

CRISP™

Continual Renewal & Improvement of Safety Performance

No amount of care or skill in workmanship can overcome fundamental faults in the system.

W. Edwards Deming

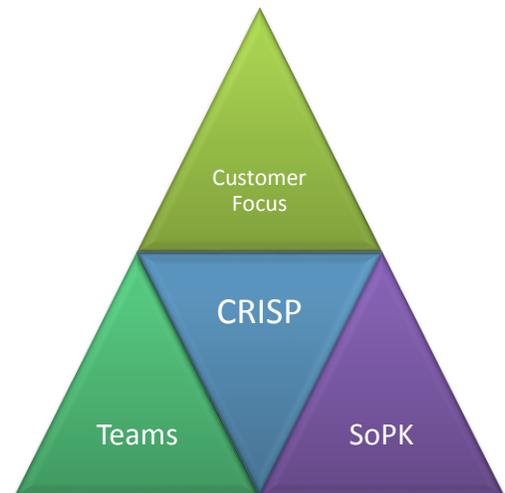
If you don't like change, you're going to like irrelevance even less.

General Erick Shinseki

CRISP takes safety management to a higher level by using a new theory of what causes accidents. The management theory of continual improvement states the majority of accidents are the result of faults in the system not mistakes or miscues of individuals. Like quality, to be effective safety must be designed into work systems and owned by the people who run them. Systems thinking has taught us the whole can only be understood by viewing all of its parts simultaneously. Contrary to popular belief safety is not just a simple matter of people obeying safety rules and exercising common sense. Work systems, even simple ones, are too complex to be understood by one person. To be relevant in an organization safety management must be transformed by changing its objective from fixing the person to fixing the system.

The purpose of safety management is to ensure people can work in the system free from harm. The right answer to the wrong question is of little value. The proper question for safety is not, How do we stop employees from injuring themselves? but rather, How do we stop the system from injuring employees? The former allows us to think fast and accept simple answers. The latter requires people to think deeply about how safety works in the system. To be relevant and effective safety must do the following:

1. Safety management must be customer focused. A customer is anyone who benefits from your product or service. As a staff function safety has internal and external customers. The challenge for management is to listen to the Voice of its Safety Customers, determine and satisfy their needs then incorporate them with the system.
2. Dissolve systemic problems. A system is not the sum of its parts. It is the product of the interactions between the parts. Analysis is not adequate for understanding a system because when you examine the parts of a system separately they lose their essential characteristics. To study the whole system simultaneously requires synthesis. The System of Profound Knowledge provides the method for doing this. It combines systems thinking, psychology, variation and knowledge so we examine and improve the whole work system.
3. Use teams to lead safety. Because even simple work systems are complex it will take all of the mental and manual labor of an organization to make the system do what it desires. In the case of safety the goal is to stop accidents. Continual improvement of a system requires you to work on what you want it to do, not what it fails to do. The way safety affects the system is dependent on what the other parts, i.e. Human Resources, R&D, Engineering, Sales and Marketing, Quality, Production, Maintenance, are doing. All of these departments are interconnected. This has very important implications generally overlooked and misunderstood. It takes people with the special skills and ability to work together as a team to study and dissolve the faults in the system which cause accidents.



Safety management that focuses on fixing the person is not relevant to fixing the system. CRISP accelerates your people's ability to learn and apply the theory and methods of continual improvement to safety. For more information about CRISP and how it will take your organization to higher levels of safety performance feel free to contact Mocal, Inc. at (248) 391-1818 or visit our website: www.mocalinc.com