kokosing

Our SafeStart Journey

Integration is the Key to Long-Term Success

Tony Morres, Safety Manager - Kokosing Materials Inc.

Wednesday, 9:45 AM to 11:00 AM – Salon 9/10

INTRODUCTION

Tony Morres
Safety Manager
Kokosing Materials Inc.

- Born and Raised - Brookville, Pennsylvania
- Live in Westlake, Ohio (Cleveland, OH Area)
- BS Safety and Environmental Management
  - Slippery Rock University
- Been in the Career of Safety since 2008
- SafeStart Trainer since 2022



PERSONAL VALUE **STATEMENT**





KOKOSING FAMILY OF COMPANIES

kokosing INDUSTRIAL

- Heavy civil, industrial manufacturing, marine, water treatment, power and energy

kokosing CONSTRUCTION COMPANY, INC.

- Roads and bridges, mass excavation, aviation, mass transit

JLK megraw kokosing

- Industrial maintenance, outage, emergency, small capital, off-site fabrication

integrity kokosing

- Pipeline systems, water resources, integrity management, facility work, and fabrication

KMi KOKOSING MATERIALS, INC.

- Asphalt products

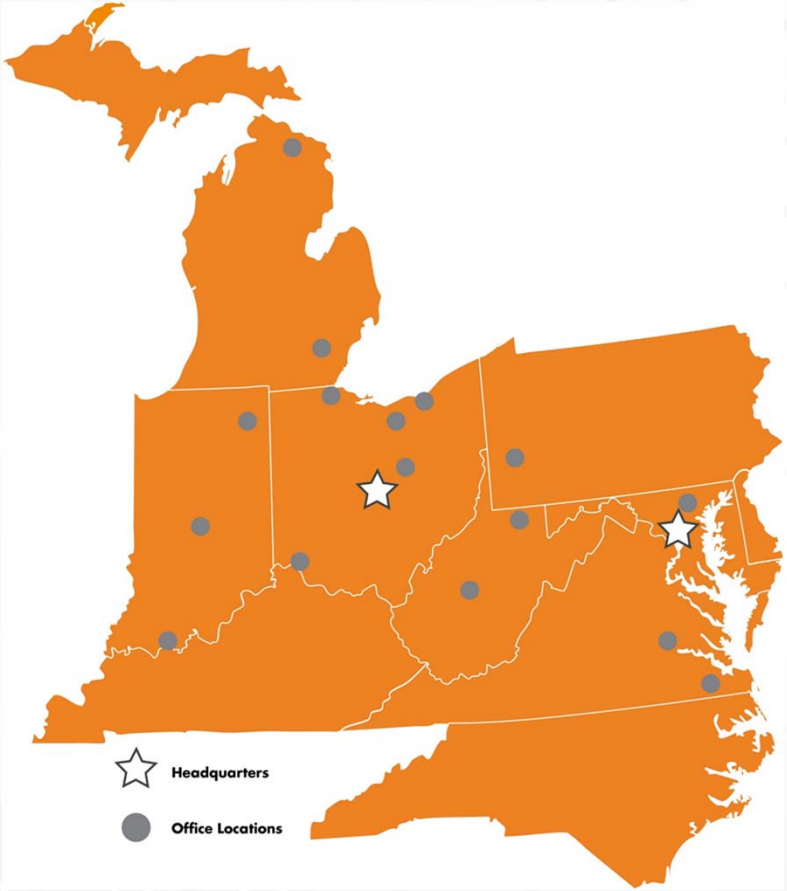
THE OLEN CORPORATION

- Aggregates products

CK CONSTRUCTION

- Commercial buildings

TOGETHER, WE CAN BUILD IT ALL



kokosing CONSTRUCTION COMPANY, INC. kokosing INDUSTRIAL KMi KOKOSING MATERIALS, INC. THE OLEN CORPORATION AREA AGGREGATES JJK megraw kokosing integrity kokosing CK CONSTRUCTION











kokosing
CONSTRUCTION COMPANY, INC.









kokosing INDUSTRIAL





kokosing INDUSTRIAL

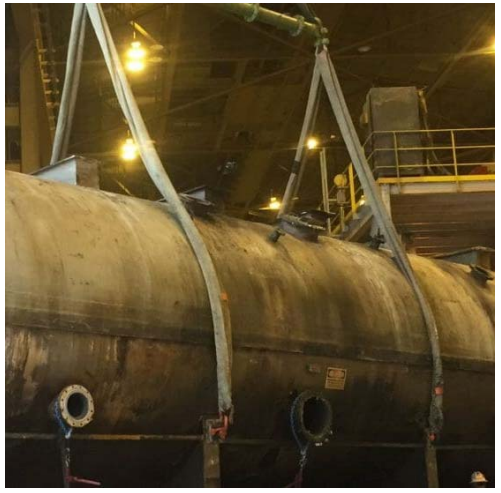




megraw kokosing











THE

OLEN

CORPORATION





KOKOSING MATERIALS, INC.









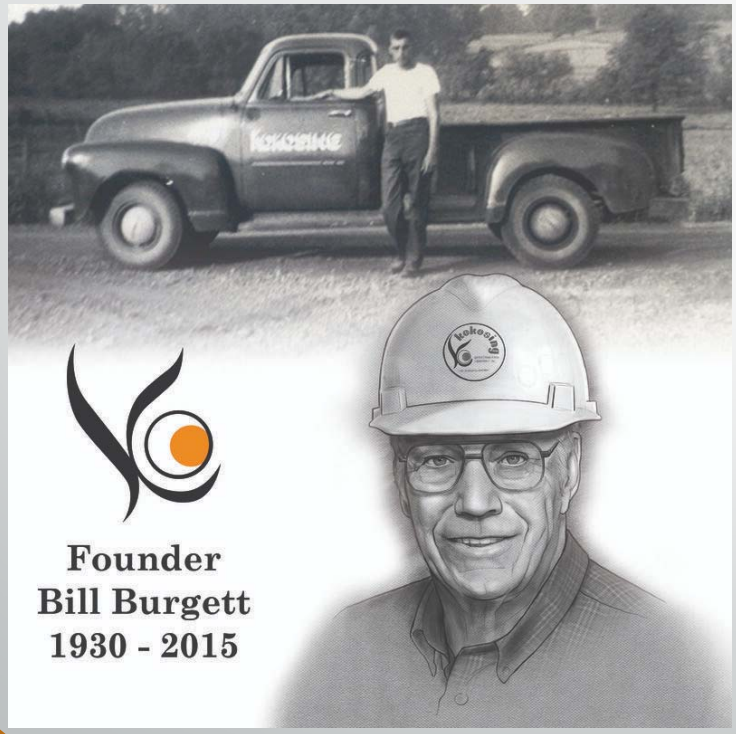
Integrity Kokosing Pipeline Services, LLC

integrity kokosing





Kokosing History



kokosing 75
1951-2026

CORE VALUES

KOKOSING, INC.

Safety First

Have Concern for the Well-Being of Every Team Member

Operate with Honesty & Integrity

Be a Good Member of the Community

Customer Focused

Continuously Improve and Take on New Challenges

Shirt-Sleeve Manage

Financially Strong

Bill Burgett
WILLIAM "BILL" BURGETT, FOUNDER



OPERATE WITH LEADERSHIP

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OPERATE WITH LEADERSHIP

The Performance Pathway™



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OPERATE WITH LEADERSHIP



Key Principles of Safety 24/7

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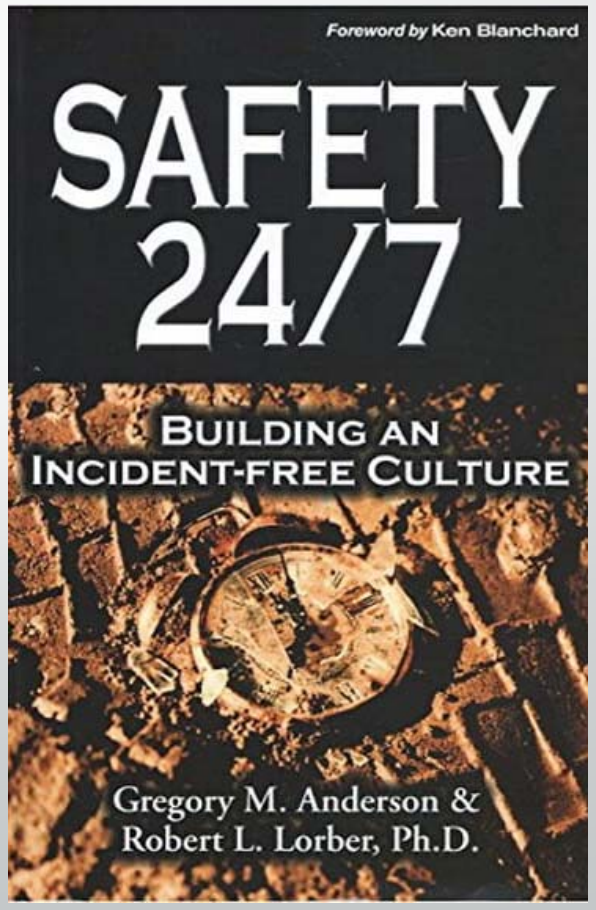
2009 – present

Common Challenges – Human Nature

Having a Safety 24/7 Conversation

Giving & Receiving Feedback

Maintaining Momentum and Keeping it Real



Kokosing Safety 24/7 History



How Does This Connect to SafeStart



SafeStart gives us the tools to drive teams to move from COMPLY to BELIEVE and build those Disciplined Behaviors.

Kokosing SAFESTART® History

144
SafeStart Classic Graduates

2022

SafeStart Classic

Trained Safety Staff & Select Supervisors

60+
Certified Trainers

2024

Expansion

KMI, Olen, Support Ops Groups

900+
Team Members Trained

2025

SafeStart Now Launch

KCC, KII, MK, IKPS, & CK

7+
Business Units Implemented

Today

Growth

60+ Trainers

900+ Team Member Trained

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Financially Strong

+

KOKOSING UNIVERSITY

OPERATE WITH LEADERSHIP

+

SAFETY 24/7

+

SAFESTART®

=

SAFETY 24/7 SKILLS

Zero At-Risk Behaviors occurs through the application of these Safety 24/7 Skills in real time…

(3) Have an answer to your **BIG 3**... The hazards, your States, potential Errors, and what you need to do to work injury and incident free.

(L) **Look at and Observe Others for At-Risk Behaviors** that increase their risk of injury, States, and Errors. Then have a **Safety 24/7 Conversation**.

(A) **Analyze your close calls and small errors** to prevent agonizing over the big ones, and share a **Safety 24/7 Story** or **Safety Concern** to help others prevent an injury or incident.

(P) **Practice Building a Safety Habit** for a safety skill you need to develop.

(S) **Self Trigger** on your State(s) or the amount of hazardous energy and then **Press Pause** so you don't make an Error(s).

ZERO AT-RISK BEHAVIORS

AT WORK

SAFETY 24/7

AT HOME

EVERYONE GOES HOME THE SAME WAY THEY CAME TO WORK

EVERYONE GOES TO WORK SAME WAY THEY WENT HOME

BIG 3

① WHAT AM I ABOUT TO DO?

② WHAT ARE MY HAZARDS?

States and Errors that I could encounter:

STATES	ERRORS
☐ Rushing	☐ Eyes not on task
☐ Frustration	☐ Mind not on task
☐ Fatigue	☐ Line-of-Fire
☐ Complacency	☐ Balance, Traction, Grip

③ WHAT DO I NEED TO DO TO WORK INJURY AND INCIDENT FREE?

Scan for the BIG 3 Video

ZERO AT-RISK BEHAVIORS

Safety 24/7 Conversation

① When **Observing Others for At-Risk Behaviors** look for what they are doing safely, as well as At-Risk Behaviors, their State(s), and potential Error(s).

② **Accentuate the Positive** to reinforce the safe behaviors that we want the person to keep doing.

③ **Explore** human factors, the State(s) and Error(s) to determine what they are doing safely or at-risk to help the other person take ownership of their behaviors.

What **State(s)** and potential **Error(s)** did you observe?

STATES	ERRORS
☐ Rushing	☐ Eyes not on task
☐ Frustration	☐ Mind not on task

Safety 24/7 Story

What were you doing? / What happened?

What States / Errors?

STATES	ERRORS
☐ Rushing	☐ Eyes not on task
☐ Frustration	☐ Mind not on task
☐ Fatigue	☐ Line-of-Fire
☐ Complacency	☐ Loss of Balance, Traction, Grip

How could it have been worse?

What Safety 24/7 Skill could have helped

MAPPED Out

For Whom, What, or Why are you MOTIVATED to work safely?

WHO are you ACCOUNTABLE to?
Self First, My Family, & Teammates

What skill are you PRACTICE PERFECTLY to turn into a safety habit?

SELF-TRIGGER & PRESS PAUSE

SELF-TRIGGER on your State:
☐ Rushing ☐ Frustration ☐ Fatigue ☐ Complacency

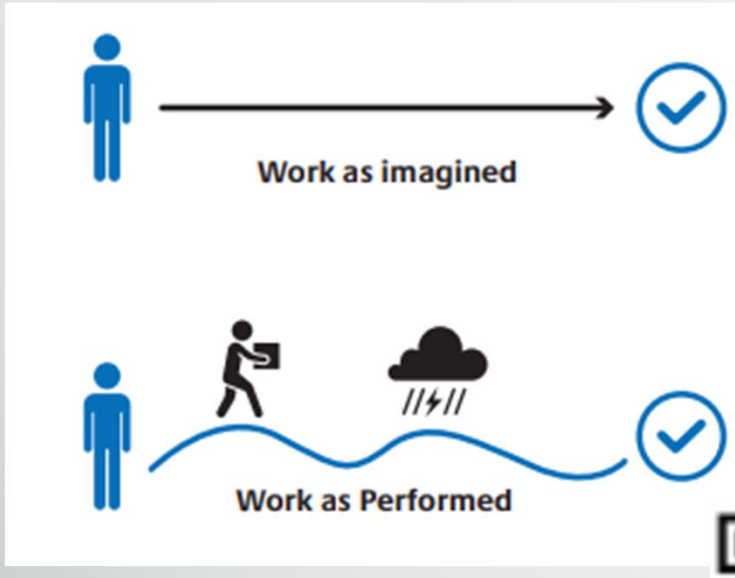
AND/OR

The STCKY Stuff, the Stuff That Can Kill You and the Type, Path, and Amount of Hazardous Energy.



THEN

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Have an answer to your BIG 3…
The hazards, your States, potential Errors, & what you need to do to work injury & incident free.

RiskTalk

BIG 3

① WHAT AM I ABOUT TO DO?

② WHAT ARE MY HAZARDS?

States and Errors that I could encounter:

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③ WHAT DO I NEED TO DO TO WORK INJURY AND INCIDENT FREE?

Scan for the BIG 3 Video

ZERO AT-RISK BEHAVIORS

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SAFESTART®

RiskTalk

What is RiskTalk?

How It Works?



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SAFESTART®

RiskTalk

Quality Scoring

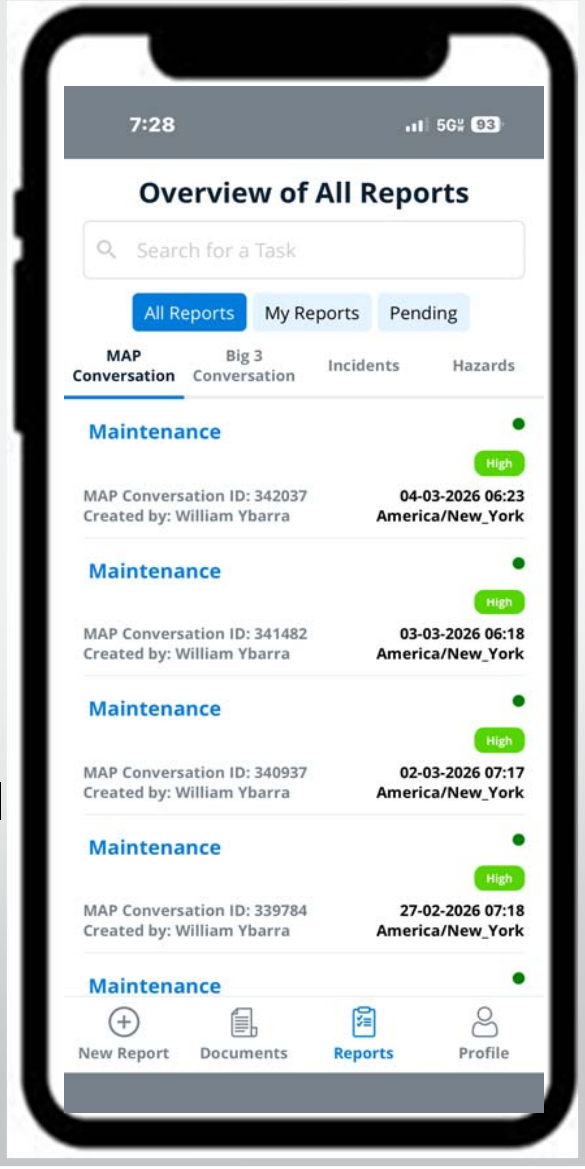
Adding Amendment

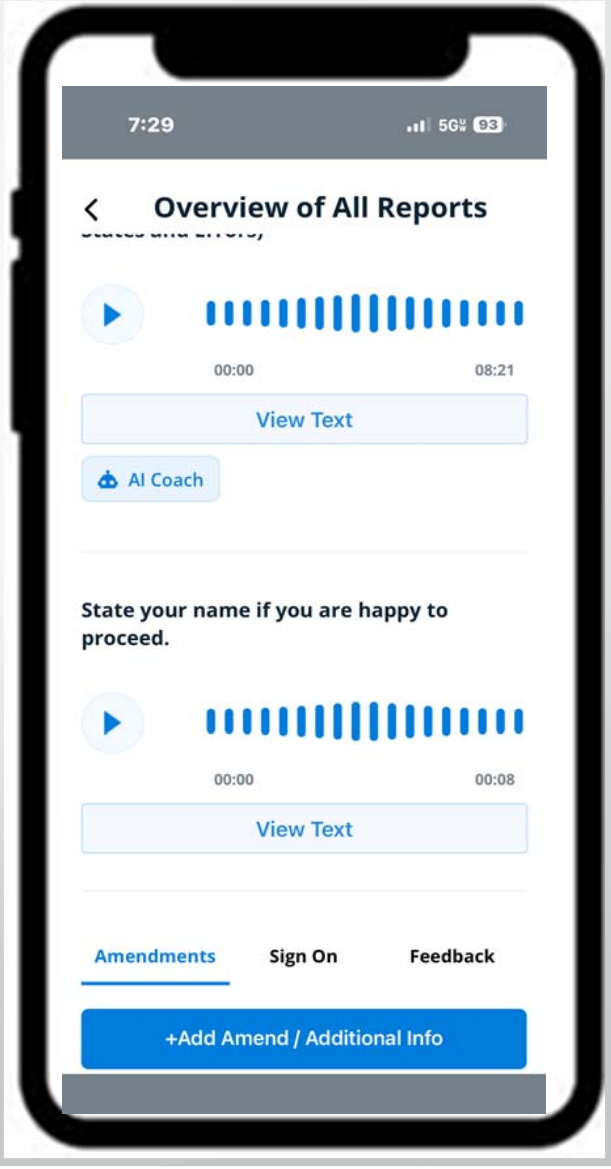
Leaving Feedback

Ability to Ask Questions - AI

Translation

Link Support Documents





RiskTalk

Real Time Coaching

AI Quality • Medium

Overall Guidance

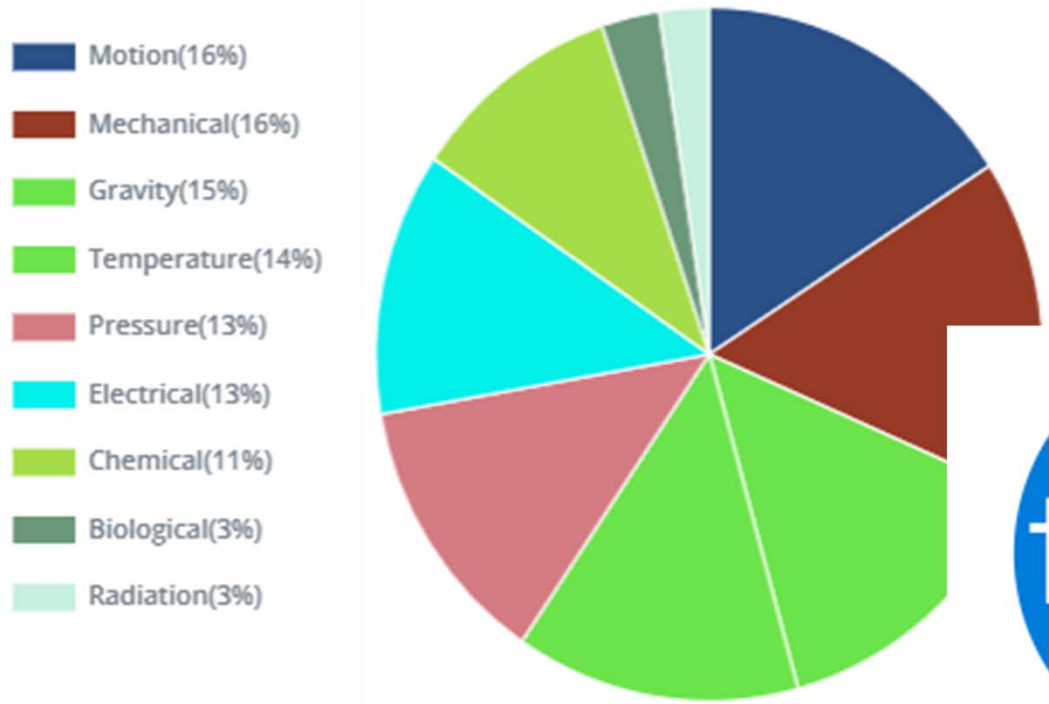
Strengths:

This is a well-rounded pre-work discussion. The team covered multiple work scenarios, identified a wide variety of physical and environmental hazards, and addressed all four human performance states. The motivational language around family and pressing pause was a genuine highlight, and the practical tips (checking for water in the tar kettle, exiting the skid steer backwards, PPE inspection) show real task knowledge.

Gaps and Opportunities:

- **Hazard-control linkage:** Try to explicitly pair each hazard with its control in a clear "because... therefore..." format. This makes it easier for workers to remember why they're doing each control step.
- **Error-state connection:** The biggest opportunity for improvement is bridging the error types (BTG, mind/eyes not on task, line of fire) with the human performance states. A simple statement like "rushing is what makes you skip checking for water in the hose" would make this connection clear and memorable.
- **Recognition cues:** For fatigue and frustration especially, adding signs that help workers recognize when they're in that state (e.g., "if you find yourself skipping steps, that's a sign of complacency") would strengthen the discussion.

Overall, this is a solid MAP meeting with good energy and genuine engagement — a few structural improvements would take it from good to excellent.



Hazardous Energy Identifier

Key Phrase Report



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Look at and Observe Other for At-Risk Behaviors that increased their risk of injury, States, and Errors. Then have a **Safety 24/7 Conversation.**

RiskTalk



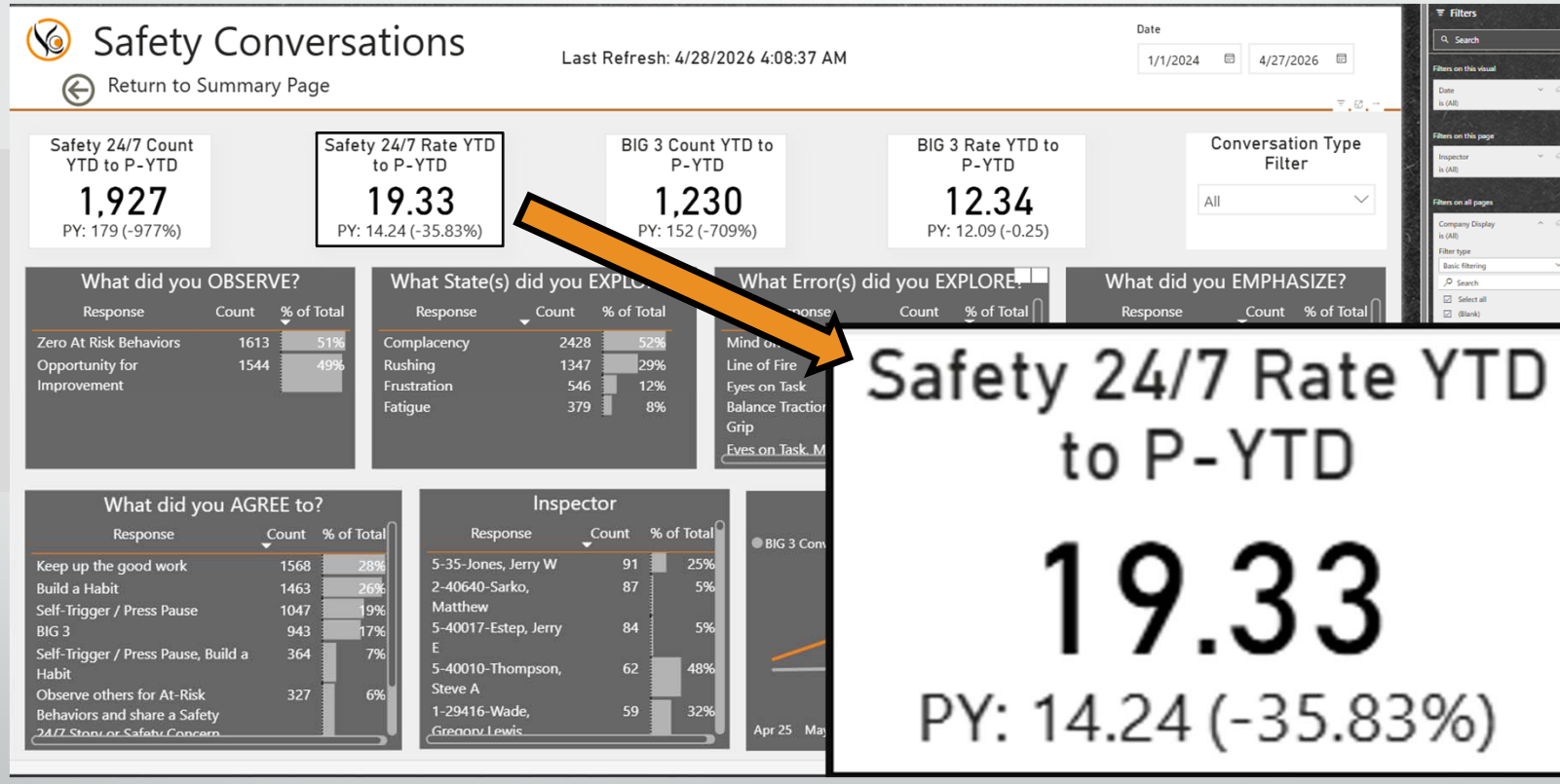
kokosing Conversation Power BI Dashboard

Rate Over Count

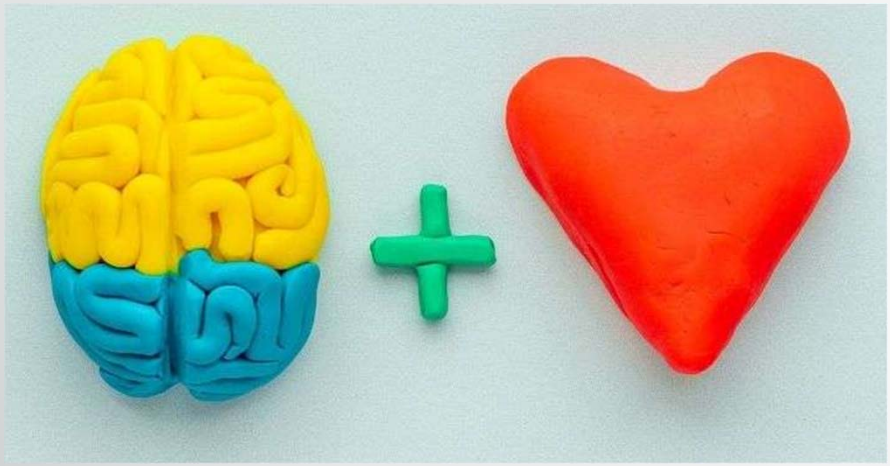
Leading Indicators

Upstream Metrics

Engagement



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Analyze your close calls and small errors to prevent agonizing over the big ones & share a **Safety 24/7 Story** or **Safety Concern** to help others prevent an injury or incident.

RiskTalk

Safety 24/7 Story

What were you doing? / What happened?

What States / Errors?

STATES	ERRORS
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How could it have been worse?

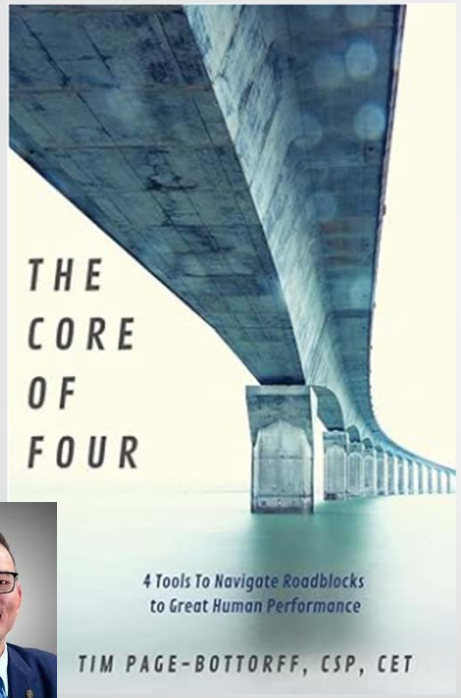
What Safety 24/7 Skill could have helped you prevent the incident or close call?

- ☐ BIG 3
- ☐ Observe Others / Safety 24/7 Conversation
- ☐ Analyze Close Calls / Safety 24/7 Story
- ☐ Self-Trigger and Press Pause
- ☐ Build a Safety Habit

Scan for the Safety 24/7 Day 30 Video

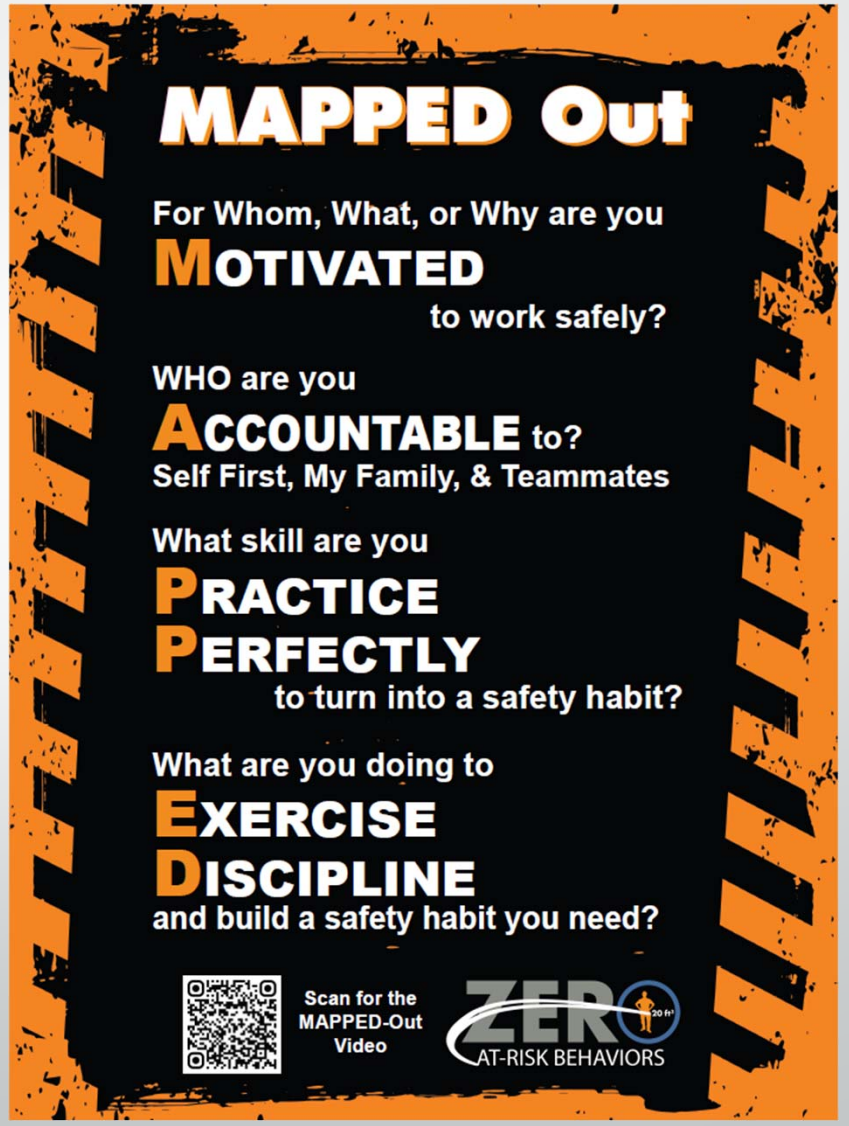
ZERO AT-RISK BEHAVIORS

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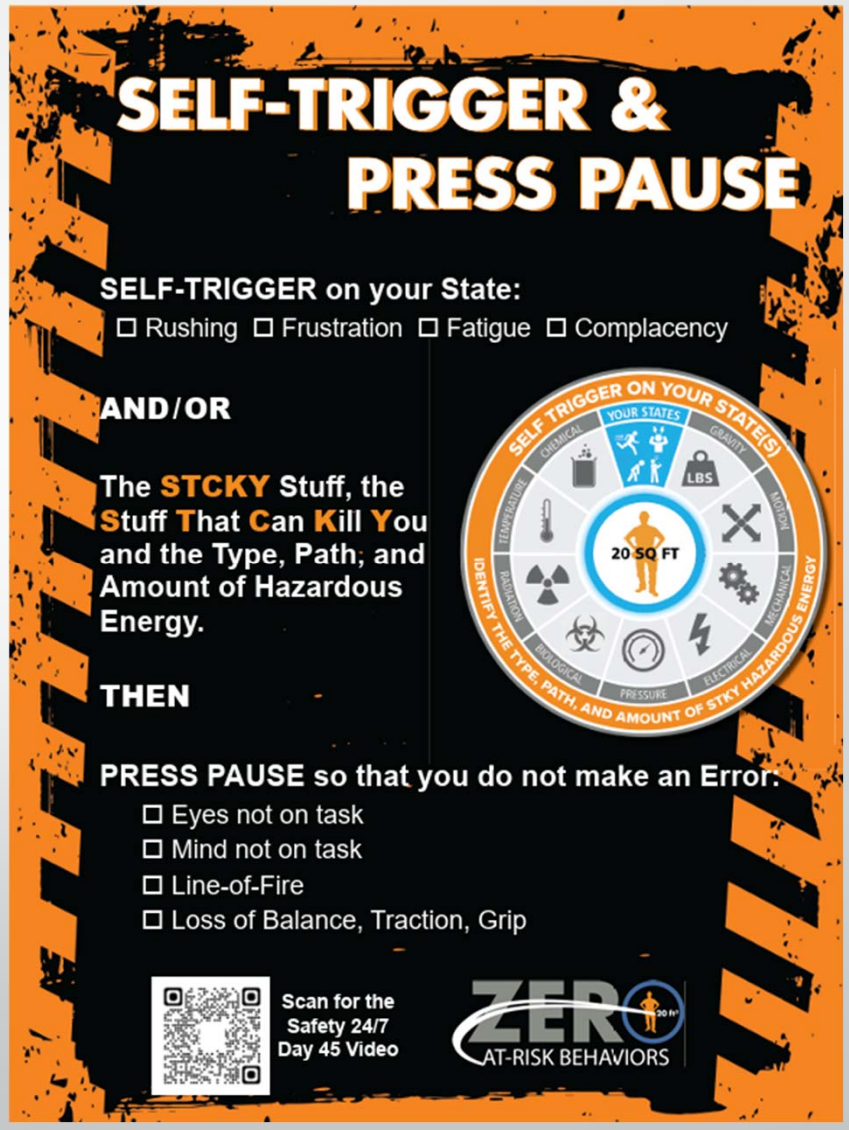
Practice Building a Safety Habit for a safety skill you need to develop



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Self Trigger on your State(s) or the amount of hazardous energy and then **Press Pause** so you don't make an Error(s).





MEET JEFF
What States might Jeff be experiencing?

- Rushing
- Frustration
- Fatigue
- Complacency

Hazard Recognition Challenge

- Identify as many hazards as possible.
- Link each hazard to a hazardous energy source.
- Ask yourself: "What can hurt Jeff?" and "What energy is involved?"

Hallowell, Matthew. "The Energy Wheel The Art & Science of Energy – Based Hazard Recognition." *Professional Safety Journal*, Dec 2021, pp. 27-33



Hazard ID	% ID	Energy Source
Rolling Pipe	94%	Motion
Dust	94%	Motion
Traffic	90%	Motion
Uneven Surface	87%	Gravity
Excavator Bucket	85%	Motion
Dozer	84%	Motion
Dust	66%	Chemical
Cable Tension	23%	Mechanical
Hot Saw Blade	2%	Temperature

Additional Hazards

Motion – Vehicular Traffic
Mechanical – Saw Jumping
Chemical – Gas Operated Saw

Hallowell, Matthew. "The Energy Wheel The Art & Science of Energy – Based Hazard Recognition." *Professional Safety Journal*, Dec 2021, pp. 27-33

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