



### Land Transportation Safety Project



vPSI consultants have wide-ranging expertise to help clients with their risk management, safety, and problem-solving needs.

Driving is an extremely high risk activity worldwide. In the USA, for example, 36,560 people were killed in traffic crashes in 2018. Companies are rightly concerned that driving by their workforce presents a significant exposure and seek to reduce that exposure through the implementation of management processes directed at every facet of land transportation, from vehicle selection to the minimization of driver distractions.

Between October 2019 and April 2020, vPSI developed a full scope land transportation safety program for a customer whose 5,000 employees drive more than 1.5 million miles per year. Our client is the premier tank barge operator in the United States, transporting bulk liquid products throughout the Mississippi River System, on the Gulf Intracoastal Waterway, along all three US Coasts, and in Alaska and Hawaii. Through its Distribution and Services segment the company is also a leading nationwide service provider and distributor of diesel engines, transmis-

sions, parts, industrial equipment, and oilfield service equipment.

The land transportation safety project involved identifying the major hazard areas pertaining to the client's land transportation activities via an extensive consultation and discovery process which saw numerous face to face interviews, site visits, data analyses and vehicle inspections. Armed with a thorough understanding of the customer's business and its vehicle operation needs, the vPSI team designed and developed a suite of 'recommended practices' based on extensive benchmarking and in depth experience in fleet management and safe vehicle operation. The resulting documents provide detailed guidance on the management of seven focus areas of risk:

- Driver Qualification
- Driver Competency
- Vehicle Specification
- Load & Securement
- Driver Distractions & Fitness for Duty
- Journey Management
- Telematics & Technology

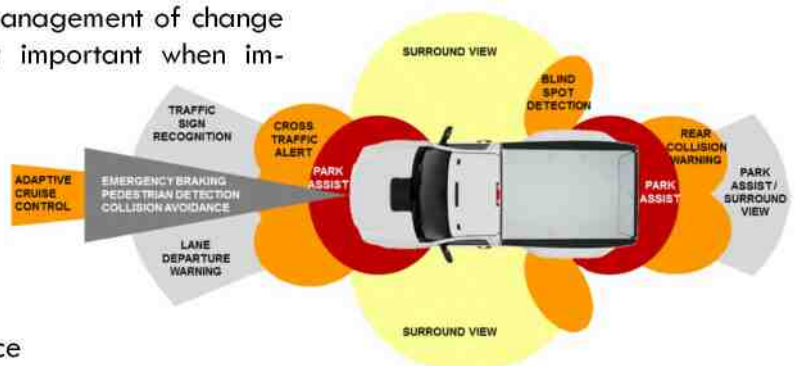
Thoughtful management of change is extremely important when implementing significant changes that impact activities as deeply personal to the workforce

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as driving. To accommodate this, the company is rolling out their new Land Transportation Safety Management Program in a gradual fashion, which also offers advantages in light of the highly dynamic business environment presented by today's unusual economy.

Contact vPSI to help resolve which ever areas of your operations are in most need of problem-solving expertise. We'll get you on the right track!



## One Percent Safer: a Book, a Foundation, a Movement



Almost 3 million people died last year due to workplace accidents and work-related ill-health. One Percent Safer is a movement, and a book, dedicated to reducing that number. The concept behind it is that everyone can help reduce workplace injuries and fatalities by just doing one thing to make their organizations 1% safer.



All proceeds of the book's sales benefit the One Percent Safer Foundation, an independent fund and charitable trust in the United Kingdom. The foundation aims to help occupational safety and

health professionals globally through the prevention or relief of poverty and advancement of education. It also seeks to advance citizen and community development through grants for organizations that wish to deliver a project that enhances their community's health and safety.

Norman Ritchie, Director and Founder of vPSI

Group, was honored to contribute to the One Percent Safer book project, alongside 141 other luminaries of the risk and safety world. As might be expected, his chosen topic was how to apply quality

control to the output of incident investigations so that the organization actually learns something and reduces the probability of whatever went wrong happening again.

The contributions are compiled, edited, and introduced by Prof. Dr. Andrew Sharman, best-selling author, President of the Institution of Occupational Safety & Health (IOSH), and Chairman of the Board of the Institute of Leadership & Management.

Also available is a double-sided poster with images representing each author's contribution, as designed by Edwin Stoop of Sketching Maniacs.



### vPSI Webinars Available Online

The webinars Energy Safety Canada commissioned from our new vPSI Canada Ltd office are available on our website and on the Energy Safety Canada channel on YouTube. The three webinars are each an hour long: "Risk Tolerance and Human Performance",

"Investigating Unplanned Events in a Fraction of the Time Currently Spent (Including Near Misses)", and finally "Key Performance Indicators and Human & Organization Performance".

## New vPSI Sustainability Practice

vPSI is pleased to announce the opening of our new Sustainability Practice, based in Houston, and the appointment of Sue Staley as Sustainability Director. Sue will bring her many years of experience as both client and consultant to bear on behalf of vPSI's customers across the broad range of industries that we serve.

As stakeholders demand that environmental and social risks be under-

stood and managed more responsibly, many companies are re-defining what sustainability means for their businesses.

Sustainability can be defined as the balancing of profit, environment, and societal needs. For example, if a company relies on fresh water for producing its products, a regulator will grant (or not)

a water permit depending on relevant stakeholder inputs. Those companies with a track record of good corporate citizenship are more likely to be granted use of society's resources.



When thinking about sustainability within your company, consider the environmental and societal resources that are used and/or impacted.

If the use of a critical resource requires approval from a regulator or community, the risks associated with losing that resource must be understood and carefully managed. The ability to engage with stakeholders and to maintain positive relationships are critical skills when resolving conflicts with regulators or community members.

Communities want companies that have a commitment to sustainability to succeed because they generally benefit the community in multiple ways.

vPSI Group, LLC Director Norman Ritchie commented: "We are extremely pleased to welcome Sue to vPSI to lead the establishment of our new Sustainability Practice. Many of our clients are keen to take part in the general movement of business towards more sustainable operations but are put off by the eye-watering fees demanded by the big consulting firms. With our low overhead and flexible roster of highly experienced subject matter experts, vPSI is ideally placed to help cost conscious small and medium enterprises become more responsible global citizens, and at a much more reasonable price point."

## Is "Zero" Attainable?

Two subjects can be relied upon to spark debate amongst risk and safety professionals: Safety I versus Safety II, and whether or not "Zero" is an attainable safety goal. The vPSI perspective on the former is that there is value to be gained from both schools of thought, and that a one-size-fits-all either / or risk management philosophy is a silver bullet that absolutely does not exist.

With respect to Zero, any time workers engage in an activity with residual risk (which is to say every activity), they are rolling the dice. If a reasonable risk assessment has been conducted and mitigation measures taken, then the dice



are loaded in the crew's favor, so most days the activity is completed without incident. This is where the illusion of the "perfect day" approach and "Zero" fallacy come from. Of course workers might get away with running the residual risk, today, tomorrow and perhaps forever, but there still remains the possibility that one day the universe will roll snake eyes and an unplanned event will occur, through no other agency than bad luck.

Zero is attainable, and numerous organizations have achieved it over long periods of time, but only because they are either lucky, or they inhabit a low risk world, or both.



## More About “Unpreventables”

We received a great deal of feedback regarding the article in our last newsletter about the bike saddle bolt failure incident, much of it arguing that this unplanned event was in fact preventable.

The only way this event could have been prevented is with one of these



The TARDIS from BBC's Doctor Who

The bike in question is 25 years old and ridden a lot, but the seat post bolt was installed only three years ago by a local bike shop during a major refurbishment. Therefore, this would not be considered a maintenance issue.

When you buy a component, you buy an expected life, but do you always get that life? Nope, and it is extremely challenging to accurately predict such failures. You know it's going to fail, but you

don't know when, hence the term semi-predictable failure, and such unplanned events are often unpreventable.

Of course, you could institute an extremely conservative replacement schedule, or specify a different part with a longer expected life in

the service, but again you are faced with the same challenge: when is it going to fail? It could last forever or fail on your first ride.

The sheared bolt could also fall into the category of a latent fail-

ure. For example, a defect from the bolt's original manufacture could have existed undetected until the moment the unplanned event occurred. Again, such unplanned events can be unpreventable, especially for an end user who depends on the source for design and / or manufacturing integrity.

“All incidents are preventable” is a fabulous soundbite, but should you insist it is true and an incident occurs, you will be required to come up with a valid corrective action that is both relevant to and effective against the unplanned event (in real life).

As a side note, the consequences of the unplanned event escalated considerably and involved a very expensive new bike.

## Combining Business With Pleasure



Enjoying the journey

As Covid-19 has significantly reduced everyone's ability to get out and enjoy our natural environment, it was a real

treat for Rick Theriau of

vPSI Canada to meet up with a client for a fishing expedition at the Canadian / US border in the Juan de Fuca Strait, between Vancouver Island, BC and Washington State.

A good time was had by all, even while complying with physical distancing protocols, and the fishing was spectacular, with halibut, chinook (king) salmon, and coho salmon landed successfully.

The trip also allowed the group the opportunity to pick fruits and vegetables from two local farms and enjoy the beautiful scenery of the Rocky Mountains and interior of British Columbia.



A happy vPSI customer



A feast!

All of these fresh ingredients combined to make for some great eating and camaraderie.

Who says that you cannot combine business with fun!