

# The Zero Injury Institute

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Now offers Zero Injury Educational Modules for your employees. Completion Certification Documents attest that employees are knowledgeable in the essential Zero Injury Safety Culture Building criteria for the job position training undertaken.

This knowledge equips your employees to proactively participate in creating a safety culture where employee injury becomes a very rare event, with some employers working millions of hours without so much as an OSHA Recordable injury.

## **Frequently Asked Questions**

### **What is the Zero Injury Safety Leadership Concept?**

Zero Injury as a performance norm is the realization of the vision of one man. When this achievement was discovered it proved to be the dream of everyone; a simple concept born in the act of recognizing safety excellence. In 1986 Ed Donnelly, CEO of Air Products, Allentown PA, led his company in constructing Air Products facilities to achieve an unheard of record of 2,000,000 hours worked with zero lost time injuries. The obvious question of "How do you do that?" was addressed by the Construction Industry Institute's "Zero Accidents Research Task Force," Chaired by Emmitt J. Nelson. In 1993 the answer came when the Task Force reported out at the CII annual conference. Including this one, a total of four batteries of zero injury research on 122 projects were completed by CII, the last in 2003. Amazingly, since then many users have achieved a million hours with Zero Recordable Injuries. Astoundingly, those who use the CII research are setting new safety performance records every year with one company achieving a record of over 4,500,000 hours with zero recordable injuries in the USA. Higher records have been set overseas.

### **What is the principle challenge in teaching the Zero Injury Concept?**

The principle challenge in Zero Injury training is to change the historical mind set every employee has that "injuries happen." The safety history of all employees during their earlier career has to be addressed. Few employees have actually

worked for an employer who uses the Zero Injury Concept. Each of these who have not, need to be given a logical explanation of why zero injury is so successful and what that employee's contribution to culture change has to be for success to come on your project. I call it "getting rid of their old safety baggage." You want them to have a revised safety outlook and understand exactly what you are trying to accomplish and how that involves them. They have to become informed and the informing has to be done logically and properly. To convince them to become believers they need proof and logic. Along with these foundational details, ZII includes job role information each must have to function as an active participant in creating a zero injury culture. Ensuring that all understand their role will include the avoidance of any form of at-risk behavior. This requirement applies to all; whether they are hired to be a Superintendent, a Foreman or a Crafts Person. The ZII safety training and Certifications will insure each employee is fully informed in how to participate effectively in the creation of your zero injury culture.

### **What are some of the problems in using Zero Injury?**

Many employers today have set Zero Injury as the goal or target outcome of their safety program. These will fall into three groups; 1. Those using the Construction Industry Institute (CII) Zero Injury Research; 2. Those who are using only some of it and; 3. Those who are not, often because they do not know it exists. When company leader's agreement is reached to adopt Zero Injury as the desired outcome, the easy task is over and a larger task begins. The larger task is the education of all employees from the bottom to the top of the organization in the basics of the CII research. Those basics are specific to the employees' individual task. While a few employers can take on the workload of teaching the zero injury material to all employees in a timely manner, most employers cannot.

### **Why Certification?**

The CII research on how to create a zero injury safety culture is very job specific, yet few employers in the construction industry seem dedicated to the complete and effective use of all the research data. There is an ever growing tendency for employers to begin the culture creation process while using some of the data, but not all. Also the data itself, after interpretation by multiple users within the same firm, often is not emphasized in the proper sequence, thus is misapplied. Training modules are designed and training turned over to multiple individuals with different presentation skill sets, some effective some not.

Meanwhile employees are expected to produce a zero injury safety culture more by instinct than by rigorously copying the research results. The results are too often ineffective.

### **Which construction job classifications can be Certified?**

Initially Certifications are available for all construction project positions; Craft, Foreman, Superintendent, Project Manager, Safety Professional and project Staff Support personnel, such as Security, Clerical, Engineers and Drivers. After these training modules are online, Certifications for other industries will be added.

### **How much time is required to complete a module?**

Obviously this depends on the speed with which an individual wishes to progress through the material. The modules range in length from 7000 to 9000 words. We estimate time for each module is approximately one hour each, however the modules take a building block approach where the Foreman must first sit for the Craft; likewise the Superintendent must first sit for the Craft and the Foreman. Total hours for a Superintendent will thus be approximately 3 hours. The next level of training advances to the modules for the Project Manager and the Safety Professional. These are only offered in tandem and will require about 5.5 hours to complete.

### **How do Certifications improve Zero Injury training?**

In project work there are conflicts in the “time of need” for the training and the “availability of the job specific resources,” and the “availability of trained trainers.” Most employers are not equipped to sift the CII research and refine the training modules for specific groups of employees; do the training group by group and accomplish all this when needed. The Zero Injury Institute (ZII) has done this work for you. ZII has packaged the zero injury training into modules specific to the job assignment. In this way Certifications prepare your employees in the particular details of how to fulfill their specific role in creating your Zero Injury Safety Culture. With ZII training, your employees are given consistent employee role related training content and then required to pass an assessment that they have actually acquired the knowledge. After an employee is certified, all the employer has to do is add any employer site specific or job specific safety culture building information. Thus pre-training and Certification allows your employees to report for work already equipped with the knowledge and understanding of your expectation of “zero at-risk behavior” standards.

### **Do the modules for Safety Professionals include other modules?**

Yes. Initially two safety professional Certifications are being made available, Safety Professional and Safety Director/Manager. The Safety Professional Certifications content for the construction industry are built on the Certification modules beginning with crafts and advancing up the line organization to Foreman, Superintendent and Project Manager. Hence, the Safety Professional wishing Certification will be required to complete the series of Modules beginning with the Craft Module + Foreman Module + Superintendent Module + Project Manager Module; then additional zero injury educational material are added that are particularly important for the Safety Professionals to complete their module.

**Does the Safety Professional Module contain information that is not contained in the Project Manager and other modules?**

Yes, and for that reason ZII has combined the Certification of the Project Manager with that of the Safety Professional. In order to create a Zero Injury Culture of Safety these two positions must work in close harmony. Therefore it is essential that both be fully informed on the roles and responsibilities of the other. For a zero injury safety culture to be created the Project Manager must be the primary leader, while the Safety Professional is the primary safety support position. In short they are a team, therefore each must be completely informed in the essential roles each are to fulfill as the zero injury safety culture is created. Hence the Zero Injury Institute has recognized this necessary relationship and combined the two modules as Part One and Part Two of a single module titled "Project Manager and Safety Professional Certification Module." It is about 2.5 hours in length and can only be taken after the candidates complete the Craft, the Foreman and the Superintendent modules. The total time for a candidate to become certified in the Project Manager/Safety Professional is approximately 5.5 hours.

**Do these Certifications reduce the amount of time it takes for safety orientations?**

That depends; if the company is trying to provide this training internally then yes, it can reduce training time. However, the challenge for any company interested in using the Zero Injury Safety Leadership Concept is the timely and consistent education of their employees. More importantly, following the training, do the employees have the specific research backed Zero Injury Culture Building knowledge? This is where ZII training can help.

### **Will the Certifications improve our training effectiveness?**

Yes, implementing the CII research results in a company safety culture requires the creation of safety training modules designed around the CII Zero Injury research outcomes. This work is time consuming and labor intensive and obviously varies in quality from instructor to instructor. Most of the zero injury training is educating your employees on the origins of, the logic for, the results of, and the necessity of employee understanding. Then, the next challenge is obtaining buy-in on the basic operating norms of a culture of safety where injury is a rare to non-existent event. With the ZII Certifications an employee can report to work or in some cases where pre-Certification was completed, can come to you already trained.

### **Do you mean Certifications can reduce our work load?**

Yes. With the ZII modules a company can easily train all their employees in the Zero Injury technology. If training is self-performed, properly done it is a great deal of work, especially in industries that have significant turnover in the employee count. For instance, in the construction industry, where trades come, finish their work and leave, it is typical that a contractor employing an average of 250 employees will issue at year's end over 500 W2 tax forms. This is indicative of just how much training has to be completed each and every year. With Certifications, once an employee is certified this knowledge is with them forever; however ZII will offer annual refresher training and re-Certification for those interested in maintaining a current knowledge base.

### **What about the cost of this training?**

One might think that the cost of this training would defeat the benefits of creating a zero injury culture but that is not true. It has been proven many times over that the "return on investment" (ROI) in the training and implementation costs of creating a zero injury safety culture range from 3 to 5 dollars to every one dollar spent. This amazing return comes from the elimination of the ever so costly injuries that besiege a company not able to focus on eliminating all employee injury. ZII training fees are very moderate beginning at \$50 for a Craft Certification. A Foreman is \$75, an additional \$25. The Superintendent is priced at \$100, again, \$25 more than the Foreman. However due to the value of the intellectual property included the two part module for the Project Manager and Safety Professional is priced at \$500.00.

## **If we can do this training ourselves why should we use ZII?**

Even when a company successfully creates the zero injury modules, the timely delivery and the consistent quality of the training is very difficult to accomplish. Often companies will lose the talent being used for this training, and then are faced with the difficult task of retraining the new trainers. Or, they find the need for the available training staff exceeds its ability to deliver the course modules everywhere they are needed. Some larger construction companies are able to sustain, improve upon and even enlarge the company zero injury education and training curriculum. Yet many companies of smaller size or new to the zero injury culture need a reliable and consistent source to provide the zero injury culture training to their newly hired employees. Further, there is the ever present danger of the amazing progress in reducing injury being slowed or even reversed due to the lack of a consistent training content and quality. The Zero Injury Institute was formed to ensure this consistent quality training is sustainable in the decades to come, by providing services aimed at the timeliness and consistency of Zero Injury Culture Building Education and Training.

## **Where does the Experience Based Certification information come from?**

One of the significant contributors to the advent of The Zero Injury Safety Leadership Concept has been Emmitt J. Nelson, who served as Chairman of the 1990 CII Zero Accidents Task Force. Emmitt has for the past 20 years, since retiring from Shell Oil Company, provided consulting services and media papers on the Zero Injury Safety Leadership Concept. He formed Nelson Consulting Inc. in 1992 and has been consultant to many corporations specifically in teaching Zero Injury during his 20 years in the safety consulting field. Emmitt is a graduate of Texas A&M University, where he received a Bachelors Degree in Mechanical Engineering, and is a registered Professional Engineer in the State of Texas. He was inducted into the National Academy of Construction (NAC) in 2000 where he now serves as Chairman of the NAC Safety Committee. It is Emmitt's battery of written material that provides the Zero Injury Institute (ZII) its source of experientially proven information around which the Institute builds its various educational and training modules. Emmitt has always credited the Construction Industry Institute Zero Accident Research as the principal source of his basic zero injury information. He also utilizes observations he has made of clients' successful application of the CII material. These clients have added significant value in verifying that the CII material is uniquely effective in eliminating injury if applied properly.