



Forget Stop Work Authority |
Try Start Work Authority



My Background

VP Global; EHSS

American Fujikura

Employed by



B.B.A. University of
Iowa.

M.A. University of
Illinois.

Professor at University of Illinois

Professor at Columbia Southern University.

Clients: Amazon, BP, Canadian National, Chevron, Chick-Fil-A, Delta Air Lines, Direct Energy, Entergy, Exxon, FedEx, Hess, HSBC, MasTec, National Grid, Northrop Grumman, Pfizer, Shell, Suncor, and Toyota.

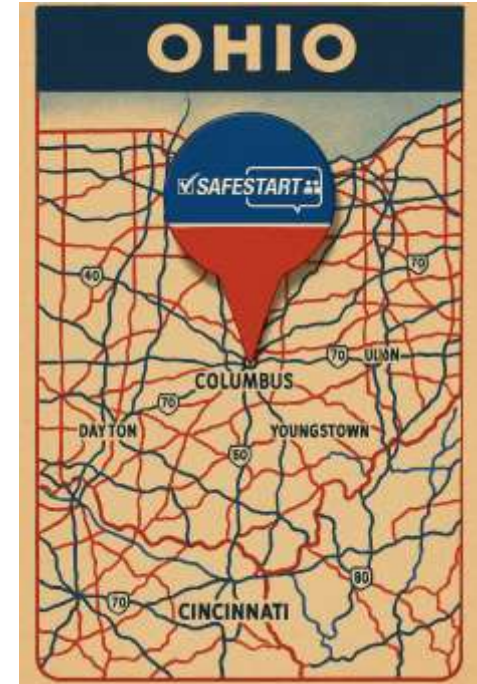
Why Safety?

March 23, 2005

Bolton – Cruz - Herrera – Hogan – Hunnings – King Linsenbardt -
Ramos - Rodrigues -Rowe, J. - Rowe L
Smith – Taylor – Thomas - White

Roadmap

1. Acting courageously
2. The origins of Stop Work Authority
3. Fatalities still happen
4. JSAs and JHAs aren't getting the desired results
5. A different perspective: Start Work Authority
6. Getting Start Work Authority to work



Acting Courageously

When facing a risky situation,
why won't people speak up?

When facing a risky situation,
why will people speak up?



Stop Work Authority Origins



Piper Alpha - July 6, 1988

167 people did not return home.



Issues With Stop Work Authority

What needs to be working well to have employees use Stop Work Authority?



For SWA to Work...

1. Trust that their voice will be heard
2. Likely to get rewarded (and not punished)
3. The leader will thank them (not yell)
4. The issue will be taken seriously
5. The job won't re-start until the issue(s) are resolved
6. Celebrate the decision



Evolution of SWA

Stop Work Authority



As an employee or contractor for Chevron, you are responsible and authorized to STOP any work that does not comply with our Tenets. Your actions to support the Tenets are fully supported by the Chevron Richmond Refinery Management Team.

- All issues will be addressed promptly.
- All levels of refinery management support you.

Using Stop Work Authority is your responsibility. We always comply with the Refining Tenets that are based on the two principles:

- Do it safely or not at all
- There is always time to do it right

That is our commitment to you.



Kory Judd
Refinery General Manager

The 5 Steps of Stop Work Authority

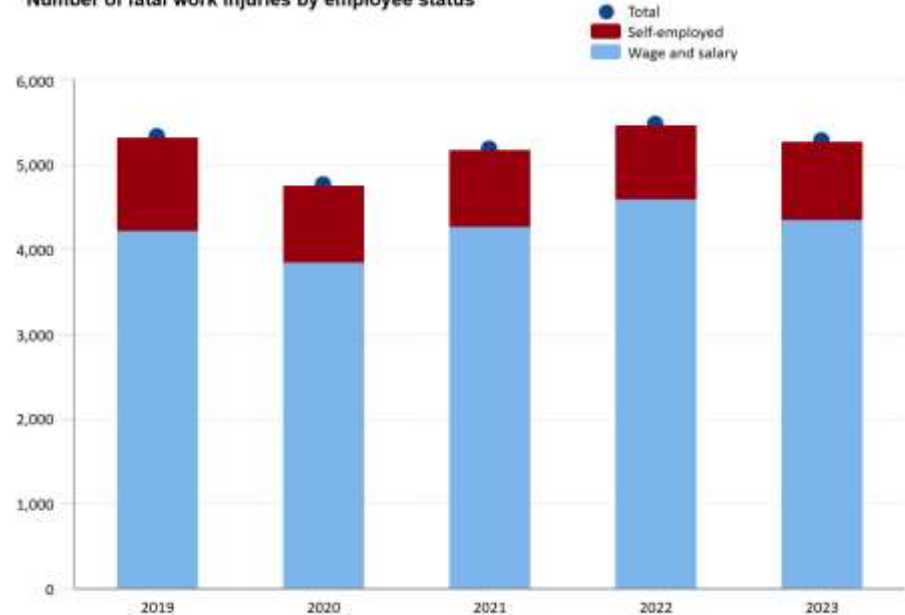
STEP 1	Stop the activity/behavior
STEP 2	Notify the person in charge (i.e., Supervisor, HO, HM to address the issue)
STEP 3	Involve the right people (discuss concerns/correct the issue)
STEP 4	Resume work
STEP 5	Share lessons learned (i.e., potentially impacted employees & contractors)

1. Integrate with training and onboarding
2. Go from anti-retaliation to active encouragement
3. Clarity to exercise SWA
4. Make it easy to track and report SWA

Fatalities Still Happen

Despite our best efforts to reduce fatalities, rates are staying about the same.

Number of fatal work injuries by employee status



Source: U.S. Bureau of Labor Statistics.



These data are from the [Injuries, Illnesses, and Fatalities](#) program. To learn more about fatal work injuries, see "[National Census of Fatal Occupational Injuries in 2023](#)." Also see [charts of fatal occupational injuries data](#).

JSAs Can Help



What needs to be working well to have employees use JSAs correctly?

Do human factors like rushing, frustration, fatigue of complacency contribute to JSA effectiveness?

Are human factors explicitly included in your JSA forms?

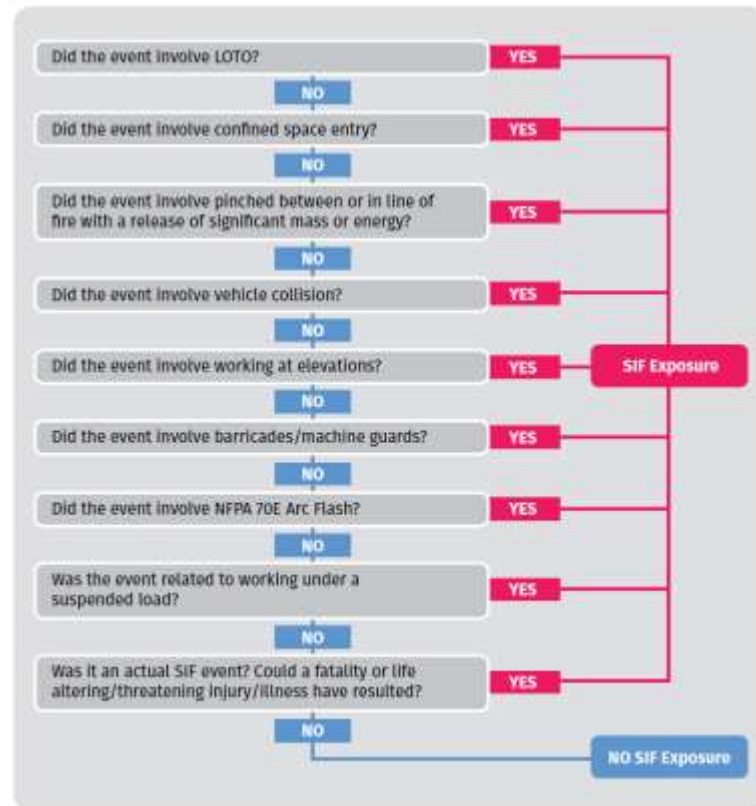
A Shift to SIF Elimination

Serious Injury or Fatality (SIF):

An incident or near miss that has the potential to, or does, result in a fatal or life-altering injury or illness.

Sometimes this is called STKY:

The ‘Stuff’ That Kills You.



Using HOP Principles

People make mistakes

Failures can occur safely

Context influences behavior

Violations are rarely if ever malicious

Incidents can stem from normal deviations

Management's response to failures matter

Learning is a deliberate improvement strategy

I like the principles, but
how does this go down
with the front-line?

A New Perspective is Needed

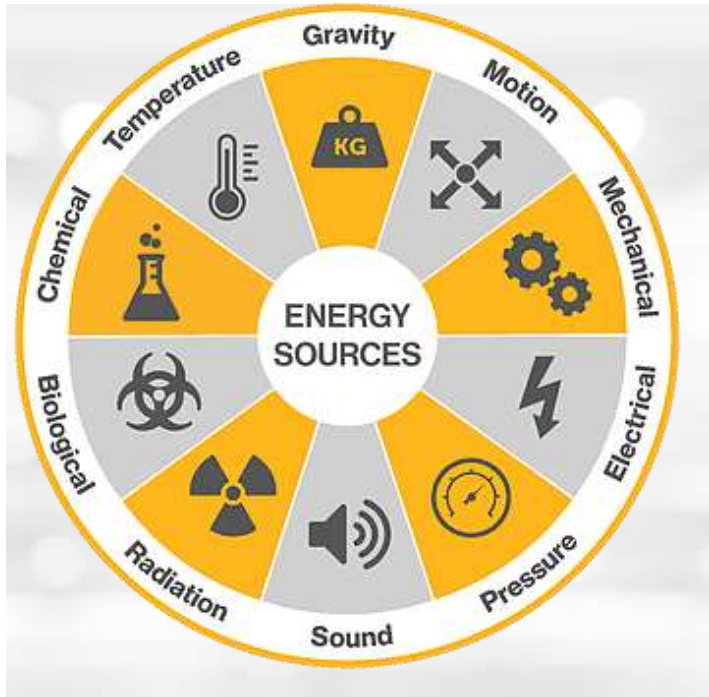


What's Old is New!



<https://youtu.be/IMtWWls4oas>

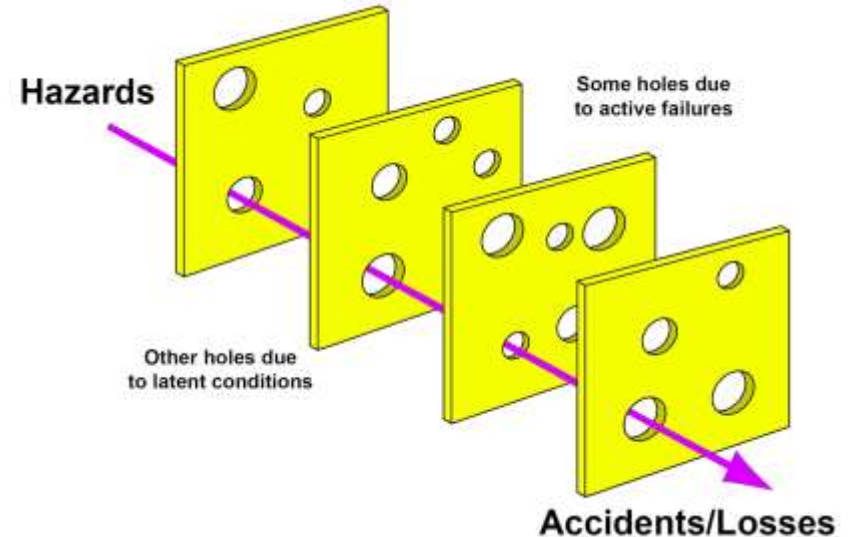
The Energy Wheel as a Guide



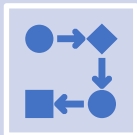
Energy Must Be Controlled

The layers of cheese are barriers
and the holes are weaknesses.

A failure occurs when holes align.



Shifting to Start Work Authority



Engage the workers to walk through the work plan.



Do this in the field, at Gemba.. where the work is being done.



Make it happen prior to starting work;
Have folks 'rate their states!'

1. Use Start Work Authority :
2. Before work starts.
3. Upon return from work left unattended.
4. After a shift change.
5. If the work crew changes.
6. When requested by frontline supervisors.

Go beyond the completion of the JSA and focus on SIF events and barriers!

Start with a conversation:

1. For this job, what part of the energy wheel could seriously hurt you?
2. What stops you from getting hurt (barriers)?
3. Is the barrier in place and sufficient to protect you?
4. How do you know that's true right now?
5. What are the human factors that might impact us?

Start Work Authority goes beyond the JSA by focusing on SIF events and the presence of adequate barriers.

1. Ask to review the hazards already identified and visually inspect and/or describe the barriers that will protect them from the hazards.
2. Verify that the barriers are adequate (strong enough, fast enough, big enough) and that they are working.
3. Verify that human factors have been reviewed and addressed.

“The next step is to ensure adequate controls against hazards...”

- Matthew Hallowell (inventor of the energy wheel)

Document Start Work Authority

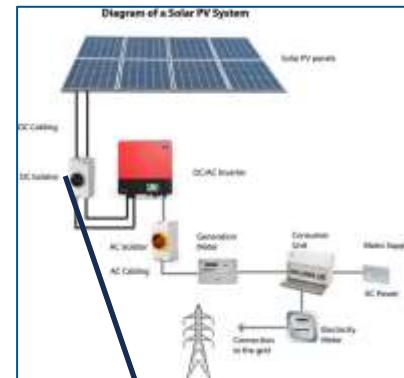
Confirm controls are in place before starting work	Guidance	Person doing work	SWA Verifier
I have confirmed:			
Circuit to be re-energized is the one identified in the plan and drawing.	There are tags that identify the circuit, system, and/or equipment to be re-energized.		
Isolation devices are removed per plan and drawing.	Physically inspect and confirm that isolations were removed.		
Notify personnel affected by the re-energizing are notified.	Personnel are aware and confirmed activity Personnel are not in the line of fire		
Circuit is ready to be re-energized per plan.	Circuit is ready to be re-energized per the plan.		
Confirm that the controls are in place and verified prior to start up. Use Stop Work Authority if anything changes			

These are verification points

Guidance Points

Dual Verification

Confirmation all steps are complete



Use diagram if available

Verifier:

Signature:

Date & Time:

Make It Effective!

The Workforce:

1. Be aware of SIF hazards
2. Have the skills and knowledge to recognize energy wheel hazards.
3. Have the skills to verify that controls are in place and working properly.
4. Maintain awareness of human factors.

Leadership:

1. Insist that Start Work Authority is used.
2. Confirm that work only begins when Start Work Authority is verified.
3. Work only begins when controls are in place and working.
4. Celebrate refusal to start work.

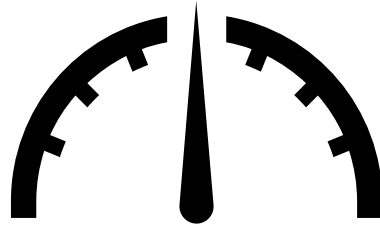
Combine The Best!"



STOP WORK AUTHORITY

Clearly
communicate life-
saving rules.

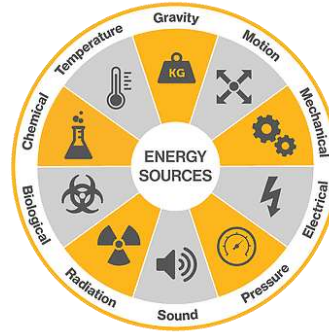
Empower
employees to
exercise 'Stop
Work Authority'



HUMAN FACTORS

Identify the
Human Factors:

- Rushing
- Fatigue
- Frustration
- Complacency



ENERGY SOURCES

Identify the STKY
energy sources

Identify the
controls for those
sources



START WORK AUTHORITY

Discuss the
required controls

Verify the controls
are in place and
working

Sign off

- 1. How could you use Start Work Authority at your workplace?**
- 2. What do you have in your workplace that will enable Start Work Authority?**
- 3. What do you need to have in place to enable Start Work Authority?**

- 1. We've made a lot of progress with Stop Work Authority.**
- 2. Fatalities continue to occur.**
- 3. The energy wheel is a great tool to prevent the Stuff That Kills You.**
- 4. The approach to Human & Organization Performance (HOP) makes sense, and it's hard to implement.**
- 5. Start Work Authority operationalizes HOP.**
- 6. Leaders need to focus on Start Work Authority and verification.**



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