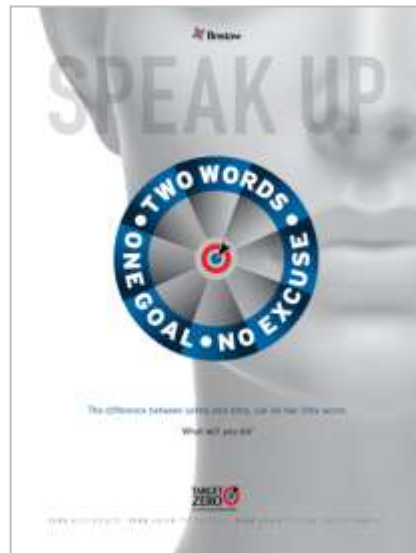
- Technology, Standards – Established.....Upgrading
- Safety Management Systems – Initiated.....Continuing
- Safety Culture – Base-lined.....Improving
- Changing Behaviour = Changing Performance = Targeting Excellence

Acting to eliminate safety risks / hazardous behaviour

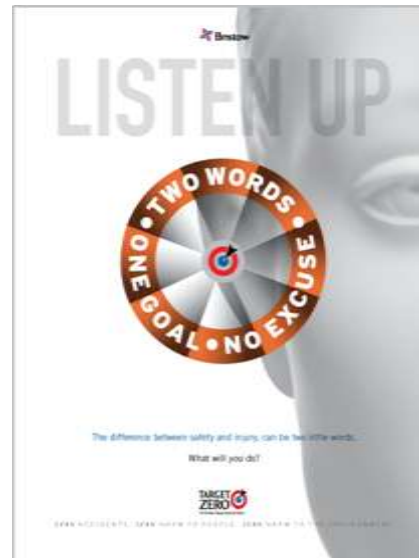
See Hazards...



Tell Someone...



Hear...Understand



Fix It.....

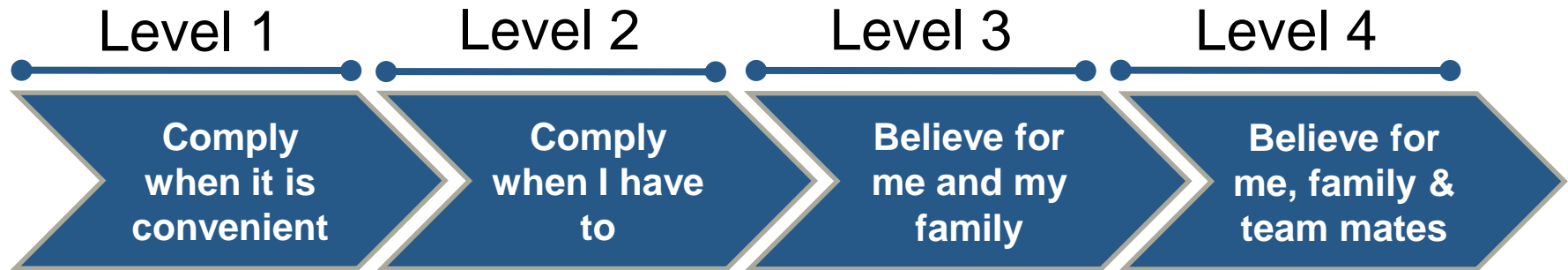


There is a relationship between “risky behaviours” and tragedy



Attitude toward Safety is a choice

- Commitment to safety evolves through four stages...



Source: Gregory Anderson – Safety 24/7

Target Zero (2011)

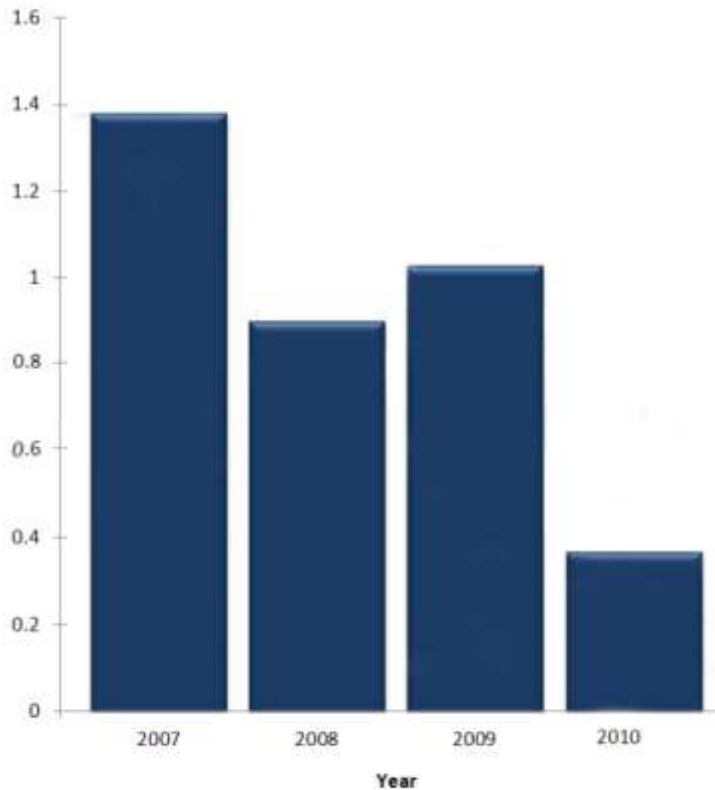
Workshop content redesigned Computer based training created

- Safety Vision
- Expectations – Safety Culture
- Safety Leadership
- Safe System of Work e.g. Risk Assessment
- Internet reporting
- Just Culture Overview / Introduction
- Management of Change



So, How'd we do?

TRIR per 200,000 Man Hours



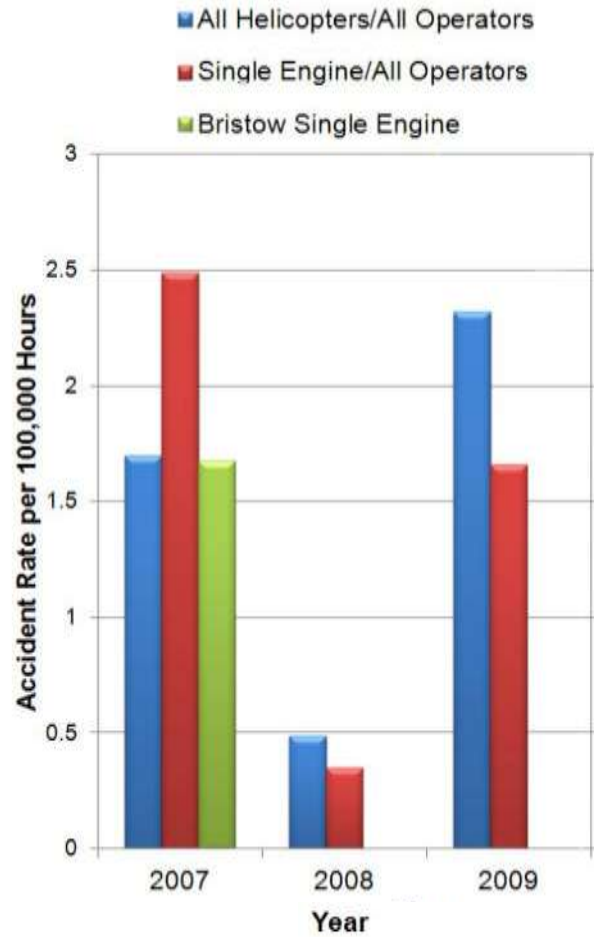
TRIR per 200000 Man hours

Note: - Includes Operations. Excludes Bristow Academy



TRIR – Company wide (2007-2010)

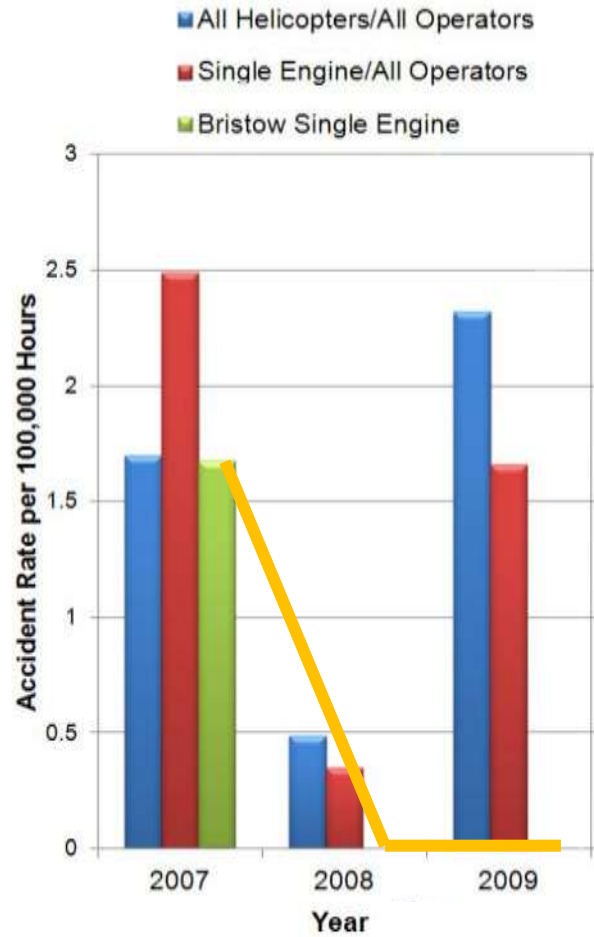
So, How'd we do?



Gulf of Mexico
– small, single engine helicopters.....(formerly the biggest challenge)



So, How'd we do?



Gulf of Mexico
– small, single engine helicopters.....(formerly the biggest challenge)



Making Progress? And Raising the Bar !!!

- Our TZ goals:

ZERO ACCIDENTS
ZERO HARM TO PEOPLE
ZERO HARM TO THE ENVIRONMENT

And now.....

- ***ZERO DOWNTIME*** FOR CUSTOMERS
 - Working hard to ensure our customers' productivity and profitability
- ***ZERO COMPLAINTS*** FROM ANYONE
 - Being the best we can be; providing unparalleled confidence and safety

Target Zero is *ALL* about people!

- It's about me...
- It's about you...
- It's about "us"...
- It's about "them"...
- It's about employees, customers, contractors, competitors, insurers, associates, friends and family.....anyone we touch!
- We are all in this together...and "family"; your accident is also my accident; and taking care of each other is the only way to achieve everyone's goals.
- In the end.....it really is **"All About PEOPLE"!**



WHO is a Target Zero Champion? (TSC)

- **TZC wakes up in the morning, thinking safety from stepping out of bed**
 - Holds the banister going down stairs, setting an example for the family to follow
 - Sees and removes household hazards - knives with the blades up in the dishwasher, electrical hazards, and tripping hazards – another example for the family to follow
 - Discusses safety issues with the family



What else does TZC do?

- **When driving to work**
 - Fastens seatbelt *before* starting the engine and ensures that all occupants follow his example
 - Never allows a family member or anyone else to ride in a car seat with no seat belt or broken seat belt
 - Turns off the cell phone and other distracting devices – knows “hands free” does not address the problem
 - Never drives after drinking alcoholic beverages- never rides with anyone who does
 - Practices safe behavior consistently, even when no one is watching



And at work, what does a TZC do?

- **Upon arrival ...**
 - Reviews the day's plan, identifies safety hazards, assesses risks; notices any recent safety issues and ensures remedial actions are being taken
 - Constantly moves around the teams' work area, encouraging safe behavior, observing and correcting problems, assisting others whenever necessary
 - Sets the example, encouraging TZ behavior at any facility visited, be it a Bristow facility or anyone else with whom Bristow conducts business



What else does TZC do?

- Always offers to help employees, even if they don't ask
- Ensures that employees know their responsibility to stop work and step back whenever in doubt
- Has no apprehension about stopping work to gather team members to discuss progress and to check on safety observations (positive and negative), and to talk about any applicable safety topics such as teamwork, tripping hazards, etc.



WHO is a Target Zero Champion?

- Someone who demonstrates caring about employees' personal well being, including their families
- Someone who actively learns about employees' stresses, issues, and needs (including personal issues that may affect an employee's behaviour)
- In the event of accident or injury, TZC follows the response protocol and becomes directly involved in the employee's care and family concerns, etc.
- TZC holds people accountable for their own safety; and accepts accountability as well
- TZC supports and promotes a *Just Culture* of Safety

Is This You?

Target Zero

- Zero Harm to People
- Zero Harm to Environment
- Zero Accidents
- Zero Down Time
- Zero Complaints



Target Zero depends on all of us
CONFIDENCE IN FLIGHT. WORLDWIDE.

Questions?

**TARGET
ZERO**



The Bristow Group Culture of Safety



ZERO ACCIDENTS / ZERO DOWNTIME / ZERO COMPLAINTS

