

Mining the Diamond: Next Step in the Safety Journey

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ABSTRACT

At ExxonMobil, safety is a core value at every level of the organization. We emphasize personal leadership to create a culture where safe behaviors are a fundamental expectation of our business. Our Operations Integrity Management System provides a necessary framework to translate safe values into actions, starting with leadership and ending with assessment and improvement. Over the years, our industry has succeeded in reducing overall injury rates, but we have not yet eliminated life-altering events and fatalities. Our safety vision at ExxonMobil is simple, yet powerful: “Nobody Gets Hurt.” To continue progress toward this vision, we have shifted our strategy to focus on a “Hurt-Free” approach to personal safety. Instead of limiting analysis to the traditional approach of classifying actual incidents based on medical treatment provided, we now assess and classify all safety incidents, including near misses, for both actual and potential consequences. This approach is consistent with our belief that all injuries are preventable, and that barriers are critical to preventing future incidents. This Hurt-Free approach allows us to restructure the traditional safety pyramid and extract new insights around the potential outcomes of an incident. Events which have the potential to cause a severe hurt, fatality, or multiple fatalities fall within a diamond on the new pyramid. “Mining the Diamond” lets us focus on the critical events that might have a low probability, but have the potential for life-altering consequences for our employees, our contractors and their families. Committing our attention to these potential serious outcomes helps us identify future situations that could result in these outcomes, and helps us prioritize our actions toward preventing serious injuries. Mining the Diamond is an important next step in our continuing safety journey.