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Beyond Zero

Article by Alan D Quilley CRSP

I have been in the safety business for too long to remember. It is, however, not difficult to remember the continuing debate about leading indicators for safety excellence. In the 1970s, we believed that there was a better way to evaluate safety besides counting injuries. It was a time when thinking about total loss control and counting losses of every kind started to feel clumsy and not very enlightening. In the 1980s, influential safety theorist Dan Petersen and others confirmed that there are reliable measures of safety outside of counting injuries, and we should not take too much pride in the fact that we have not had one.

In the 1990s, leading management thinker William Edwards Deming taught us that counting what we do was much more important than the outcome. We learned about the importance of fishbone diagrams, clearly demonstrating that inputs produce outputs. If we wanted to change the outcomes, we had to focus on the inputs, or what we were doing to create the outcomes.

In the last twenty years, most of us are convinced that measuring injuries reveals how lucky we have been, and not how stellar our safety-management systems and behaviours have been. So why are governments and organizations still stuck on repeating what turns out to be almost a useless exercise in evaluating our ability to manage work-related risk?

Measuring safety by counting our failures is illogical, as this approach is based on the belief in human perfection — and humans are far from perfect. And having no injuries at all does not mean that we were safe. We have all had personal experiences when we have done something dangerous, but got away unscathed. Similarly, a corporation can have zero injuries over a period of time by doing absolutely nothing to enhance the safety of the people working there. It could possibly have created that result, or it could be just a matter being lucky. That alone makes counting injuries a very unreliable way of measuring the existence of safety at our workplaces. As well, the concept

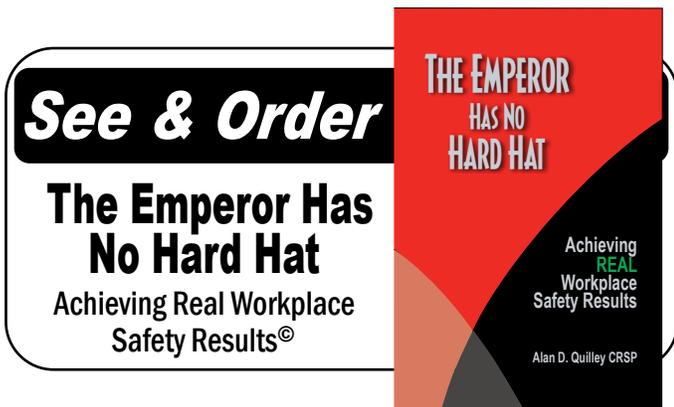
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of setting unachievable perfection goals as stretch objectives — or goals with a high and difficult level of success — is believed to be a source of frustration to organizations. As William Bruce Cameron says, “Not everything that counts can be counted, and not everything that can be counted counts.”

That being the case, it makes more sense to count what we do and see if there is a correlation between our actions and the ensuing results. This, for the most part, is how we measure and manage the production of our goods and services, so why would we not use the same approach to measure whether we are producing our goods and services in a safe way?

It is far more accurate to measure what a company does to create safety and see if they have accomplished it by looking at the evidence. Although measuring what we do to create safety is a lot more work than just waiting for an injury report to be submitted, this approach offers a lot more accuracy if done correctly.

LEADING INDICATORS

The safety profession has long engaged in discussions about what makes a good leading indicator. A leading indicator is an observable and recordable measure that measures prevention efforts prior to an injury. Typically, these indicators are proactive and offer both physical and behavioural evidence indicating that a desired safety outcome will occur.

A good example is the gas gauge in our vehicles: if we fill up our car with gas (a behavioural measure) and the indicator tells us

it is full (a physical evidence), it is unlikely that our trip will be disrupted by running out of fuel. Waiting for gas to run out and counting the number of times to prove that we have managed our gasoline volumes seems a bit silly — just like counting workplace injuries as a lagging safety indicator does.

We have also learned the following over the years:

- i) Behaviours don't lie;
- ii) How people think and feel about safety matters; and
- iii) Whether the physical nature of the workplace is where it needs to be.

The physical nature of your workplace — along with the behaviours and thoughts of the people in your company — can be measured and observed. The key is to ensure that we are clear about where we would like those things to be and how close to your vision are you. In short, we need to measure and manage what we do to create safe behaviours that will produce a safe environment. If we look and listen carefully to what is actually happening around us, we will accomplish the goal of safety excellence, and there will be very few injuries, if any, to count. Now that is measuring — and counting — what counts.

Where's AI?

[ACSA Conference 2020 - Edmonton](#)

March 10 - 10:15AM to 11:45AM

“Doing Safety WITH People and not TO People”

[CSSE 2020 Professional Development Conference - St. John's, NF](#)

September 30 - 9:30AM to 10:45AM

”Safety Differently? Perhaps It's Time for Safety Logically”



On The Net

It's Friends and Colleagues Month! (I just made that up!). Here are some of the Best of the Best from some fine folks that I know personally and respect greatly as friends and valued colleagues.

Think Ergonomics! [Think EWII!](#)

As valid today as it was 20 years ago! From our good friend Dr. Judith Erickson

[Corporate Culture - The Key to Safety Performance](#)

From Cary Usrey - Many thanks for sharing!

[Goals Matter! Safety Excellence Requires a Deep Dive Into Goal Setting](#)

Carsten Busch on Measurement

[Something old, something new, something borrowed, something blue](#)

Dennis Ryan on Management System measurement

[Measuring Your Health & Safety Management System - Safety Perception Surveys](#)

From Canadian Occupational Safety

[Alberta OHS issues bulletin on respiratory viruses](#)

[BCRSP Updates CRSP Examination Blueprint](#)

CRST EXAMINATION PREPARATION WORKSHOPS

Sherwood Park

April 27 - 29, 2020 (Perfect timing for those of you writing August!)

Sherwood Park

October 23 - 25, 2020

When the BCRSP introduced the new designation/Blueprint, we carefully designed our study material and Workshop to match the specified domains and competencies. We want to ensure that our clients are studying for the RIGHT exam.

Our intense 3-day CRST Examination Preparation Workshop fee is \$849.00 + GST.

Here's why we know we can help and why you should thoroughly investigate your options before choosing your CRST Examination Preparation Workshop and product provider.

Our Workshop includes the following:

- Material mapped to the 2019 CRST Exam Blueprint
- Our Manual and Workbook
- Our Handbook that contains more practice questions and answers (Handbook is available *only* to participants at the workshop)
- Material is enclosed in a coveted Safety Results canvas attaché bag which includes pen, highlighter, calculator, notebook for notes and Post-its.
- Lunches and refreshment breaks
- Special Offer – We were the first workshop provider with a special offer for participants of our Workshop: If you challenge the BCRSP's 2019 Blueprint CRSTEX and are unsuccessful, you may attend another Safety Results Ltd. sponsored CRST Examination Preparation Workshop for a nominal fee. The workshop must be taken within one year of your first workshop with us, be based on the 2019 Blueprint and further conditions apply - please check with us for more details.

For further details on our CRST Workshops, please click [here](#).

We also offer our Study manual and workbook for sale on our website. For more information, please visit this [page](#).

Compliments for our CRSP Examination Preparation Workshops

“Thank-you for providing such an outstanding prep course. I passed on my first attempt, largely due to your invaluable course!”

“The course was great for identifying where to focus my time to improve my knowledge overall and specifically to be successful at completing the BCRSP exam. I’ve already recommended the course to a co-worker looking for a prep course.”

“I found this Workshop very helpful in achieving my goal towards obtaining my CRSP designation. The study materials are professionally designed, well organized and of top quality.

As a mature student, the information and guidance was very helpful in setting up a personal study plan and to focus on the competencies that required additional study.

Alan and Marie made everyone feel comfortable and welcomed. Safety is about people and engaging them and this workshop hits both those marks.

I would feel remiss if I didn’t add my own way to thank Alan by quoting these lyrics that I experienced while waiting for my results:

‘The waiting is the hardest part

Every day you see one more card

You take it on faith, you take it to the heart

The waiting is the hardest part”

“I just wanted to let you know that I just got confirmation from the BCRSP that I passed the May 2014 CRSPEX. I want to thank you for your help and the prep course. It was a huge reason for my success. 85% of my studying was all done from your manual and practice test booklet. I focused very heavily on the manual and it worked out perfectly for me. The other 15% of studying was from the study guides.

Thank you for your support and when people ask me for tips/strategies and what not for passing the CRSPEX I will point them to Safety Results”.

We are absolutely delighted when we receive testimonials such as these. They serve to reinforce that along with their own studying, guests that take part in one of our Workshops, or individual purchasers of our study material prove to us that WE have the right formula.

LinkedIn CRST & CRSP Study Group

Alan created this LinkedIn group for those that are planning on writing the exam to discuss study strategies and tips. Join us at:

[**CRSP & CRST Exam Preparation Study Group - Sponsored by Safety Results Ltd.**](#)

CSSE Member Discount!

Don’t forget that we offer a 10% discount on our CRSP and CRST Workshops as well as study material to current members in good standing of the CSSE! Please contact [Marie](#) for more details.

Did you know?

Canada - Alberta Job Grant

Eligible employers can get government funding to help employees access training opportunities.

Employers who sent participants to our recent Examination Preparation Workshops were successful in obtaining partial funding from the Alberta-Canada Job Grant to use towards the registration fees for our Workshops.

The employer paid 1/3 and the Grant picked up the balance of the registration fee. The Applicant Guide, Application Form and more information is located at this [website](#).

CRSP Examination Preparation Workshop - Sarnia, Ontario!

Ontario...we are coming your way! We've been asked many times when we are bringing our infamous Workshops to Ontario, and we are pleased to announce that we are holding a Workshop in Sarnia, June 24 - 26! Our intense 3-day CRSP Examination Preparation Workshop is being offered at a special reduced rate of \$849.00 + HST. We are grateful for our friends at Lambton College who are sponsoring this Workshop on their campus! The timing is perfect for those of you writing the CRSPEX in September.

Our Sarnia Workshop inclusions are as follows:

- Study material continuously updated and based on the current 2015 CRSP Examination Blueprint (As per the BCRSP, the September CRSPEX is the LAST exam based on this Blueprint)
- Our Manual and Workbook, Series 1 and Series 2 Multiple Choice FlashCards
- Our Handbook that contains more practice questions and answers (Handbook is available *only* to participants at the workshop)
- Material is enclosed in a coveted Safety Results canvas attaché bag which includes pen, highlighter, calculator, notebook for notes and Post-its.

There is a minimum registration requirement for this Workshop and registrations must be received by June 10, 2020. Material will be handed out at the Workshop, however, there is an option whereby some study material can be forwarded, direct to you (within Canada only) in advance. Please contact [Marie](#) for more details!

Please...join us...for what promises to be a fantastic Workshop!

CRSP Examination Preparation Workshop - Honolulu (Waikiki), Hawaii!

This is long overdue...finally, another Safety Results CRSP Examination Preparation Workshop in an exotic location!

The workshop is taking place December 14 - 16, 2020 and offered at a special reduced rate of \$849.00 + GST. Our Hawaii Workshop inclusions are as follows:

- Study material based on the 2020 CRSP Examination Blueprint
- Our Manual and Workbook
- Our Handbook that contains more practice questions and answers (Handbook is available *only* to participants at the workshop)
- Material is enclosed in a coveted Safety Results canvas attaché bag which includes pen, highlighter, calculator, notebook for notes and Post-its.

Registrations must be received no later than October 30, 2020. Material will be shipped to participants in advance, within Canada only. Please contact [Marie](#) for more details!

Please join us...in a tropical paradise!

This



or

that?



We know where we'll be!

CRSP EXAMINATION PREPARATION WORKSHOPS

Based on the 2015 CRSPEX Blueprint

Sherwood Park	April 20 - 22, 2020	
Calgary	May 8 - 10, 2020	(minimum registration requirement)
Sarnia	June 24 - 26, 2020	
Sherwood Park	August 12 - 14, 2020	

Based on the 2020 CRSPEX Blueprint

Sherwood Park	October 14 - 16, 2020
Honolulu (Waikiki) Hawaii	December 14 - 16, 2020

Our intense 3-day [CRSP Examination Preparation Workshop](#) fee for Workshops held in Calgary and Sherwood Park is \$999.00 + GST. Both our Sarnia and Waikiki HI Workshops are priced at \$849.00 + applicable taxes. Please see previous page for inclusions and registration deadlines.

Here's why we know we can help and why you should thoroughly investigate before choosing your CRSP Examination Preparation Workshop and product provider. Our Workshops, taking place in April, May, June and August, are based on the current 2015 BCRSP Exam Blueprint, and include the following:

- Our Manual, Workbook, Series 1 and Series 2 Multiple Choice FlashCards
- Our Handbook that contains more practice questions and answers (Handbook is available *only* to participants at the workshop)
- Material is enclosed in a coveted Safety Results canvas attaché bag which includes pen, highlighter, calculator, notebook for notes and Post-its.

Our October and December Workshops offers same inclusions, but will be based on the 2020 CRSPEX.

Don't forget that we also have our Special Offer (please contact [Marie](#) for further details) but will be structured slightly differently due the change in Blueprints.

When broken down, the value-added features, the quality of material and our instructor cannot be beat. We've been training adults for 20+ years and we're extremely proud of what we offer.

What makes us different?

Everything. We've kept statistics on our pass rate and recently determined that we are holding a 97% pass rate for those that have either taken our workshop/purchased all of the study material, and stayed in touch with us. We've had students that have taken our Workshop after taking other providers' and all have overwhelmingly informed us that ours is of significantly higher quality, not only due our content, process and format, but also due our instructor, Alan Quilley.

"It's really important to know who is trying to teach you something". - Alan D Quilley CRSP

Alan Quilley CRSP is our engaging, dynamic instructor and he will teach you how to study, and truly demonstrate that you can enjoy learning. He's a **proven industry leader in safety**, a working CRSP who not only consults, but also trains within North America and internationally. He actively works with companies, helping them create their Health and Safety programs. He doesn't just teach it, he lives it. With his decades of practical experience in OH&S, highly qualified in adult education and the techniques to help you focus your studies, why would you look elsewhere? Our format is top notch. Don't get taken in by cheap imitations. We offer high value and complete quality in everything we do and we stand behind our products and Workshops. For more details and to register, please visit our [CRSP Workshops](#) page.

"There are no hard questions if you know the answers". - Alan D Quilley CRSP

And remember that if you are unable to attend one of our Workshops, you can purchase the very same Manual, Workbook, and FlashCards that our students receive. Visit our [CRSP Exam Prep Materials](#) page for more details!