SAFESTART® FORUM

FRANKLIN Tennessee
OCTOBER 20–21
2026



MEASURING SAFETY CULTURE

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Workshop Forms:

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Safety Barometer Form Q1-Q2 Only

Short method covered in this workshop 1-2 minutes per interview



Safety Barometer Form Q1-Q4

Long method NOT covered in this workshop 3-4 minutes per interview

- Besides Q1 & Q2, Q3 covers interactions from operator Safety Spoke, from the operator perspective.
- Q4 covers interactions from operator manager from the operator perspective.
- Q3 & Q4 allows deeper dive to target specific improvement opportunities to improve the Q1 & Q2 peer-to-peer safety culture

Introduction: Background

Retired US Navy Submarine & Engineering Duty Officer





Michelin Tire Manufacturing

24 years – Tech
15 years - EHS



Workshop Goals

Measuring a Safety Culture

- **Understand the basis for the Safety Barometer measurement method**
- **“I do,” Learn how to do a Safety Barometer measurement**
- **Practice “We do,” and demonstrate, “You do,” Safety Barometer measurement**
- **Review an AI Safety Conversation measurement application, based on Safety Barometer**

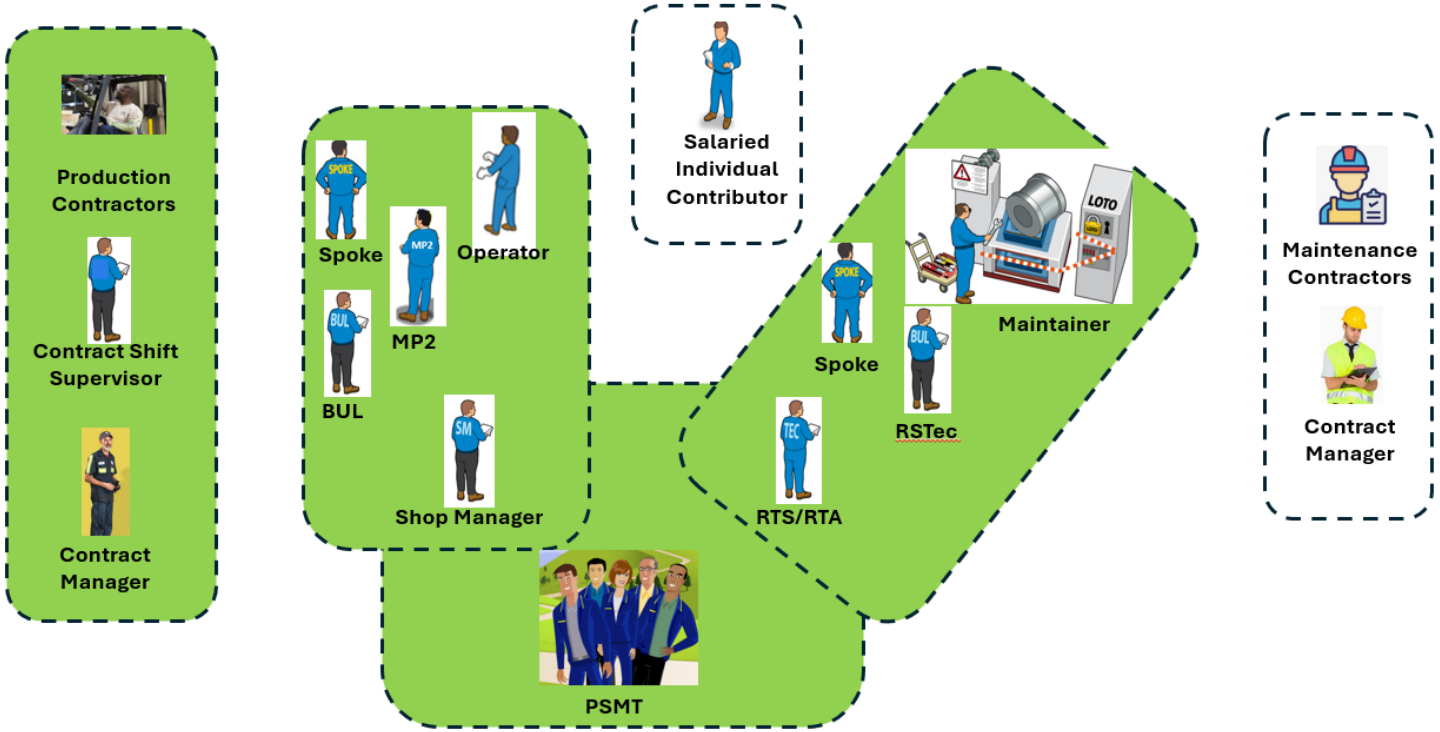
Turning Point – Birth of 3 Values

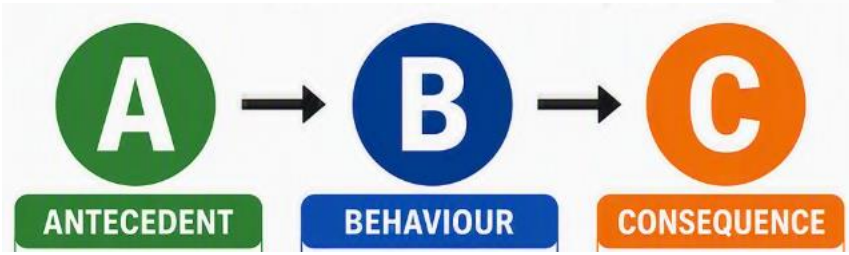
"Bob, let's go out and look at where the contractor's sprain ankle occurred."



To Impact Others, I HAVE TO CHANGE

Team of Teams to Impact Culture





US2 EHS Core Values

Values Drive Behaviors

1. **We Care for People:** We constantly improve our EHS management systems as we protect people, assets and our environment.

2. **We Prioritize Substance:** We prioritize our time to focus on the highest “value added” actions, rigorously resisting superficiality.

3. **To Impact Others, We are Willing to Change:** We frequently reflect on our own behaviors, “How and what do I need to change, to more effectively protect my US2 team members, as well as minimizing our environmental impact?”

Methods to Measure a Culture

Likert Surveys

These types of surveys measures intentions instead of behaviors

APPENDIX A- Safety Climate questions

	STATEMENT	
1	*Our senior leadership is visibly committed to safety*	*SLC*
2	*It is sometimes expected of me to work in unsafe conditions*	*WC*
3	*I participate in the planning and/or risk assessment of my tasks*	*EP*
4	*My direct manager only really pays attention to safety when an incident has occurred or when an audit or a management walkabout is due to take place*	*LMC*
5	*My direct manager encourages and enables me to work safely*	*LMC*
6	*We participate in the review of hazards and the design of control mechanisms*	*EP*
7	*Our senior leadership would not hesitate to stop work if conditions became unsafe*	*SLC*
8	*Our senior leadership walks the talk when it comes to the importance of safety*	*SLC*
9	*Work related injuries are due to a lack of management commitment to remove hazards*	*LMC*
10	*My direct manager regularly discusses hazards in the workplace with us*	*LMC*
11	*Accidents are primarily the result of things beyond our control*	*LOC*
12	*Management really listens to our inputs regarding safety and implement some of the ideas*	*EP*
13	*We are encouraged to come up with safety solutions*	*EP*

65 Questions

Table 5 - Items on survey that match to the subscales

Subscale	Questions
Senior Leadership Commitment (SLC)	1, 7, 8, 18, 65
Line Management Commitment (LMC)	4, 5, 9, 10, 15
Employee Participation (EP)	3, 6, 12, 13, 53
Employee Motivation (EM)	14, 21, 25, 29, 35
Locus of Control (LOC)	11, 17, 20, 37, 40
Learning Culture (LC)	16, 22, 31, 33, 50
Production vs. Safety (PVS)	27, 43, 44, 47, 49
Safety Communication (SC)	28, 34, 41, 52, 55
Employee Knowledge and Compliance (EKC)	26, 45, 46, 51, 57
Team Accountability (TA)	19, 38, 39, 48, 54
Work Conditions (WC)	2, 36, 56, 61, 62
Leading Indicators (LI)	32, 42, 59, 63, 64

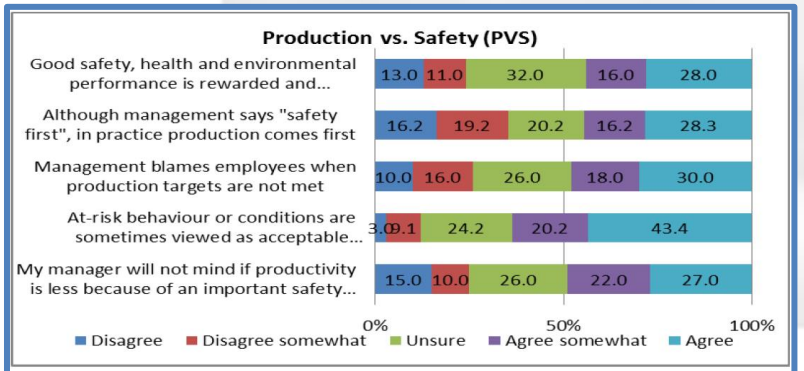


Figure 13- Production vs Safety(PVS)

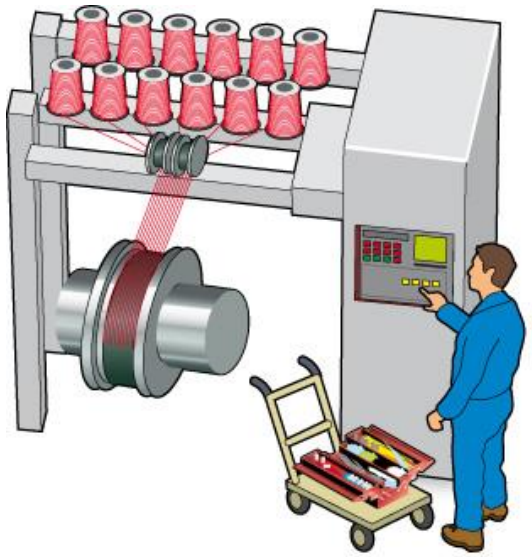
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UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Gordon Institute of Business Science
University of Pretoria

Methods to Measure a Culture

Observations





The "Observer Effect": When workers know they are being watched, they strictly adhere to every rule, wear every piece of personal protective equipment (PPE), and take every precaution.

Confirmation Bias: Observers often look for specific, easy-to-spot violations (like missing safety glasses) while completely missing complex, high-consequence risks like latent mechanical failures or flawed operational procedures.

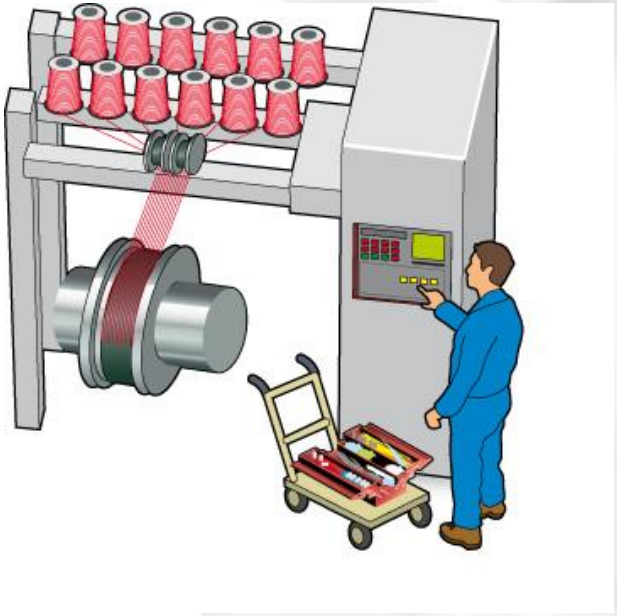
A Tiny Snapshot: Observations only capture a fraction of the work week. They usually occur during daylight hours, mid-shift, and under normal operating conditions.

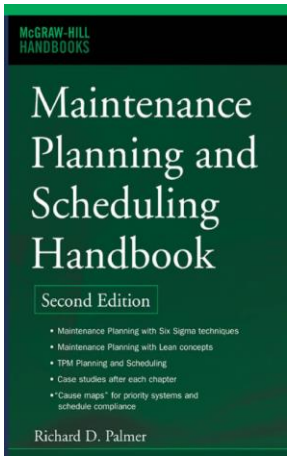
Methods to Measure a Culture

Sampling Past "Actual Safety Interactions"

"Tell me about a recent safety interaction you had with one of your team members."





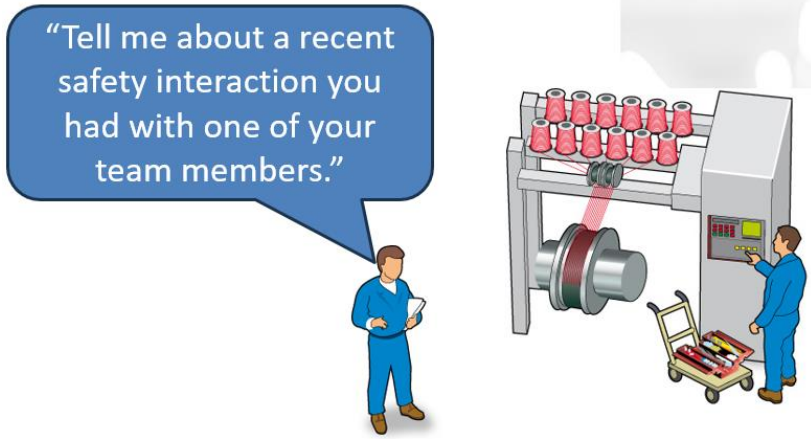


Inspired by Appendix G & H

Methods to Measure a Culture

Key Points of Measuring Method

- **Measures "In-the-Act" safety interactions.**
- **Measures safety interactions that are "remembered."**
- **1-2 minute, short interview duration.**
- **Frequency of interactions is based on accumulating "About when did this occur."**



Which management strategy has the <u>biggest impact in reducing safety incidents</u>:

1.As a Frontline Manager, you focus on checking for **compliance to safety rules** and **addressing unsafe conditions**. Any violations of Lifesaving Rules are followed-up with disciplinary actions.

2.As a Frontline Manager you focus on 2-Way safety conversation, **emphasizing the "why,"** focusing on specific "key" safe behaviors.

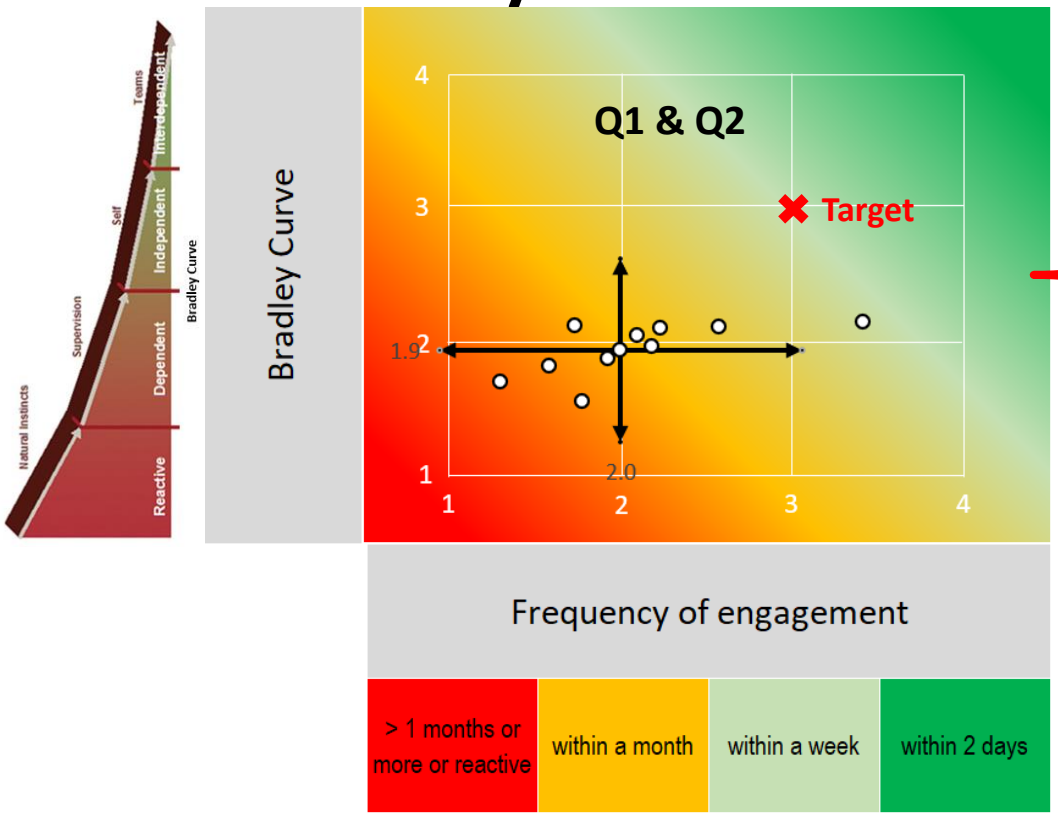
3.As a Frontline Manager you **coach your team members to engage one another**, to recognize and reinforce "key" safe **peer-to-peer** behaviors.

Safety Barometer Q1 & Q2 Example

Microsoft Excel Worksheet

Microsoft Excel Worksheet

TUS Safety Culture – Jun 2023

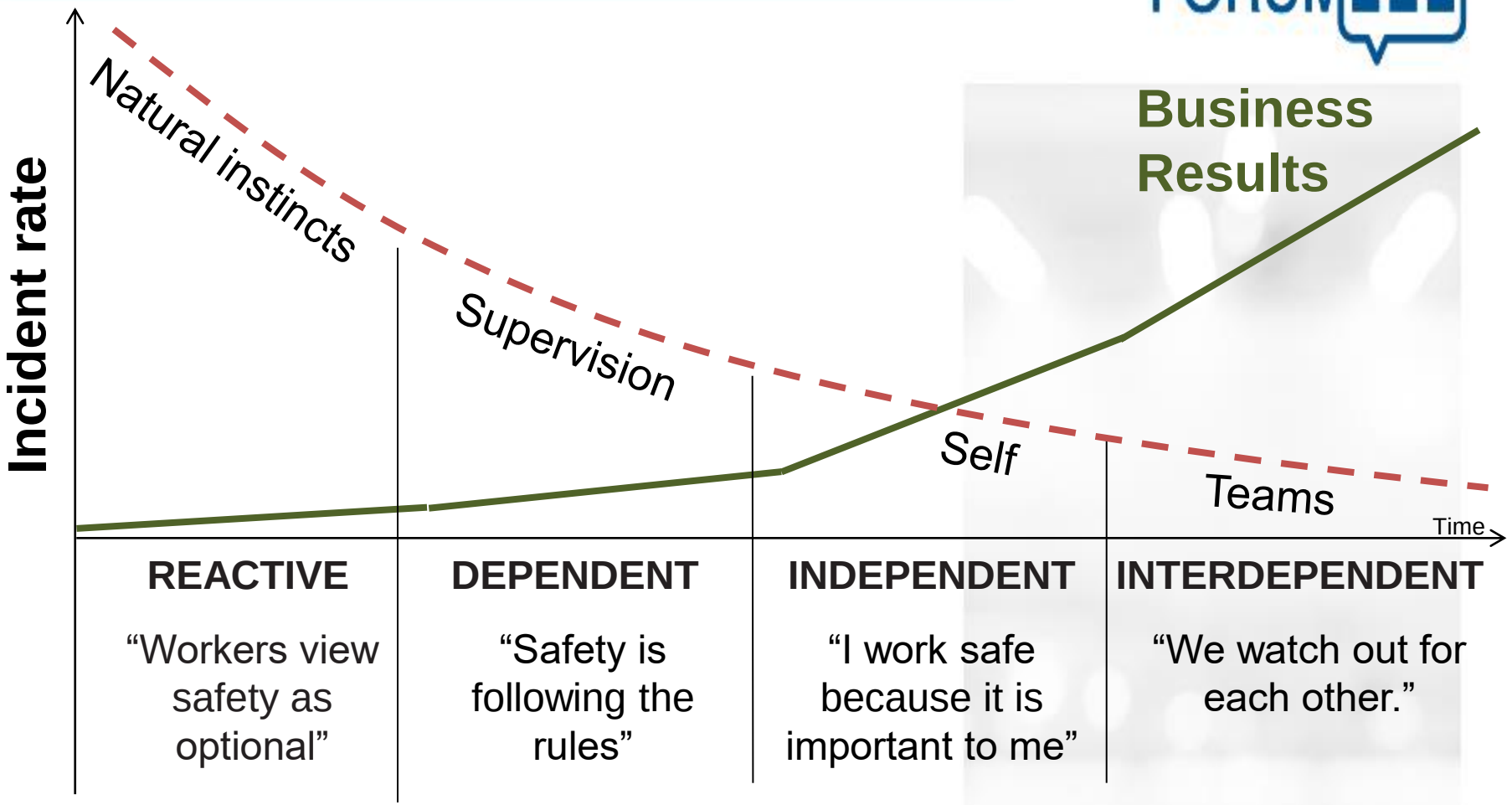


Q1: Tell me about a recent event where someone corrected you on a safety issue or thanked you for doing something safely?

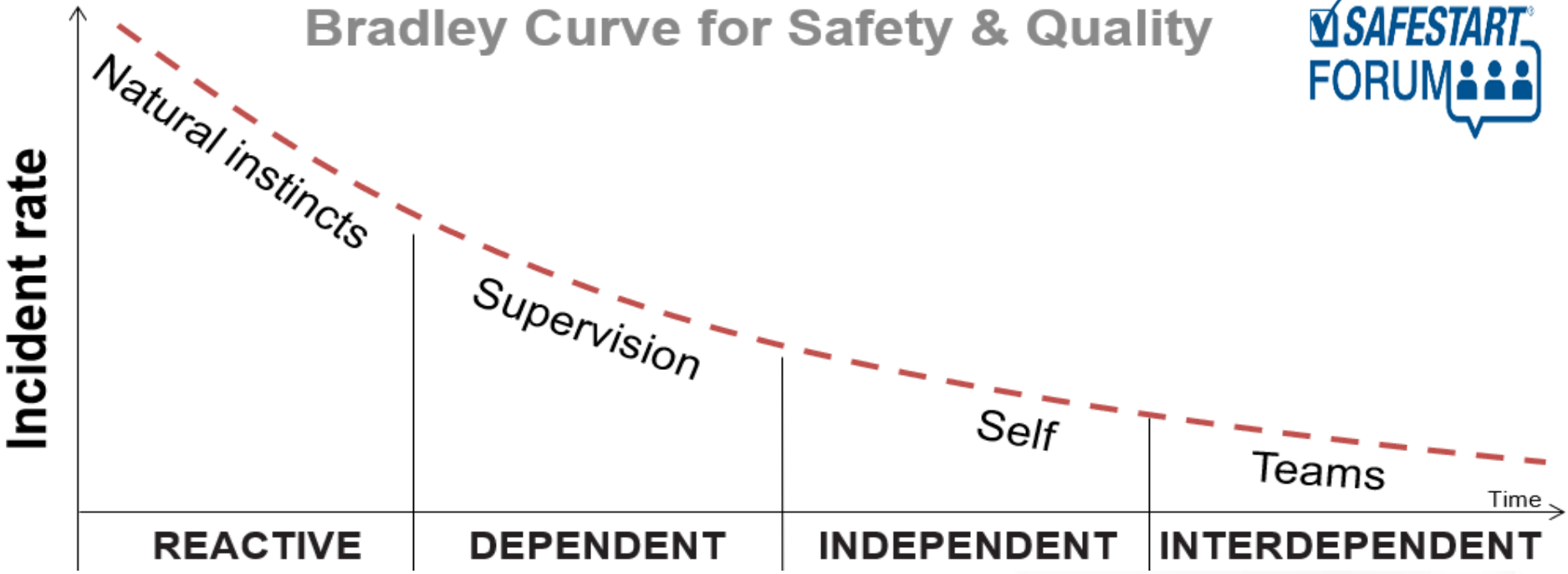
Q2: Tell me about a recent event where you corrected someone on a safety issue or thanked you for doing something safely?

* Site of 1450 employees. Each date in graph represents an individual production or maintenance shop.

Bradley Curve for Safety & Quality



Bradley Curve for Safety & Quality



REACTIVE	DEPENDENT	INDEPENDENT	INTERDEPENDENT
"I wear earplugs if I want to."	"I wear earplugs because they tell me to."	"I wear earplugs to protect my hearing."	"I care about your hearing 30 years from now, so please wear your earplugs."

Forming 2-way conversational questions

Focused Behavior	Region 1 Reactive	Region 2 Dependent	Region 3 Independent	Region 4 Interdependent
	Safety by Luck	Safety by "Rules"	Safety as a Value "Why"	Team Safety Peer-to-Peer
Using earplugs	**"Everybody work safe today."**	**"What is the rule about using earplugs?"**	**"How do you protect your long-term hearing in our noisy environment?"**	**"How do you protect your team member's long-term hearing in our noisy environment?"**
	1-way	2-way Rules	2-way Why	2-way Team

Starting a Morning Team Meeting

Practicing 2-Way Conversation

Region 1: **Reactive**	Region 2: **Dependent**	Region 3: **Independent**	Region 4: **Interdependent**
Safety by Luck	***Safety by Rules***	***Safety as a Value***	***Team Safety***
"Make sure you work safe today."	*"**What's the rule** about cutting with a knife?"*	*"**Why is it important** to always stop & look, when entering a forklift aisle?"*	*"Somebody share a near miss you had recently… **Who did you share that with?***



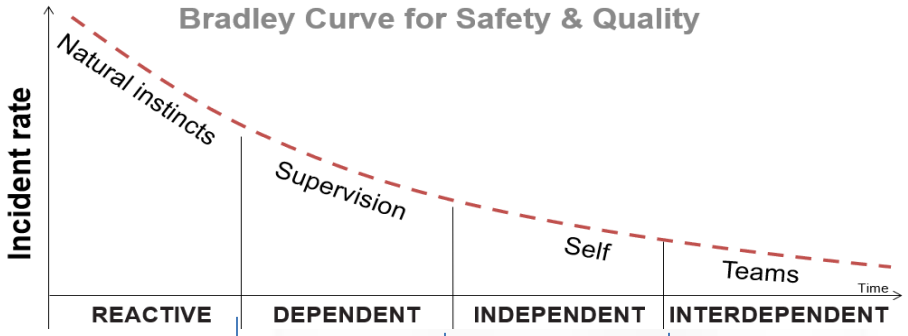
"What's the rule about cutting with a knife?"

"Make sure you work safe today."

"Why is it important to always stop & look, when entering a forklift aisle?"

"Somebody share a near miss you had recently… Who did you share that with?

Which strategy has the biggest impact in reducing safety incidents:



1.As a Frontline Manager, you focus on checking for **compliance to safety rules** and **addressing unsafe conditions**. Any violations of Lifesaving Rules are followed-up with disciplinary actions.

2.As a Frontline Manager you focus on 2-Way safety conversation, **emphasizing the "why,"** focusing on specific "key" safe behaviors.

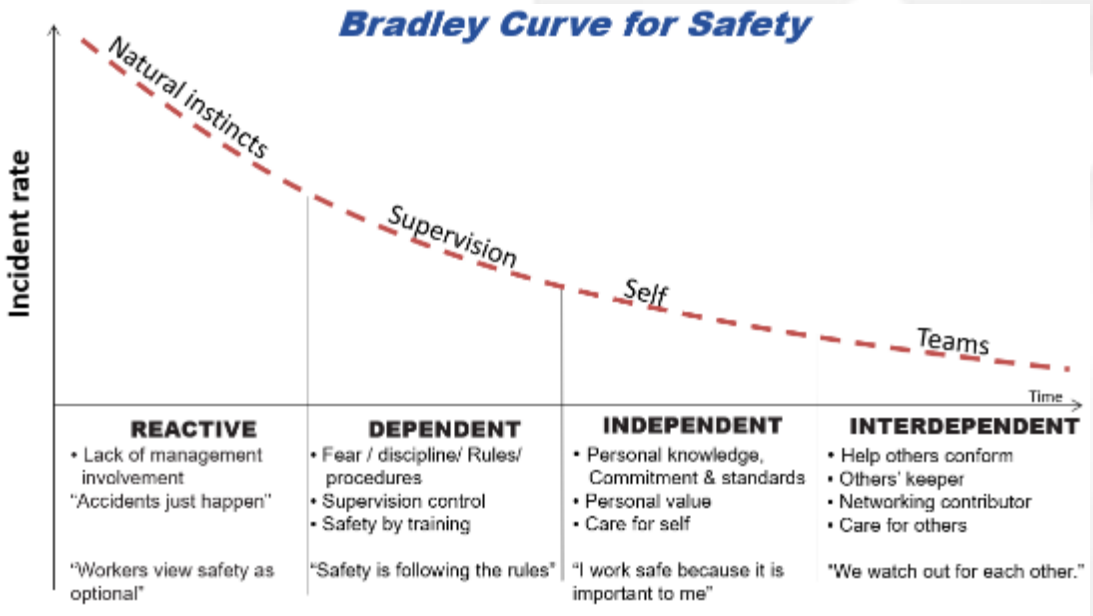
3.As a Frontline Manager you **coach your team members to engage one another**, to recognize and reinforce "key" safe behaviors **peer-to-peer**.



Measuring the Safety Culture

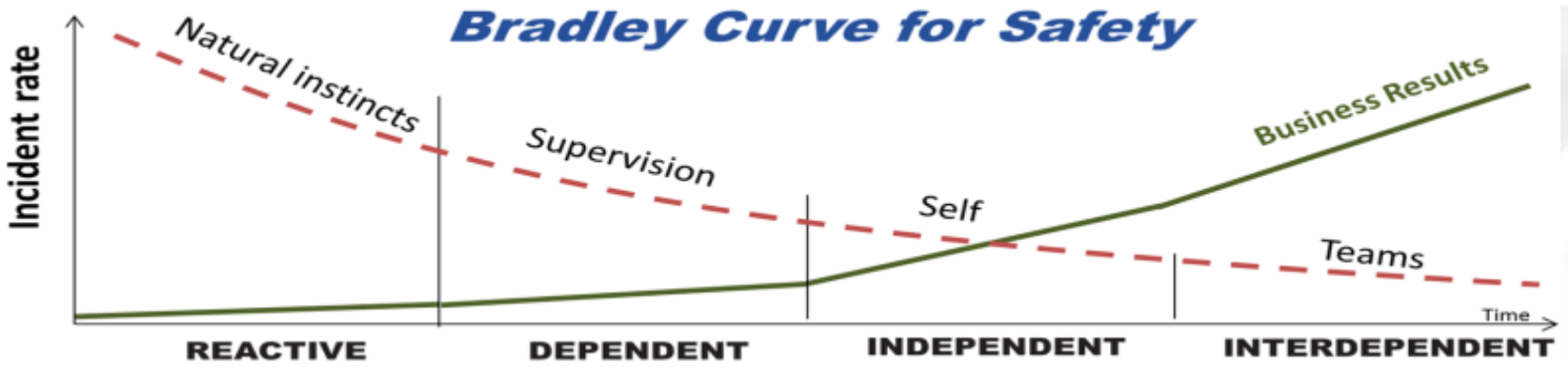
How to measure regions of the Bradley Curve?





None **Rules** **Why** **Team**

MEASURING INTERACTION TYPE



REACTIVE	DEPENDENT	INDEPENDENT	INTERDEPENDENT
Safety by crossing fingers	Safety by enforcing rules	Safety by connecting team with the "WHY"	Safety through coaching team members to engage others

NO INTERACTION

RULES FOCUS

WHY FOCUS

PEER TO PEER FOCUS

Why Limit Questions to "In-the-Act"?

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Triggers Safe Behaviors

Antecedent

Any situation, action, or event that precedes a behavior

Behavior

An observable and measurable act

Consequence

Any response, action, or event that follows a behavior

Grows Safe Habits

















Q1 and Q2 ONLY Measure "In-the-Act"

"Tell me about a recent event where someone **corrected you** on a safety issue or **thanked you** for doing something safely?"



Antecedent
Any situation, action, or event that precedes a behavior

Behavior
An observable and measurable act

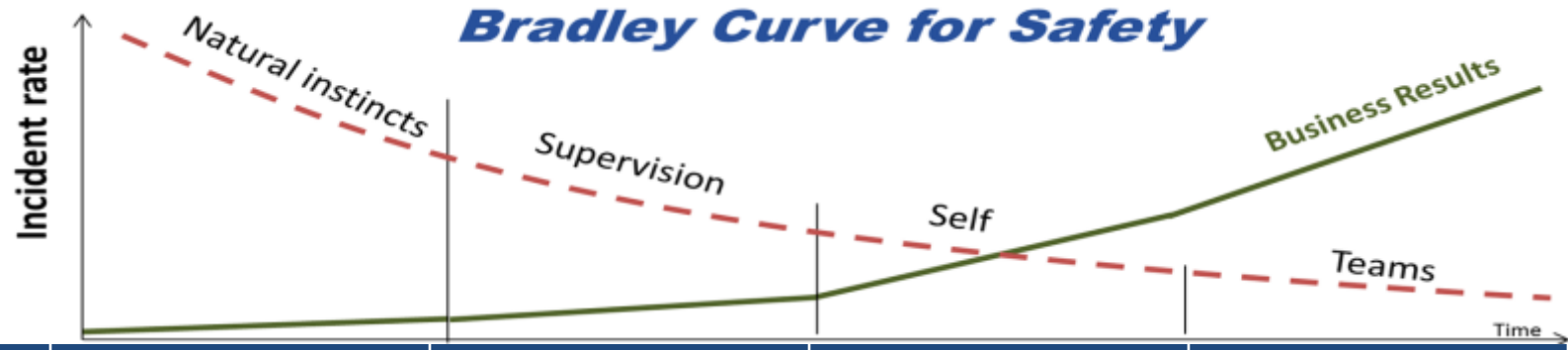
Consequence
Any response, action, or event that follows a behavior

Form: Measuring the Safety Culture

"In-the-Act"

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Shop: FL BU:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone* corrected you** on a safety issue or **thanked you** for doing something safely?	**Reactive** – No "In-the-Act" example		None	None			None	None	Greater than 1 month
		In-the-Act	**Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech: Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles		specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
			Interdependent – Team	←———→				Team - Interdependent		
Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example		None	None			None	None	Greater than 1 month
		In-the-Act	**Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech: Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles		specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
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Step 1 : Determine Location of Bradley Curve



	REACTIVE	DEPENDENT	INDEPENDENT	INTERDEPENDENT
Measuring what type of interactions that took place, when Q1 or Q2 is asked	**Interviewee responds that there was no interaction that they remember or have done.**	**Interviewee responds with an interactions focused on rules or work method, but no specific "why."**	**Interviewee responds with an interaction involving a "why" behind the rules.**	**Interviewee responds with an interaction where someone thanked or encouraged to engage other team members**
"Tell me about a recent event where someone corrected you on a safety issue or thanked you for doing something safely?"	**NO INTERACTION** *"I can't remember that happening."*	**Interaction focus on RULES or HOW** *"I came out of the breakroom, and someone pointed to my safety glasses flipped up on top of my head."*	**Interaction the includes WHY** *"I didn't stop entering a forklift aisle. A team member stopped me and explained a serious accident where someone didn't look was hit by a forklift."*	**Interaction focus on Encouraging Engagement of OTHERS (Team)** *"John saw me thank a forklift operator for making eye contact and John thanked me for my positive reinforcement of a safe behavior with another team member."*
	NONE	**RULES or HOW**	**WHY**	**Peer-to-Peer**

Step 1 : Determine Location of Bradley Curve

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Shop: FL BU: Crew:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely?	**Reactive** – No "In-the-Act" example		None	None			None	None	Greater than 1 month
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Q1

"I started to cut out contaminated rubber from the mill. Mark stopped me and told me to put on the cutting sleeve and gloves. I told him I was rushing and forgot."



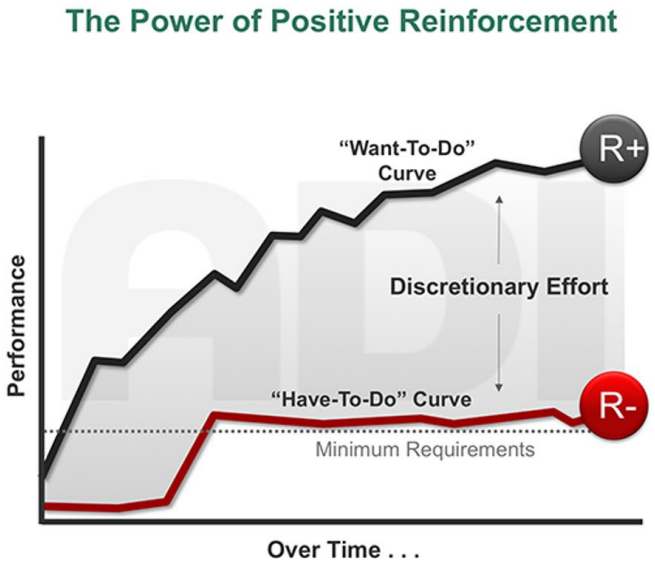
Step 2 : Determine R+ or R- or None

Intervention Type:

R+: is Positive Reinforcement, **someone is thanked** for doing a specific safe behavior.

R-: is Negative Reinforcement, **someone is corrected** for doing a specific unsafe behavior.

None: **Neither R+ or R-** occurred.

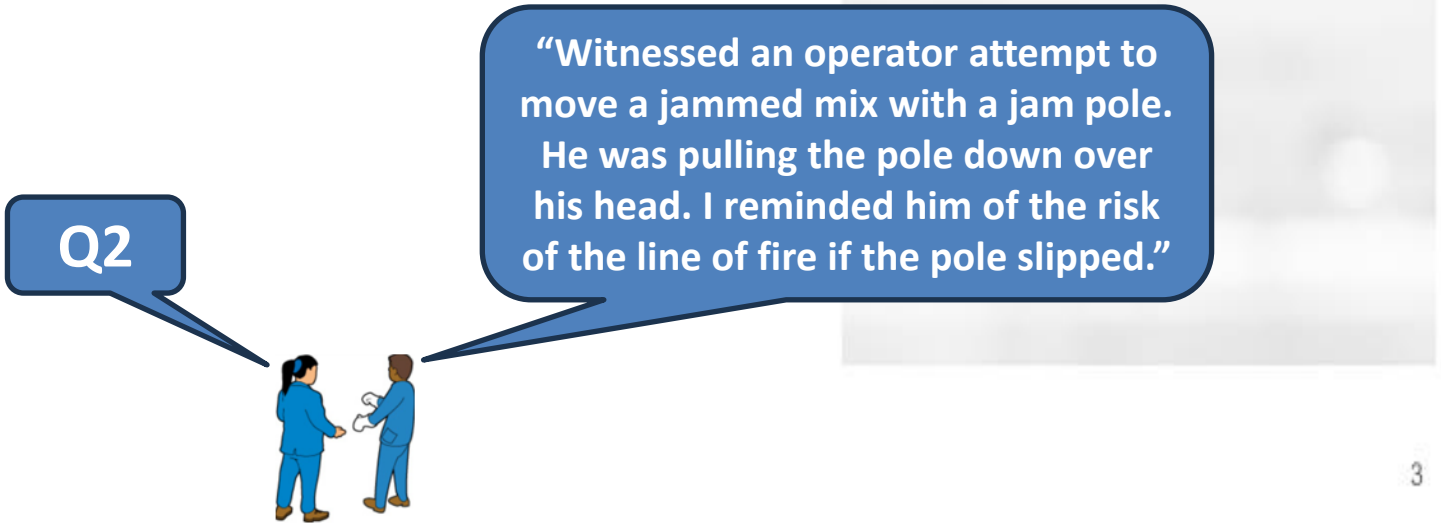




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Step 2 : Determine R+ or R- or None

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			Independent – WHY							
			Interdependent – Team	←———→				Team - Interdependent		



Step 3 : Focus of Interaction

Description of behavior being reinforced (encouraged)

G-PPE: The behavior of using general PPE; safety glasses, face shield, earplugs, gloves, etc.

Key: Post specific, key behaviors identified in the Work Procedure, such as, “Cutting away from body,” or special technique known to prevent specific injuries.

Intervention: Key behaviors for non-routine interventions, product jams, LOTOTO, etc.

Ergo: Key behaviors to respect Ergo-8 postures or other key ergo behaviors specific to a task.

Ped-FL: Key Pedestrian behaviors such as, “Stopping before entering forklift aisle,” or “Making eye contact,” “driving with forks lowered,” etc.

Condition: Behaviors related to maintaining risk free conditions.

Team: Interdependent (Peer-to-Peer)

Step 3 : Focus of Interaction

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced			Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
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Q1

"I started to cut out contaminated rubber from the mill. Mark stopped me and told me to put on the cutting sleeve and gloves. I told him I was rushing and forgot."



Step 4 : Injury Severity Potential

SIF = Serious Injury or Fatality

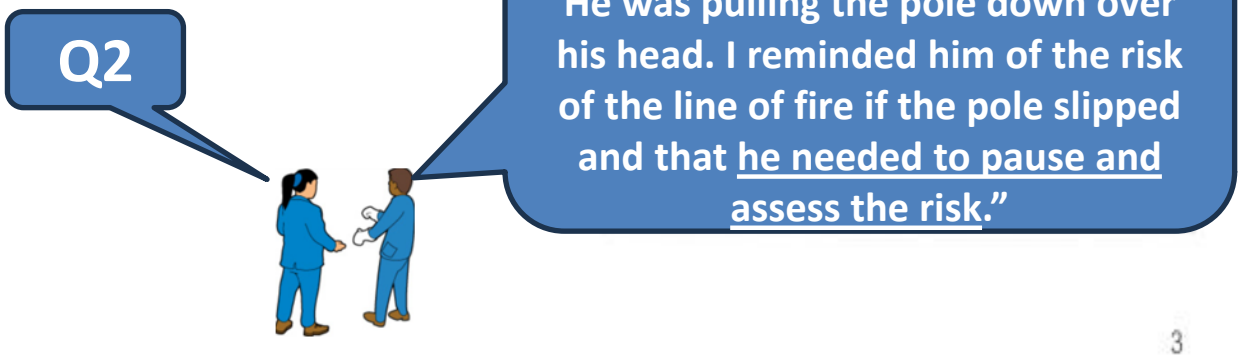
None

Non SIF potential

SIF potential

Step 4 : Injury Severity Potential

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
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		In-the-Act	**Independent** – WHY							
FL BU:		In-the-Act	**Interdependent** – Team	←———→			Team - Interdependent			
	Q2: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example		None	None			None	None	Greater than 1 month
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		In-the-Act	**Independent** – WHY							
		In-the-Act	**Interdependent** – Team	←———→			Team - Interdependent			



Step 5 : Frequency of Interaction

Frequency of Engagement

"… about when was that?"

Today or Yesterday

Within a week – greater than Today or Yesterday, but less than a week

Within a month – greater than a week, but less than a month

Greater than 1 Month – Greater than 1 month

Step 5 : Frequency of Interaction

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced	Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Shop: FL BU:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely?	**Reactive** – No "In-the-Act" example In-the-Act: **Dependent** – Rules In-the-Act: **Independent** – WHY **Interdependent** – Team	None R- correction R+ safe! ←———→	None Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, … Team - Interdependent	None Non SIF potential SIF potential	Greater than 1 month Greater than 1 month Within a month Within a week Today or yesterday
Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example In-the-Act: **Dependent** – Rules In-the-Act: **Independent** – WHY	None R- correction R+ safe!	None Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, … Team - Interdependent	None Non SIF potential SIF potential	Greater than 1 month Greater than 1 month Within a month Within a week Today or yesterday

Q1

"I started to cut out contaminated rubber from the mill. Mark stopped me and told me to put on the cutting sleeve and gloves. I told him I was rushing and forgot."



"About how long ago did Mark remind you?"

"About three weeks ago."



Q1 Example

"Tell me about a recent event where someone corrected you on a safety issue or thanked you for doing something safely? I am interested in how they approached you and what the person said."

"Well, we generally do a pretty good job with looking out for each other. We make sure that we all use our PPE."



In this case the operator didn't answer the question. Rephrase the question. We are looking for "one" specific engagement interaction, not general practices

"That's good. But tell me how someone either corrected you for not wearing PPE or thanked you for this."

"I was coming back from break with my safety glasses flipped up on my head. John pointed at his safety glasses, and I said thanks and flipped them down."



Describe the Behavior being Reinforced
G-PPE
Intervention
Ergo
Ped-FL
Condition

"No, he just pointed."

"Did John say anything else?"



No discussion of **why** safe behavior important

Circle Region of Bradley Curve -or- ABC	Circle Type of Interaction
Reactive	R+
Dependent	R-
Independent	None
Interdependent	

Correction coaching

Q1 Example



Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced	Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Jason Smith Shop: FL BU:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely? ** Not the BUL or Safety Spoke*	**Reactive** – No "In-the-Act" example	None	None / None / None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Independent** – WHY				
		In-the-Act: **Interdependent** – Team	←–––→	Team - Interdependent		
Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example	None	None / None / None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Independent** – WHY				
		In-the-Act: **Interdependent** – Team	←–––→	Team - Interdependent		

"The second question is similar, but tell me when you recently corrected someone on a safety issue or thanked you for doing something safely? Either one.
I am interested in how you approached that person and what the person said in reply."

"Well, uhm, I can't really remember doing that. My memory isn't too good."



"That's okay. Thank you for helping us. I appreciate you honest answers. This will helps know what to focus on in the coming months."



Q2 Example

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced			Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Jason Smith Shop: FL BU:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely? ** Not the BUL or Safety Spoke*	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …		Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Independent** – WHY						
		In-the-Act: **Interdependent** – Team	←–––→			Team - Interdependent		
	Q2: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
Crew:		In-the-Act: **Dependent** – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …		Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Independent** – WHY						
		In-the-Act: **Interdependent** – Team	←–––→			Team - Interdependent		

Q1 & Q2 Practice Examples

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced	Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
John Smith Shop: FL BU:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely? ***"About two weeks ago, a supervisor saw me make a two-foot stop at a pedestrian stop sign and said, 'Good job for stopping,' as he pointed to the sign."***	**Reactive** – No "In-the-Act" example	None	None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, **Pedestrian/Vehicles** specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …	Non SIF potential **SIF potential**	. Greater than 1 month **Within a month** Within a week Today or yesterday
		In-the-Act: **Interdependent** – Team	←——→	Team - Interdependent		
Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely? ***"I saw a Process Tech wearing prescription glasses, with no side-shields, on the shop floor. I mentioned this to him. He thanked me and went back to the office to get his safety glasses."***	**Reactive** – No "In-the-Act" example	None	None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules **Independent** – WHY	**R- correction** R+ safe!	Operator or Tech: Condition, **General-PPE**, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles specific Key: Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, …	**Non SIF potential** SIF potential	Greater than 1 month Within a month **Within a week.** Today or yesterday
		In-the-Act: **Interdependent** – Team	←——→	Team - Interdependent		

Q1 & Q2 Practice Examples

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced			Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Michael Berry Shop:	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely? ***"I don't remember that ever happening."***	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key	Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, ...	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Interdependent** – Team	←–––→			Team - Interdependent		
FL BU: Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely? ***"About six months ago, I saw a maintenance contractor without earplugs and pointed this out. He said he didn't know. I told him were to get ear plugs."***	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key	Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, ...	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Interdependent** – Team	←–––→			Team - Interdependent		

Q1 & Q2 Practice Examples

Entity & Activity	Safety Barometer PSG Behaviors	Circle region of Bradley Curve -or- ABC model	Interaction type	Describe the behavior being reinforced			Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Paul Jones Shc	**Q1**: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely?	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
		Dependent – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key	Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, ...	Non SIF potential SIF potential	Greater than 1 month Within a month . Within a week Today or yesterday
		Independent – WHY						
		Interdependent – Team	←——→			Team - Interdependent		
FL BU: Crew:	**Q2**: Tell me about a recent event **on the shopfloor** where **you corrected someone** on a safety issue or **you thanked them** for doing something safely?	**Reactive** – No "In-the-Act" example	None	None		None	None	Greater than 1 month
		In-the-Act: **Dependent** – Rules	R- correction R+ safe!	Operator or Tech: Condition, General-PPE, Ergonomics, Key or specific Key →, Intervention, Pedestrian/Vehicles	specific Key	Pre-work risk assessment, LOTOTO, Work at Height (W@H), Electrical Distribution (DE), Roll Mills (OC), Heavy loads, Pinch points, ...	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
		In-the-Act: **Independent** – WHY						
		In-the-Act: **Interdependent** – Team	←——→			Team - Interdependent		

"My supervisor saw me point to my safety glasses while making eye contact with a co-worker to remind them to put them on. My supervisor said, 'Thank you for keeping your team safe.' "

"Yesterday, I saw a new co-worker engage the hoist end-effector to lift a mold incorrectly. I immediately stopped him and showed him the correct way, telling him about an injury that happened a couple of years ago."

Measure Safety Culture Calibration Process

Step 1



Asks Q1 & Q2 and scores
2-3 minutes



Listens & scores

Step 2



Compare Q1 & Q2, adjust scoring

Change positions and repeat Step 1 & Step 2

Step 3



Report & validate

Example 1:

Two weeks ago, I was observing Dylan, the Group 7 Frontline Supervisor, conducting a morning shopfloor tour we were getting ready to cross behind a forklift that was picking up a bin. Dylan stopped and made eye contact and then made a hand motion of his intention of crossing behind. The driver waved Dylan to pass behind her.

"Making eye contact is really good," I said. "You made sure that Valentina knew you were there. Besides your own safety, why is this important?" I asked.

"Being a good example," Dylan answered.

"Yes," I agreed, "and even more then that, your actions is also setting and shaping this safe habit for your whole team."

Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No "In-the-Act" example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles	specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
	Independent – WHY							
	Interdependent – Team	←–––→				Team - Interdependent		

Example 2:

On night shift Friday, I was on the shop floor working, turning around I saw 3 of my coworkers talking. One was on a forklift. The two other coworkers were standing inside the danger red zone, talking to the forklift driver.

Approaching, I asked, “What does the red zone on the forklift mean?”

“Yeah,” one said, “you’re right. If the forklift operator finishes talking, and isn’t paying attention, he could run over somebody’s foot. That would be a horrible injury. I would never want that to happen.”

During the conversation, the forklift driver turned off the forklift, and the red lights went out, signaling that the lift was powered down.

I immediately thanked the forklift driver for powering down the lift to protect each of us from an accidental injury.

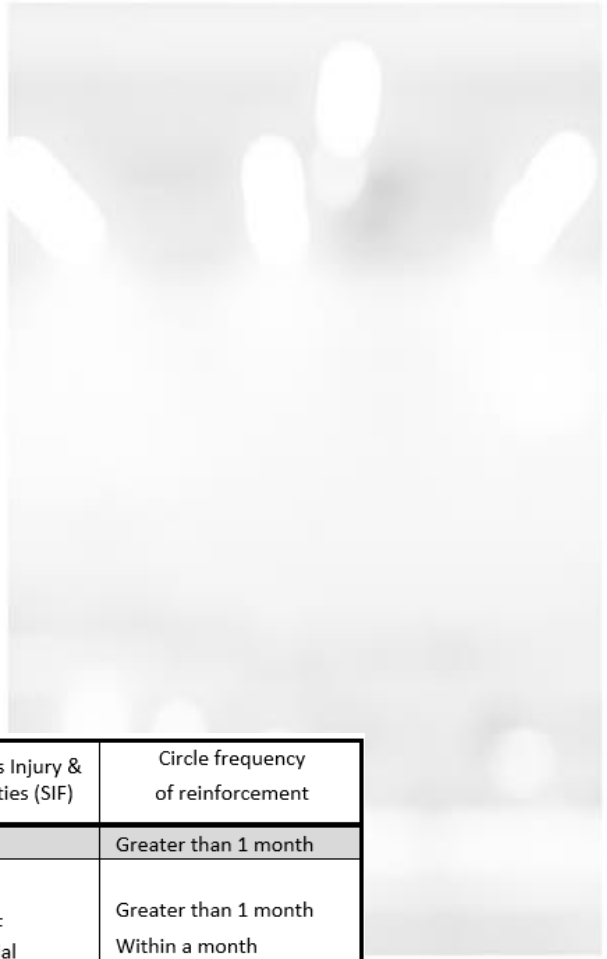
Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No “In-the-Act” example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules **Independent** – WHY	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles	specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
	Interdependent – Team	←–––→				Team - Interdependent		

Example 3:

Yesterday, I saw someone walking across a forklift aisle on the phone. I stopped them, asking, “Who is responsible for your safety.”

They said that the forklift were supposed to stop and honk to alert.

I informed them that the only one that is solely responsible for his safety is himself.



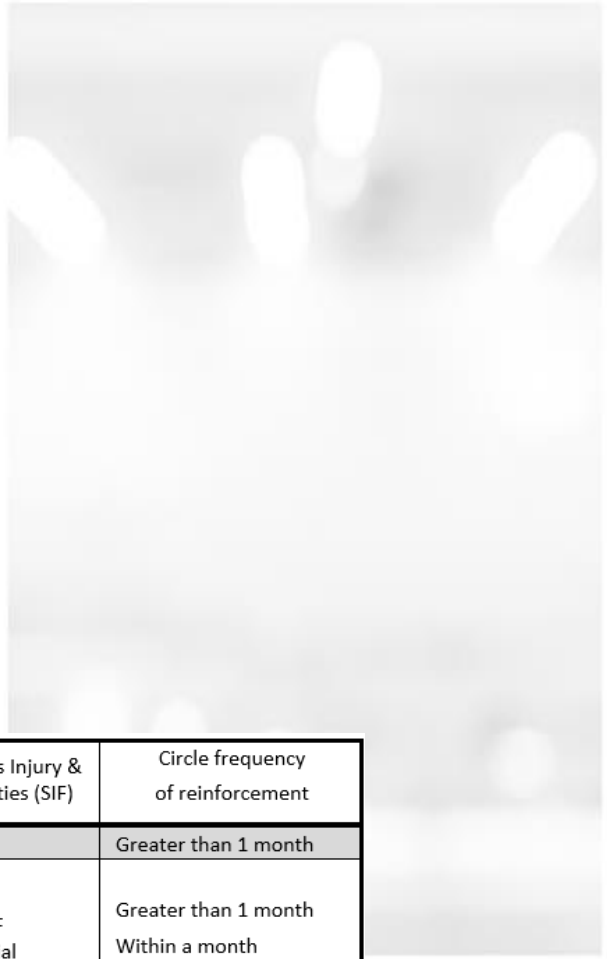
Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No “In-the-Act” example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or **specific Key →** Intervention Pedestrian/Vehicles	**specific Key**	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
In-the-Act	**Independent** – WHY							
In-the-Act	**Interdependent** – Team	←———→				Team - Interdependent		

Example 4:

Last night, I said, “Do you see the white water catch pan overflowing?”

He responded, “Yeah, that’s a slip, trip, and fall hazard.”

“Any ideas on how to get the team of operators to check if it needs emptied. Think of how you would feel if someone fell and hurt themself? Can you help me lay out felt cloth to prevent a fall?”



Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No “In-the-Act” example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or **specific Key** → Intervention Pedestrian/Vehicles	**specific Key**	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
In-the-Act	**Independent** – WHY							
In-the-Act	**Interdependent** – Team	←–––→				Team - Interdependent		

Example 5:

About three weeks ago, I saw a contractor walking near a crosswalk area. He stopped and waited for a second, looking both ways and then crossed. I asked, “I noticed that you paused a long time before crossing. Why did you stop so long.”

The contractor said, “I saw a forklift earlier come through this way and not blowing their horn.” The contractor told me they wanted to make sure that the forklift wasn't coming back.

We talked about the importance of forklift safety and the walkway areas and the potential hazards with so much construction work going on in the area.

Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No “In-the-Act” example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles	specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
	Independent – WHY							
	Interdependent – Team	←–––→				Team - Interdependent		

Example 6:

This morning, while I was training Ethan on line 1 calendar, I asked him to, “Check the mill for lumps.”

Ethan went to cut the rubber and I stopped him. “Where is your cutting glove? Every time you use a knife you must use a cutting glove.

“Okay,” he said, “that makes sense.

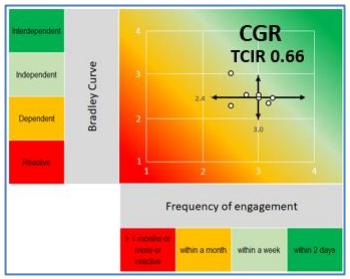
“What is the risk for not using the cut gloves?” I asked.

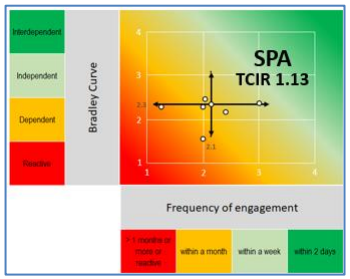
“I could cut my hand,” Ethan replied.

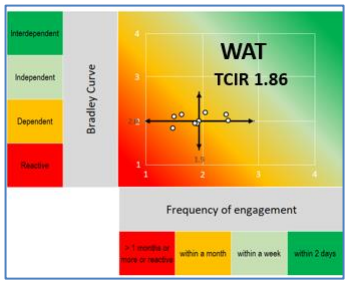
“That is right,” I said. “I want you to tell any new hire coming into the shop what you learned today.”

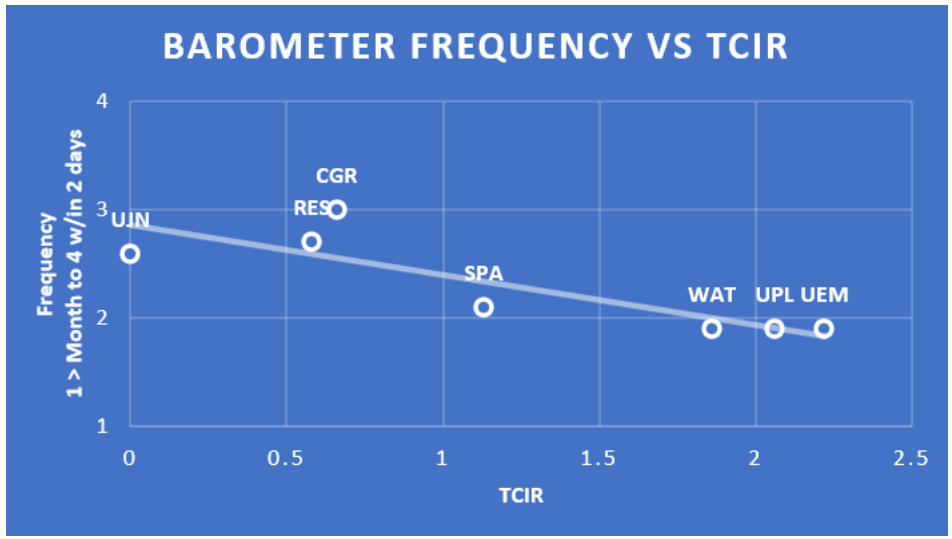
Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
Reactive – No “In-the-Act” example		None	None			None	None	Greater than 1 month
In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or specific Key → Intervention Pedestrian/Vehicles	specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC) Heavy loads, Pinch points, …	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
	Independent – WHY							
	Interdependent – Team	←–––→				Team - Interdependent		

Frequency of "In-the-Act" Safety Interactions Matters







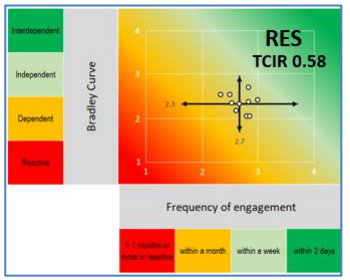


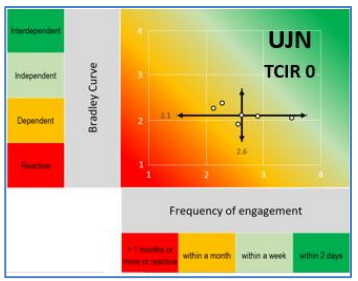
← Within 2 days

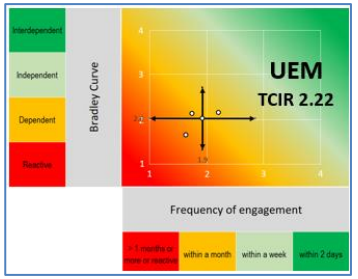
← Within a week

← Within a Month

← > 1 Month





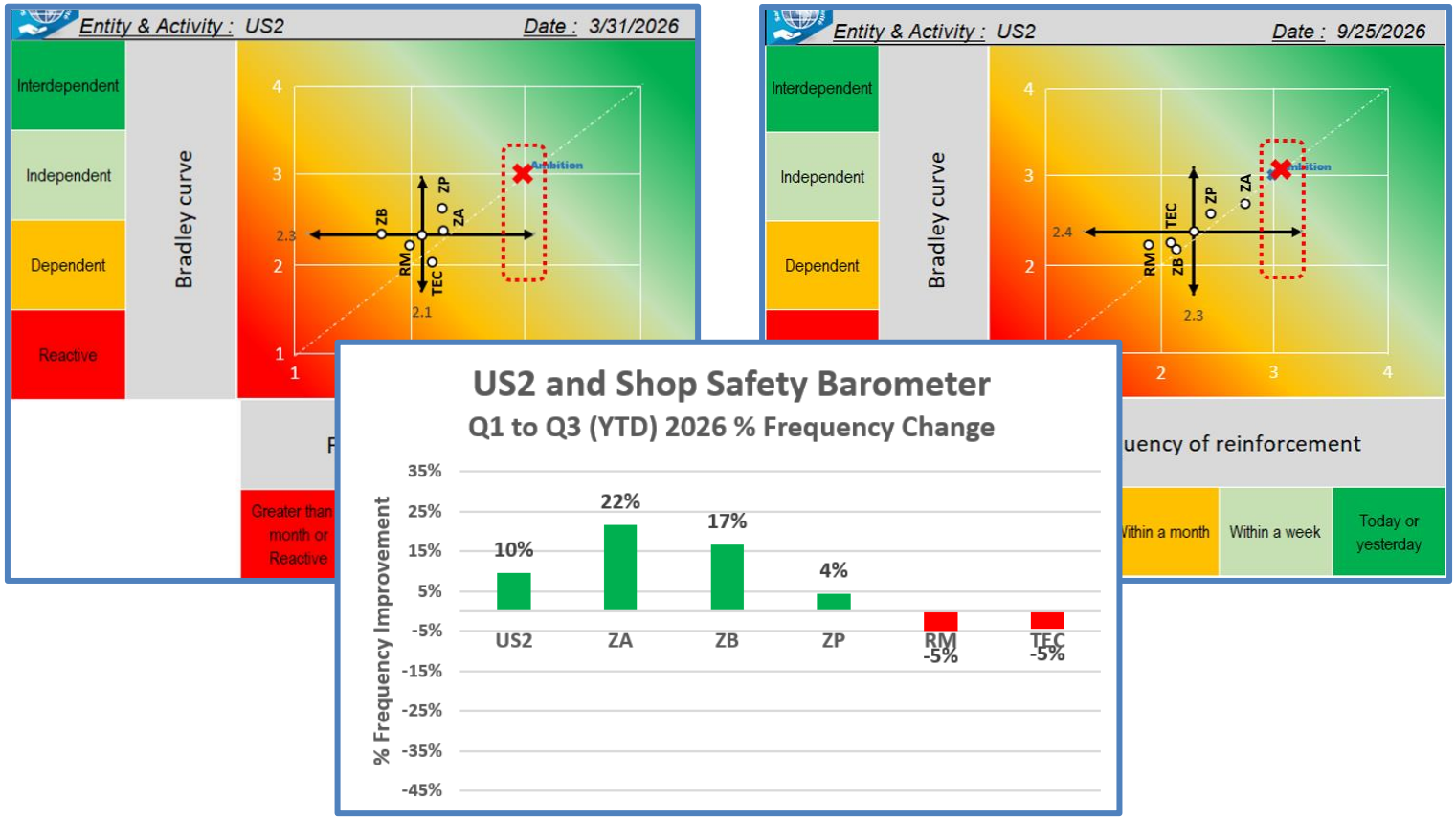


Regression Statistics	
Multiple R	0.850644
R Square	0.723596
Adjusted R Square	0.668315
Standard Error	0.26392
Observations	7

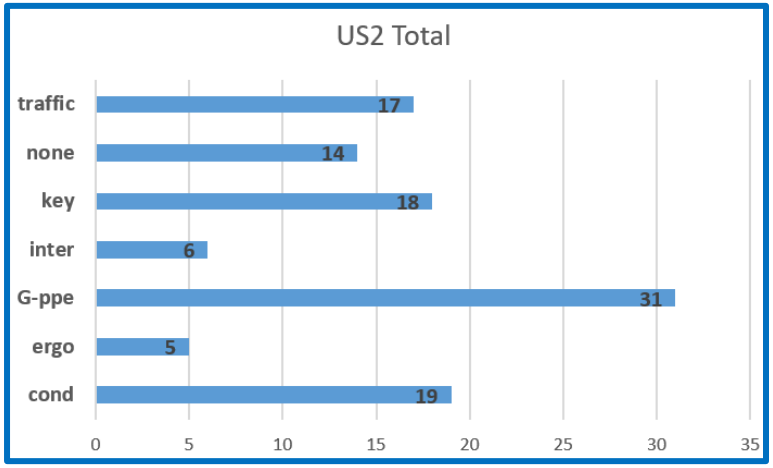
ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	0.911731	0.911731	13.08945	0.01525261
Residual	5	0.348269	0.069654		
Total	6	1.26			

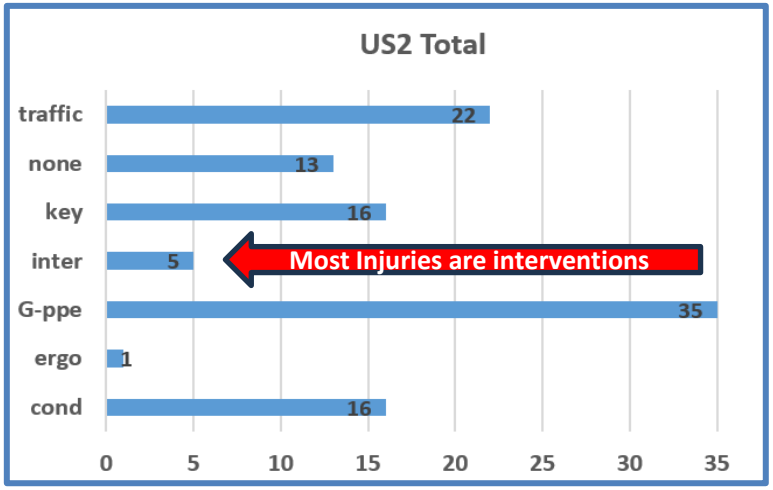
Crew 1 (Jan-Mar) **vs Crew 3** (Jul-Aug)



US2 CREW 2 Q1 & Q2:



US2 CREW 3 Q1 & Q2:



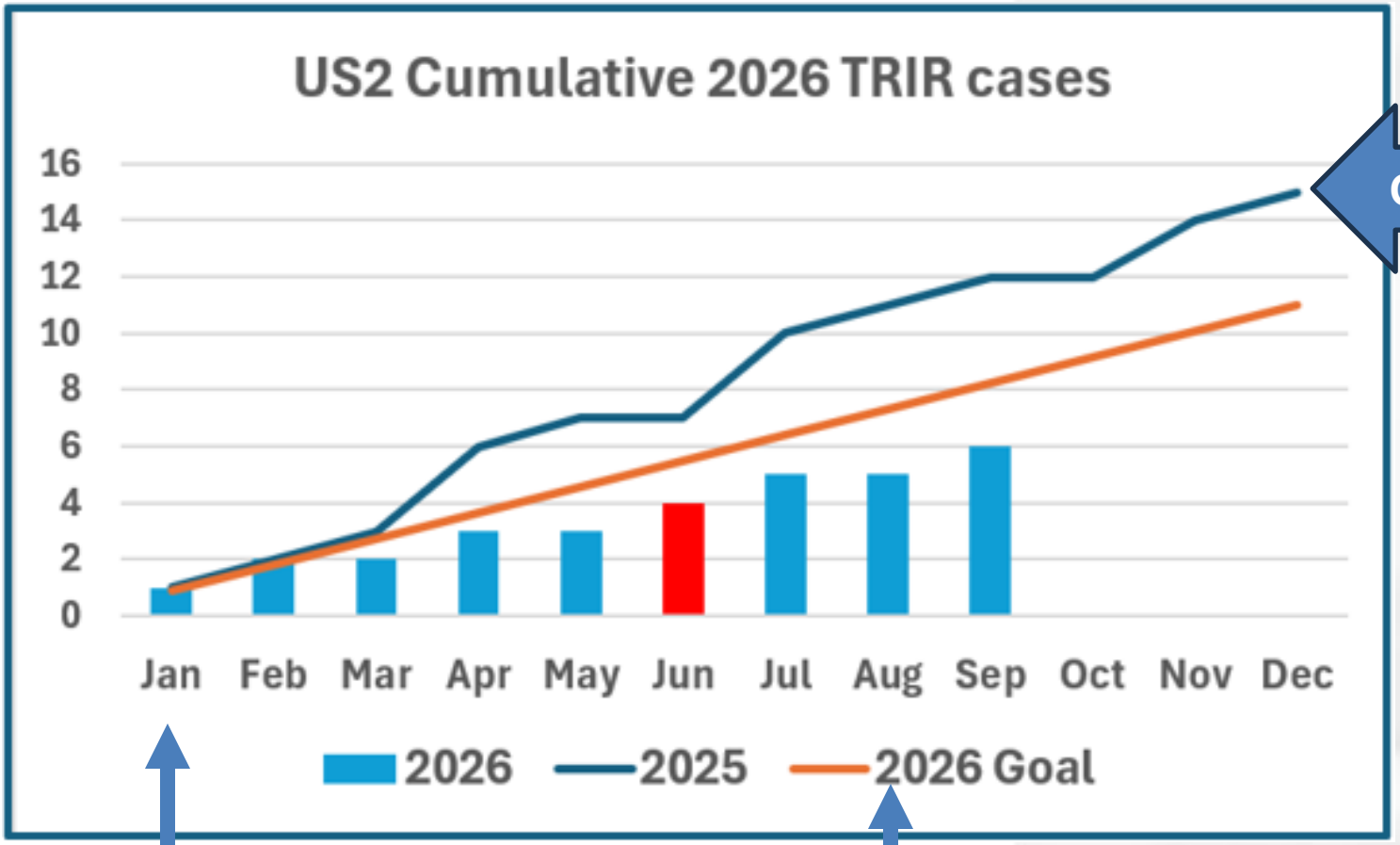
Q1 & Q2 Measures "In-the-Act"

Application Considerations

Measuring a Safety Culture

- **Measuring only *does not change a safety culture*.**
- **Ensure *calibration of measurers* to reduce measurement error.**
- **Different work types *may require modifying* "Category of Behaviors."**
- ***Include the manager* when interviewing workers, but don't allow manager to prompt or answer for worker.**

US2 AI Two-Ways vs TRIR Tracking



AI 2-Way Launch

Immediate Feedback

AI Measurement of a Safety Conversation



* Summarize your 2-Way conversation

Hey Gary, you should always keep your hand on the end of the roller when handling it. Gary replied, why should I have to hold the end of it, I can hold the roller right here and handle it just fine. Then the end of the roller falls off. I then explain to Gary **that is the reason why you hold on to the end of the roller**, so it doesn't fall off and possibly hit your leg or foot.

Entity & Activity	**Safety Barometer** PSG Behaviors	Circle region of Bradley Curve -or- ABC model		Interaction type	Describe the behavior being reinforced				Serious Injury & Fatalities (SIF)	Circle frequency of reinforcement
	Q1: Tell me about a recent event **on the shopfloor** where **someone*** **corrected you** on a safety issue or **thanked you** for doing something safely? ** Not the BUL or Safety Spoke*	**Reactive** – No "In-the-Act" example		None	None		None		None	Greater than 1 month
		In-the-Act	**Dependent** – Rules	R- correction R+ safe!	Operator or Tech	Condition General-PPE Ergonomics Key or **specific Key** →	specific Key	Pre-work risk assessment LOTOTO Work at Height (W@H) Electrical Distribution (DE) Roll Mills (OC)	Non SIF potential SIF potential	Greater than 1 month Within a month Within a week Today or yesterday
			Independent – WHY	1-Way 2-Way		Intervention Pedestrian/Vehicles		Heavy loads, Pinch points, …		
			Interdependent – Team	←——→				Team - Interdependent		

In-the-Act

In-the-Act	10
Topic-Reminder	5
None	1

Bradley Curve

Team	10
Why	8
Rule	5
None	1

1-Way 2-Way

Two-Way	10
One-Way	5
None	1

Type of Focus

Teamwork	10
LSR behavior	9
JHA - Intervention	8
Key safe behavior	7
Ergonomics	6
Conditions	4
PPE	3
None	1

Severity

SIF	10
Lesser Injury	5
None	1

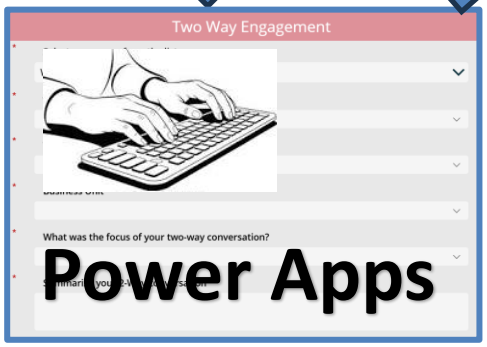
AI Two-Way Feedback

Measuring a Safety Culture

SAFESTART FORUM







Data IKU

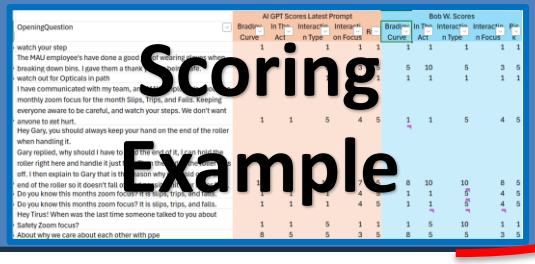
Safety Conversation

A MP1 stuck his hand into an area near the rear flap pneumatic cylinder at the mill to check and see if there was any rubber jammed there. By doing so, his hand wasn't visible. My concern was that maintenance was working on the pneumatics because the rear flap wasn't opening or closing. I ask him to remove his hand and reminded him to never stick his hand in an area where it;'s not visible especially when maintenance is working in the area.

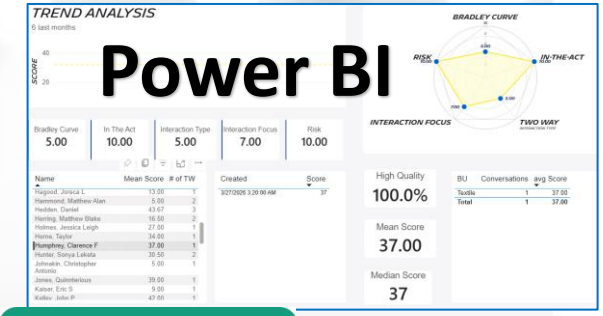
Scoring Criteria

```
### llm_BradleyCurve (Valid scores: 1, 5, 8, 10 only)
### llm_InTheAct (Valid scores: 1, 5, 10 only)
**Measures timing and specificity of the safety interaction**
### llm_InteractionType (Valid scores: 1, 5, 10 only)
**Measures the quality of communication exchange**
### llm_InteractionFocus (Valid scores: 1, 3, 4, 6, 7, 8, 9, 10 only)
**Categorizes the primary safety topic (score the highest-
### llm_Risk (Valid scores: 1, 5, 10 only)
**Assesses the severity of potential consequences**
10: Any LSR (Life Saving Rule) topic OR moderate and higher injury po
tential
6: Ergonomics and repetitive motion safety.
4: Environmental conditions
3: PPE usage only
1: No specific safety focus
```

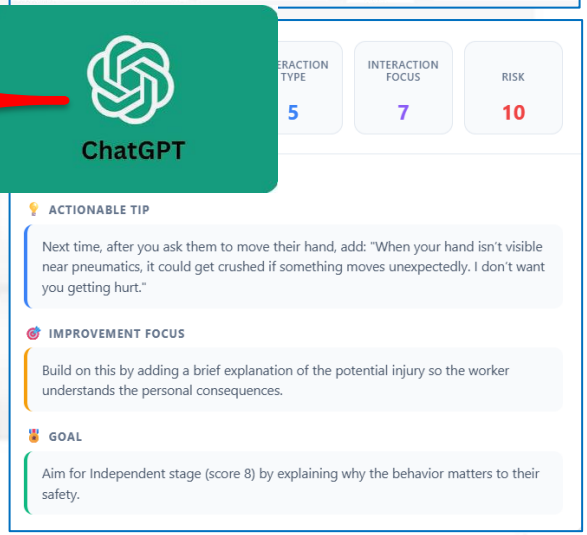
Scoring Example



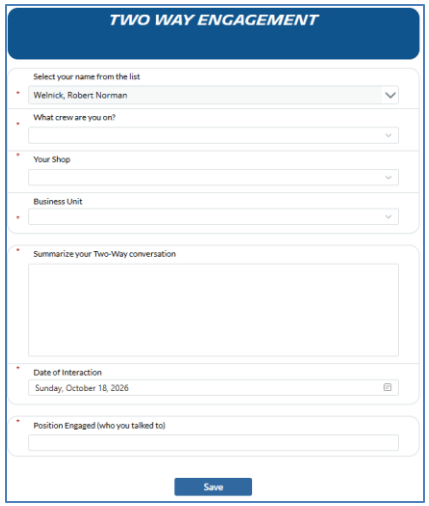
Power BI

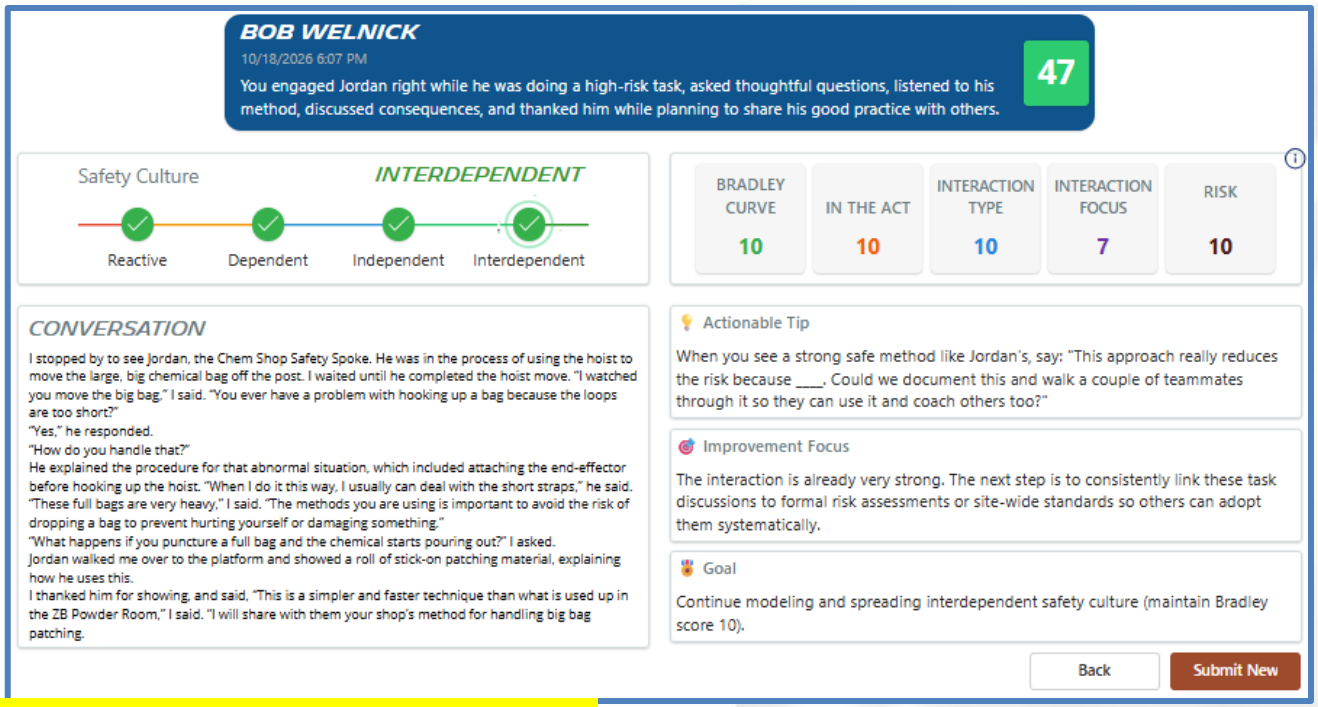


ChatGPT



AI Measurement Demonstration





Example 1: myself and my mp2 discussed the impotance of locking out the HA before entering it. after proforming the task we double checked the machine preformed our task and unlocked it. then we discussed how we did after it.

Example 2: ALWAYS USE YOUR CUTTING GLOVE WHEN CUTTING RUBBER

Conversations
462
Employees
247

- Overview
- Shops
- Managers
- Crew
- Conversation Review
- TODO - Report
- N1/N2 View
- BU Montly Summary

POWERED BY Generative AI

SUPPORT

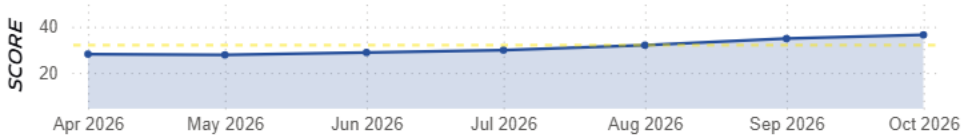
SAFETY DASHBOARD

October — Current Month

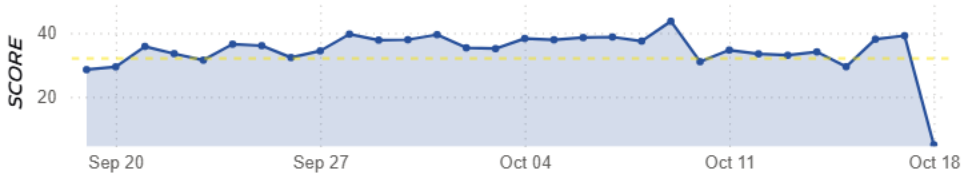
Bradley Curve	In The Act	Interaction Type	Interaction Focus	Risk
7.56	6.46	8.11	6.34	7.94
+0.34 pts	+0.37 pts	+0.39 pts	+0.23 pts	+0.22 pts

TREND ANALYSIS

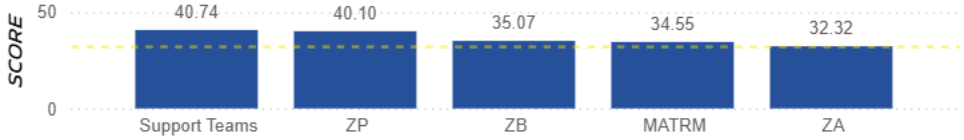
6 last months



30 last days



MEAN SCORE BY SHOP

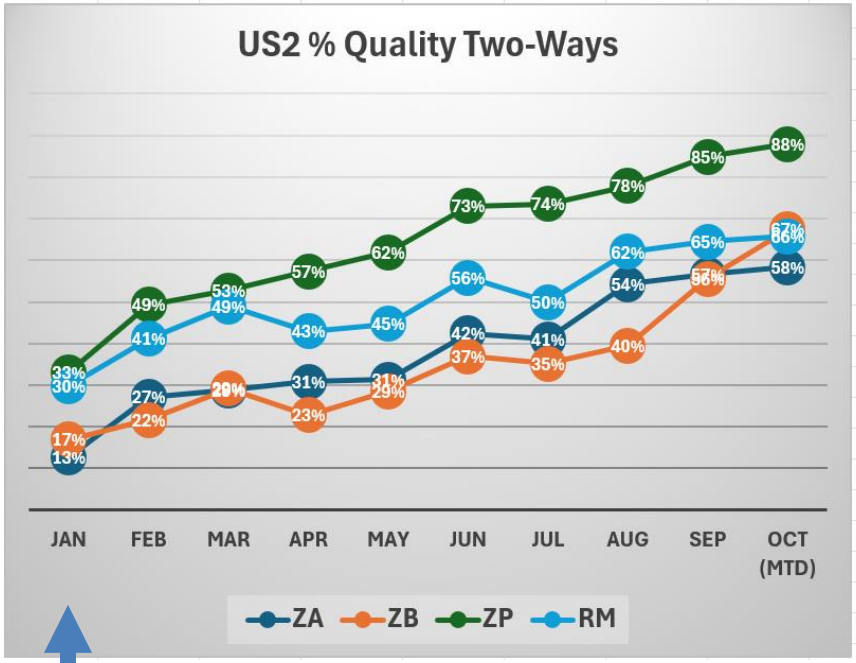


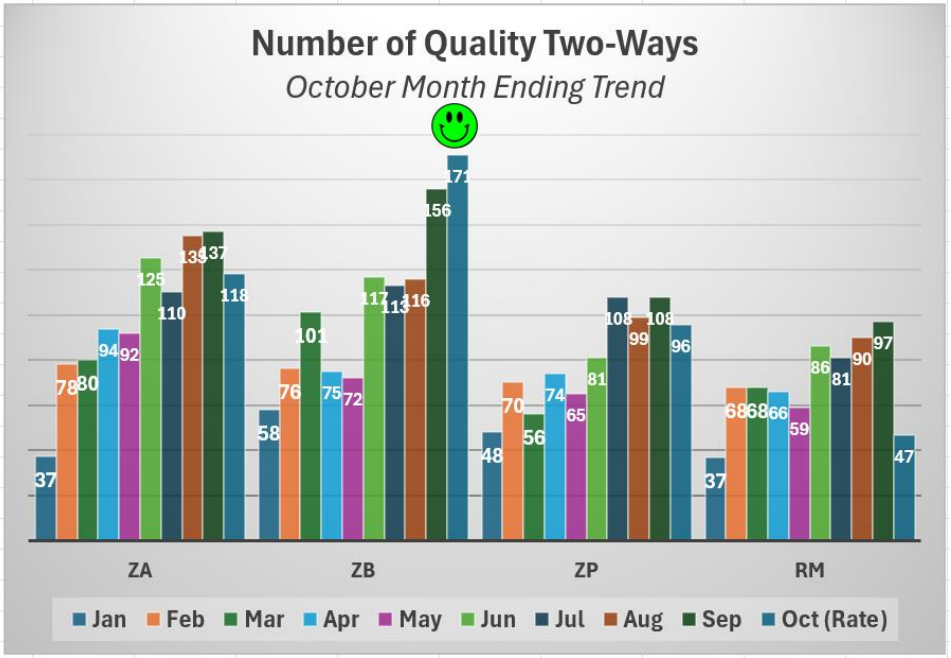
36.4
Mean Score

72.9%
High Quality

BU	Conversations	Mean Score
Boiler House	11	24.64
Carbon Black	1	43.00
EP	5	44.20
Feedband	6	36.17
GQ	1	49.00
Group 10	4	35.50
Group 6	21	37.43
Groups 1/2	18	32.78
Groups 11/12	38	29.16
Groups 3/7	45	40.31
Groups 4/5	29	36.48
Guarantee	1	47.00
IE/BPC	4	43.25
Maintenance	29	41.69
Metallic	18	43.11
NZR	1	50.00
Total	**462**	**36.41**

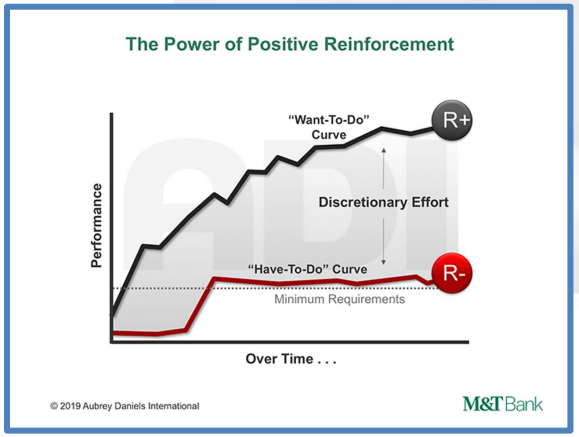
US2 AI for Safety Conversations





AI 2-Way Launch

Immediate Feedback



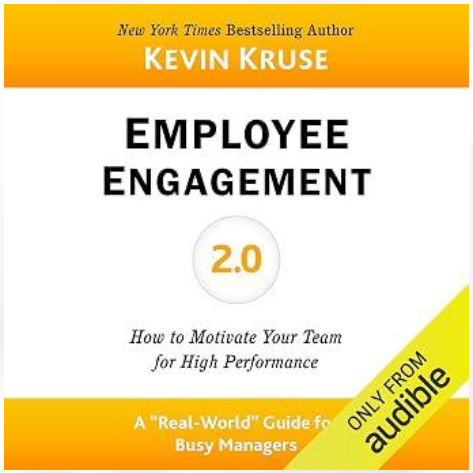
4 Levers of Engagement





Four Levers of Engagement

Inspired by:



Source of 4-Levers of Engagement Coins





If you want to use these specific coins, contact Russell directly. Mold is already made, last I purchased was ~ $4 per coin.

4 Levers of Engagement

Behaviors that produce results



"Last night, how did you accomplish this great run with one person short?"



SAFESTART® FORUM

Ten

OC

2

THANK YOU FOR ATTENDING!

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