



ZERO IN™

FATAL FLAWS IN SAFETY MANAGEMENT...AND HOW TO FIX THEM

ROCKY MOUNTAIN ENVIRONMENTAL HEALTH AND SAFETY PEER
GROUP- Q4 MEETING

Jesse J. McCathron, ASP, CSP

WHO AM I?

Jesse Mccathron

Sr. HSE Advisor, Contractor Safety Management- Oxy

ASSP Oil/Gas/Mining/Minerals Practice Specialty- Past Administrator

- Colorado Chapter Past-President

20+ Years in HSE Management

Slightly resembles Chris Farley



**WELCOME TO
MY SOAPBOX
SPEECH....(NOT
REALLY)**

SO WHY AM I HERE
TALKING ABOUT
FAILURES...(MANY
OF THEM MY OWN)



**CHALLENGES ARE WHAT
MAKE LIFE INTERESTING
AND OVERCOMING THEM
IS WHAT MAKES
LIFE MEANINGFUL.**

Jocho Willink

PLAN FOR THIS AFTERNOON

What you need to
bring:

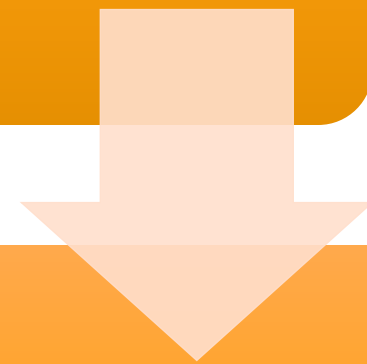
Open Mind

Self Awareness

Willingness to cheer
and boo as you see fit



Open discussion on the
common mistakes made by
those in the safety
profession and the impact to
your management system.



Idea sharing on how to
recover once you have
made the mistake.

FATAL FLAW- OVER RELIANCE ON METRICS

- We are in the people business, not the number business.
- While we use metrics to assess many things, the root of what we do is about the people.
 - Getting hurt is ***at a minimum*** a day ruiner
 - Injuries have real impacts
 - Your metrics are a signpost of your culture.
 - Most people can not explain what a recordable is. (nor do they necessarily care)
 - Is there a disconnect between the metric and what your people believe are the risks?



FATAL FLAW- COMPLIANCE OVER COMPETENCE

- Often, we fall into a regulatory deadzone
- Is this what changes motivation?
- Train safety into operations.
 - This is where the efficient/effective standard comes from
 - Reach your employees!
- Our job- Verification of regulatory compliance
- Their job- Be good at your job.

FATAL FLAW- ONLY VISIBLE WHEN THERE IS A PROBLEM.

To be effective you need to build the relationships with your team.

By not doing so, when there is a crisis, you will not have the credibility to effectively lead or contribute.

Get engaged!

- 1 on 1's with key customers
- Engage the leadership and coach them to be as effective as they can be. Remember they have a lot on their minds and time is their most valuable resource.
- Collaborate on new projects and objectives
- Help them to see the value of what you bring to the table for their operation.

FATAL FLAW- FAILING TO CHALLENGE EXCUSES

- Not trying new things
 - Old ways
 - Fear of reaction to new idea
- Have answers ready,
- Be prepared for pushback with positivity and understanding/empathy

**IF IT IS IMPORTANT
TO YOU, YOU WILL
FIND A WAY.**

**IF NOT
YOU'LL FIND
AN EXCUSE**



FATAL FLAW- ONLY INSPECT TO CORRECT (SAFETY COP SYNDROME)

- Your choice: Be approachable or be the cop.
- Reinforcement vs Enforcement
- Think about what YOU have to lose



FATAL FLAW- TRY TO DO IT ALL YOURSELF

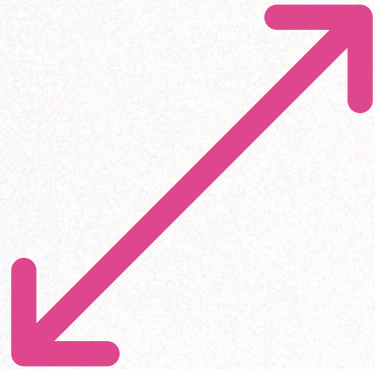
No one can do this and be effective.
It takes the entire organization, and everyone owns a piece of it.
If you are doing it all, what happens when you're not there.
If you do it all it then becomes your responsibility

- You need that responsibility to rest on the shoulders of those directing and performing the work.

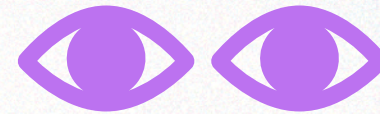
FATAL FLAW- NEGLECT YOUR PROFESSIONAL DEVELOPMENT

- We live in an ever-changing world, if you stop learning and developing you will become obsolete.
- Get involved in organizations, volunteer, find a mentor, be a mentor
- This growth will benefit you for your entire career.

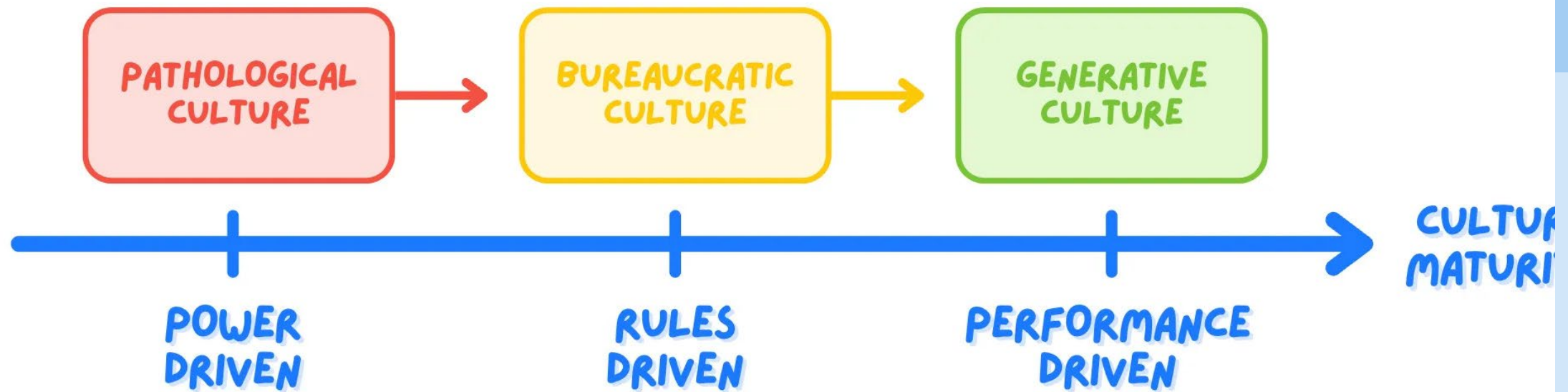
FATAL FLAW- DO AS I SAY, NOT AS I DO



We all need to lead by example.



Make no mistake people are always watching...



FATAL FLAW- MISIDENTIFYING YOUR CURRENT CULTURE

- The culture drives decisions that people make.
- In order to be effective you need to understand the culture.
- Sometimes the culture needs to be changed, this takes a lot of effort but it is valuable.

FATAL FLAW- FALL INTO THE BLAME/SHAME/RETRAIN TRAP

These are post incident punishment modes and do nothing to address the systematic drivers of the incident.

Often an easy answer for managers to go to

- They can say that something was done.

FAILURE TO BE....

- Passionate!!!
- Involved!
- Faithful!!
- And most importantly..
 - YOURSELF!!!
 - We all lead differently, don't be a carbon copy of what you think you should be. Make YOU work.

**THANK
YOU**

Jesse J. McCathron

303-915-8306

Jesse_Mccathron@oxy.com

