Beyond Compliance

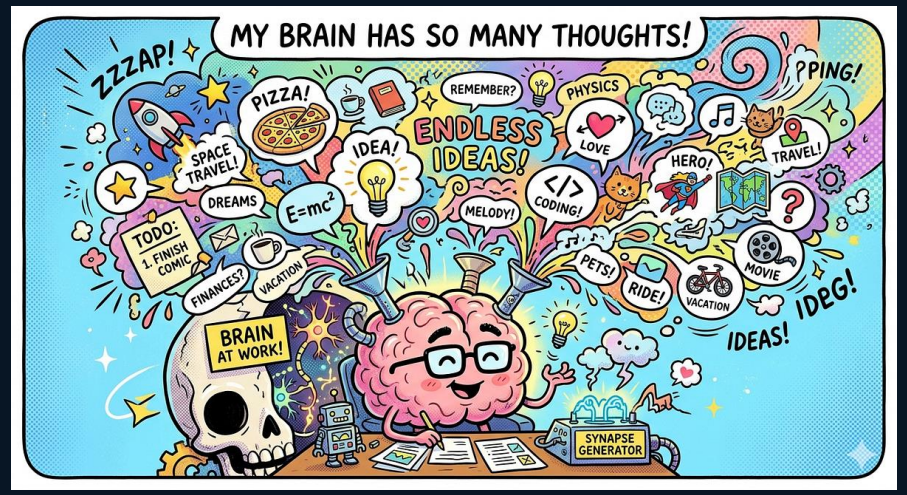
Building a Safety Culture That Performs When No One Is Watching

Bryan Valdez | SafeStart Forum

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  - 2025 EHS Magazine Safest Company in America Award





How many ways can a day unfold?

BASEBALL

Pitch • Field • Players
Decisions • Changing conditions

EHS

People • Equipment • Pressure
Breakdowns • Changing conditions

Unpredictable does not mean unpreventable.



Compliance is the vision. Capability is the test.

PROGRAM

Written. Published. Trained.

CAPABILTY

Recognized. Used. Sustained.

Policies & procedures build capability which results in capacity.

You are what you tolerate.

EXPECT • DEMONSTRATE • ENABLE

SPEAK UP • CLOSE THE LOOP • REINFORCE

Culture is strengthened through repeated leadership decisions.

Human states have an operating context.

RUSHING

FRUSTRATION

FATIGUE

COMPLACENCY

Eyes not on task • Mind not on task

Line of fire • Balance / traction / grip

Ask what operating conditions create or intensify these states.

Follow the decision chain.



Do not confuse the last touch with the first cause.

Five organizational capabilities that build capacity

FIND IT	FIX IT	PROTECT IT	LEARN FROM IT	SUSTAIN IT
Recognize emerging risk	Resolve hazards	Verify critical controls	Examine the system	Hold under pressure

The goal is not more programs. The goal is capacity.

The incident may not be the first signal.

- Overdue actions
- Repeated first aids
- Temporary repairs
- Schedule pressure
- MOC failures
- Unresolved hazards

Weak signals often appear before the incident.

Sabermetric Safety (Theory)

In baseball, a single statistic rarely tells the whole story.

What can combined safety signals reveal?

A complementary concept — not a validated prediction model.

Listen to the data we already have.

Fall Stats - 2024

PA's	AB's	H	1B	2B	3B	HR	R	RBI	K	BB	HBP	SB	SBA	Combo	Avg.	3<2 W%	2K W%	BABIP	WOBA	XBH %	App %	Sg %	OBP	SLG%	Ratio	Combo%	OPS%
54	38	15	8	2	2	3	13	11	3	10	4	3	8	36	.395	1.000	.692	.353	.537	.467	.796	3.54	.537	.789	11	.667	1.327
50	43	11	7	2	1	1	7	7	14	4	1	1	4	16	.256	.600	.235	.333	.319	.364	.580	2.42	.320	.419	-9	.320	.739
57	44	18	12	4	1	1	7	9	8	8	2	2	4	33	.409	1.000	.444	.447	.464	.333	.772	3.39	.491	.614	2	.579	1.105
56	43	11	8	3	0	0	7	6	6	3	5	2	4	29	.256	1.000	.643	.262	.296	.273	.714	3.11	.339	.326	2	.518	.665
13	11	3	1	2	0	0	1	0	2	0	0	0	1	7	.273			.273	.264	.667	.769	3.00	.231	.455	-2	.538	.685
56	47	12	7	3	0	2	11	9	12	3	6	3	2	25	.255	.667	.313	.303	.368	.417	.643	2.91	.375	.447	-3	.446	.822
54	39	11	4	5	0	2	11	7	12	5	6	1	1	21	.282	.400	.250	.310	.405	.636	.593	2.70	.407	.564	-1	.389	.972
30	24	7	6	1	0	0	3	4	7	5	0	1	1	12	.292	.200	.300	.389	.335	.143	.533	2.53	.400	.333	-2	.400	.733
28	23	8	8	0	0	0	5	2	4	3	1	2	4	10	.348	.500	.500	.400	.354		.786	2.86	.429	.348		.357	.776
58	43	9	7	2	0	0	8	9	12	4	6	4	6	23	.209	.600	.143	.250	.273	.222	.707	2.79	.328	.256	-2	.397	.583
59	48	15	11	3	1	0	8	11	6	10	1	3	4	34	.313	1.000	.500	.357	.387	.267	.763	3.36	.441	.417	5	.576	.857
27	23	6	4	2	0	0	7	6	4	3	0	1	2	10	.261	1.000		.300	.303	.333	.704	3.07	.333	.348	-1	.370	.681
46	34	7	3	2	1	0	4	5	10	5	1	1	2	19	.206	.333	.313	.233	.239	.429	.652	2.63	.283	.294	-4	.413	.577
17	10	3	3	0	0	0	2	1	4	2	3	0	0	9	.300		.375	.375	.365		.824	2.94	.471	.300	1	.529	.771
42	34	15	13	1	0	1	4	11	6	3	2	0	1	15	.441	.667	.143	.467	.439	.133	.714	2.81	.476	.559	-1	.357	1.035
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0													
22	17	3	2	1	0	0	3	3	8	3	1	0	0	9	.176	1.000	.200	.300	.265	.333	.500	2.18	.318	.235	-4	.409	.553
56	44	10	4	4	2	1	5	6	16	6	2	0	0	25	.227	.500	.167	.290	.349	.700	.643	2.68	.321	.500	-8	.446	.821
52	42	15	11	2	2	0	10	9	5	5	2	1	3	24	.357	.750	.583	.375	.393	.267	.750	3.21	.423	.500	2	.462	.923
52	45	18	13	3	1	1	11	8	10	3	5	0	3	15	.400		.286	.515	.476	.278	.654	2.75	.500	.578	-2	.288	1.078
55	45	8	7	0	0	1	6	2	10	6	3	2	3	20	.178		.412	.200	.266	.125	.600	2.85	.309	.244	-1	.364	.554
41	36	13	9	3	0	1	7	10	6	4	0	0	1	18	.361	1.000	.462	.400	.407	.308	.707	2.95	.415	.528	-2	.439	.942
59	54	21	18	3	0	0	5	13	4	2	1	1	3	29	.389	.500	.714	.404	.372	.143	.814	3.32	.407	.444	-1	.492	.851
60	51	9	6	3	0	0	11	0	8	7	1	3	5	21	.176	.333	.500	.205	.245	.333	.717	2.93	.283	.235		.350	.519
50	37	11	9	0	0	1	12	7	8	4	5	0	2	18	.297	.833	.333	.313	.329	.091	.620	2.80	.400	.351	1	.360	.751
38	28	7	5	2	0	0	9	5	7	4	1	1	2	17	.250	1.000	.417	.269	.276	.286	.684	2.76	.316	.321	-2	.447	.637
1132	903	266	186	53	11	15	177	161	192	112	59	32	66	495	.295	.662	.381	.333	.356	.297	.690	2.93	.386	.426	-21	.437	.812

A SABERMETRIC SAFETY EXAMPLE

Risk Reduction Impact (RRI)

Baseball

SLG = total bases per at-bat

Not all hits create the same value.

Safety

RRI = total risk reduced across actions

Not all corrective actions create the same preventive value.

RRI = ∑ (Risk Before − Residual Risk After)

- Considers severity, likelihood, exposure, and control effectiveness
- Distinguishes small fixes from high-impact interventions
- Helps show how much safer corrective actions actually make us

The goal is not just closure. The goal is risk reduction.

Illustrative concept — not a validated prediction model.

Five signals. One organizational story.

- Hazard closure declines
- First aids repeat
- Overtime increases
- Equipment issues persist
- Changes bypass review

Is the defense system weakening?

Listen to the data we already have.

What is your safety data telling you that your scoreboard isn’t?

Prepare sooner. Position better. Prevent more.

Safety is a leadership system.

EHS	Frameworks • expertise • verification
OPERATIONS	Execution • resources • accountability
LEADERSHIP	Protects the standard under pressure

The Operational Check (Game Time)

Tight schedule. Equipment problems.
Short staffing. Waiting customer.
No supervisor nearby.

What happens?

What will you do Monday morning?

01 Use SafeStart & SafeLead holistically in real work

02 Investigate farther upstream

03 Connect signals and verify controls

04 Close the loop and clarify ownership

Possible. Expected. Normal.

Change your environment - Change your culture.

Build

a culture that performs
when no one is watching.

SafeStart / Awareness + SafeLead / Action = Organizational Capacity

Thank you