We know how valuable your time is—thank you for attending our session at the SafeStart Forum 2026 in Franklin TN:

## Turning Principles Into Practice: Incorporating SafeStart Into Daily Conversations

This presentation contains:

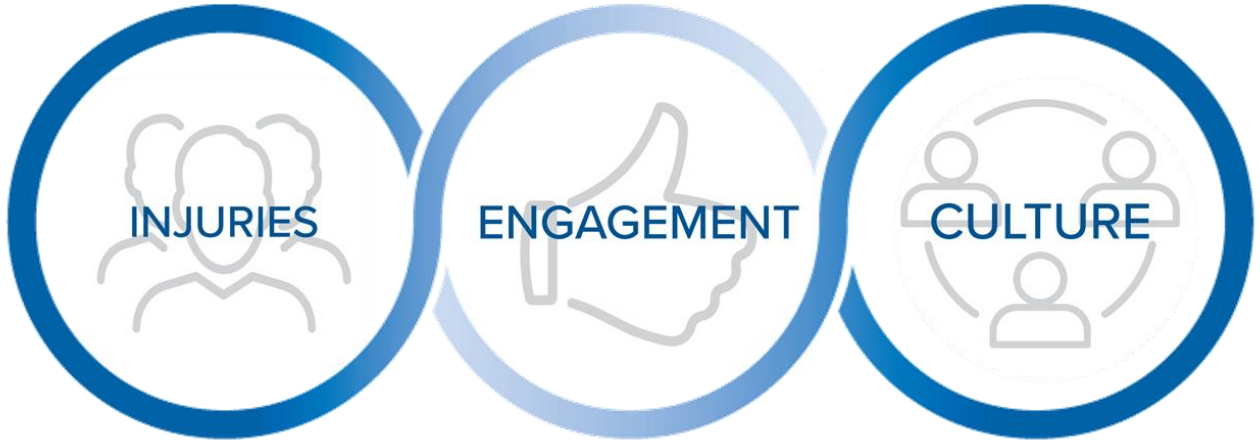
- ☑ The slides used in the session you attended (Slide 2 – 66)
- ☑ A bonus section at the end with additional slides and links to other free online resources related to this presentation and 24/7 safety (67 - 102)
- ☑ Comments from client advocates of a Human Factors Approach on improving organizational excellence (103 - 140)

(you can click on a checkbox above to jump directly to these sections)


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# Turning Principles Into Practice:

## Incorporating SafeStart Into Daily Conversations






"A problem well stated is a problem half-solved"

Charles Kettering

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# That’s Not a SafeStart Conversation…Or Is It?

## Ice Breaker

Pair up with someone near you. If you are not already familiar with each other, take a moment to do that.

Choose one of the following scenarios and produce a natural, conversational response that connects to the SafeStart concepts.

### Scenario 1 – The Morning Commute

**“Traffic was brutal this morning! I was already running late and hit every red light on the way here.”**

### Scenario 2 – The Kids

**“I was up half the night with the kids, I’m on my third cup of coffee and it’s only 9 AM!”**

### Scenario 3 – The Phone Incident

**“I was texting my wife walking through the house and walked straight into the kitchen counter!”**

Quick show of hands. How may of you found it pretty easy to identify the SafeStart concepts in those situations?

Now, How many of you think it’s a little more challenging to bring those concepts into the conversation without sounding like you’re teaching a unit?


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# SafeStart's **Human Factors** Approach





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# The SafeStart **Human Factors** Framework Model

## Continuous Improvement in Culture, Safety, & Performance

### Employee Engagement

- Personal 24/7 commitment to safety for themselves, their co-workers and their families

### Portable & Efficient Tools

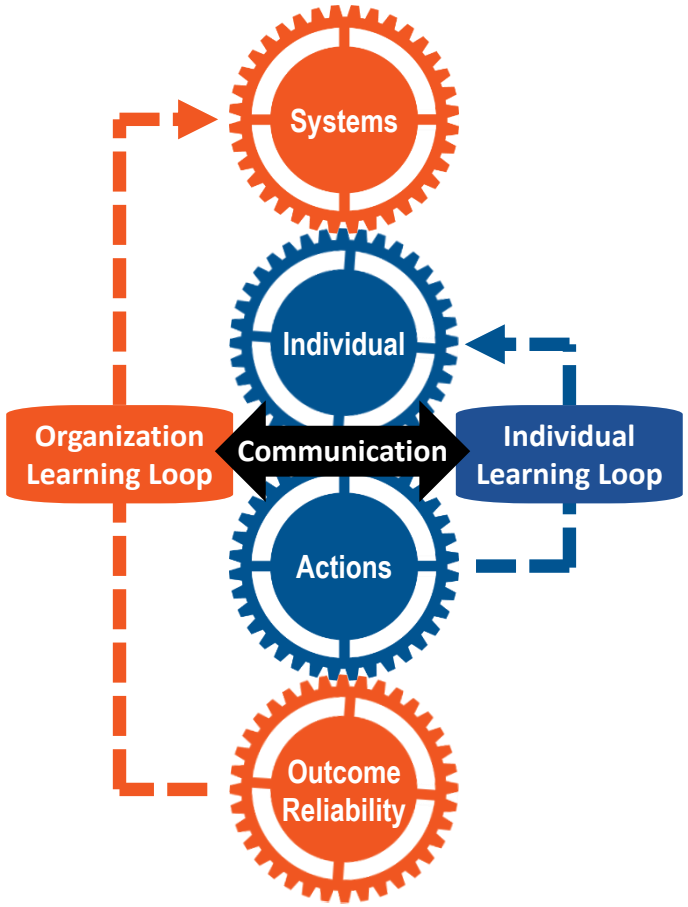
- Easy and transferable techniques for reducing unintentional safety errors and improving performance “in the moment”

### Improved Communication

- A simple, common and positive language for discussing risk in all business areas

### Individual & Team Learning

- Skills for gathering more and better predictive inputs (Leading Indicators) and building a culture of safety, trust and respect







https://safestart.com/research/

SafeStart - Research and Development

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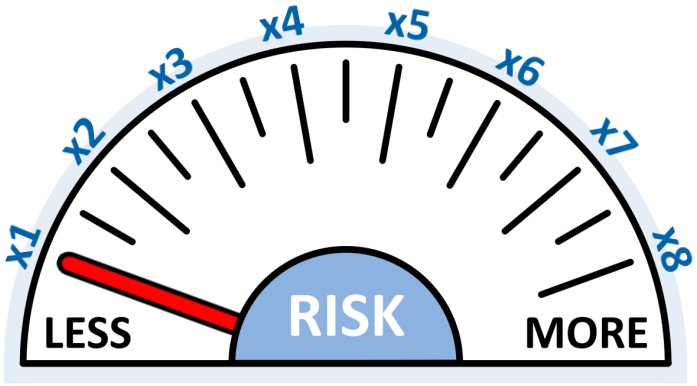
# Risk Multipliers – Traditional **and** Human Factors

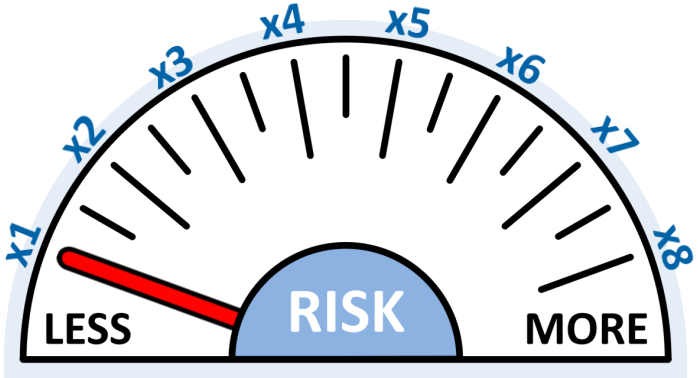
1. The amount of energy present
2. The amount of protection available (and used)
3. The presence of **Human Factors** (States & Errors)

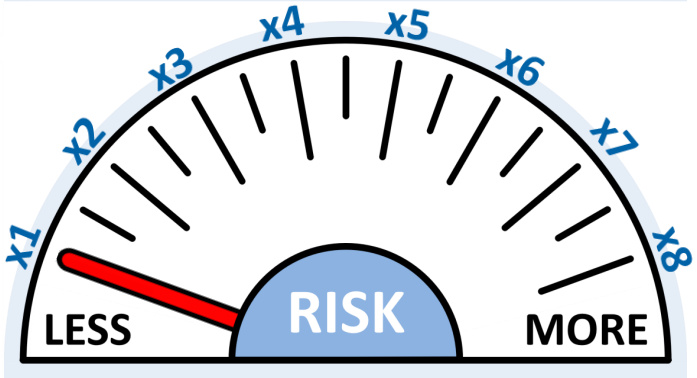









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# Human Factors and the Pareto Analysis of 24/7 Injuries









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# So what would cause a person to make contact with a hazard they **KNEW** about?



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# Critical Errors: As Seen On TV!

SAFESTART® NOW

States cause errors which increase the risk of injury

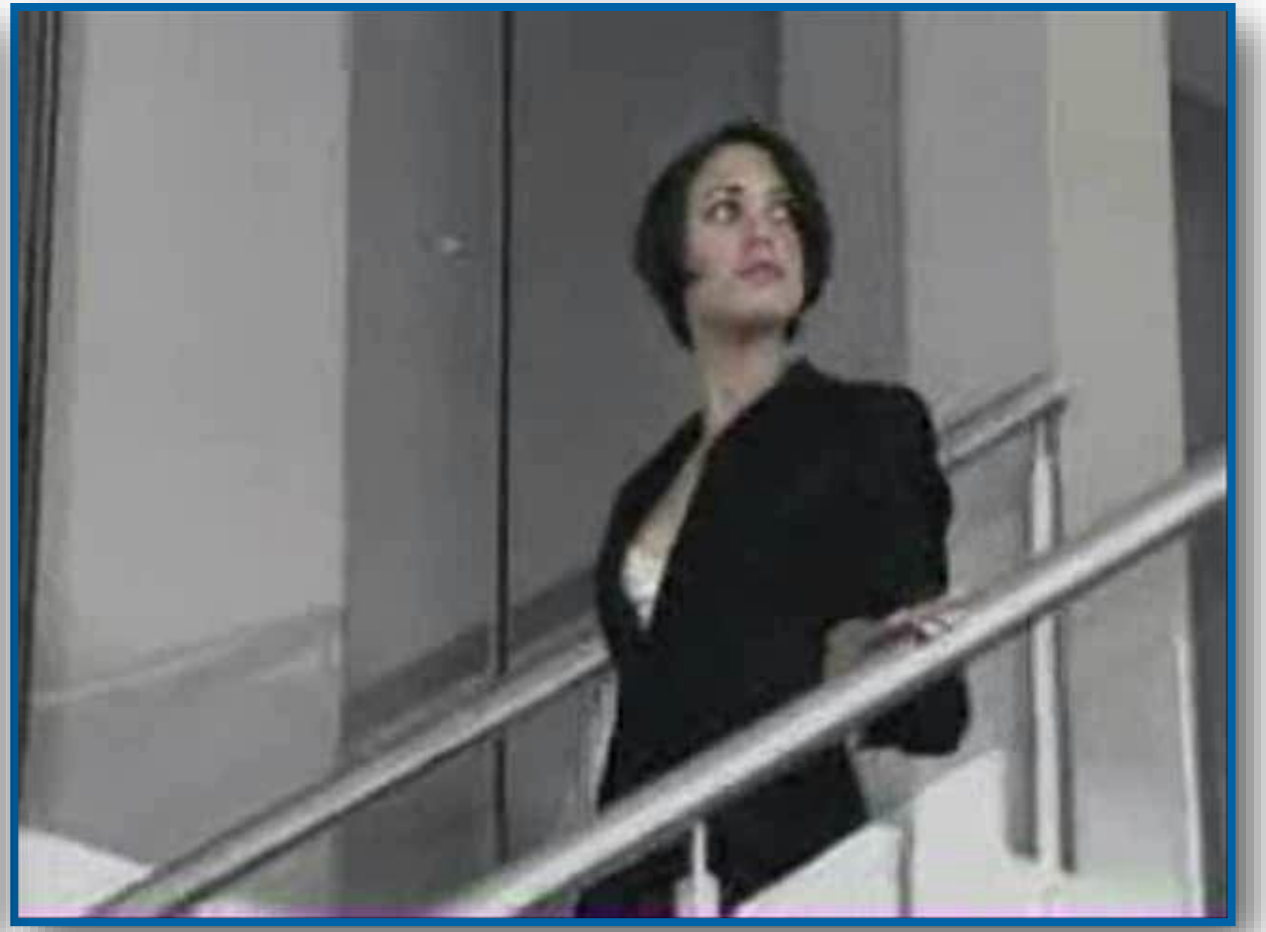
STATES

- ☐ Rushing
- ☐ Frustration
- ☐ Fatigue
- ☐ Complacency

ERRORS

- ☑ Eyes not on task
- ☑ Mind not on task
- ☑ Line of fire
- ☑ Balance, traction, grip

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# Critical Errors: That's Life!

SAFESTART® NOW

States cause errors which increase the risk of injury

STATES

- ☐ Rushing
- ☐ Frustration
- ☐ Fatigue
- ☐ Complacency

ERRORS

- ☐ Eyes not on task
- ☐ Mind not on task
- ☐ Line of fire
- ☐ Balance, traction, grip

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States cause errors which increase the risk of injury

STATES

- ☐ Rushing
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ERRORS

- ☐ Eyes not on task
- ☐ Mind not on task
- ☐ Line of fire
- ☐ Balance, traction, grip

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# Why do people make **MOST** of their **UNINTENTIONAL** errors?

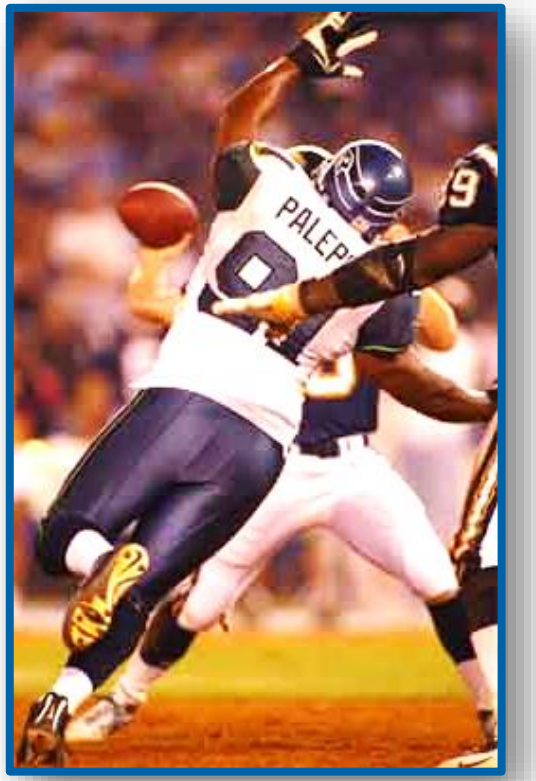


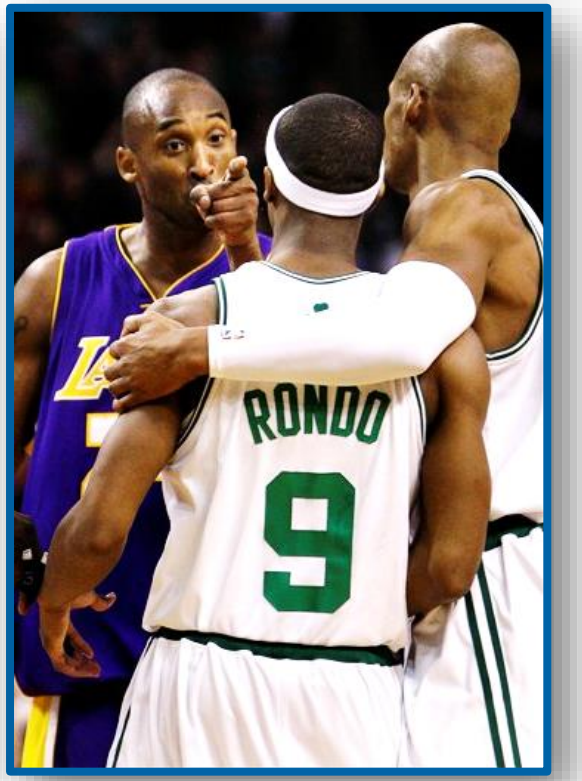


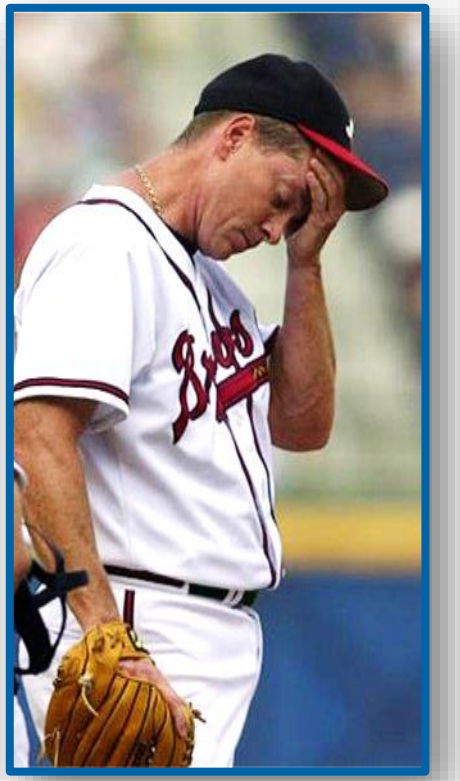
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# We **ALL** want to help people make less errors!

(particularly the “critical few” that lead to most injuries)





## But what if your job was to **cause** other people to make as many mistakes as possible?

**SAFESTART® NOW**

States cause errors which increase the risk of injury

STATES

- ☑ Rushing
- ☑ Frustration
- ☑ Fatigue
- ☐ Complacency

ERRORS

- ☐ Eyes not on task
- ☐ Mind not on task
- ☐ Line of fire
- ☐ Balance, traction, grip

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States cause errors which increase the risk of injury

## STATES

- [x] Rushing
- [x] Frustration
- [x] Fatigue
- [x] Complacency

## ERRORS

- [ ] Eyes not on task
- [ ] Mind not on task
- [ ] Line of fire
- [ ] Balance, traction, grip

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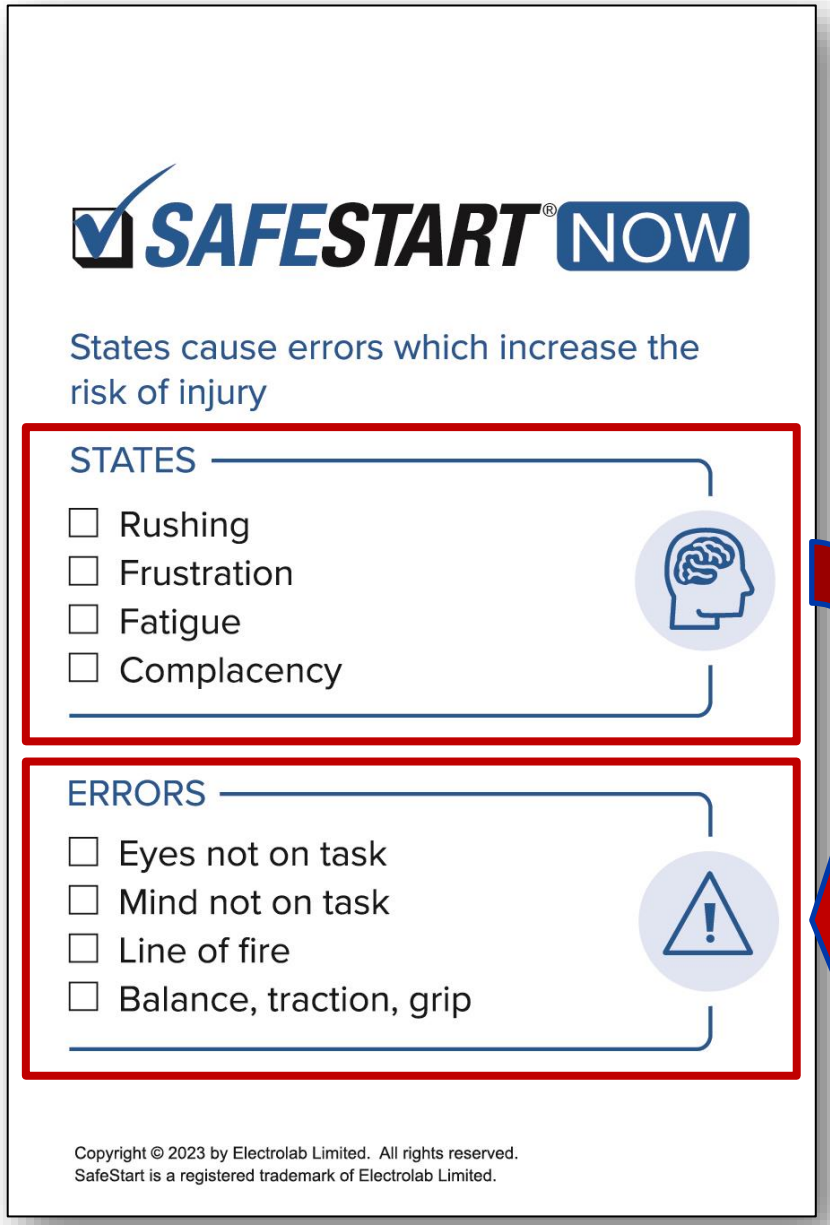

YouTube - Volvo Safety Demo

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# Why

# What




# When

Including Almost All **SIF** Events

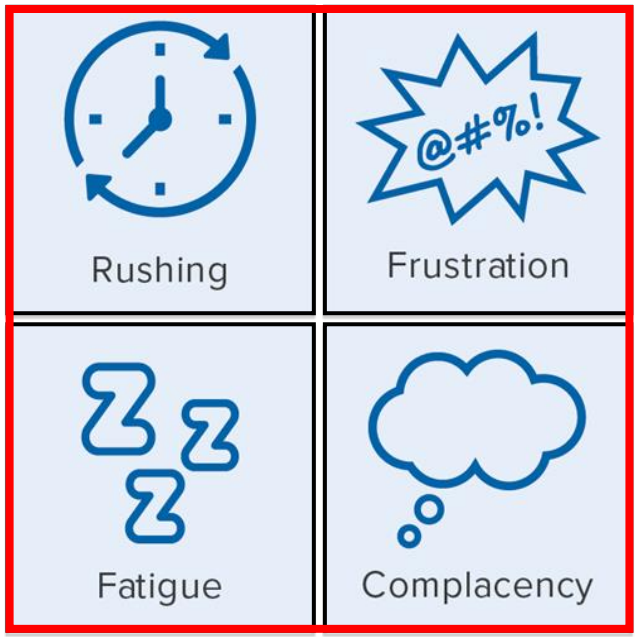
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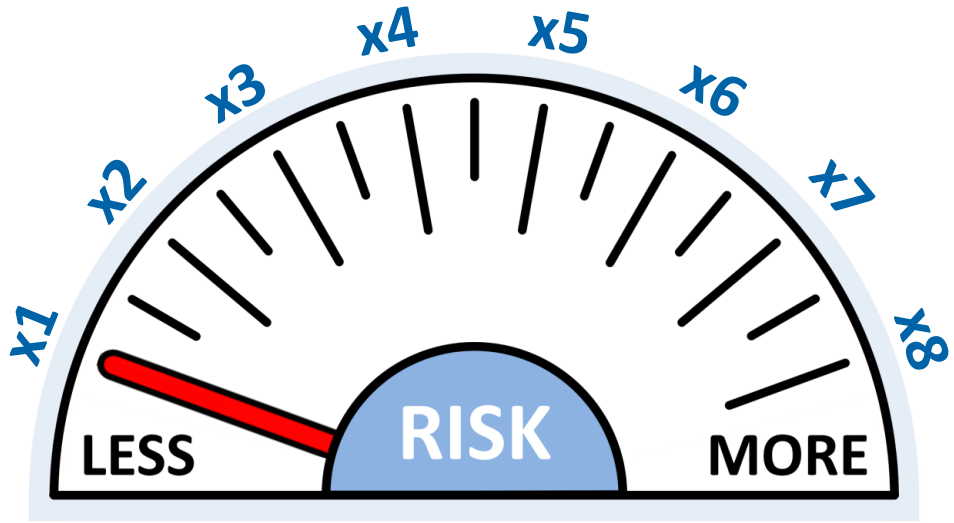
# The **Universal** Human Factors Risk Pattern

**States** Cause **Errors**



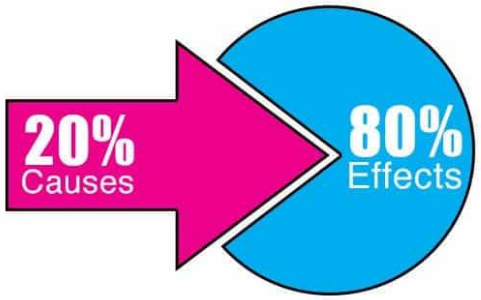

Safety,
Production,
Quality,
Performance,
Communication

Which Cause **Less Risk** …




to Become **More Risk**

**This "State to Error" risk pattern is involved in over 95% of all accidental acute injuries – 24/7/365**

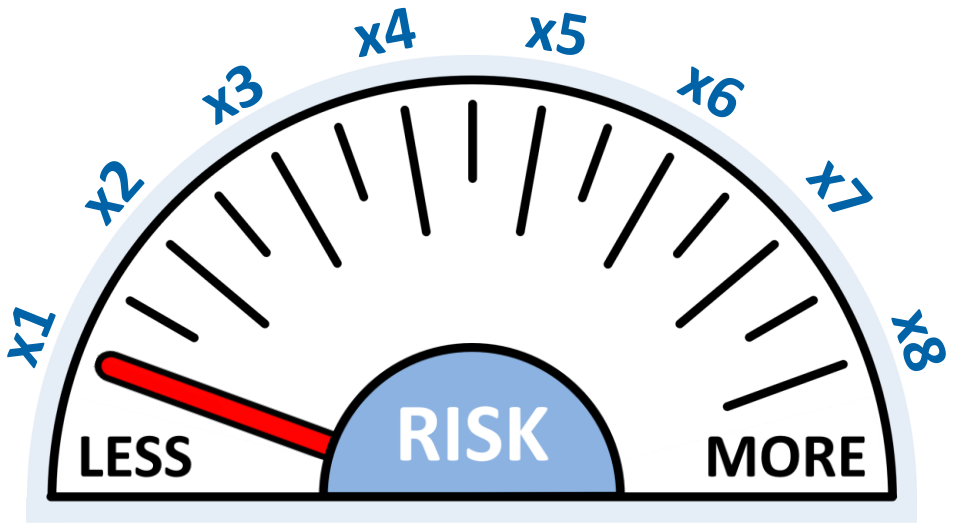



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# Fatigue and the Risk of a Motor Vehicle Crash

Compared to drivers who had slept for at least 7 hours in the past 24 hours, drivers who reported they had slept:

- **6-7** hours had **1.3** times the crash rate
- **5-6** hours had **1.9** times the crash rate
- **4-5** hours had **4.3** times the crash rate
- **Less than 4** hours had **11.5** times the crash rate




https://aaafoundation.org/acute-sleep-deprivation-risk-motor-vehicle-crash-involvement/

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# So it's simple – always pay attention to the **STATES & ERRORS** and you won't get hurt !





## Can people **DECIDE** to always pay attention?


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# Telling people **“DON’T GO ON AUTOPILOT”** doesn’t work!






Autopilot is not a **“BUG”** in the system, it is the system!


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# Remember how **FOCUSED** you were learning to drive?



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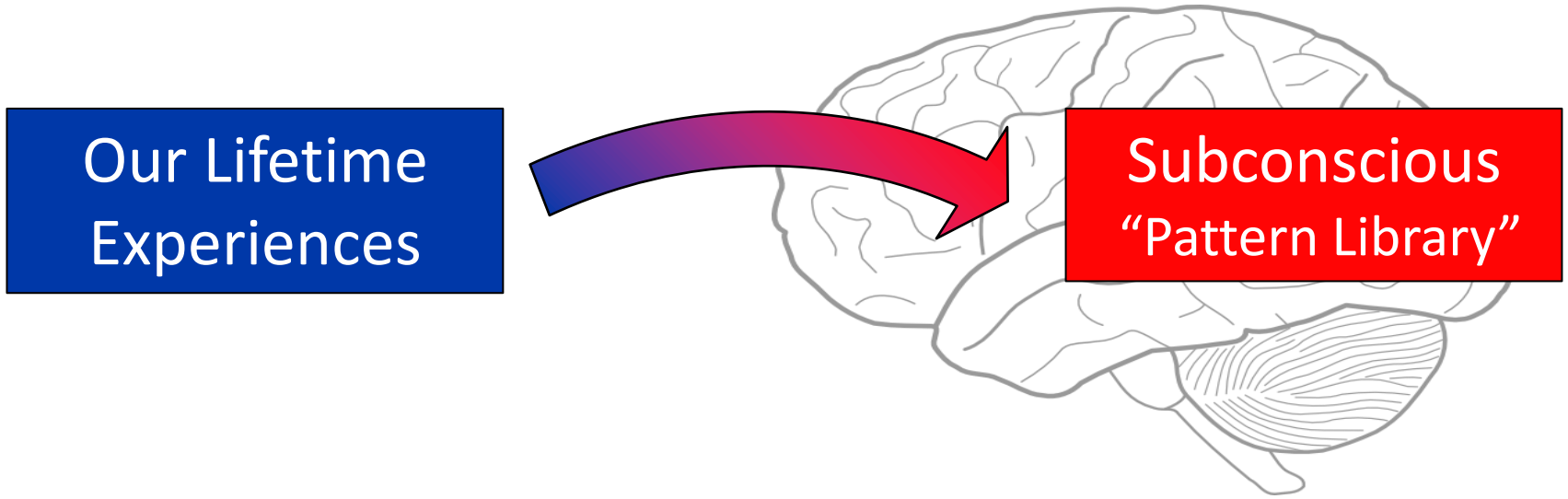
# How **FOCUSED** are you behind the wheel **NOW**?







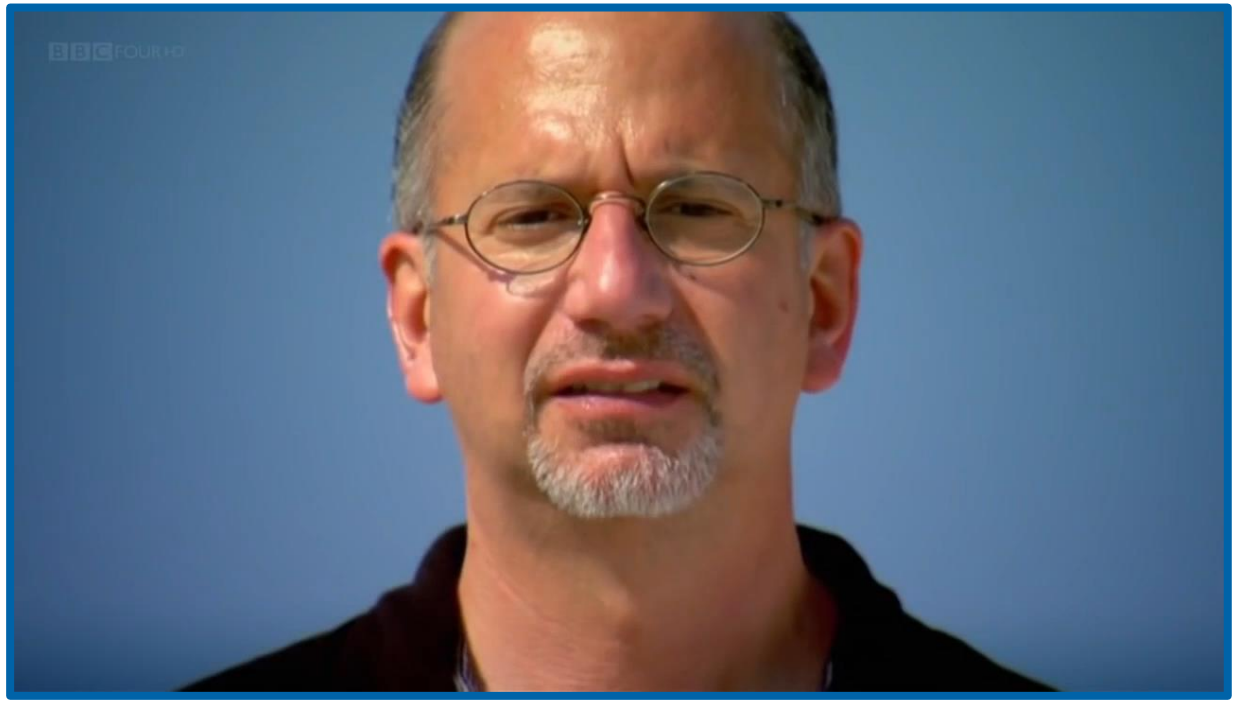

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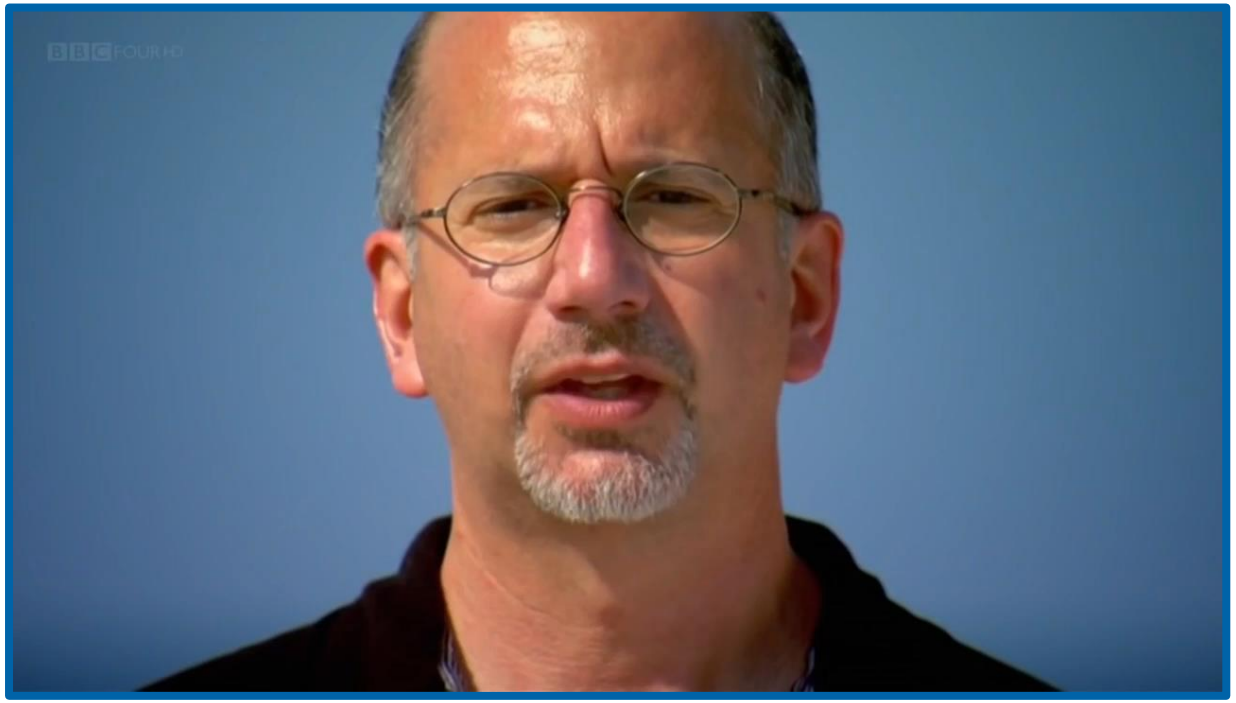



# Brain Science – Training People to Recognize Potential **SIF Risk Patterns** at a Subconscious Level

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# Your **Subconscious** Brain Has Noticed a **Visual** Pattern!





Put your hand up if you heard

**“Fa”**

Put your hand up if you heard

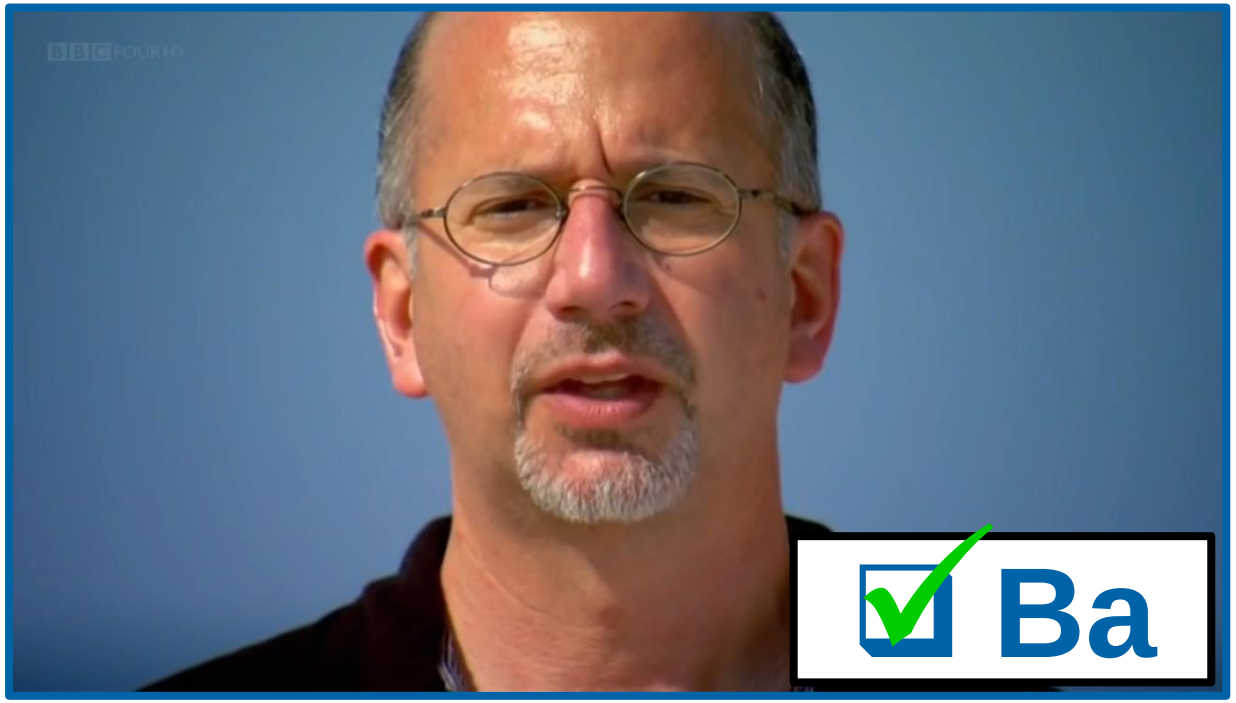
**“Ba”**

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# Your **Subconscious** Brain Has Noticed a **Visual** Pattern!



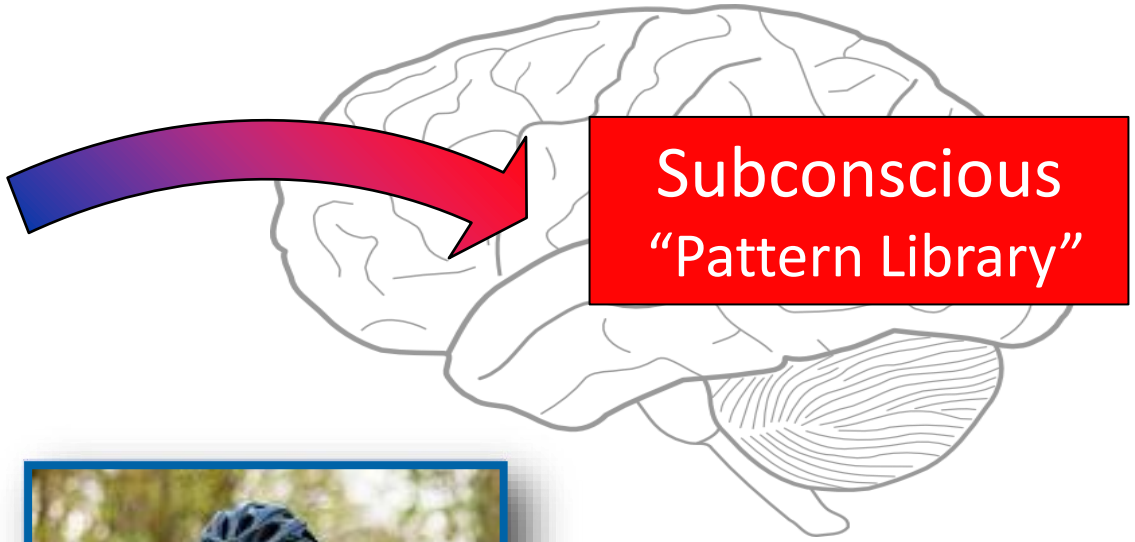

Switch your eyes back and forth between the two videos

Our **subconscious** tells us what to hear and overrides the **actual** sound

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# How Our **Subconscious Brain** Learns to Recognize **Danger** Patterns

Our Lifetime Experiences



Subconscious
"Pattern Library"



I don't know why, but I've got a **bad feeling** about this !!!

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# The Science of Subconscious Learning




YouTube - Wayne Morris Fire X Talk

To watch the full presentation visit https://youtu.be/cb-bzKD2nu8

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# **Good News!** - Your **SUBCONSCIOUS** brain can't distinguish between **REAL** and **UNREAL** experiences





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# Why Are Most People **Afraid** of Sharks?



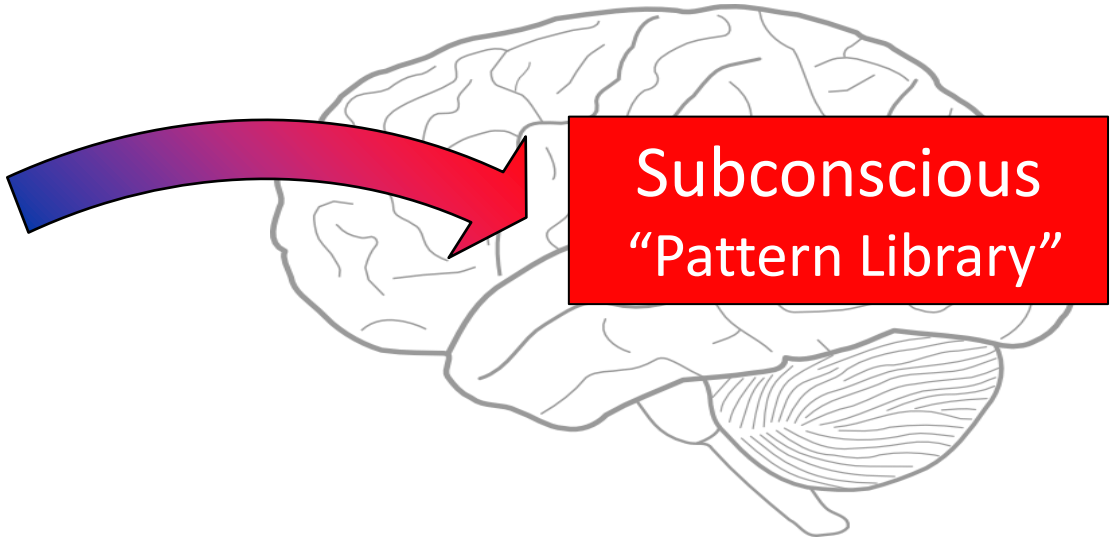

YouTube - Scene from Jaws

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Our Experiences
(Real, Vicarious or Imagined)




**Because** the "Subconscious" functions of our brain can't distinguish between real and imagined events, they can be **"Re-Wired"** three ways:

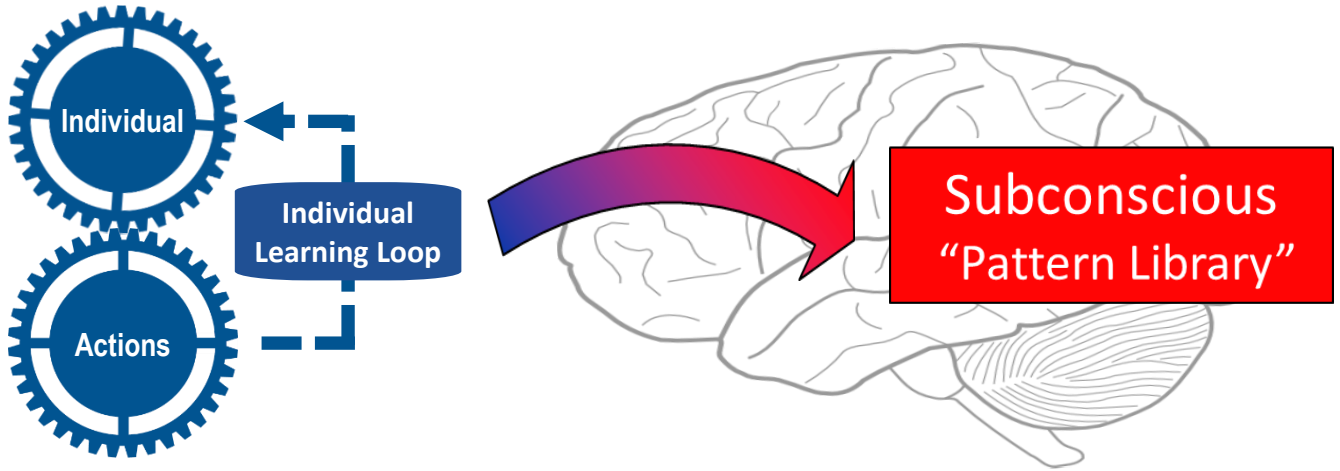
~~1.~~ **Real Experiences** - the school of **"Hard Knocks"**

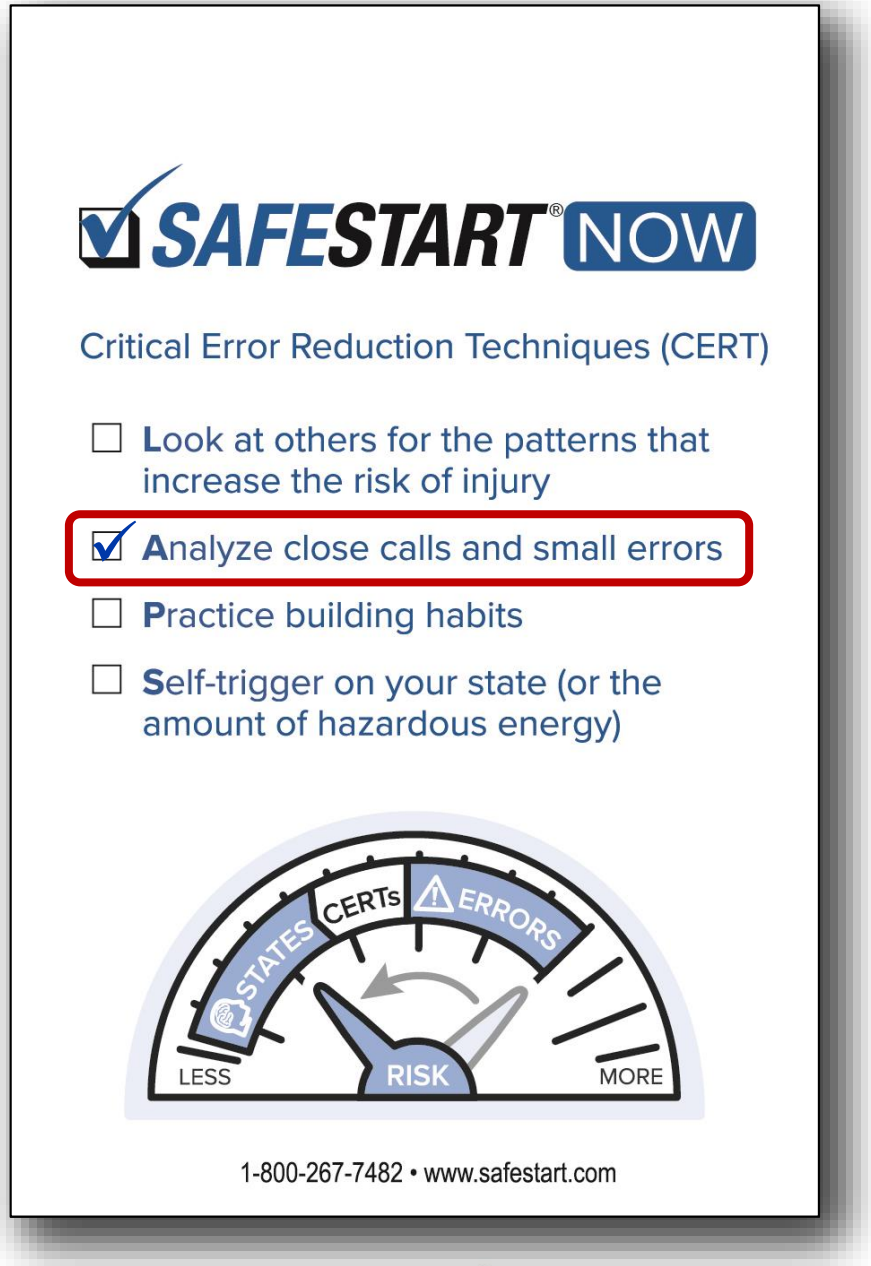
2. **Vicarious Experiences** - learning from the **"War Stories"** of others
3. **Imagined Experiences** – thinking about and **"Picturing"** the possible severe negative outcomes after a minor injury or close call when serious injury potential exists


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# **CERTS** - Easy, Portable & Efficient Tools for Learning from Imagined Experiences

- ☑ Analyze close calls and small errors …
  (to prevent agonizing over the big ones)





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# Why analyze **CLOSE CALLS** & **SMALL ERRORS**?







The only real mistake is the one from which we learn nothing.

*Henry Ford*

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# To **LEARN** from **CLOSE CALLS** & **ERRORS** always ask yourself **THREE QUESTIONS**:








**Q1** Could this have been a serious injury?

If so - mentally **paint** the picture - **Sights, Sounds, Smells, Feelings, Consequences**

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# Relating Close Calls & Errors to the Human Factors Risk Pattern

SAFESTART® NOW

States cause errors which increase the risk of injury

**STATES**

- ☐ Rushing
- ☐ Frustration
- ☐ Fatigue
- ☐ Complacency

?

Q3

**ERRORS**

- ☑ Eyes not on task
- ☑ Mind not on task
- ☑ Line of fire
- ☐ Balance, traction, grip

Q2

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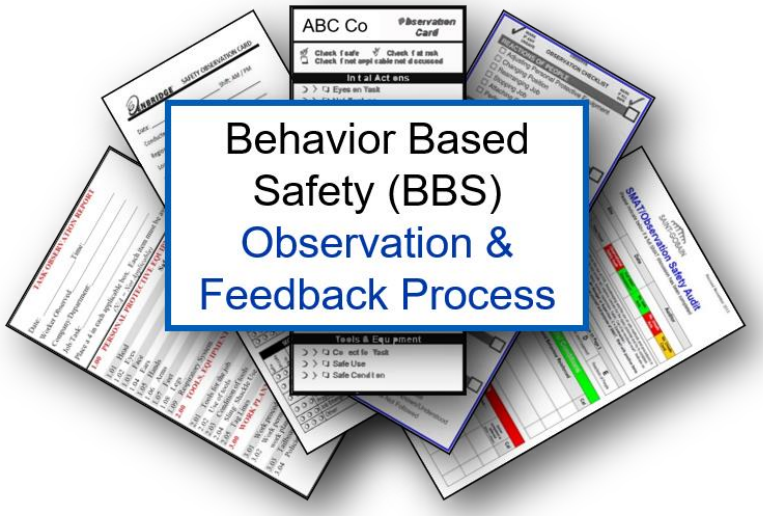





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# Imagined Experiences in Observation and Feedback



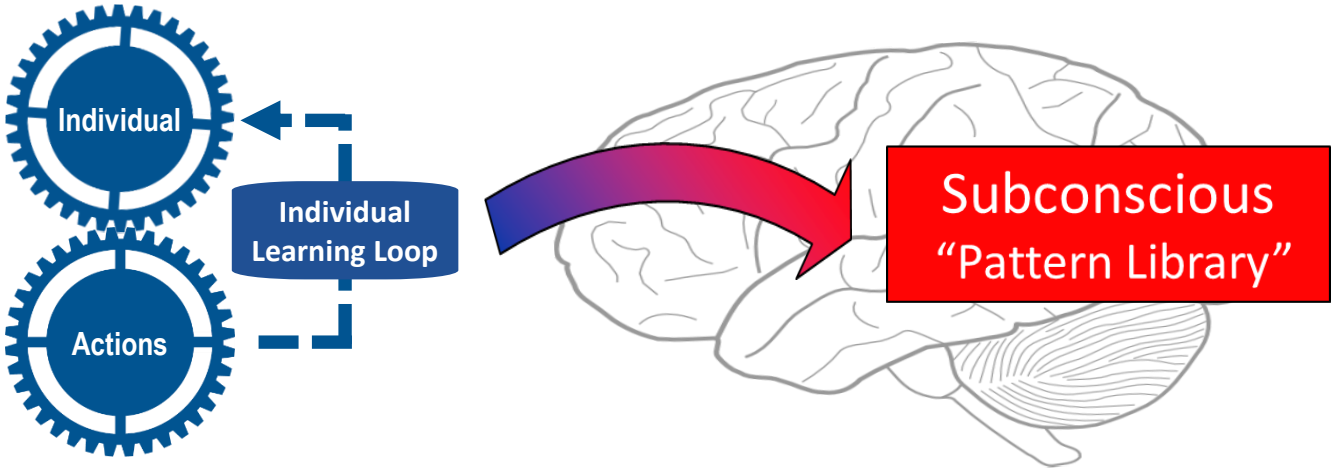



- We have been helping organizations to implement Observation & Feedback processes since the early 1980s
- The stated goal was always that the people conducting the observations would be helping those being observed to avoid future injuries and incidents
- **The Unintended Consequence** – safety performance always improved first and most dramatically in the **observer** group


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# **CERTS** - Easy, Portable & Efficient Tools for Learning from Imagined Experiences

- ☑ Look at others for the patterns (hazardous energy plus states & errors) that increase the risk of an injury …
  (then mentally **"picture"** what might go wrong next – **a serious injury event**)




SAFESTART® NOW

Critical Error Reduction Techniques (CERT)

- ☑ **L**ook at others for the patterns that increase the risk of injury
- ☐ **A**nalyze close calls and small errors
- ☐ **P**ractice building habits
- ☐ **S**elf-trigger on your state (or the amount of hazardous energy)




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States → Errors

SAFESTART® NOW

States cause errors which increase the risk of injury

**Q1**

STATES

- [x] Rushing
- [ ] Frustration
- [ ] Fatigue
- [x] Complacency

**Q2**

ERRORS

- [x] Eyes not on task
- [x] Mind not on task
- [x] Line of fire
- [ ] Balance, traction, grip

**Q3**

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**3Qs**

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# Seeing the **State to Error** Pattern on TV




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States cause errors which increase the risk of injury

STATES

- ☐ Rushing
- ☐ Frustration
- ☐ Fatigue
- ☐ Complacency

ERRORS

- ☐ Eyes not on task
- ☐ Mind not on task
- ☐ Line of fire
- ☐ Balance, traction, grip

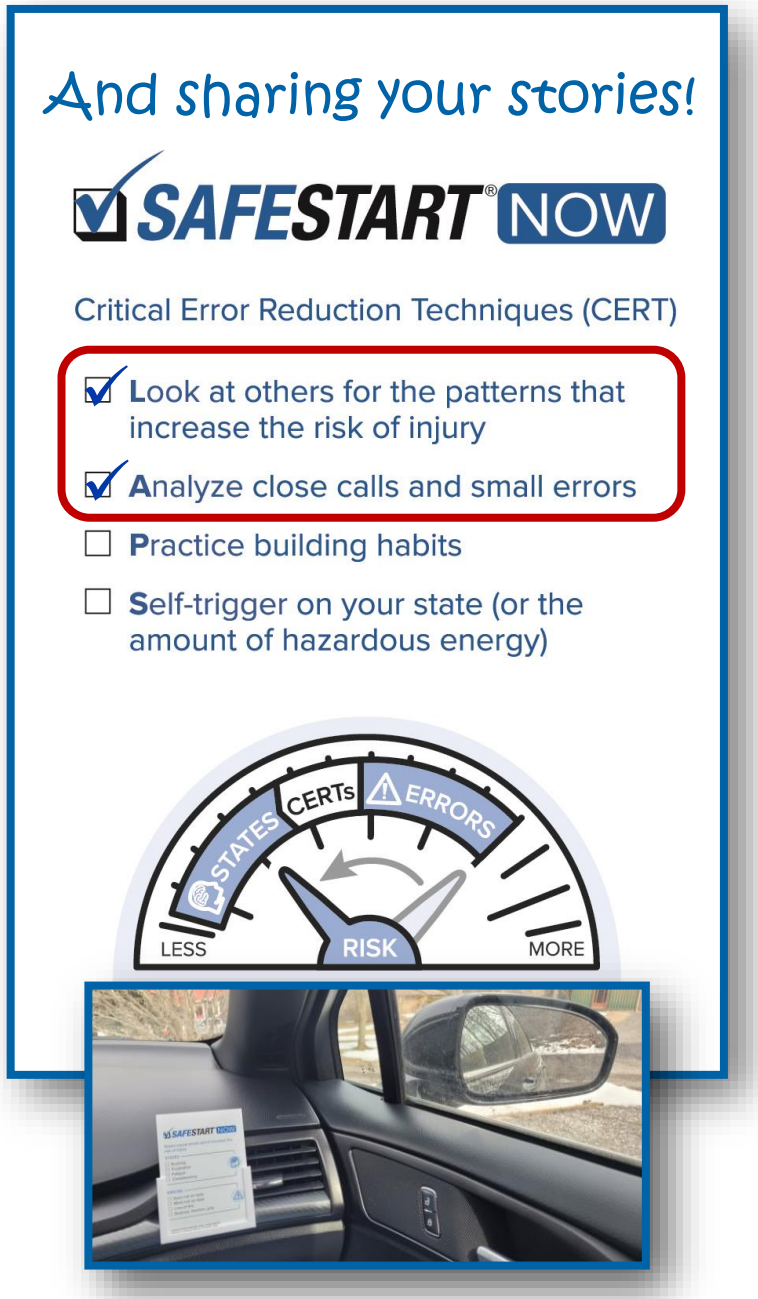
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# Relating Close Calls & Errors to the Human Factors Risk Pattern




**1** - With repetition, using the **Learning CERTs** with the **3Qs Technique** becomes automatic (a habit like wearing a seatbelt)

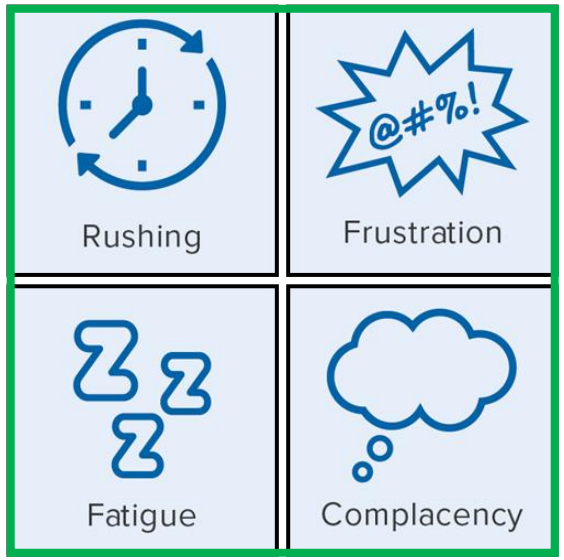
**2** - Habitually repeating these techniques (and sharing the stories with others) rewires our **Subconscious Pattern Library** and builds an automatic avoidance response (a **gut** reaction)

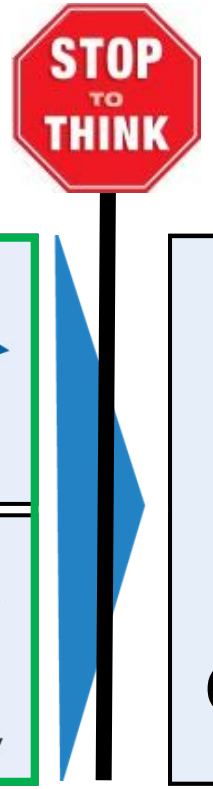
**3** - This reaction let's us notice the precursor **States** and take action to avoid the sequential progress of the **Human Factors Risk Pattern**

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# Recognizing the Danger **In the Moment** 3Qs

**Notice**
**States**

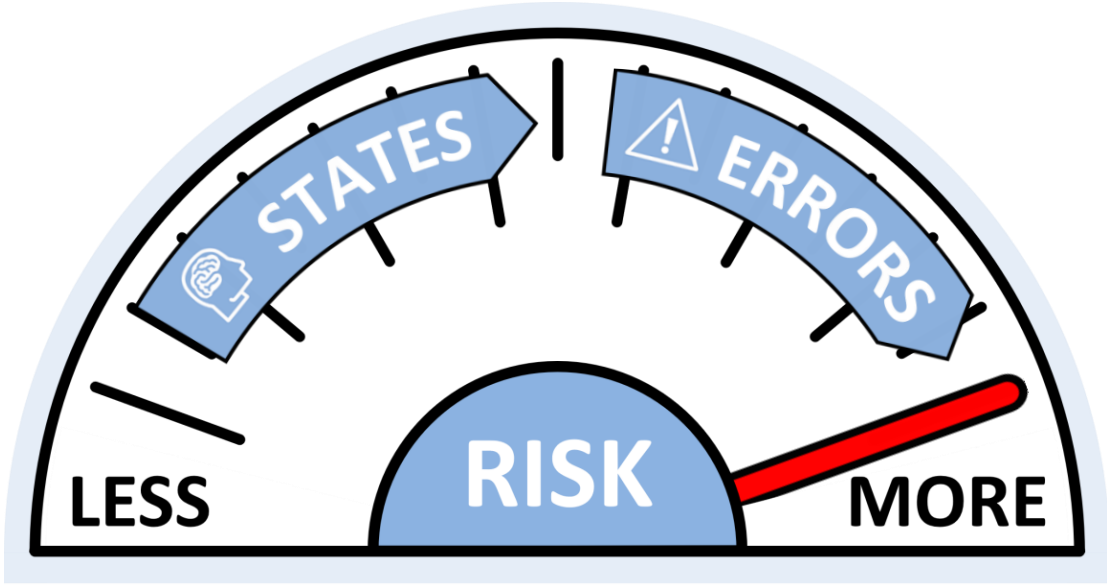



**Fewer**
**Errors**

Safety,
Production,
Quality,
Performance,
Communication

**Remain at Less Risk**
**Due to Human Factors**

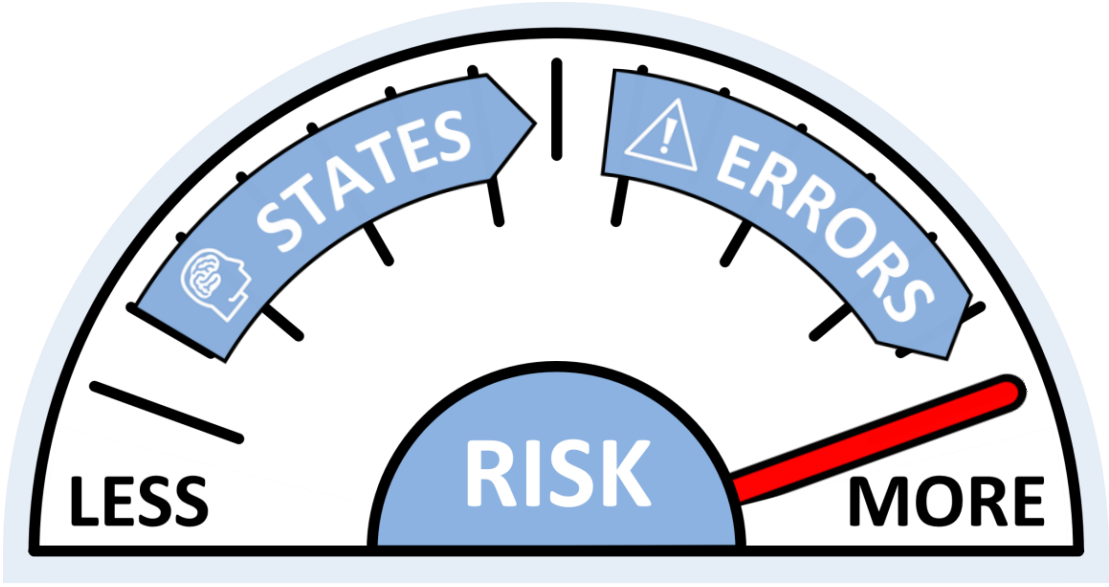



At SafeStart we refer to this automatic subconscious response as **Self-Triggering**

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# Self-Triggering Makes a Safety or Performance Decision Possible




1. Focus on What You are Doing
2. Eliminate the Stressor State
3. Eliminate the **Systemic Causes** that lead to States & Errors (in the workplace)

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# How much repetition is **enough** to establish new CERTs and Story Analysis habits (including the 3Qs)?

- 20 Repetitions – before any start of habit formation
- 40 Repetitions – habits begin to be **established** in our brains
- 66 Repetitions – thickening of neural pathways/connections in our brains can actually be seen using current medical imaging technology

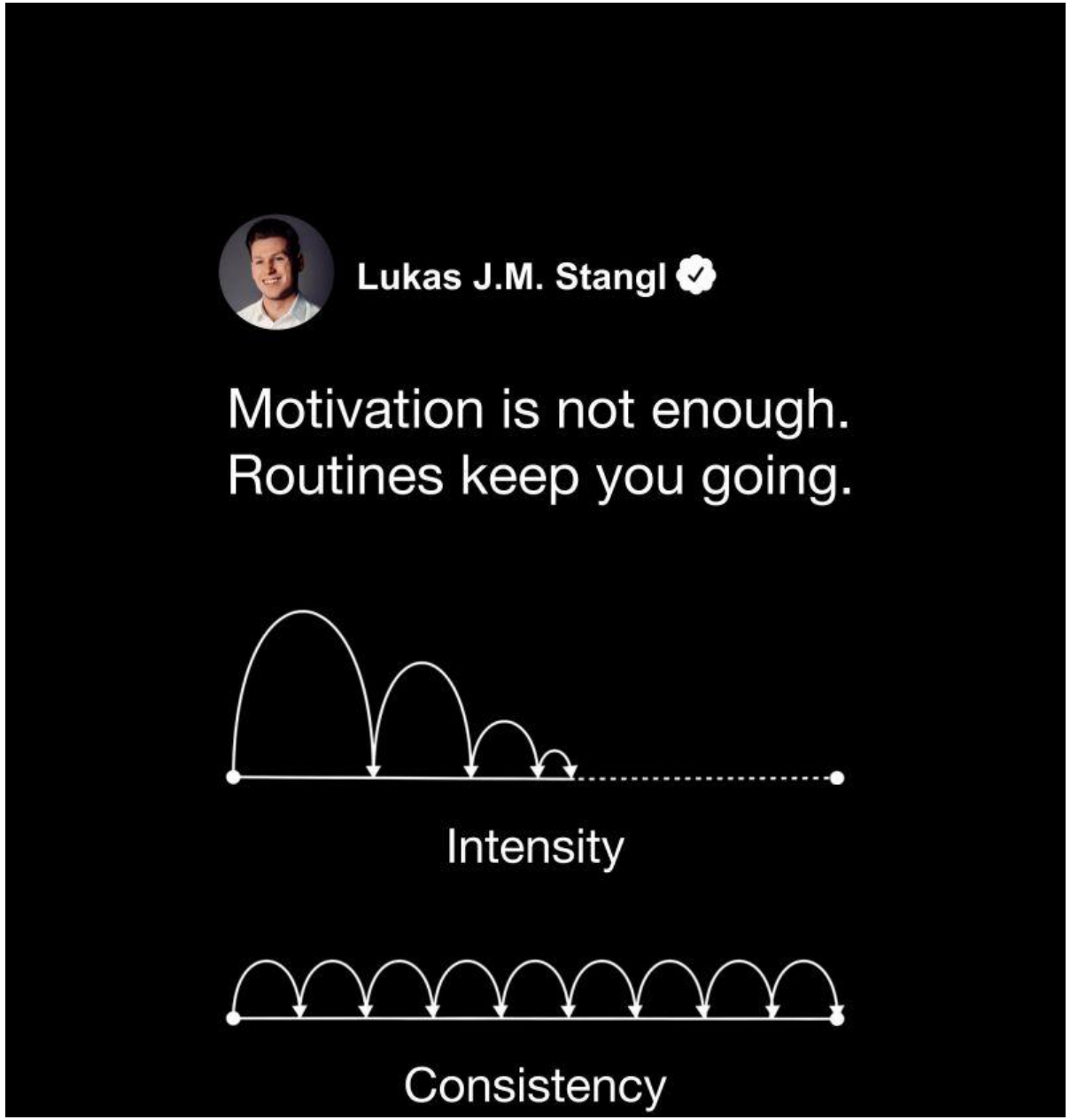



**Hebb's Law: Neurons that fire together wire together!**


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MOTIVATION
IS WHAT GETS YOU STARTED.
HABIT IS WHAT
KEEPS YOU GOING.

JIM RYUN





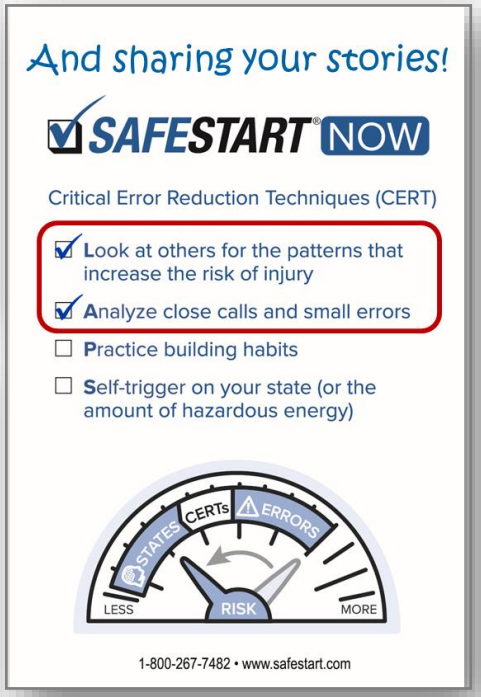
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# Repetition and Reinforcement in Normal Workplace Processes

## SafeStart Workplace Application Tools - SafeChat and Rate Your State



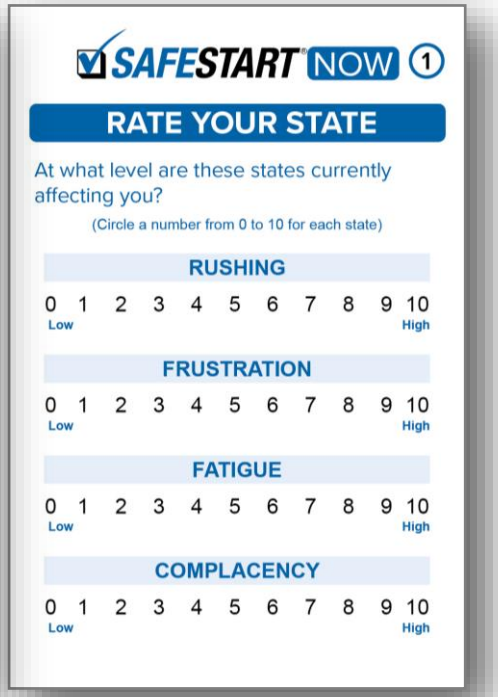











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# The SafeChat Process

- The SafeChat poster kit includes monthly topics for the year (4 x Work, 4 x Home, 4 x Road).
- Monthly topics should be rotated to keep the conversations fresh (i.e., Month 1 a workplace topic, Month 2 a home topic, Month 3 an on the road topic, etc.)
- We provide multiple copies for you to place throughout your facility for the month to support your weekly toolbox/tailgate or pre-shift safety discussions.
- Monthly SafeChat topic suggestion guides are designed to help the talk leader with weekly speaking points and support the poster kit.



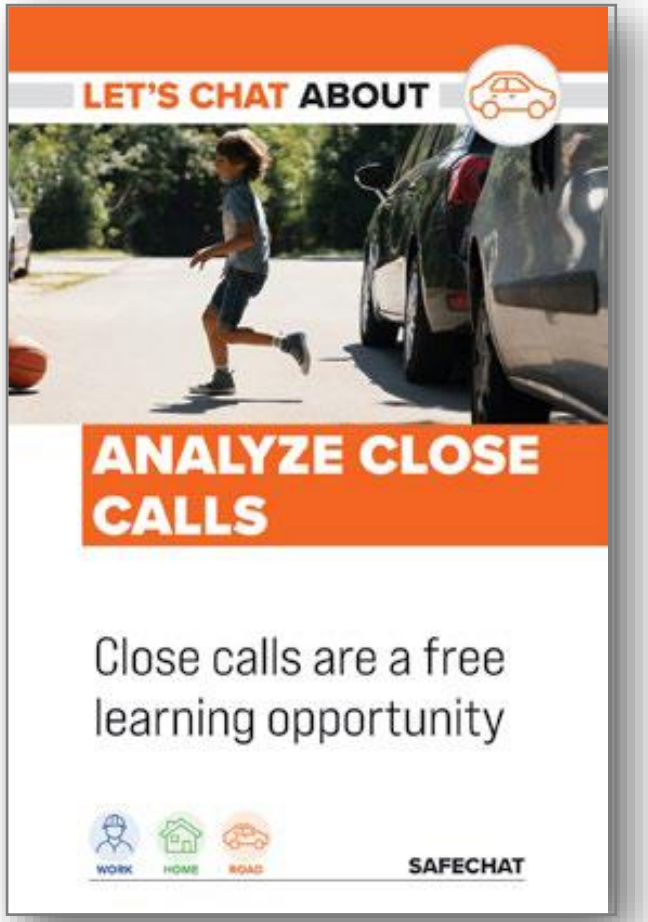


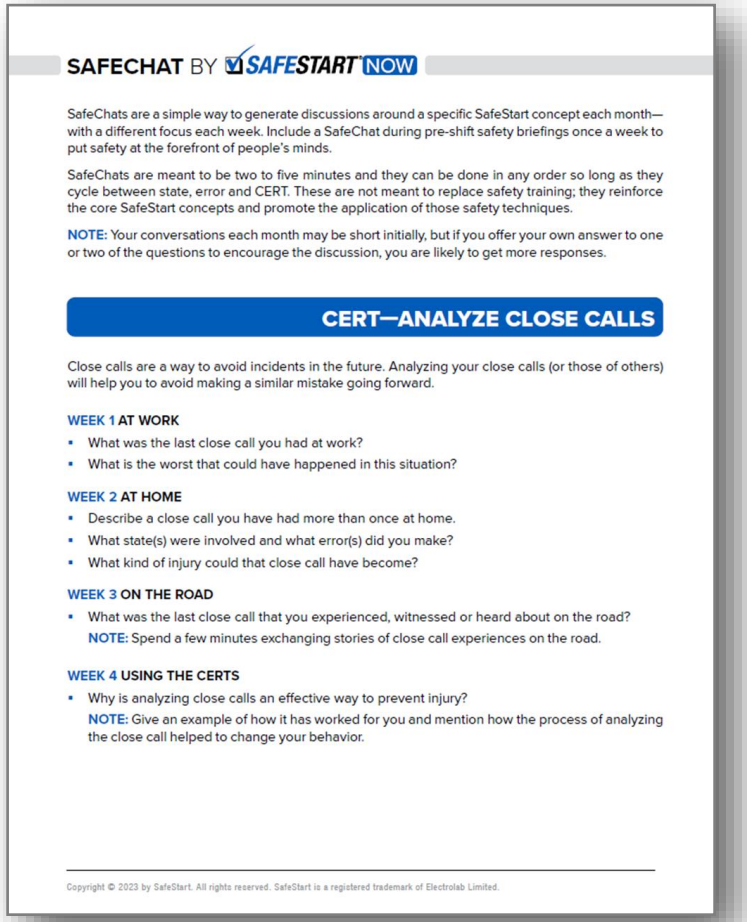


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# Analyze Close Calls - SafeChat Group Exercise

1. Form into groups of four or five
2. Choose a leader to ask the Week 1 discussion question(s) of one other member of the group (a volunteer)
3. Discuss that response(s) as a group
4. Rotate the leadership role for weeks 2-4 and repeat the process



SAFECHAT BY SAFESTART NOW

SafeChats are a simple way to generate discussions around a specific SafeStart concept each month—with a different focus each week. Include a SafeChat during pre-shift safety briefings once a week to put safety at the forefront of people's minds.

SafeChats are meant to be two to five minutes and they can be done in any order so long as they cycle between state, error and CERT. These are not meant to replace safety training; they reinforce the core SafeStart concepts and promote the application of those safety techniques.

**NOTE:** Your conversations each month may be short initially, but if you offer your own answer to one or two of the questions to encourage the discussion, you are likely to get more responses.

**CERT—ANALYZE CLOSE CALLS**

Close calls are a way to avoid incidents in the future. Analyzing your close calls (or those of others) will help you to avoid making a similar mistake going forward.

**WEEK 1 AT WORK**
- What was the last close call you had at work?
- What is the worst that could have happened in this situation?

**WEEK 2 AT HOME**
- Describe a close call you have had more than once at home.
- What state(s) were involved and what error(s) did you make?
- What kind of injury could that close call have become?

**WEEK 3 ON THE ROAD**
- What was the last close call that you experienced, witnessed or heard about on the road?
  **NOTE:** Spend a few minutes exchanging stories of close call experiences on the road.

**WEEK 4 USING THE CERTS**
- Why is analyzing close calls an effective way to prevent injury?
  **NOTE:** Give an example of how it has worked for you and mention how the process of analyzing the close call helped to change your behavior.

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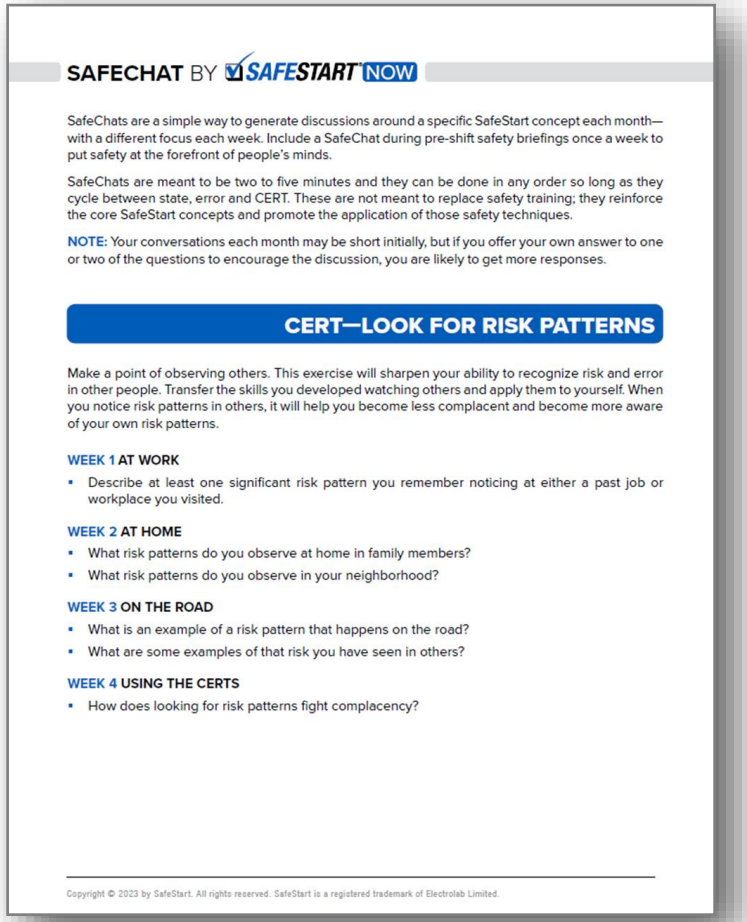
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# Look for Risk Patterns - SafeChat Group Exercise

1. Form into groups of four or five
2. Choose a leader to ask the Week 1 discussion question(s) of one other member of the group (a volunteer)
3. Discuss that response(s) as a group
4. Rotate the leadership role for weeks 2-4 and repeat the process



SAFECHAT BY SAFESTART NOW

SafeChats are a simple way to generate discussions around a specific SafeStart concept each month—with a different focus each week. Include a SafeChat during pre-shift safety briefings once a week to put safety at the forefront of people's minds.

SafeChats are meant to be two to five minutes and they can be done in any order so long as they cycle between state, error and CERT. These are not meant to replace safety training; they reinforce the core SafeStart concepts and promote the application of those safety techniques.

**NOTE:** Your conversations each month may be short initially, but if you offer your own answer to one or two of the questions to encourage the discussion, you are likely to get more responses.

**CERT—LOOK FOR RISK PATTERNS**

Make a point of observing others. This exercise will sharpen your ability to recognize risk and error in other people. Transfer the skills you developed watching others and apply them to yourself. When you notice risk patterns in others, it will help you become less complacent and become more aware of your own risk patterns.

**WEEK 1 AT WORK**
- Describe at least one significant risk pattern you remember noticing at either a past job or workplace you visited.

**WEEK 2 AT HOME**
- What risk patterns do you observe at home in family members?
- What risk patterns do you observe in your neighborhood?

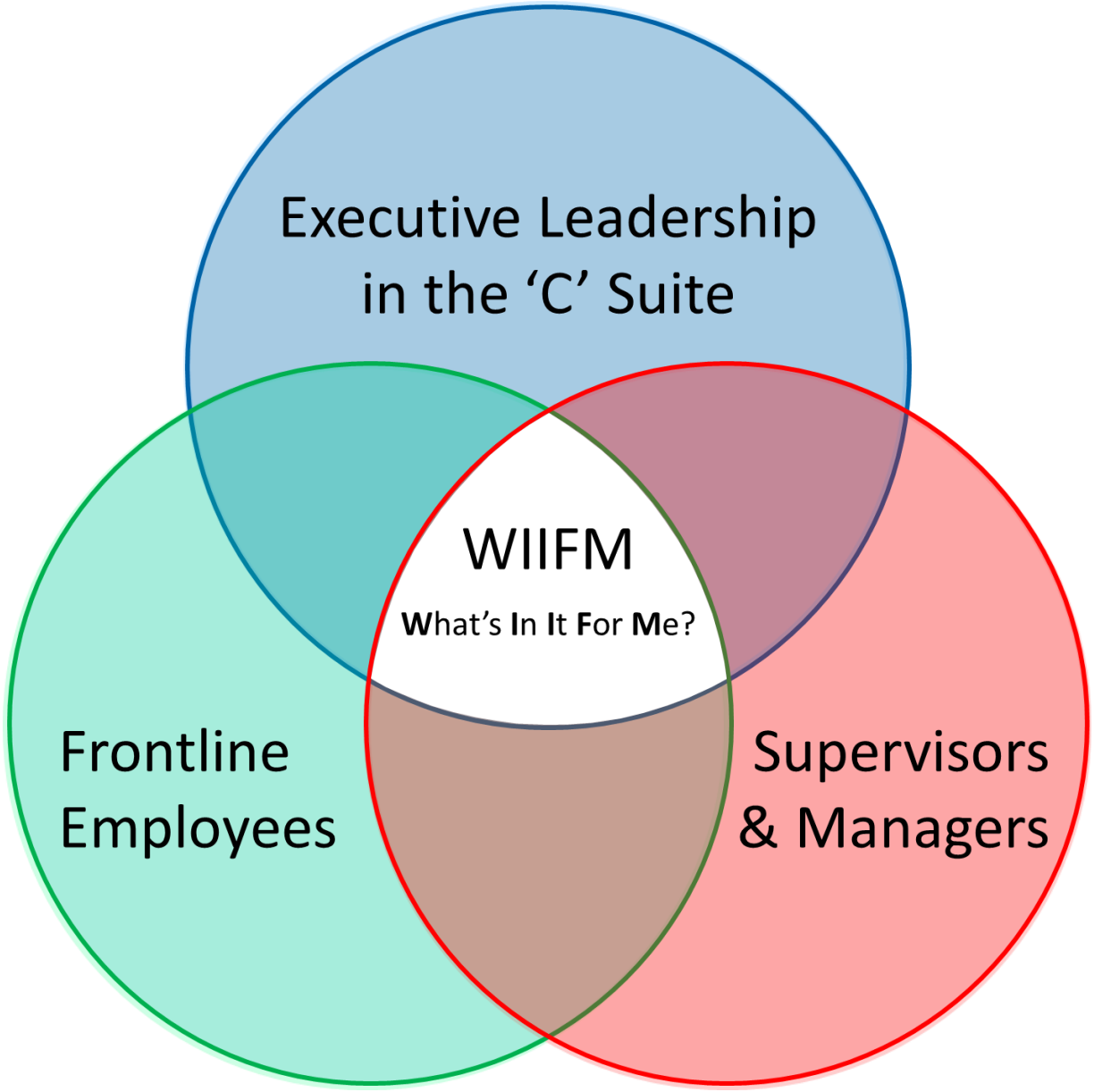
**WEEK 3 ON THE ROAD**
- What is an example of a risk pattern that happens on the road?
- What are some examples of that risk you have seen in others?

**WEEK 4 USING THE CERTS**
- How does looking for risk patterns fight complacency?

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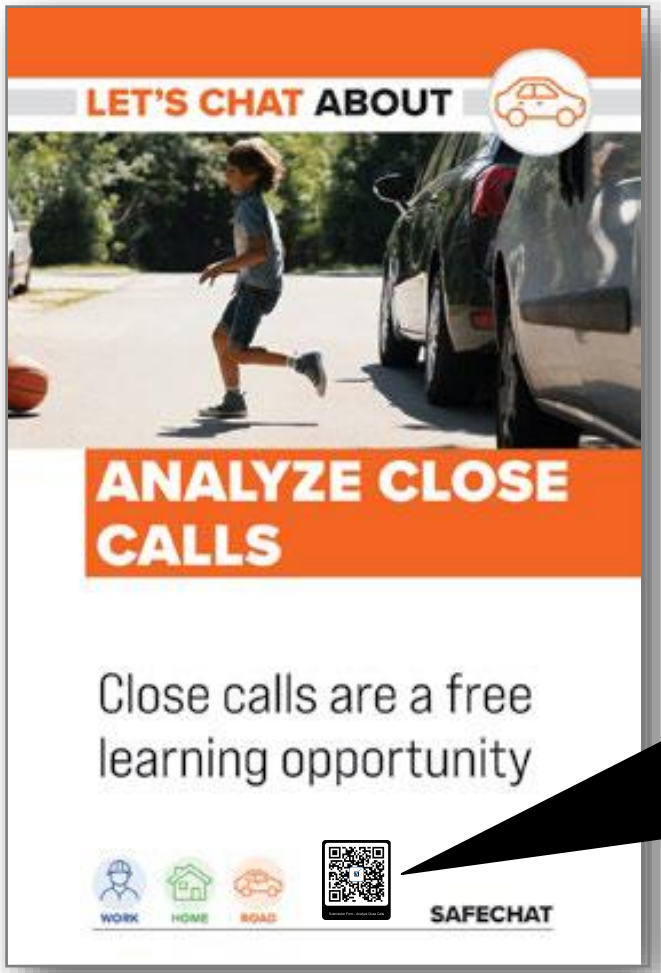

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# Posters With QR Code **Added** for Individual & Organizational Learning




Submission Form - Analyze Close Calls

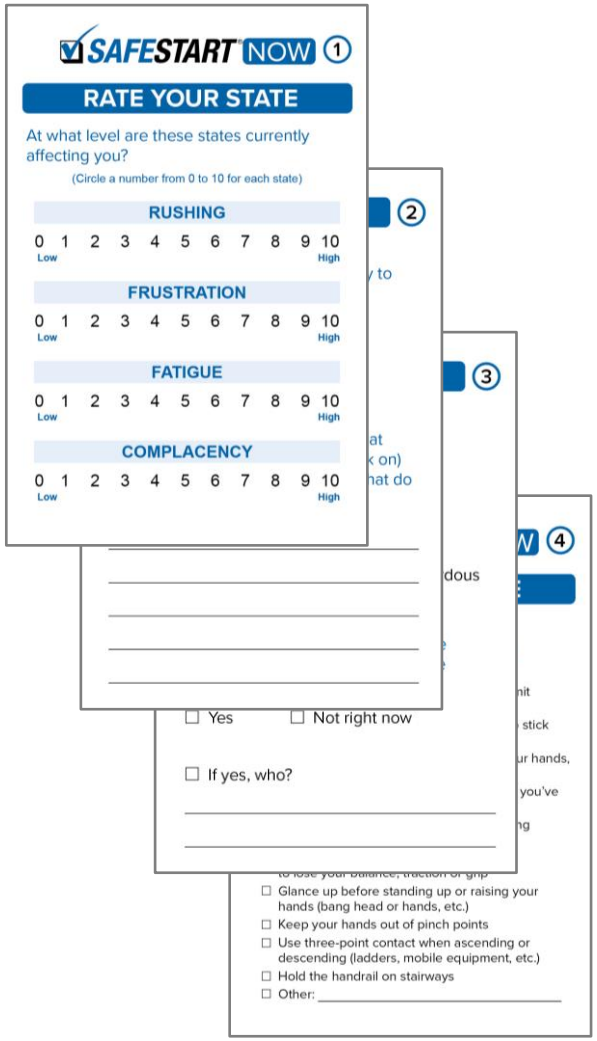



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# The Rate Your State Process




Unlike a traditional observation and feedback process, **Rate Your State** is a **HF conversation** process.

There are three main ways that the Rate Your State process can be used to reinforce SafeStart concepts:

1. Individually (a conversation you have with yourself)
2. One-to-one conversation
3. A group (3+) conversation



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# The Rate Your State Process

## A One-to-One Conversation Example from the Course

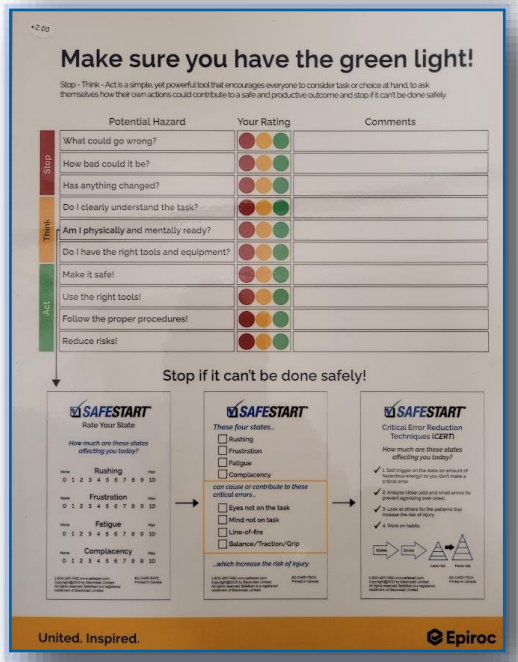


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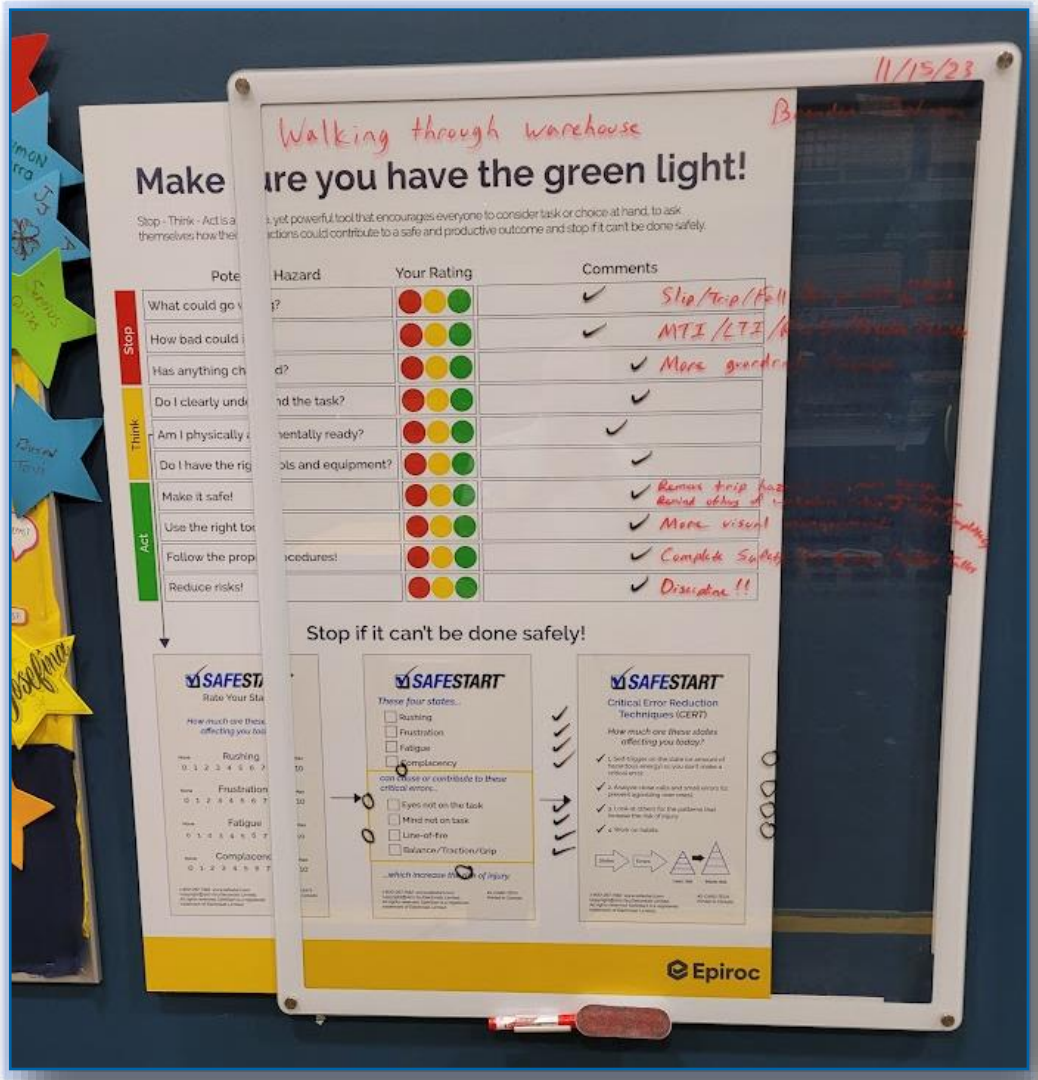
# Rate Your State Integrated Into **Stop-Think-Act** Briefings












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# RyS Integrated into Stop-Think-Act Briefings




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# We’ve only got 12 hours to get this piece of production equipment back online for the day shift …



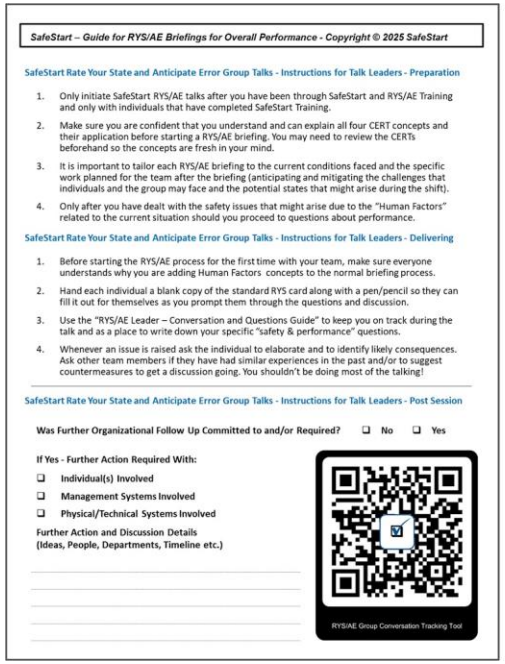


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# Rate Your State (RyS) Group Exercise

1. Form again into groups of four or five
2. Choose someone to lead the group conversation
   - The leader follows the guide to ask the group questions and get the conversation going
   - The other participants use a RyS Card to document their individual answers
   - When each conversation is done, use the QR code to transfer the data collected into the Google Form
3. Rotate the leadership role and repeat the process as time allows


SafeStart – Guide for RYS/AE Briefings for Overall Performance - Copyright © 2025 SafeStart

SafeStart Rate Your State and Anticipate Error Group Talks - Instructions for Talk Leaders - Preparation

1. Only initiate SafeStart RYS/AE talks after you have been through SafeStart and RYS/AE Training and only with individuals that have completed SafeStart Training.
2. Make sure you are confident that you understand and can explain all four CERT concepts and their application before starting a RYS/AE briefing. You may need to review the CERTs beforehand so the concepts are fresh in your mind.
3. It is important to tailor each RYS/AE briefing to the current conditions faced and the specific work planned for the team after the briefing (anticipating and mitigating the challenges that individuals and the group may face and the potential states that might arise during the shift).
4. Only after you have dealt with the safety issues that might arise due to the "Human Factors" related to the current situation should you proceed to questions about performance.

SafeStart Rate Your State and Anticipate Error Group Talks - Instructions for Talk Leaders - Delivering

1. Before starting the RYS/AE process for the first time with your team, make sure everyone understands why you are adding Human Factors concepts to the normal briefing process.
2. Hand each individual a blank copy of the standard RYS card along with a pen/pencil so they can fill it out for themselves as you prompt them through the questions and discussion.
3. Use the "RYS/AE Leader – Conversation and Questions Guide" to keep you on track during the talk and as a place to write down your specific "safety & performance" questions.
4. Whenever an issue is raised ask the individual to elaborate and to identify likely consequences. Ask other team members if they have had similar experiences in the past and/or to suggest countermeasures to get a discussion going. You shouldn't be doing most of the talking!

SafeStart Rate Your State and Anticipate Error Group Talks - Instructions for Talk Leaders - Post Session

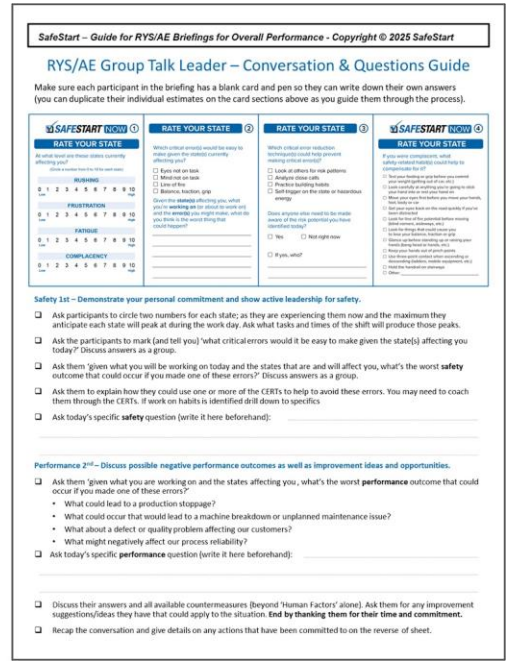
Was Further Organizational Follow Up Committed to and/or Required? ❑ No ❑ Yes

If Yes - Further Action Required With:

- ❑ Individual(s) Involved
- ❑ Management Systems Involved
- ❑ Physical/Technical Systems Involved

Further Action and Discussion Details (Ideas, People, Departments, Timeline etc.)

RYS/AE Group Conversation Tracking Tool


SafeStart – Guide for RYS/AE Briefings for Overall Performance - Copyright © 2025 SafeStart

RYS/AE Group Talk Leader – Conversation & Questions Guide

Make sure each participant in the briefing has a blank card and pen so they can write down their own answers (you can duplicate their individual estimates on the card sections above as you guide them through the process).

SAFESTART NOW ① RATE YOUR STATE — RUSHING, FRUSTRATION, FATIGUE, COMPLACENCY (0 1 2 3 4 5 6 7 8 9 10 Low … High)

RATE YOUR STATE ② — Which critical error(s) would be easy to make given the state(s) currently affecting you?
☐ Eyes not on task ☐ Mind not on task ☐ Line of fire ☐ Balance, traction, grip
Given the state(s) affecting you, what you're working on (or about to work on) and the error(s) you might make, what do you think is the worst thing that could happen?

RATE YOUR STATE ③ — Which critical error reduction technique(s) could help prevent making critical error(s)?
☐ Look at others for risk patterns ☐ Analyze close calls ☐ Practice building habits ☐ Self-trigger on the state or hazardous energy
Does anyone else need to be made aware of the risk potential you have identified today?
☐ Yes ☐ Not right now
☐ If yes, who?

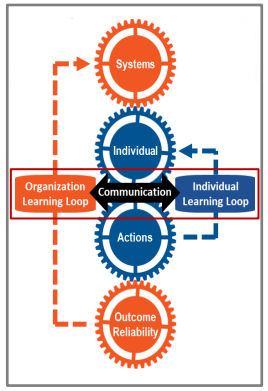
SAFESTART NOW ④ RATE YOUR STATE — If you were complacent, what safety-related habit(s) could help to compensate for it?
☐ Test your feeling on grip before you commit your weight (pulling out of car, etc.)
☐ Look carefully at anything you're going to stick your hand into or rest your hand on
☐ Test your footing before you move your hands, feet, body or car
☐ Get your eyes back on the road quickly if you've looked away for any reason
☐ Look for the 4 fits of potential before moving (blind corners, stairways, etc.)
☐ Look for things that could cause you to lose your balance, traction or grip
☐ Look for potential pinch points before moving your hands during hand or hands, etc.)
☐ Keep your hands out of pinch points
☐ Use three-point contact when ascending or descending (ladders, mobile equipment, etc.)
☐ Other

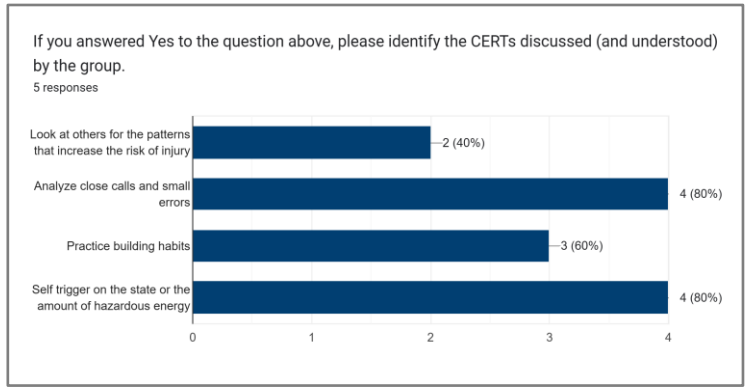
Safety 1st – Demonstrate your personal commitment and show active leadership for safety.

- ❑ Ask participants to circle two numbers for each state; as they are experiencing them now and the maximum they anticipate each state will peak at during the work day. Ask what tasks and times of the shift will produce those peaks.
- ❑ Ask the participants to mark (and tell you) 'what critical errors would it be easy to make given the state(s) affecting you today?' Discuss answers as a group.
- ❑ Ask them 'given what you will be working on today and the states that are and will affect you, what's the worst **safety** outcome that could occur if you made one of these errors?' Discuss answers as a group.
- ❑ Ask them to explain how they could use one or more of the CERTs to help to avoid these errors. You may need to coach them through the CERTs. If work on habits is identified drill down to specifics
- ❑ Ask today's specific **safety** question (write it here beforehand):

Performance 2nd – Discuss possible negative performance outcomes as well as improvement ideas and opportunities.

- ❑ Ask them 'given what you are working on and the states affecting you , what's the worst **performance** outcome that could occur if you made one of these errors?'
  - What could lead to a production stoppage?
  - What could occur that would lead to a machine breakdown or unplanned maintenance issue?
  - What about a defect or quality problem affecting our customers?
  - What might negatively affect our process reliability?
- ❑ Ask today's specific **performance** question (write it here beforehand):
- ❑ Discuss their answers and all available countermeasures (beyond 'Human Factors' alone). Ask them for any improvement suggestions/ideas they have that could apply to the situation. **End by thanking them for their time and commitment.**
- ❑ Recap the conversation and give details on any actions that have been committed to on the reverse of sheet.




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# The Michelin Safety Barometer – Bob Welnick, Corp. Safety

## Measuring the Quantity and Quality of Safety **Conversations**

- **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?
- **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?
- **Q3** : What was your last interaction **from your Supervisor** to engage or encourage you in a safe behavior? What was that interaction about?
- **Q4** : What was your last interaction **from your Line Manager** to engage or encourage you in a safe behavior? What was the interaction about?


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# The Michelin Safety Barometer – Quantity and Quality Scoring

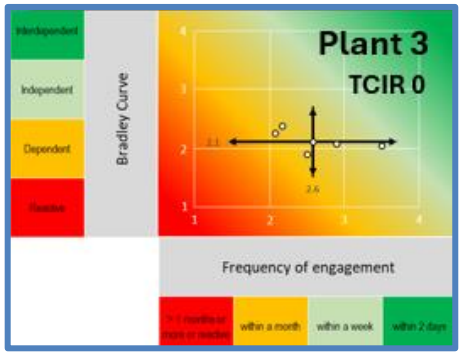
| Entity & Activity | **Safety Barometer** **PSG Behaviors** | Circle region of Bradley Curve -or- ABC model | | Interaction type | Describe the behavior being reinforced | | | | Serious Injury & Fatalities (SIF) | Circle frequency of reinforcement |
|---|---|---|---|---|---|---|---|---|---|---|
| Shop : Dpt/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 | Greater than 1 month |
| | | In-the-Act | **Dependent** – Rules | R- correction<br>R+ safe!<br>1-Way<br>2-Way | 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<br>SIF potential | Greater than 1 month<br>Within a month<br>Within a week<br>Today or yesterday |
| | | | **Independent** – WHY | | | | | | | |
| | | | **Interdependent** – Team | ←———→ | Interdependent – Team | | | | | |
| | **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 | Greater than 1 month |
| | | In-the-Act | **Dependent** – Rules | R- correction<br>R+ safe!<br>1-Way<br>2-Way | 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<br>SIF potential | Greater than 1 month<br>Within a month<br>Within a week<br>Today or yesterday |
| | | | **Independent** – WHY | | | | | | | |
| | | | **Interdependent** – Team | ←———→ | Interdependent – Team | | | | | |
| | Who is your Safety Spoke ? | Knows : Yes or No | | | | | | | | |
| | **Q3** : What was your last interaction **from your Safety Spoke** to engage or encourage you in a safe behavior? What was that interaction about? | **None** or **Can't remember** topic or **No specific behavior** focus | | None | None or "Work safe!" | None | | | None | Greater than 2 months |
| | | Antecedent (**What-to-Do**) | | 1-Way<br>2-Way | Topic / Reminder<br>**Coaching** Peer-to-Peer | Condition, General-PPE, Ergonomics, Key (or →), Intervention, Traffic | **Peer-to-Peer** Pre-work risk ass. LOTOTO W@H (Height) DE (Elect. Distri.) OC (Roll Mills) Heavy loads, … | | SIF potential<br>Non SIF potential | Greater than 2 months<br>Within 2 months<br>Within a month<br>Within a week |
| | | Consequence (**In-the-Act**) | | R- correction<br>R+ safe! | **In-the-Act** R- correction or R+ safe! | | | | | |
| | **Q4** : What was your last interaction **from your BUL/Line Manager** to engage or encourage you in a safe behavior? What was the interaction about? | **None** or **Can't remember** topic or **No specific behavior** focus | | None | None or "Work safe!" | None | | | None | Greater than 3 months |
| | | Antecedent (**What-to-Do**) | | 1-Way<br>2-Way | Topic / Reminder<br>**Coaching** Peer-to-Peer | Condition, General-PPE, Ergonomics, Key (or →), Intervention, Traffic | **Peer-to-Peer** Pre-work risk ass. LOTOTO W@H (Height) DE (Elect. Distri.) OC (Roll Mills) Heavy loads, … | | SIF potential<br>Non SIF potential | Greater than 3 months<br>Within 3 months<br>Within a month<br>Within a week |
| | | Consequence (**In-the-Act**) | | R- correction<br>R+ safe! | **In-the-Act** R- correction or R+ safe! | | | | | |

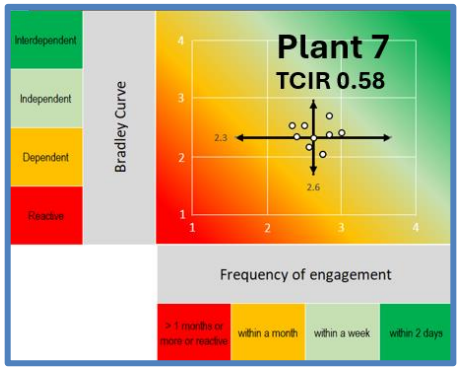
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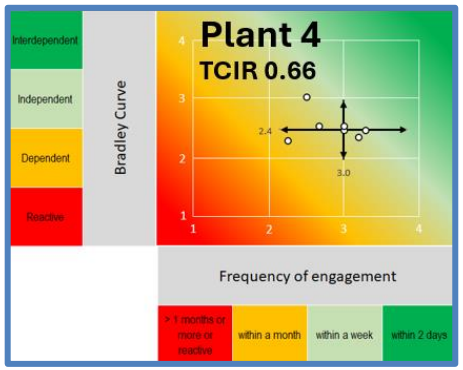
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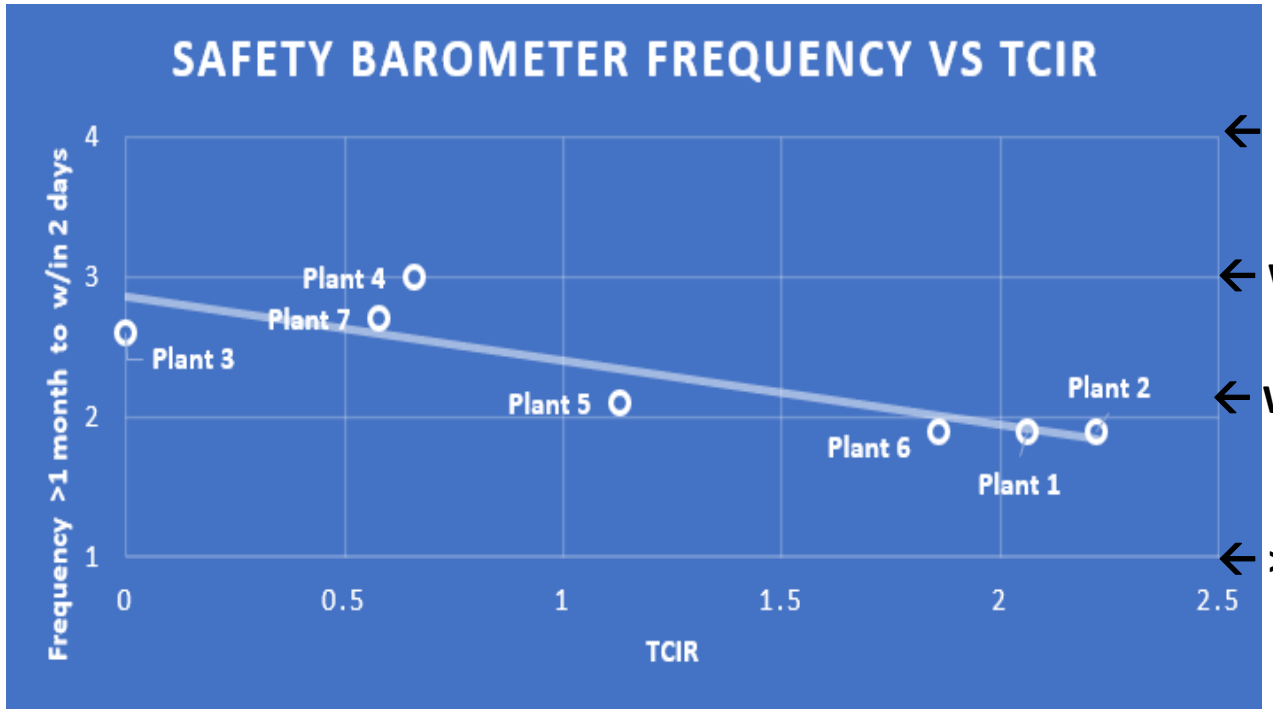
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# The Quality & Quantity of Safety Conversations Correlates to Injury Rate



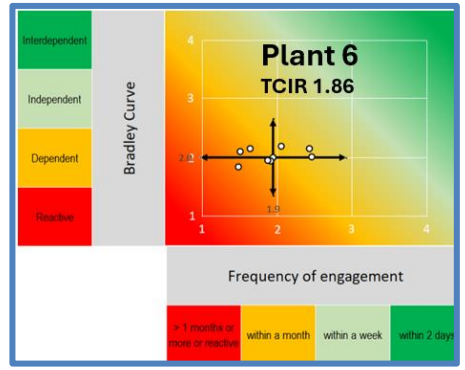



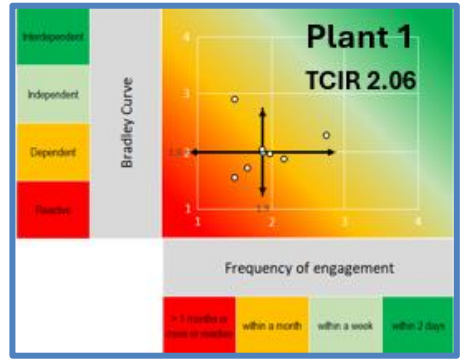



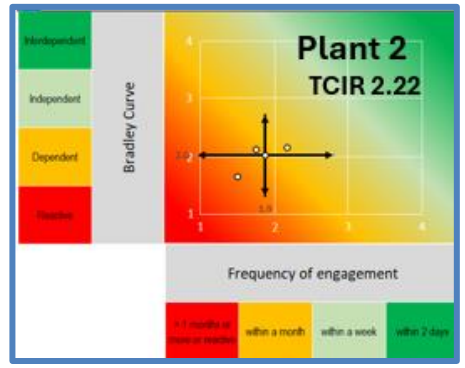




| *Regression Statistics* | |
|---|---|
| Multiple R | 0.850644 |
| R Square | 0.723596 |
| Adjusted R Square | 0.668315 |
| Standard Error | 0.26392 |
| Observations | 7 |

| 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 | | | |



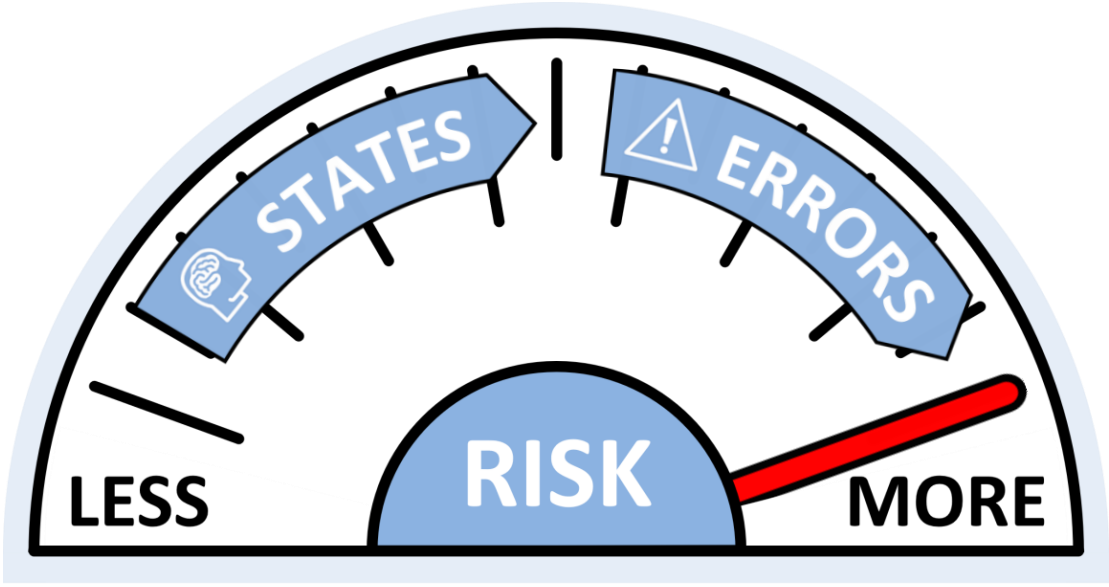




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# Self-Triggering Makes a Safety or Performance Decision Possible




1. Focus on What You are Doing
2. Eliminate the Stressor State
3. Eliminate the **Systemic Causes** that lead to States & Errors (in the workplace)

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# Analyzing Close Calls in the Workplace to Improve Systems

SAFESTART® NOW

Critical Error Reduction Techniques (CERT)

- ☐ **L**ook at others for the patterns that increase the risk of injury
- ☑ **A**nalyze close calls and small errors
- ☐ **P**ractice building habits
- ☐ **S**elf-trigger on your state (or the amount of hazardous energy)




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## Near Miss Reporting Tool

(A near miss does not result in injury, illness, or damage, by definition, but it had the potential to do so. This form is a tool to gather information. If an injury has occurred, use the incident reporting tool.)

### General Incident Details

***Required Fields***

*Incident Date: _____ Incident Time (in 24-hour format): _____

*Report Date: _____

Date Reported to Council/BSA Location: _____

Reported by Name: _____

Reported by Primary Phone: _____ Reported by Secondary Phone: _____

Reported by Email: _____

Reported by Address: _____

Reported by City: _____ Reported by State: _____ Reported by Zip Code: _____

*Council/BSA Location: _____ *Location of Incident: _____

Specific area where incident occurred: _____

Incident Address: _____

Incident City: _____ *Incident State: _____ Incident Zip Code: _____

*Description of Incident (clear/concise/complete facts):

Was an Agency or Authority Notified? ❑ Yes ❑ No Whom: _____

### Near Miss Details

Adventure/Program/Event: _____

General Classification (Cub Scout/Registered Leader/etc.): _____

*Lessons Learned (what could be done to prevent future occurrences):

Severity Rating: ◯ Catastrophic-I ◯ Critical-II ◯ Marginal-III ◯ Negligible-IV ◯ Unknown

### Witnesses

(Use back of form to record other details and witness contact information)

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You can use this technique 24/7 to increase your own safety awareness




But at work, **everyone** needs to take this technique further!

## SAFESTART® NOW

Critical Error Reduction Techniques (CERT)

- ☑ **L**ook at others for the patterns that increase the risk of injury
- ☐ **A**nalyze close calls and small errors
- ☐ **P**ractice building habits
- ☐ **S**elf-trigger on your state (or the amount of hazardous energy)




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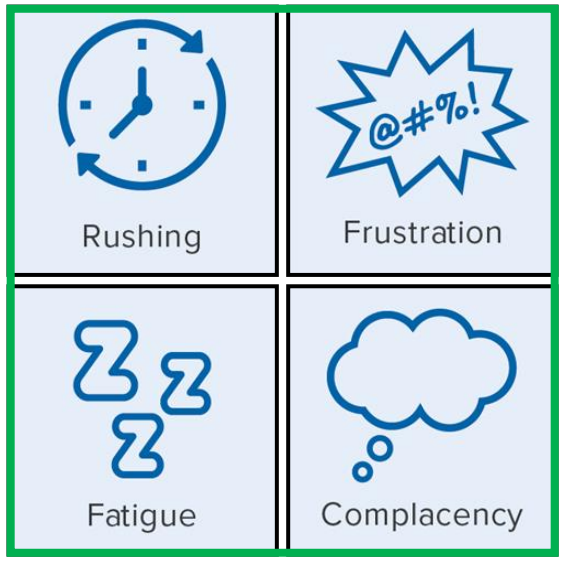
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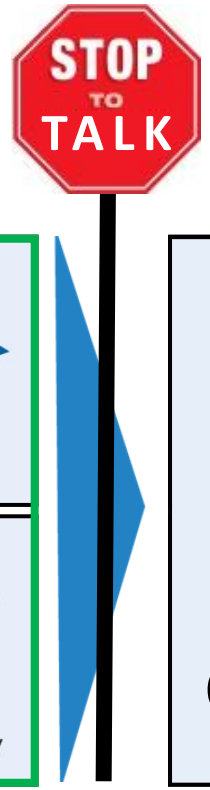
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# When People Notice HF States in Others in the Workplace

**Notice**
**States**

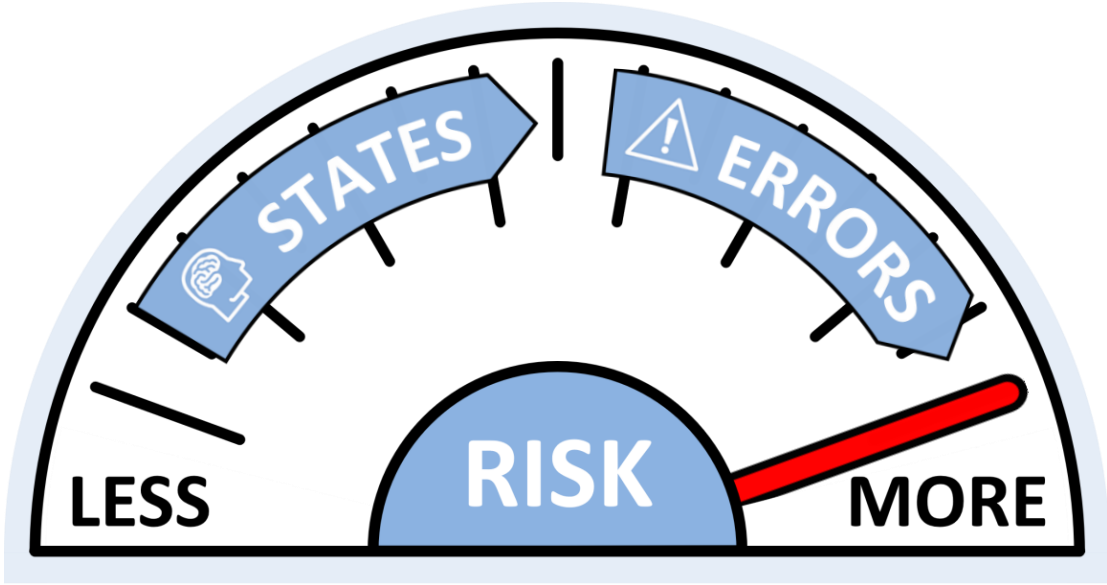



**Fewer**
**Errors**

Safety,
Production,
Quality,
Performance,
Communication

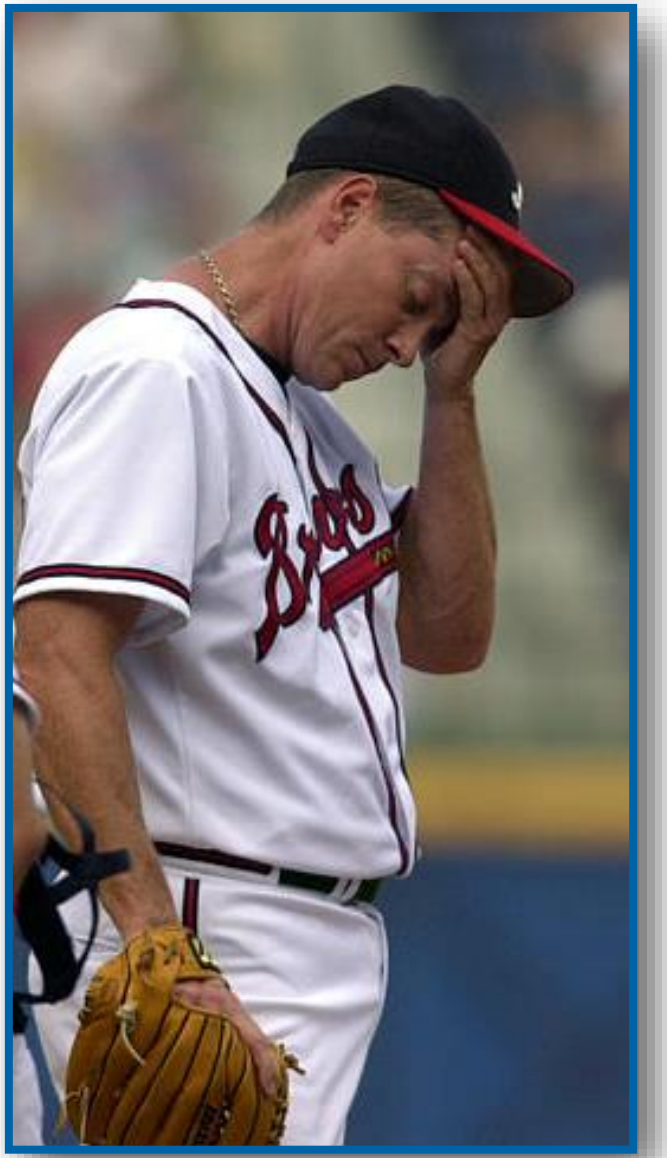
**Remain at Less Risk**
**Due to Human Factors**




☑ Look at others for the patterns that increase the risk of injury **at work**

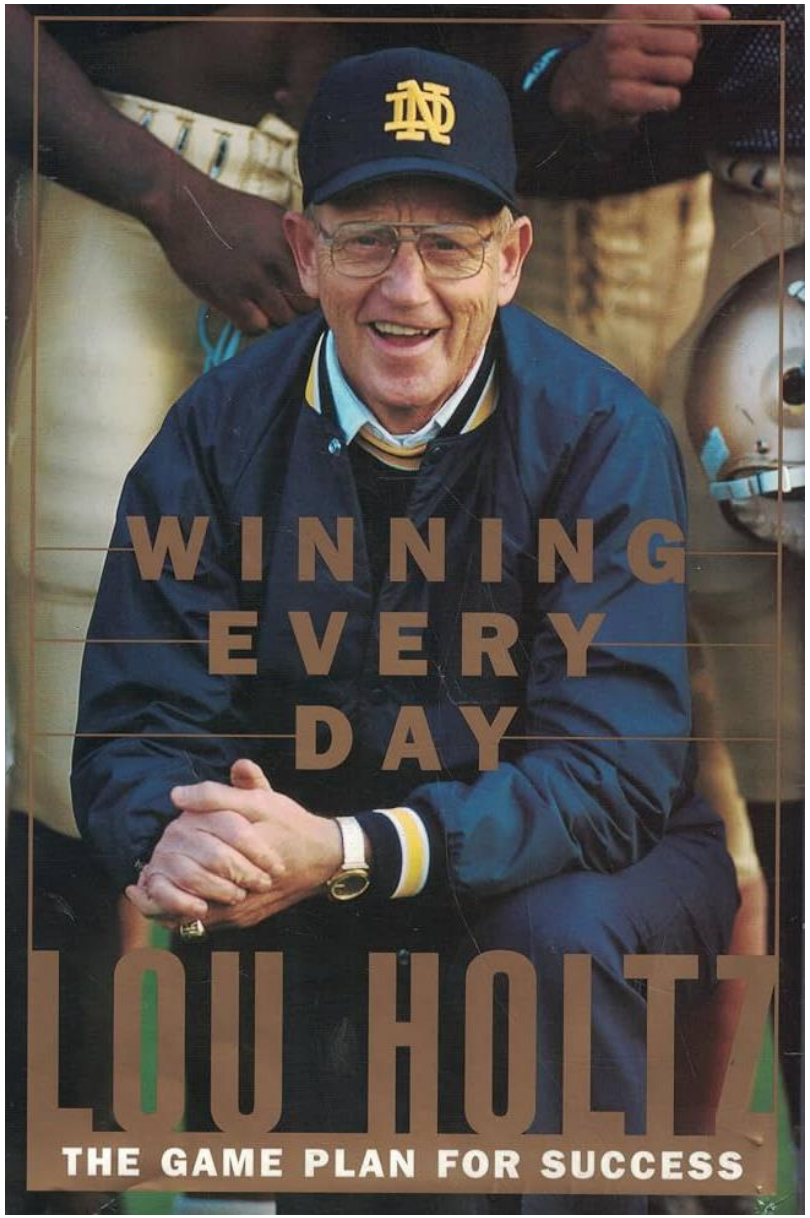
That recognition and interaction becomes an opportunity for organizational learning

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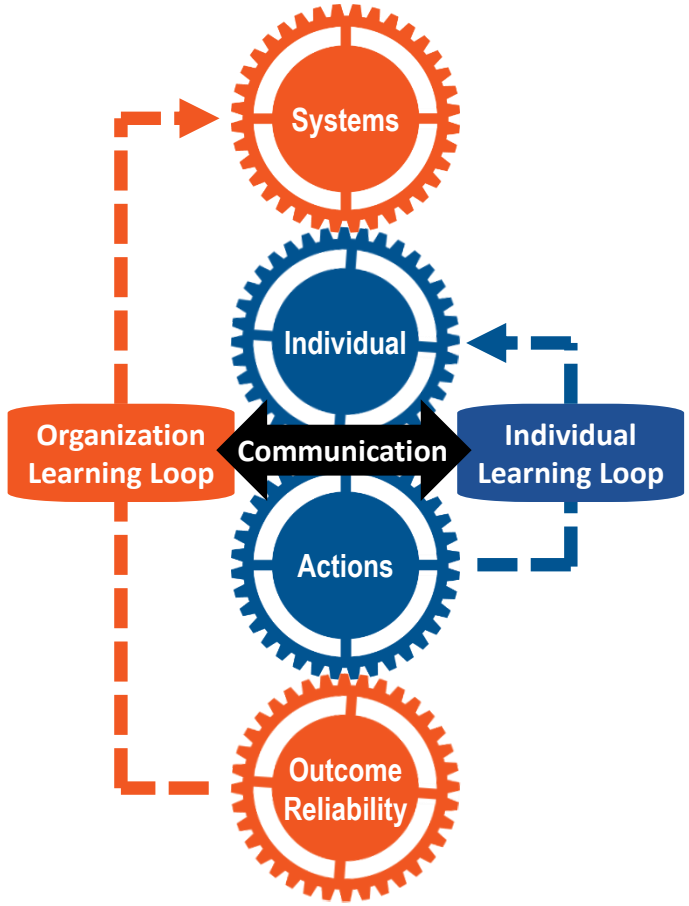

# When all is said and done…

# more is said than done

(so make sure you take action!)

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# Eliminate the **Systemic Causes** that lead to States & Errors in the workplace




## Reduce Safety, Production, Quality, Performance, and Communication Errors

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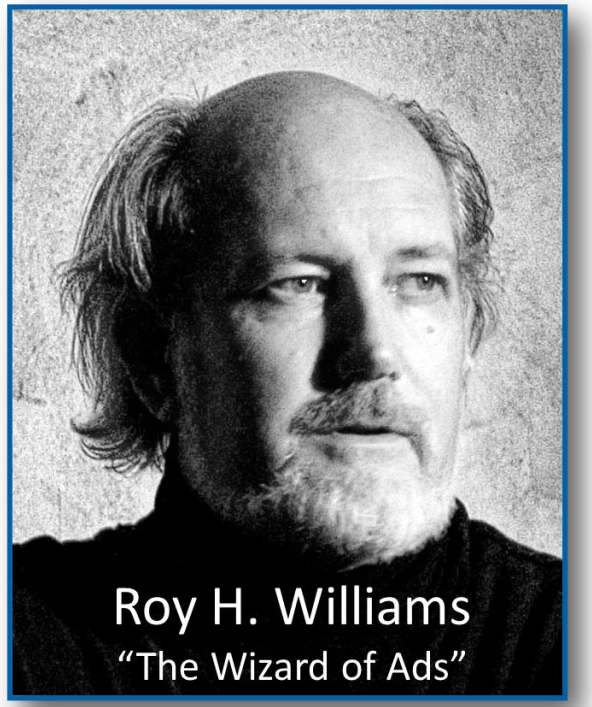
# What's the Difference Between a **Smart** Man and a **Wise** Man?

A **Smart** man makes a mistake, learns from it, and never makes that mistake again

- ☑ So analyze your own close calls

But a **Wise** man finds a **Smart** man and learns from him how to avoid the mistake altogether

- ☑ So listen and learn from the "War Stories" of others
- ☑ Share your stories to create more "Wise Men and Women" on your team (and in your family)







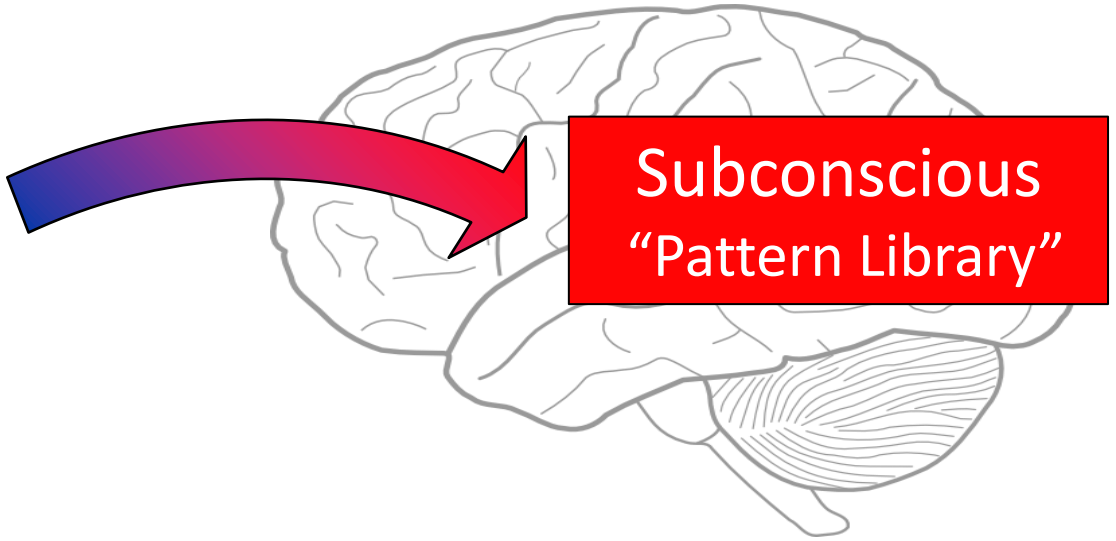
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# Additional Presentation Material

These slides were not included with this presentation but provide additional support for some of the main teaching points and concepts that were delivered during the session


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Our Experiences
(Real, Vicarious or Imagined)




**Because** the "Subconscious" functions of our brain can't distinguish between real and imagined events, they can be **"Re-Wired"** three ways:

~~1.~~ **Real Experiences** - the school of **"Hard Knocks"**

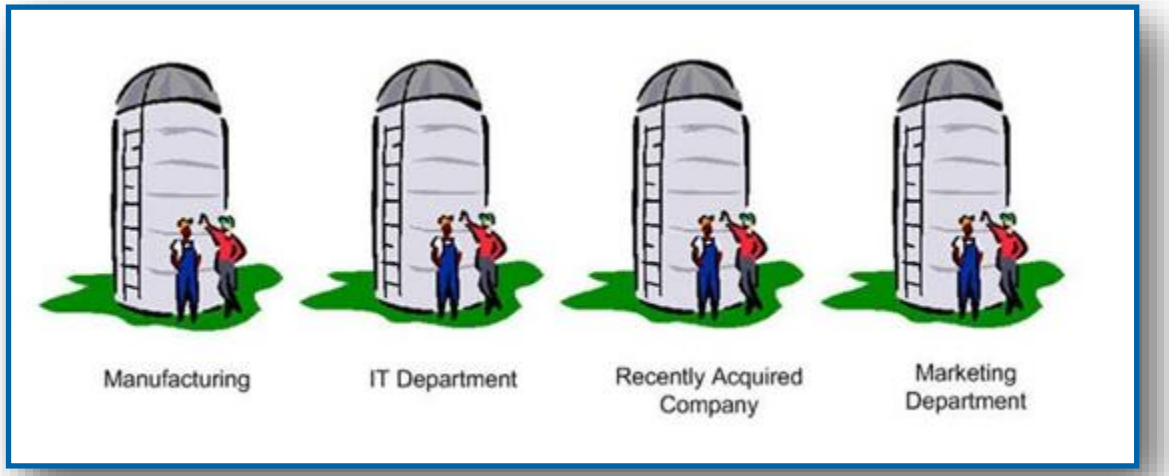
2. **Vicarious Experiences** - learning from the **"War Stories"** of others

3. **Imagined Experiences** – thinking about and **"Picturing"** the possible severe negative outcomes after a minor injury or close call when serious injury potential exists

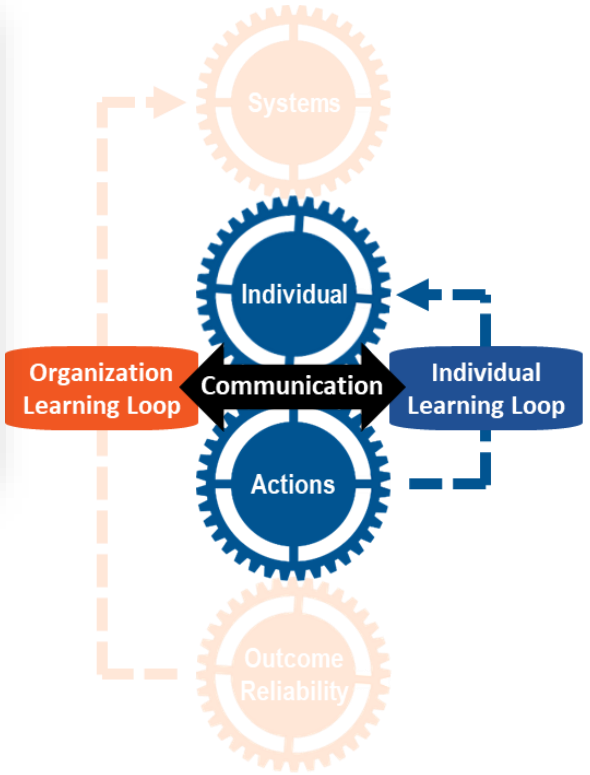
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# Driving Vicarious Learning - Sharing Stories Enables Group Communication

Bringing people together from different departments and levels to share common 24/7 safety & performance experiences **humanizes** people

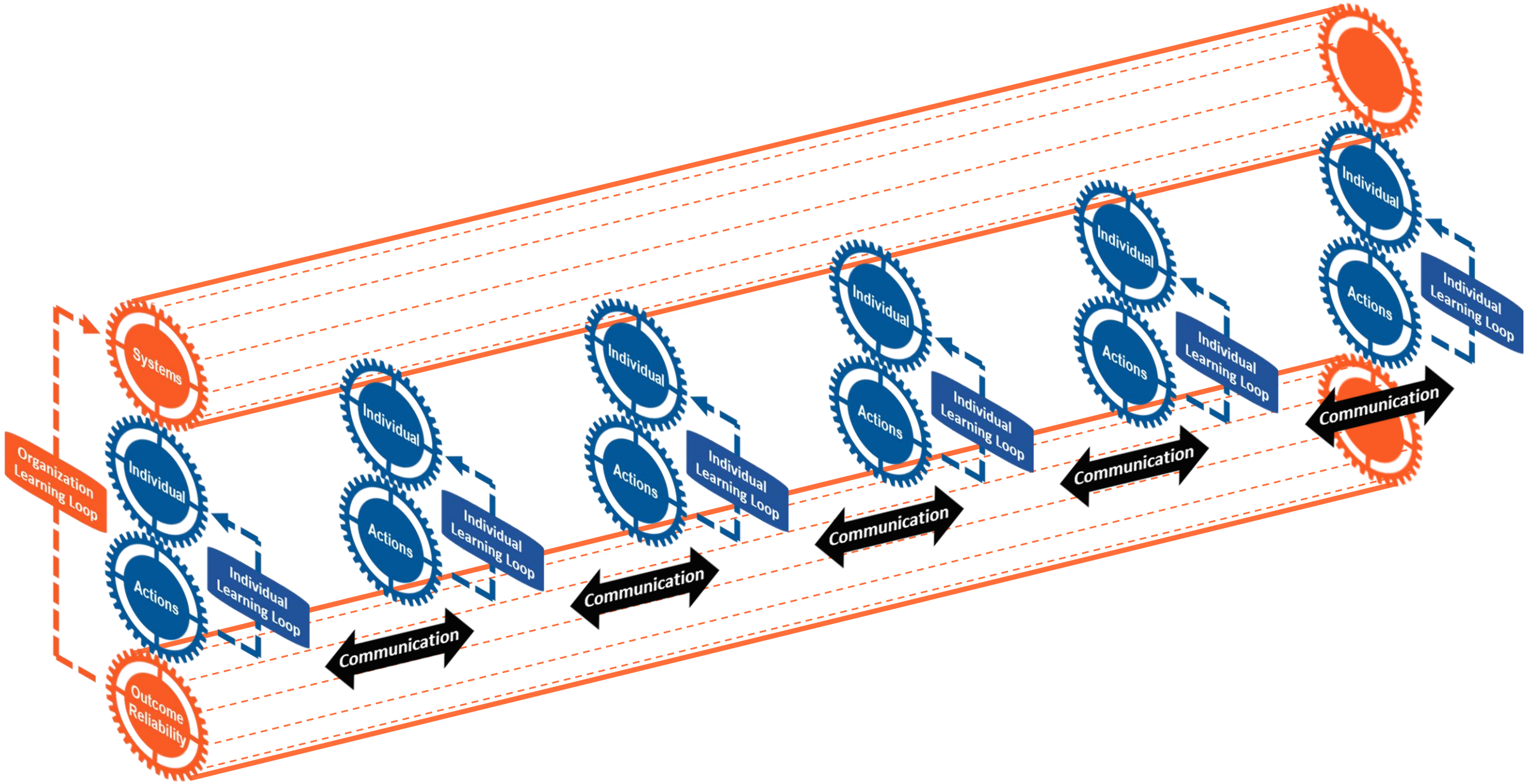





☑ Improved communication across the organization begins to build a culture of safety, trust and respect

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# Please Use this Form to Prepare Your SafeStart Story

**Session Group Activity** - From your lifetime attendance at the "School of Hard Knocks", pick one close call or injury event (as a child or an adult, at work or off the job). If you can, choose one where here you think you were "lucky" that a more serious injury or fatality (SIF) did not happen to you (or someone else who was there with you at the time).

On the story form at right, analyze what went wrong from a Human Factors perspective and jot down some of the key story details. Later in the session you may be asked to share your story with others at your table to help them learn "vicariously" from your experience.

## SafeStart Human Factors Story Form — 3Qs

What do you call this story? _____

Where did it happen? _____ How old were you? _____

Describe what took place _____

What states(s) were you in and why?

- ❑ Rushing _____
- ❑ Frustration _____
- ❑ Fatigue _____
- ❑ Complacency _____

What errors(s) were involved?

- ❑ Eyes not on task
- ❑ Mind not on task
- ❑ Line-of-fire
- ❑ Balance/Traction/Grip

What was the injury or close call?

_____

How could it have been worse (a much more serious injury or a fatality)?

_____

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# Will Rogers – “There are Three Kinds of Men”

- Ones that learn by reading
- A few who learn by observation
- The rest of them have to ***“water”*** the electric fence and find out for themselves
- **Or by learning from the past experiences of others – through storytelling**





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# SafeStart Human Factors Story Form

**3Qs**

What do you call this story? Wrecking Dad's New Car!

Where did it happen? Street at Parent's House How old were you? About 17

Describe what took place

Going over to a friend's house to shovel a skating rink when I backed my father's brand-new Firebird right into my neighbor's car as he drove his two young kids back from Saturday hockey practice

What states(s) were you in and why?

- ☑ Rushing Girls were coming over to skate!
- ☐ Frustration
- ☐ Fatigue
- ☑ Complacency Back car out everyday – no problem!

What errors(s) were involved?

- ☑ Eyes not on task
- ☑ Mind not on task
- ☑ Line-of-fire
- ☐ Balance/Traction/Grip

What was the injury or close call?

Luckily no injuries! About $2,000 in damage to both cars. Yelled at by father and neighbor! Lost car privileges (didn't get to skate with girls)!

How could it have been worse (a much more serious injury or a fatality)?

Same kids played street hockey on the road at the end of our driveway all the time. Could have run them both over and killed them!





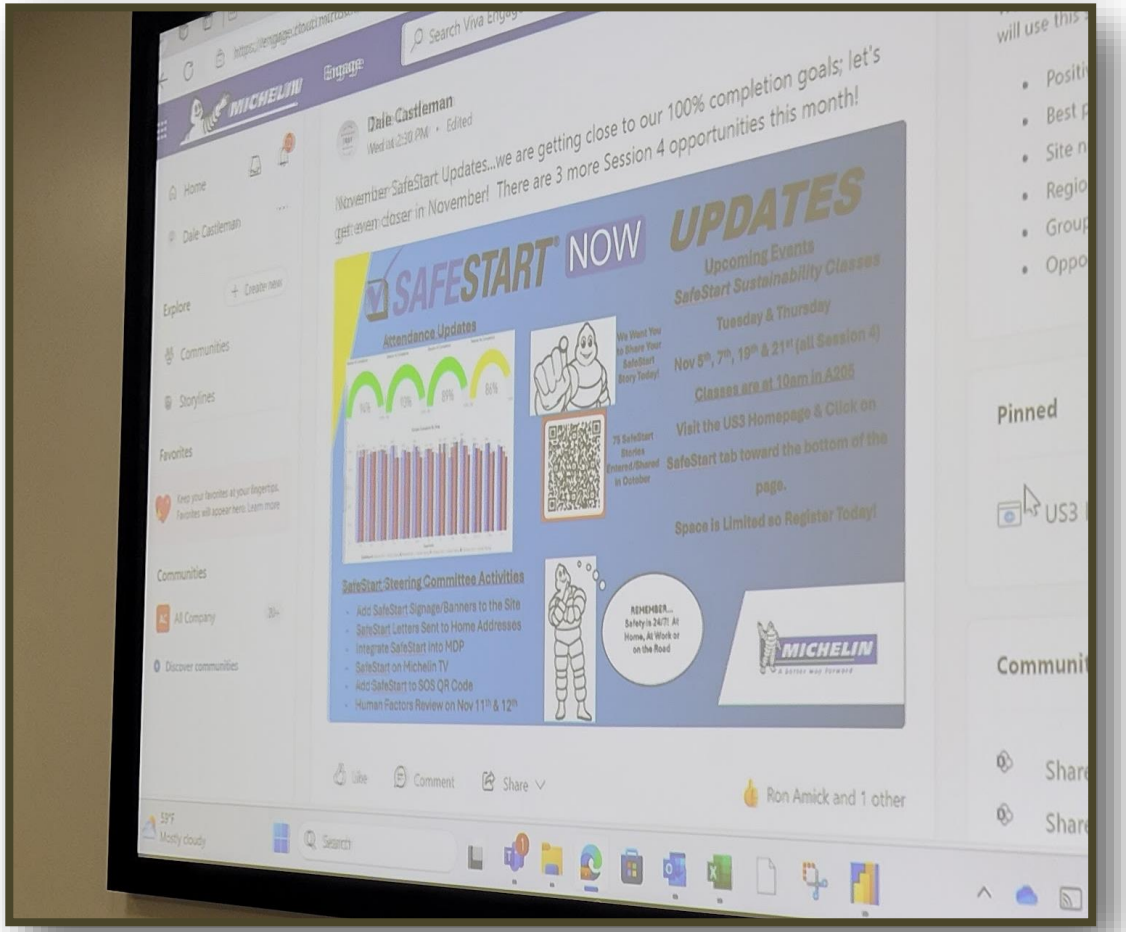
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# Michelin - Story Submission QR Posters and Information TVs



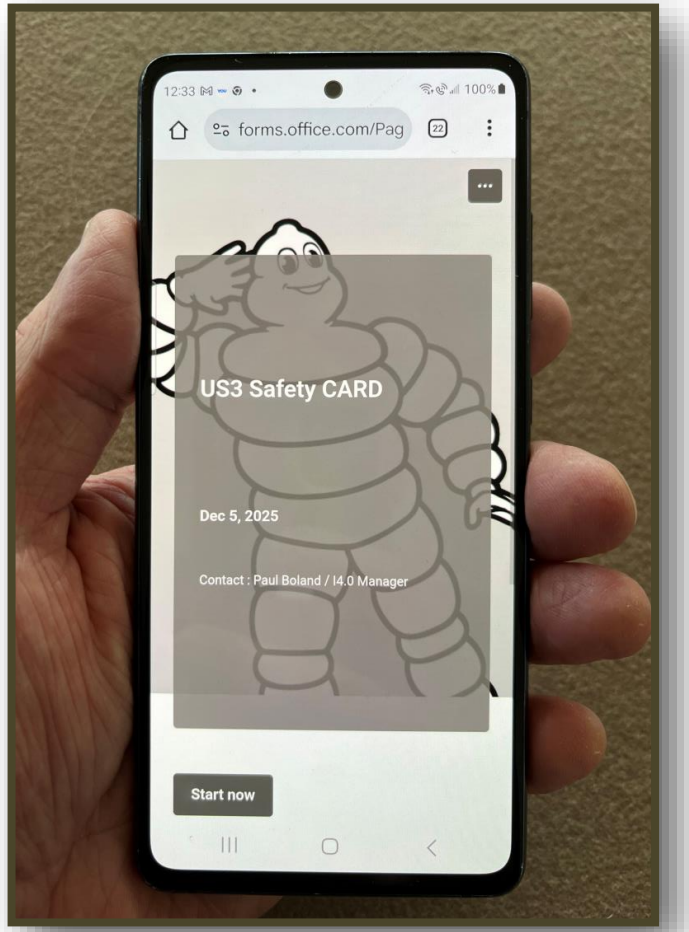





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# Michelin - Story Submission QR Card for Wallet or Lanyard

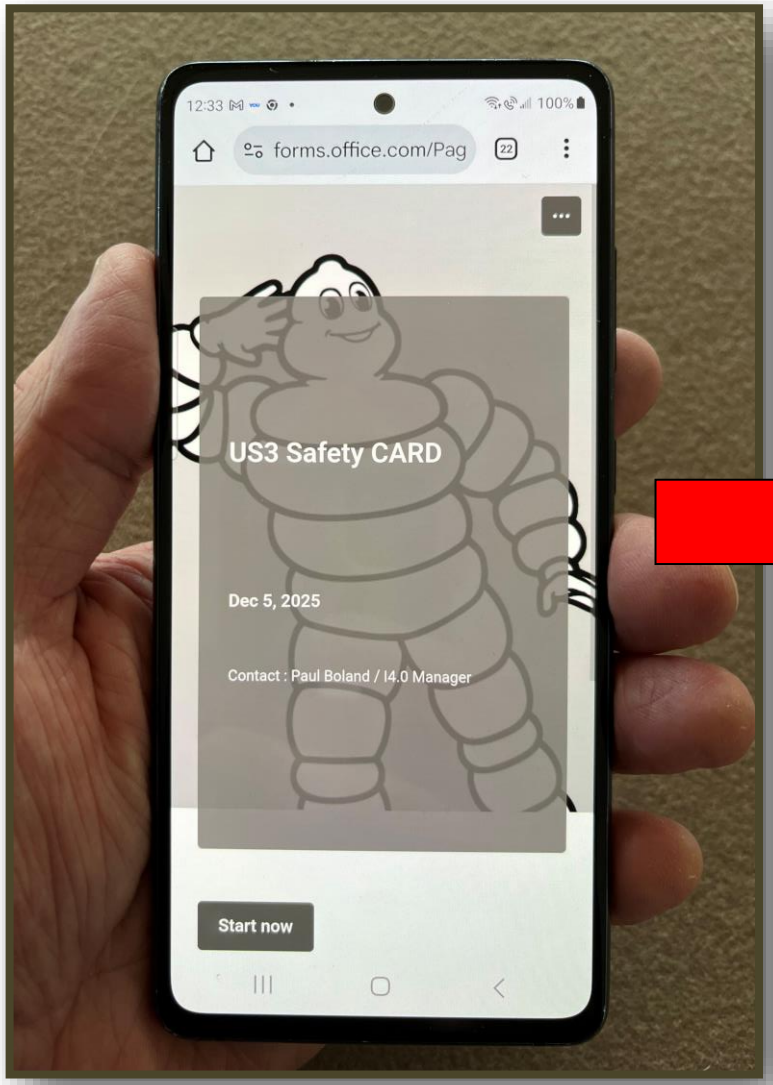



Scanning the QR code with a phone/tablet leads to an online SafeStart Story submission form

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# Michelin - Story Submission, Tracking & Recognition Process




| Your Department | Summary | What States were you in? | What was the critical error? | How could it have been worse? |
|---|---|---|---|---|
| OPNTV | While moving a heavy cabinet I set it down on my foot causing bruising. | ["Fatigue","Rushing"] | ["Line-of-Fire"] | I could have broken my foot. |
| OPNTV | Over the weekend I was running behind so I was running down my front steps and slipped. | ["Rushin | | e a bone. |
| PNTV | I was running late for a meeting and was running up the stairs. I slipped and almost fell. | ["Rushin | | e a bone. |
| TV | While cutting the fields on the tractor I ran in hole and almost turned the tractor over. | ["Rushing","F | | r, I could have been |
| OPNTV | I was having issue with my rear passenger side (non michelin) tire constantly deflating. I ordered my Michelin credit tires from Costco, but they would come a week after I noticed the issue. I had frustrating issues with that non Michelin brand in the past so I complacently figured if I kept filling it at gas stations it would be | ["Complacency"," | | m burst tire |
| OPNTV | After working crew shift as part of my IDP, I was very tired and trying to get home quickly. 12 hours is a long time and I was used to my cushy salary day shift hours. I recently had my Michelin credit tires put on from Costco. When taking a hard right blind turn onto the street where I live, I nearly smashed into a tree. I did not realize how much better Michelin tires were than my cheapo tires and my spare I was driving on | ["Rushing","Fatigu | | ashing a tree or hit ey were there |
| OPNTV | Cutting grass a couple of weekends ago, I had my glasses on, and hit a rock and it flew up and hit my glasses. If I hadn't had my glasses on then I could have got hurt, or worse possibly lost my sight. | ["Complace | | uld have got hurt, or y sight. |
| | Before I came to work at Michelin, I was a fire fighter. My crew and I got called out to a house fire with possible entrapment in the early hours of the morning, probably around 2:00AM. We showed up on scene and the fire attack crew had just pulled there lines and were | | | |

| SEASON WINNERS | | |
|---|---|---|
| Rank | Name | Quantity |
| 1 | Robert Jackson | 400 |
| 2 | Kyle Jeffords | 364 |
| 3 | Ana Paula Rodrigues | 147 |
| 4 | Elida Hernández-Villegas | 80 |
| 5 | Virgil Skinner | 79 |
| 6 | Jadar Johnson | 71 |
| 7 | Adam Ewing | 59 |
| 8 | Michael Breeze | 47 |
| 9 | Toraze Green | 38 |
| 10 | Robert Kunselman | 18 |
| 11 | Corey Colflesh | 15 |
| 12 | Januel Estela | 13 |
| 13 | Benjamin Scruggs | 12 |
| 14 | Tasmine Keeley | 12 |
| 15 | Andre Black | 12 |
| **Team Winners** | | |
| | ZP | 414 |
| | PK | 413 |
| | Butyl | 210 |
| | OPA | 198 |
| | OPK2 | 122 |
| | Y Line | 121 |

| Category Totals | | |
|---|---|---|
| Home | Work | Road |
| 1163 | 402 | 390 |
| 59% | 21% | 20% |

2280 total stoies shared
86% quality SafeStart Stories.

At Home
Road
At Work

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# For more information on the neuroscience of a Human Factors approach to improve “Situational Awareness” please consider these webinar and podcast recordings



**Helping People Use Their Brain as PPE**
Cristian Sylvestre, Managing Director, HabitSafe
https://safestart.com/videos/cristian-sylvestre

safestart.com/videos/cristian-sylvestre

**Safety Frontiers - the Podcast Series**
Cristian Sylvestre and David Pope
https://www.habitsafe.com.au/safety-frontiers-podcast

www.habitsafe.com.au/safety-frontiers-podcast



**The Neuroscience of SafeStart**
Don Wilson, Chief Client Officer, SafeStart
https://safestart.com/The-Neuroscience-of-SafeStart

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# From the Traffic Injury Research Foundation (www.tirf.ca)




https://brainonboard.ca/human-factors/


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# The Science of Imagined Learning




YouTube - Dr. Melissa Hughes

To watch the full presentation visit - https://youtu.be/po0P_C-XF3Y

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# The Science of Vicarious Learning




YouTube - Dr. Chris Myers

To watch the full presentation visit - https://youtu.be/G9B6UCP9RU0

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# Lew Platt, former CEO of Hewlett-Packard

Commenting on the cost of **not** learning from others at work

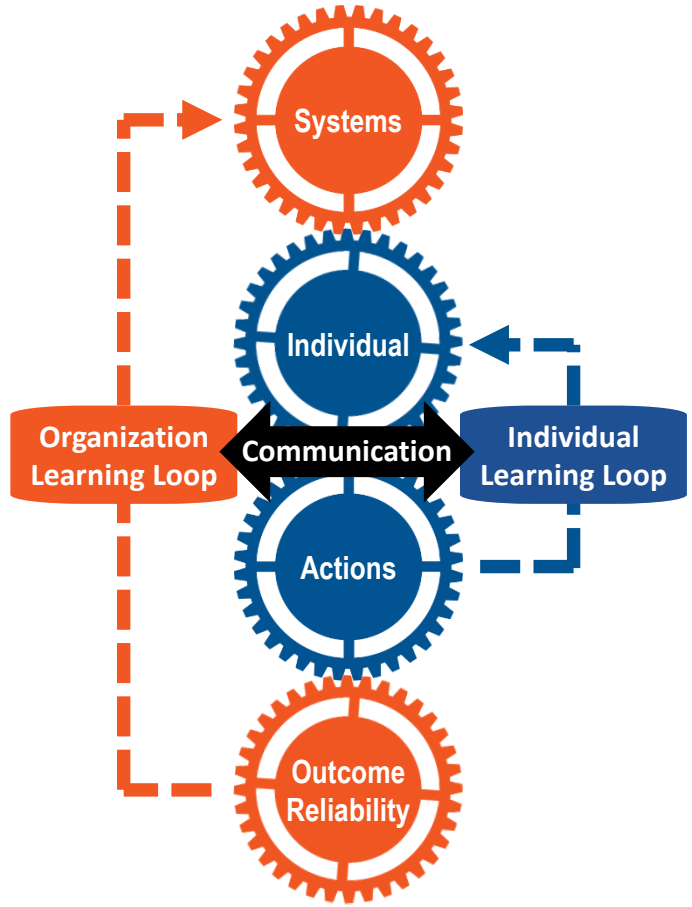


Harvard Business Review

"If **only** HP knew,
what HP **knows**,
we would be **three times**
more productive!"

"Fortune 500 Companies lose at least $31.5B annually by failing to share knowledge"

Dr. Chris Myers, from his article in the Harvard Business Review

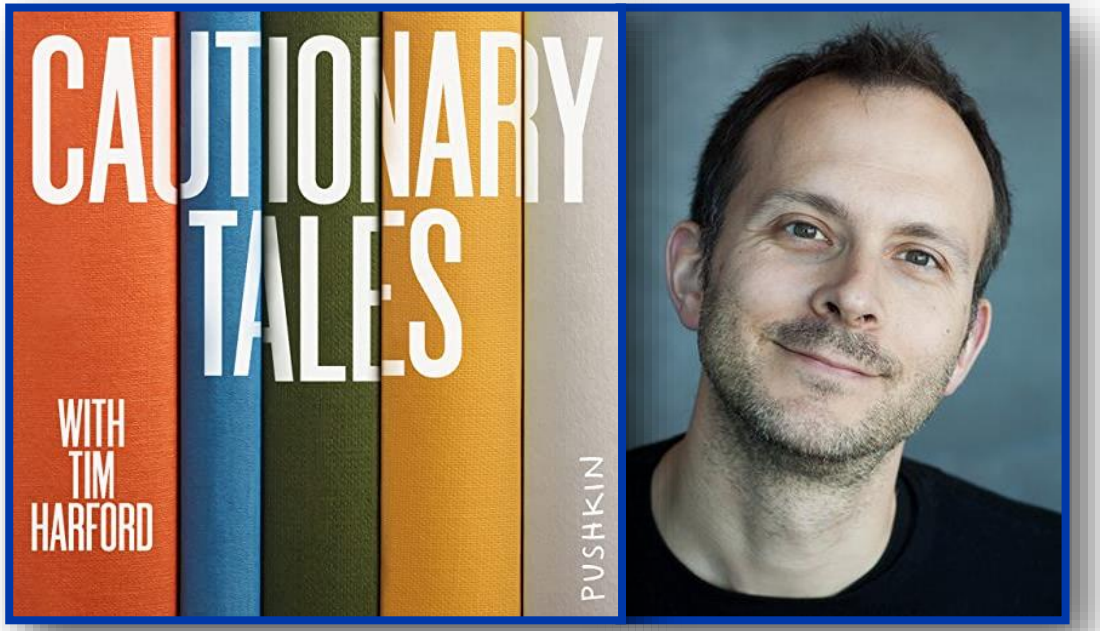



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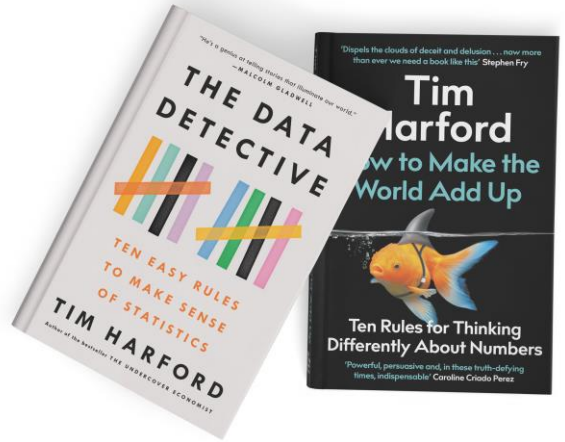
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# Tim Harford – Best Selling Author and Podcast Producer



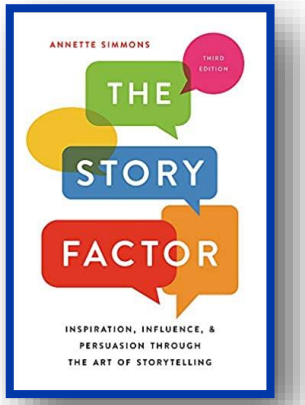

https://timharford.com/articles/cautionarytales/

"Our Brains Feed on Stories ***NOT*** Statistics"





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# A Traditional Teaching Folktale from "The Story Factor" by Annette Simons

"**Truth**, naked and cold, had been turned away from every door in the village. Her nakedness frightened the people. When **Parable** found her she was huddled in a corner, shivering and hungry.

Taking pity on her, **Parable** gathered her up and took her home. There, she dressed **Truth** in story, warmed her and sent her out again.

Clothed in story, **Truth** knocked again at the doors and was readily welcomed into the villagers' houses. They invited her to eat at their tables and warm herself by their fires."


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# The Power of Three in Learning Retention

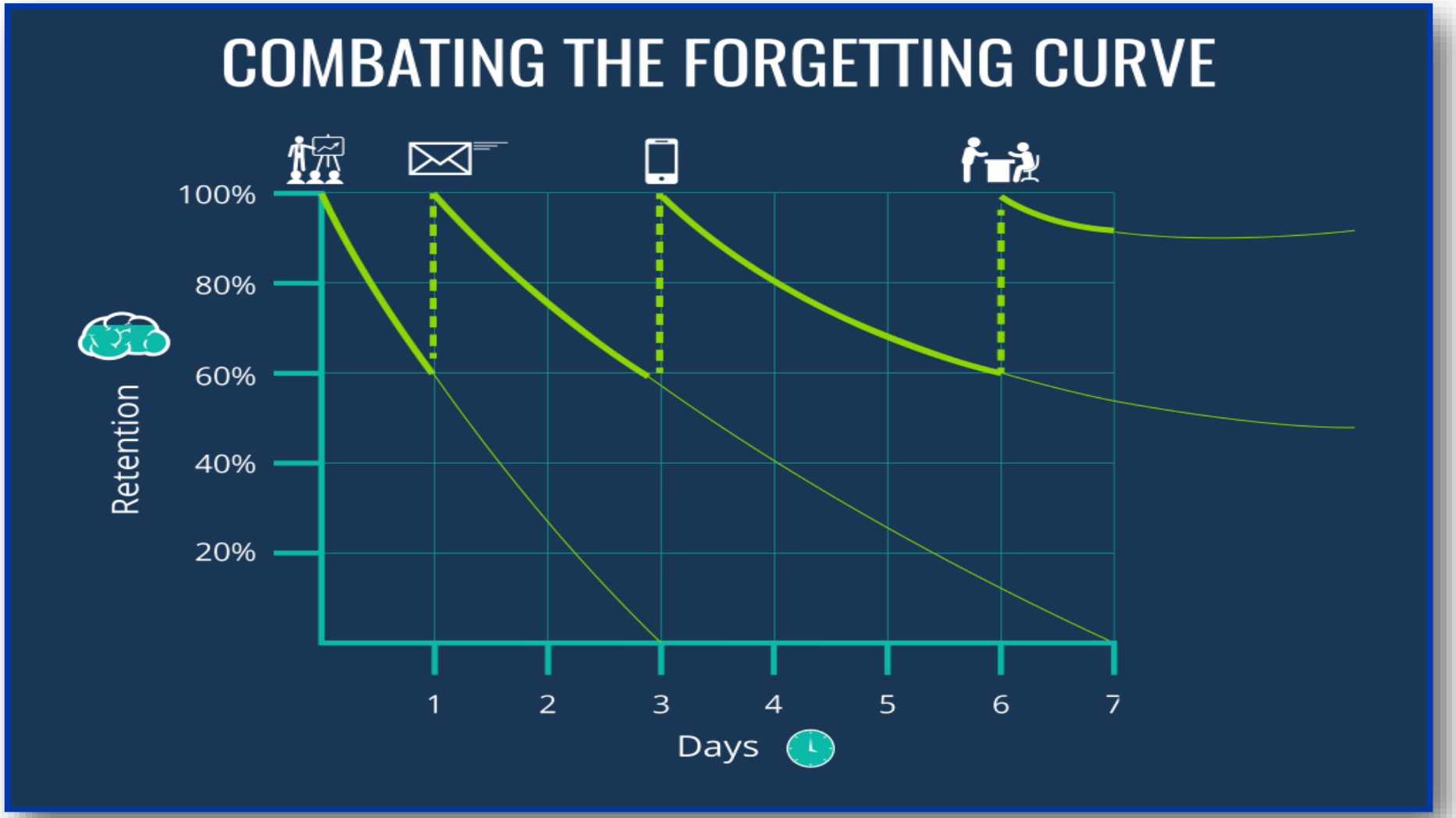
- In learning retention, research has shown that it is most effective to get to multiple **retrievals**.

- Memory studies have shown that **three** retrievals yield the best accuracy and retention.”



Britt Andreatta - Senior Learning Consultant for Global Leadership and Talent Development at LinkedIn


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Spaced Repetition in Learning - https://youtu.be/cVf38y07cfk


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# David Epstein – Simple Changes that Supercharge Learning



https://youtu.be/GMsmB2CMrtE?si=pn9cDNJhPvFMQ-CI


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# How Your State of Mind Affects Your Performance

- Over 740 global organizational leaders interviewed in a research study to provide quantitative & qualitative data on how mental states affect executive decisions
- The participants concluded – "When you are stressed and frustrated it is much harder to see the state of mind you are in"
- The study also noted – "Unless you have developed clear **strategies to be aware of these states** you will likely make decisions which cause serious harm to your career ***AND*** your organization"




HBR - How Your State of Mind Affects Your Performance

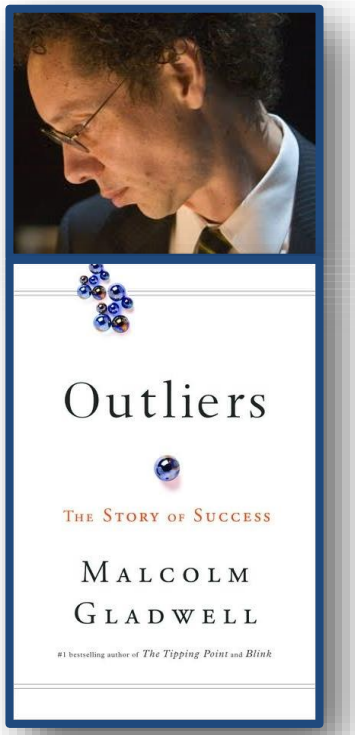
States Lead To Errors

**You Can Develop this Automatic Awareness – Self-Trigger on the State**

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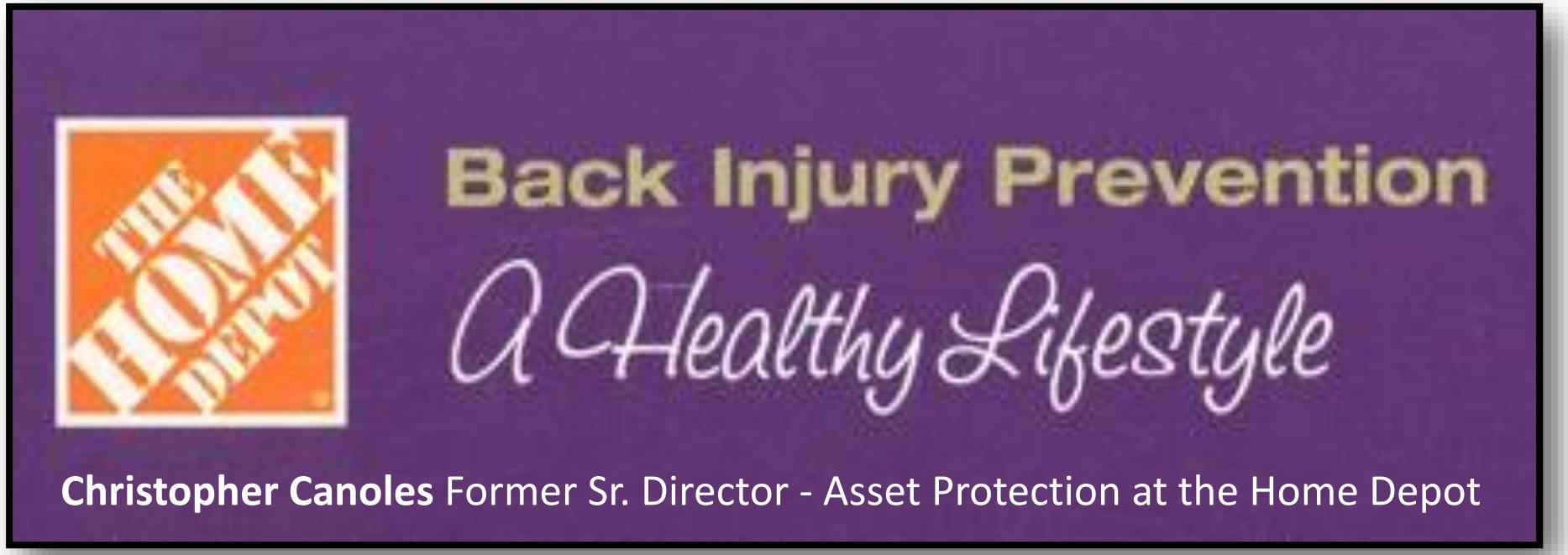
# From the Book "Outliers" by Malcolm Gladwell

- In a typical airplane crash, for example the weather is poor – not terrible, necessarily, but bad enough that ***the pilot feels a bit more stressed than usual***.
- In an overwhelming number of crashes, the plane is behind schedule, ***so the pilots are hurrying***.
- In most crashes, the pilot has been awake for twelve hours or more, meaning that ***he is tired and not thinking sharply***.
- In in a large percentage of cases the, the two pilots have never flown together before, so ***they're not comfortable*** with each other.
- **Then the errors start – and it's not just one error …**




States Lead To Errors


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- New BIP program for over 300,000 employees
- 50% reduction in workplace back injuries
- 50% reduction in costs associated with workplace injuries
- How did Home Depot achieve these **workplace** results?


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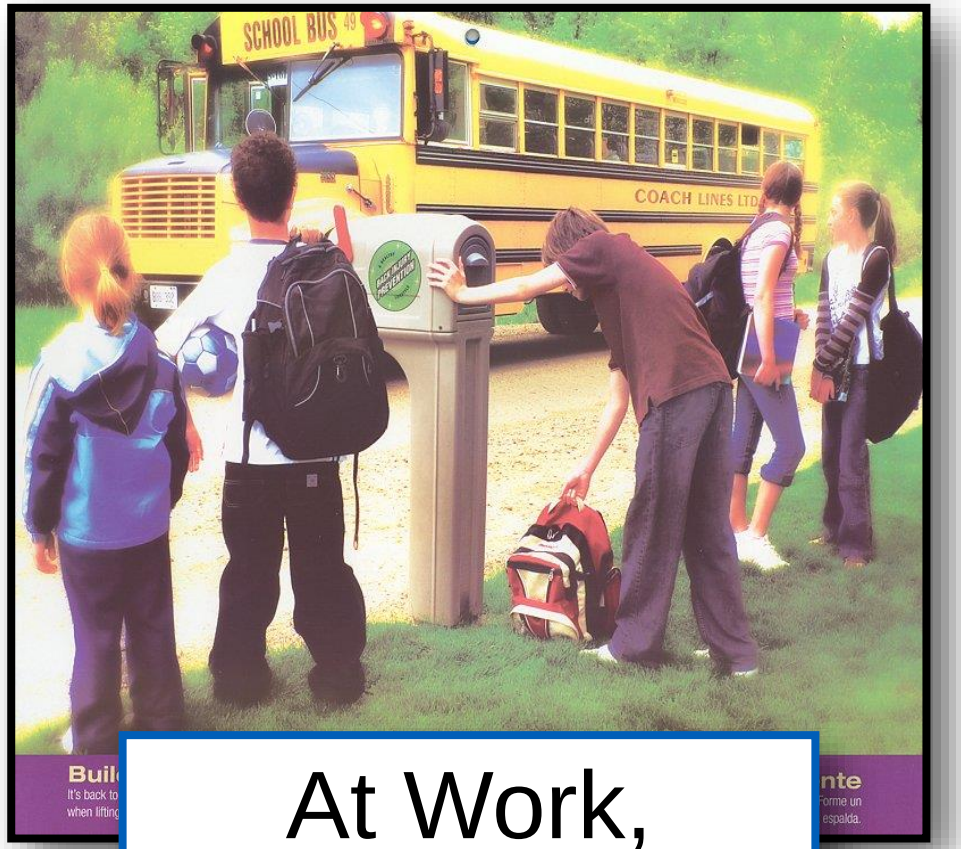
# Original BIP Program(s) Focused on the Workplace with Specific Home Depot Work Examples



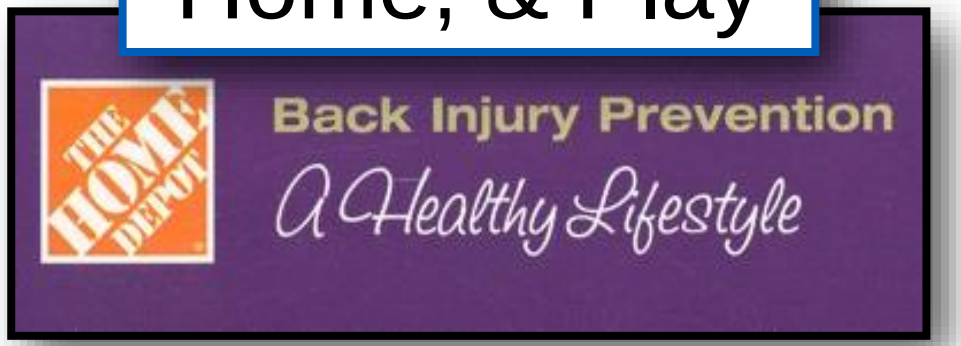


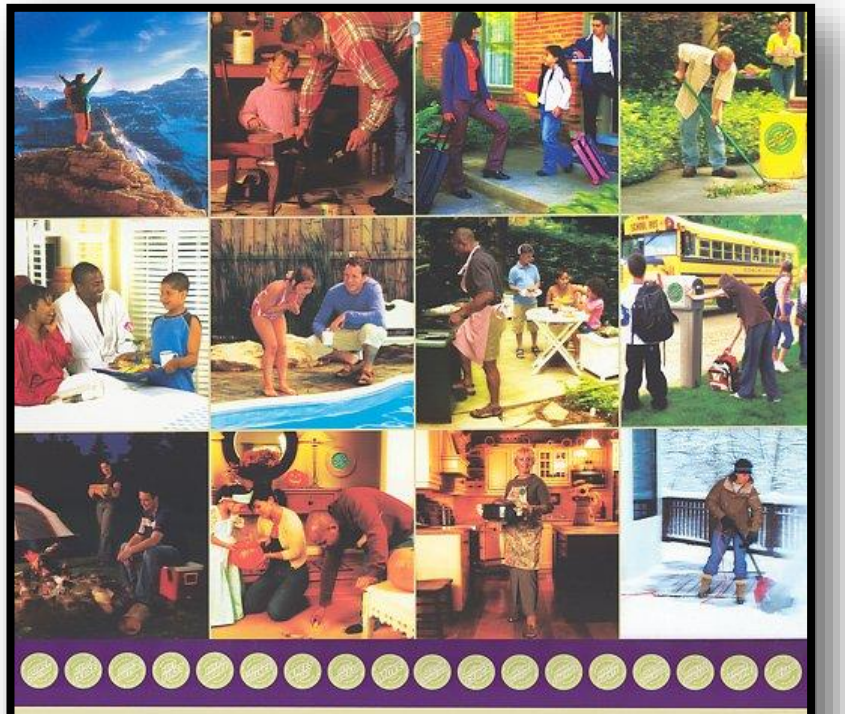


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# At Work, Home, & Play



# SODOTO

See One, Do One,
**Teach One**

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# Driving **Emotional** Engagement for Safety




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# How Do the **Real Experts** Establish an Emotional Engagement for Safety?



# Jeff Clark - Mentoring Those We Care About Most “Makes Safety Personal”

1. Years ago, at a large mid-west utility Jeff Clark, the safety pro wanted to reduce workplace preventable vehicle accidents (PVAs) involving the company’s service vehicles and bucket trucks. Although very few of the accidents resulted in injuries to the linemen who drove the trucks, these were expensive machines and the liability exposure from collisions with other vehicles and property was a major annual cost to the company.
2. The first year Jeff decided to give all of the linemen a course in **“defensive driving”** and hired a nationally recognized company to deliver the course. The linemen resented this training; if they hadn’t been involved in a PVA, they felt they were being blamed for those who had been in an accident. And the ones who had been involved **knew they were being blamed**. Class participation and enthusiasm was very low and the year after this intervention workplace PVAs dropped **by less than 5%.**




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# Jeff Clark - Mentoring Those We Care About Most “Makes Safety Personal”

3. Because PVAs were still a problem, Jeff decided on a different approach in the second year. He hired the same defensive driving school but this time he asked the linemen who had been through the course in year one to **“team teach”** the course to other employees **AND** their teenage family members who were new drivers. As the linemen were also parents and grandparents, their own family members were also in these classes.




4. He orchestrated a day-long family event centered around this training course for the teenage drivers. Along with the course instruction there were one-on-one demonstrations of safe driving behaviors and even a “staged” multi-car crash and extrication demonstration utilizing teenage drama school students (made up with fake blood and fake injuries) and a medivac helicopter landing and then demonstrating an air lift rescue. He also invited participation from the local police and firemen (all of whom volunteered their time).


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# Jeff Clark - Mentoring Those We Care About Most “Makes Safety Personal”

5. According to Jeff, the theory was to make it personal. This resulted in the second year classes having a high percentage of enthusiastic teenagers being taught by linemen who felt pride in helping their co-workers and their families. Many of these gruff and grizzled veterans even broke down in tears during the class as they shared their own accident experiences with the teenagers.



**6. Follow the link to a short video of Jeff describing the intervention and the reduction in workplace PVAs that followed**

YouTube - Jeff Clark Interview

To Watch the Full Interview Visit https://youtu.be/wLXeLAR6K9E

Don Wilson - don@safestart.com, www.safestart.com
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# The Business Case for 24/7 Safety - Employee Injuries & Production Costs

| Production days lost due to injuries that occur at **WORK** | Production days lost due to injuries that occur **AWAY** |
|---|---|
| • 70 million production days per year from 162 million total workers<br>• Total cost of workplace injuries per year - $181 billion | • 440 million production days per year **(more than 6 times as many days)**<br>• Total cost of non-workplace injuries per year - $544 billion |
| **Yearly average cost per employee ≈ $1,000*** | **Yearly average cost per employee ≈ $3,000** |

*About $400.00 per TRIR Point




nsc INJURY FACTS

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# Cost of Onboarding a New Employee

(the consequence of lack of engagement and all serious 24/7 injury events)

- Recent studies show that the total cost of replacing an employee can be up to 2 times their annual salary (and this cost is rising)
- The longer people work at our organizations the more productive & harder to replace they become (if you were seriously injured, how long would it take your replacement to learn everything you know?)
- **Our people are not just our most valuable asset but also our "Only Appreciating Asset"**




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# What is the real cost of losing an employee?

- **Recruitment costs:** The direct costs of hiring a new employee, including advertising, interviewing, screening, and hiring.
- **Onboarding costs:** The cost of the onboarding process, including training replacements and management time.
- **Lost productivity:** It may take a new employee one to two years to reach the productivity of an existing person, resulting in indirect costs to your organization.
- **Lost engagement and impact on employee morale:** Other employees who see high turnover tend to disengage and lose productivity, affecting team morale.

https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee


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# What is the real cost of losing an employee?

- **Customer service and errors:** New employees take longer to complete their work and are often less adept at solving problems.
- **Training costs:** Over two to three years, a business likely invests 10% to 20% of an employee's salary or more in training.
- **Lost institutional knowledge**: When highly-skilled or longtime employees leave, your organization loses some institutional knowledge, or the combined skill set and experience of your business.
- **Cultural impact:** Whenever someone leaves, others take time to ask why. Additionally, there may be a customer impact on your business if your turnover affects your staffing amounts.

https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee




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# The Business Case for 24/7 Safety

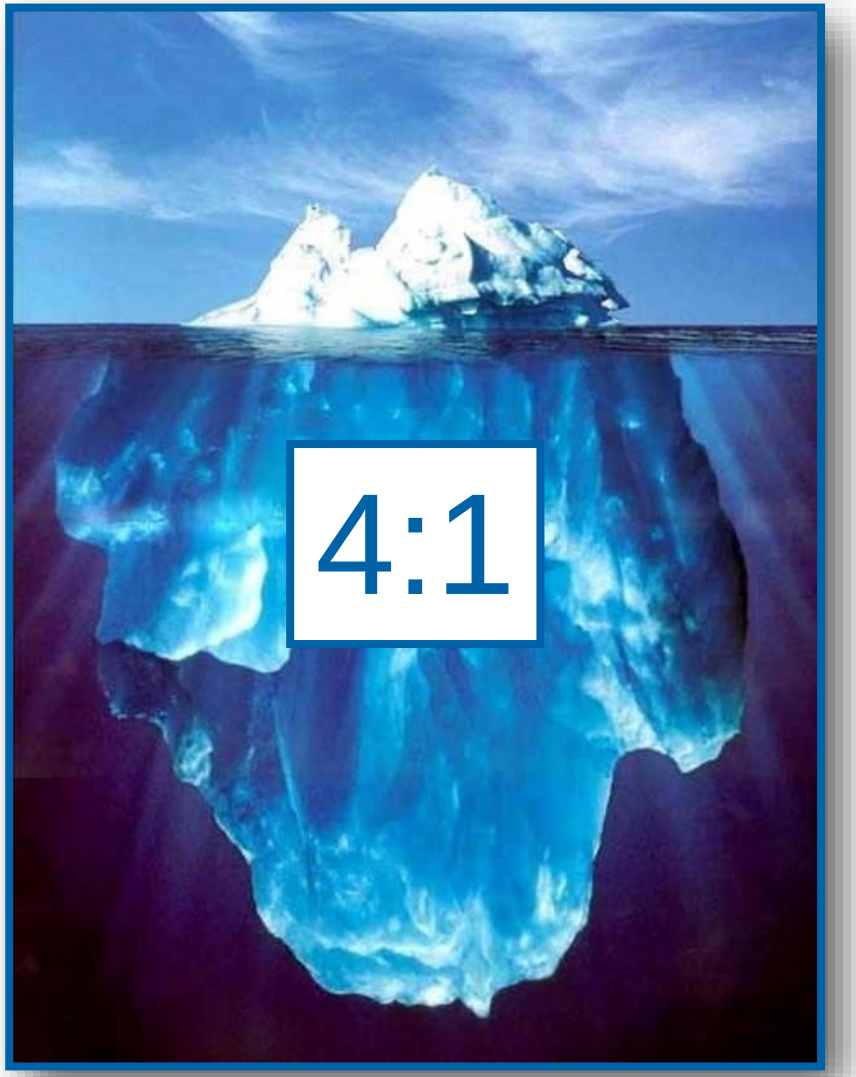
## The Cost of Accidents - Direct Costs



- Medical
- Compensation


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# The Cost of Accidents – Indirect Costs




- Time lost from work
- Loss in earning power
- Lost time by fellow workers
- Loss of efficiency due to break-up of crew
- Lost time by supervision
- Cost of breaking in new person
- Damage to tools and equipment
- Time damaged equipment is out of service
- Spoiled work
- Loss of production
- Spoilage – fire, water, chemical
- Failure to fill orders
- Overhead costs
- Litigation
- Company/Worker Morale


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# Additional Presentation Material

These slides provide client advocacy for SafeStart's Human Factors approach to Safety


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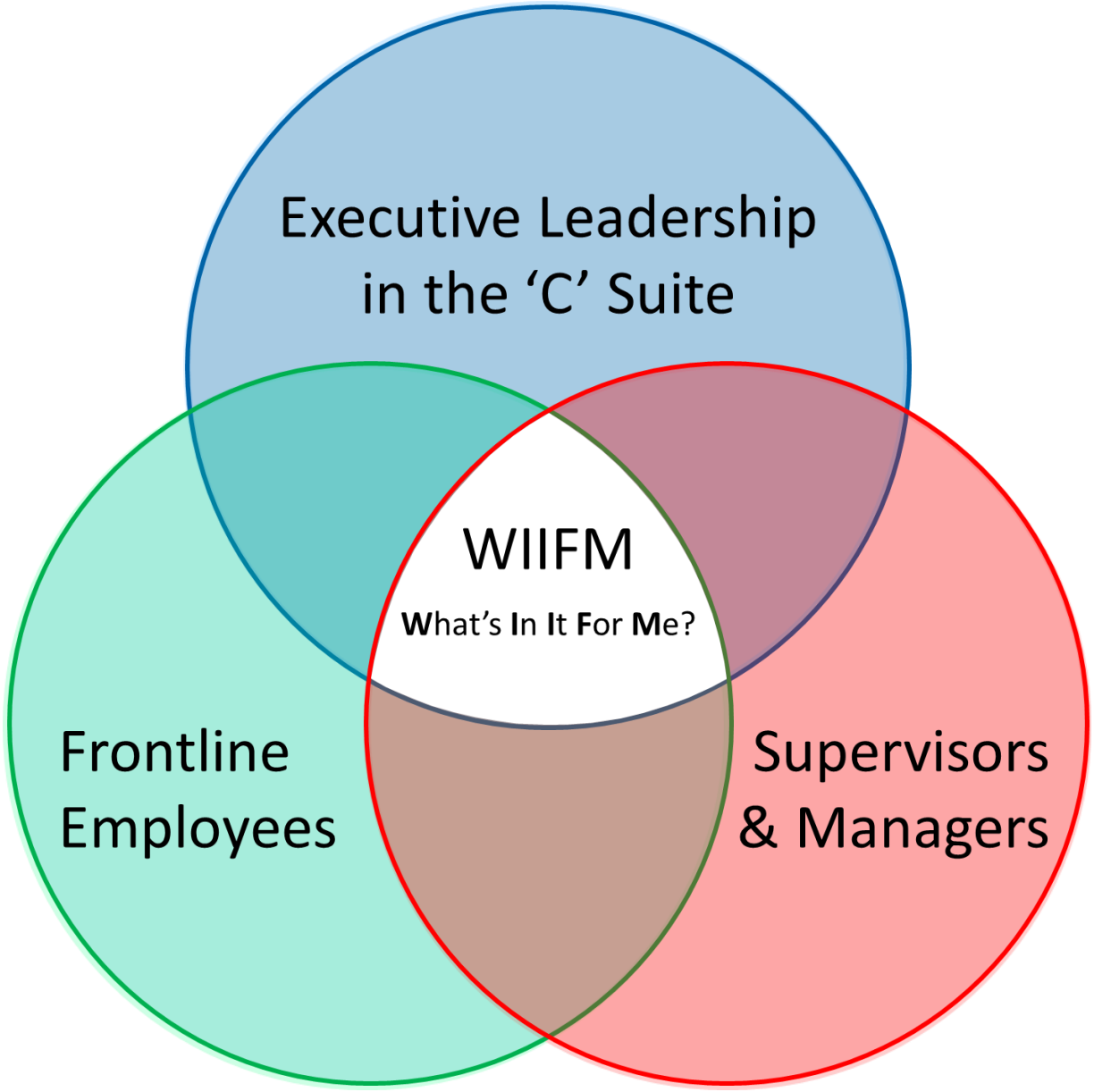
# SafeStart Long-Term Success Factors

## An On-Going Commitment From Client Leadership

- **Demonstrated** engagement & commitment from **All** Leaders of the organization (before, during, and after the group training sessions)
- Proper scheduling & delivery of all SafeStart group training sessions (Core and **Flex**) for all employees (this is for everyone, not just people with dangerous jobs)
- Integration of SafeStart concepts into the company's regular employee engagement and management processes (help employees apply the concepts to specific safety and performance issues at work – e.g. Near Miss Reporting, Non-Standard Work)
- Commitment to 24/7 employee family safety - getting employees to take safety to heart by taking it home and mentoring others (leaders go first to set the example)
- SafeStart remains positive (discipline should never be associated with the language, concepts or techniques)

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# Results From **Well Supported** SafeStart Implementations

(click on a checkbox below to hear what our clients say about their success in these areas)

- ☑ **Workplace Safety** - Injury Reduction KPIs - Lagging Indicators
  (improvements in TRIR and DART measurements, lower worker compensation costs)
- ☑ **Workplace Safety** - Safety Management System KPIs - Leading Indicators
  (increases in near-miss reporting, hazard reporting, employee participation in SMS)
- ☑ **Off the Job Safety** - Injury Reduction KPIs – Lagging Indicators
  (reductions in absenteeism and costs due to injuries that occur away from work)
- ☑ **Workplace Performance** - Non-Safety KPIs - Lagging Indicators
  (improvements in quality, efficiency, on-time delivery, customer satisfaction)
- ☑ **Workplace Culture, Engagement, and Communication** - Soft Skills KPIs
  (improvements in trust, ownership, peer-to-peer feedback, participation, involvement)
- ☑ **Overall Organizational Excellence – All Business KPIs**

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# Ken Tutin, VP of Continuous Improvement, Crown Cork & Seal

Commenting on improvements in safety metrics after the SafeStart implementation

"We've had a 94.7% reduction (in Recordable and DART rates) in the Aerosol Division from 2006 – 2019"




https://safestart.com/videos/ken-tutin/?pos=3512

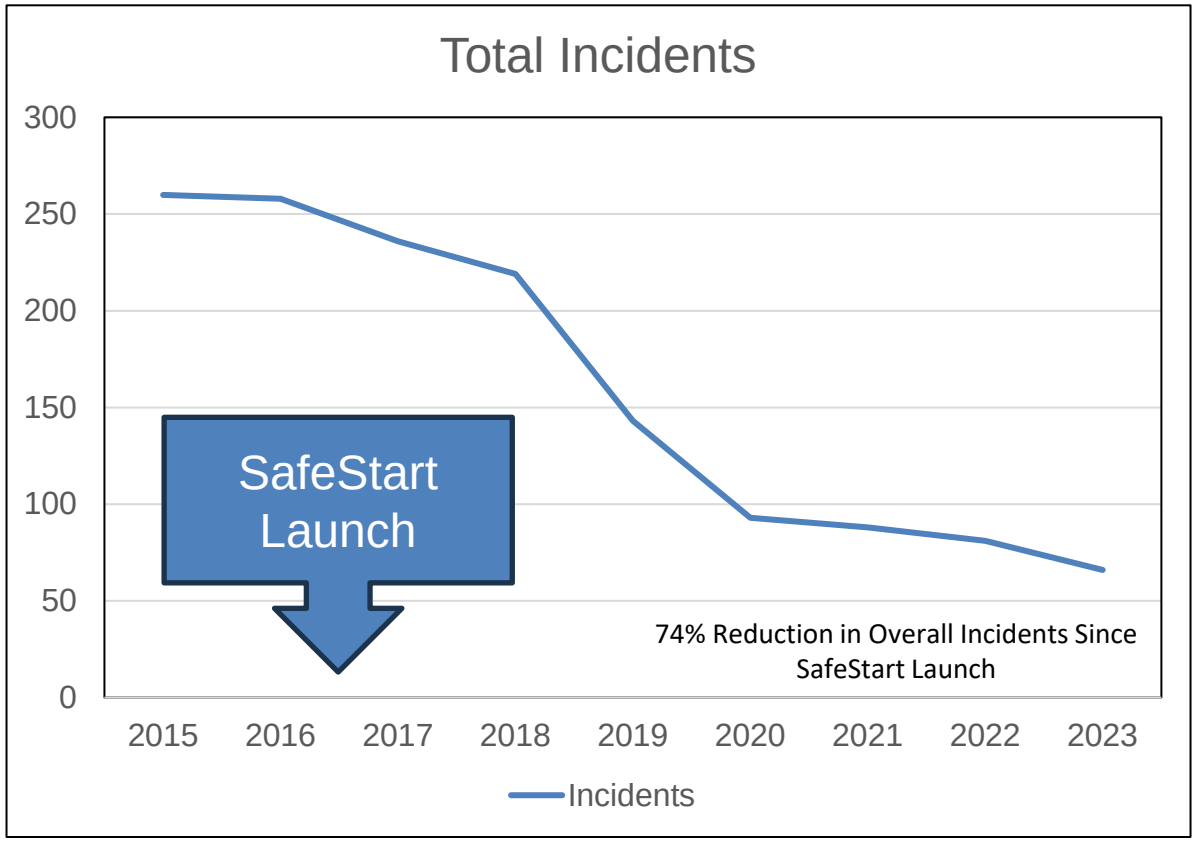
https://safestart.com/videos/ken-tutin/?pos=3512

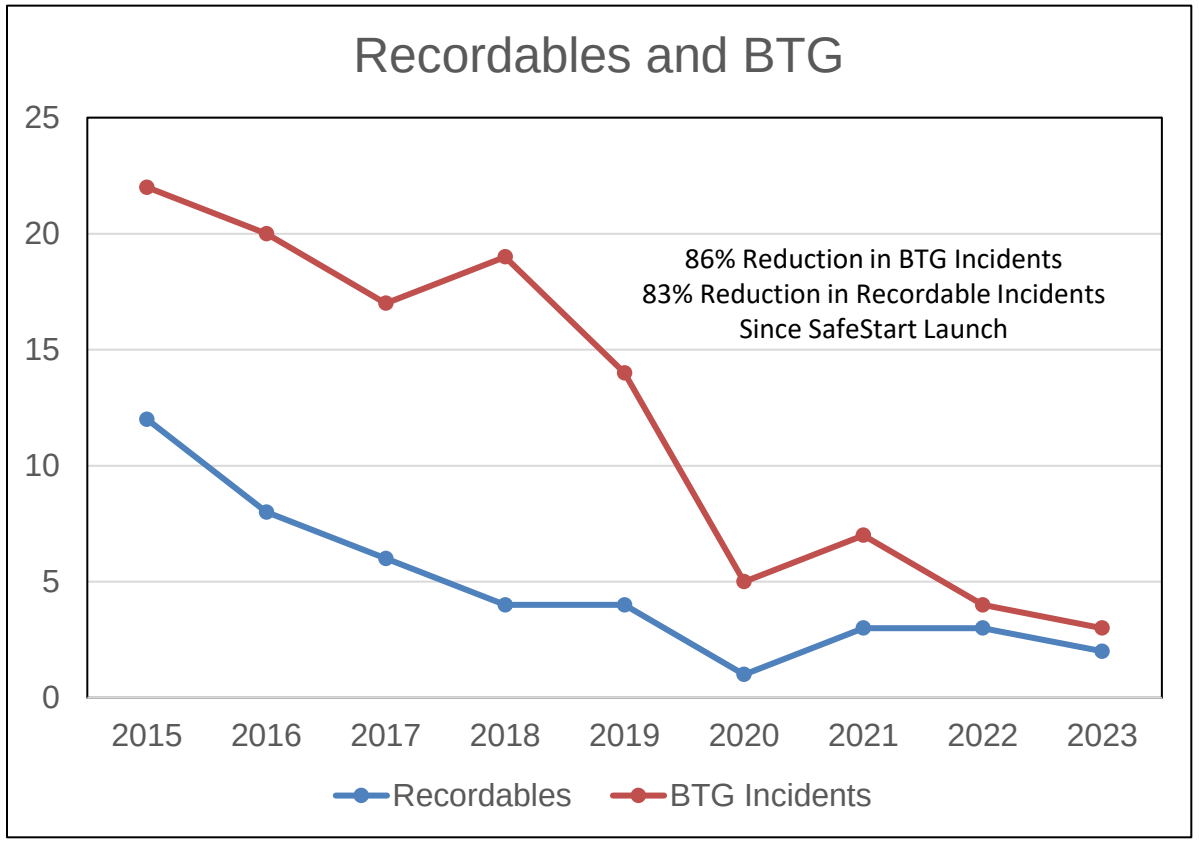
The clip containing this quote starts at 58:32

CROWN®
Brand-Building Packaging™


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# Devron Kelso - Workplace Safety - Injury Reduction KPIs - Lagging Indicators




**Total Incidents includes Safety, Quality, and Performance Incidents**

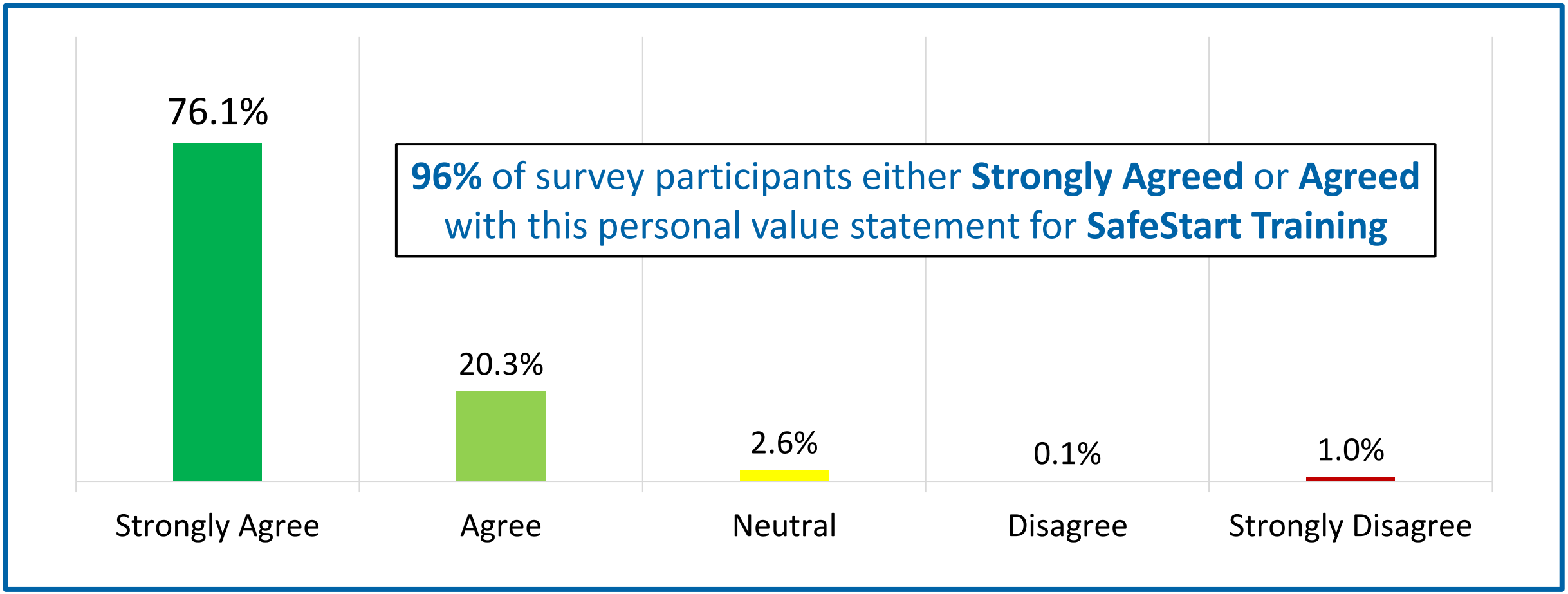
**OSHA Recordables and Balance/Traction/Grip Incidents**

You can hear Devron Kelso of SNF discuss these KPI improvements in his Client Presentation at the link below:

https://safestart.com/videos/devron-kelso/?pos=2625

SNF WATER SCIENCE

# SafeStart NOW - Classroom Training Participant Survey




1. SafeStart training provided me with knowledge and skills I can use at work to avoid injuries.


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# Rylan Page of Vector Construction

"Since we adopted Human Factors into our Safety Management System, we've had a really big increase in Near-Hit engagement and reporting – 600%!"




safestart.com/clients/rylan-page

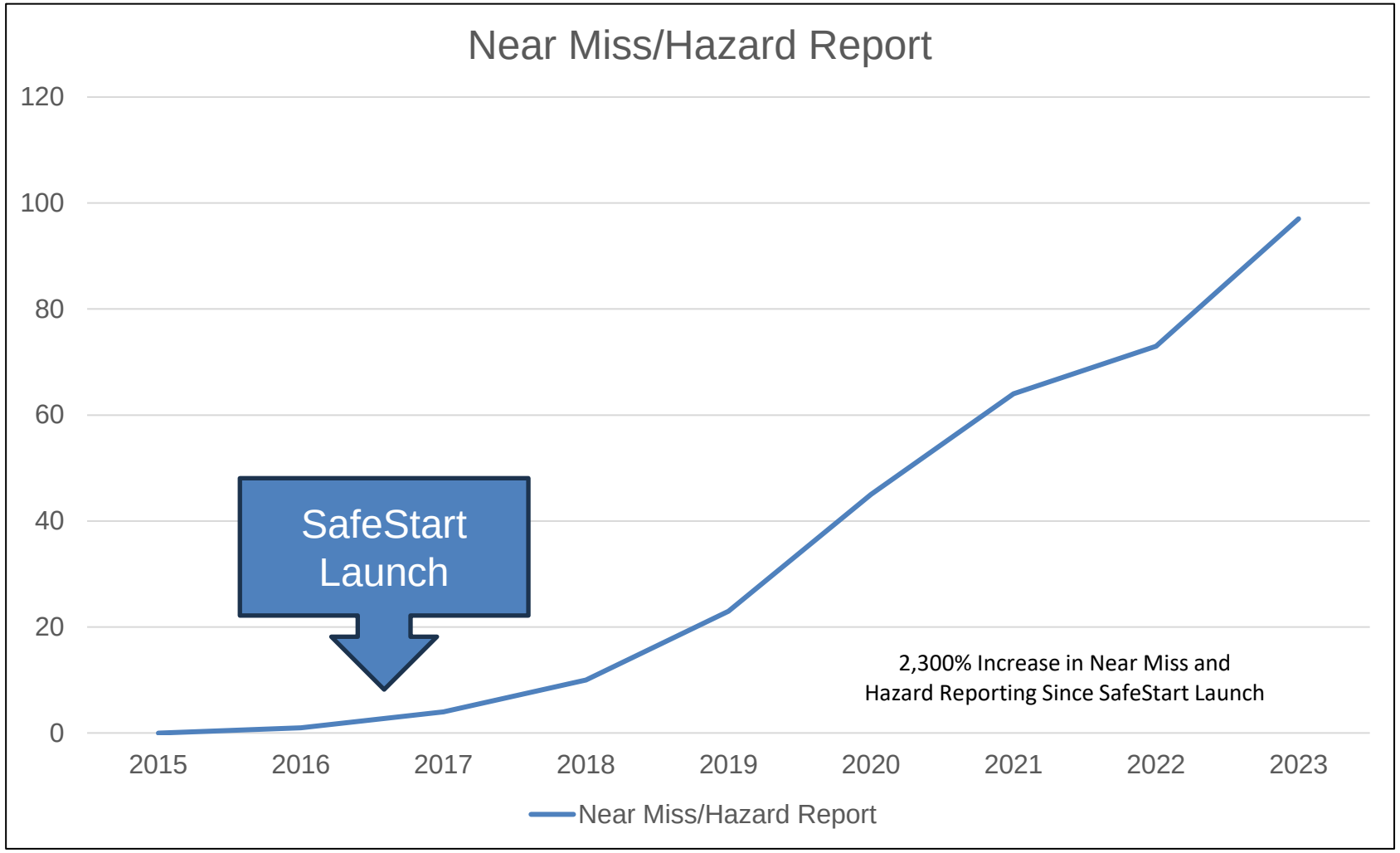
To hear more of Rylan Page's thoughts on safety leadership use this QR code or visit:
https://safestart.com/clients/rylan-page





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# Devron Kelso - Safety Management System KPIs - Leading Indicators




You can hear Devron Kelso of SNF discuss these KPI improvements in his Client Presentation at the link below:
https://safestart.com/videos/devron-kelso/?pos=2721

SNF WATER SCIENCE

# David Bianco – Measuring Off-the-Job Injury Reductions

(after noticing reductions in the normal rate of employees involved in motorcycle accidents)

- Intrigued by this anecdotal evidence, David Bianco looked for a way to **quantify** the overall reduction in off-the-job injuries among employees after a site implemented SafeStart
- He knew his company's HR department already tracked overall absenteeism that resulted from both injury and illness
- To avoid violating HIPAA legislation, he asked HR for **only** the **macro data** on absenteeism (days away from work) that were solely due to off-the-job injuries
- By comparing this absenteeism data both before and after the SafeStart implementations, David was able to show his senior leadership that this KPI had improved by about 65%

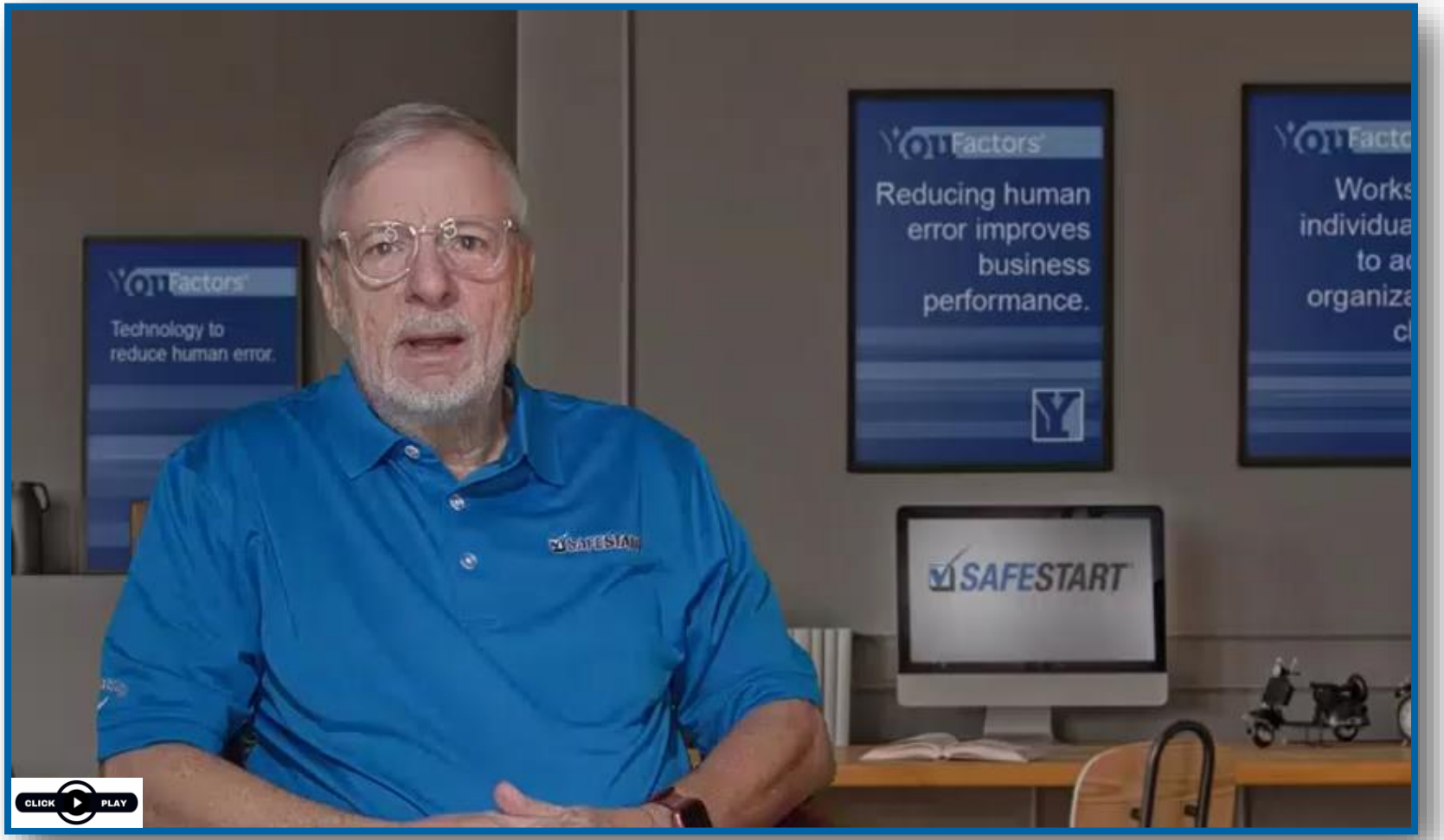






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# David Bianco – Measuring Off-the-Job Injury Reductions





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# Paul Thompson, Epsilyte

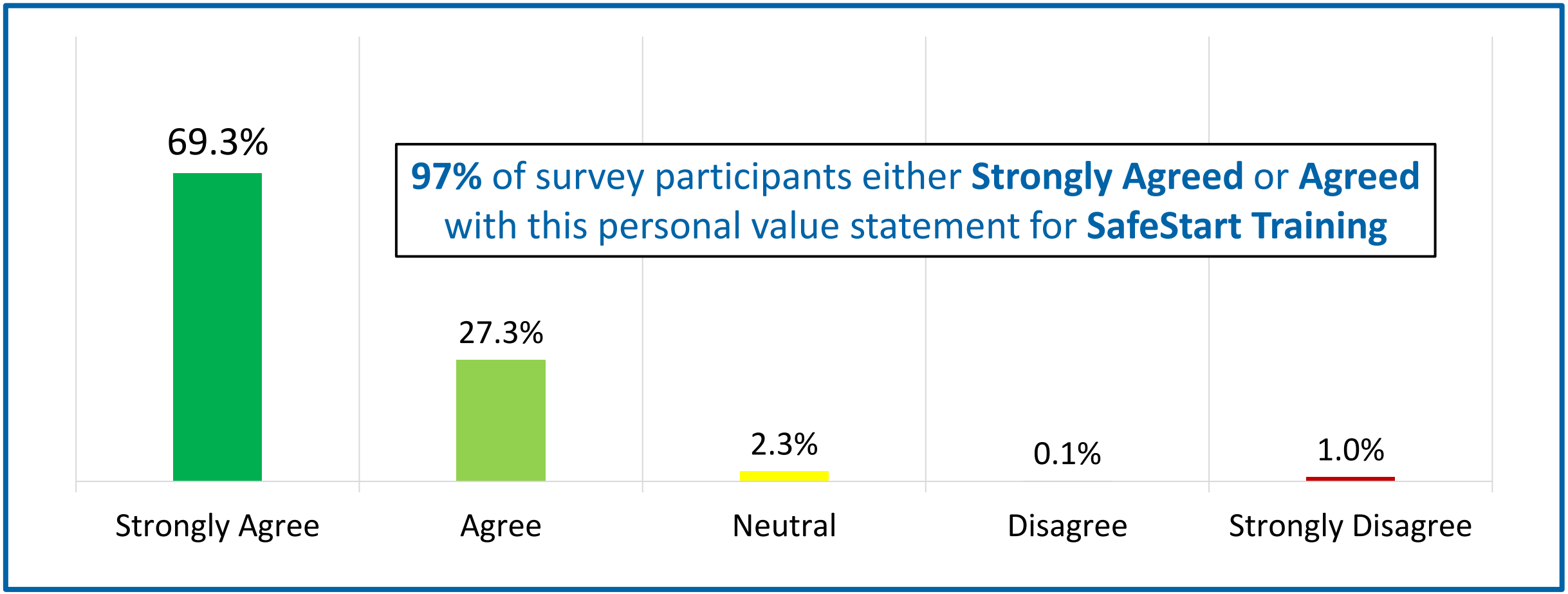
## Commenting on a 24/7 family safety cultural developing after SafeStart




https://safestart.com/videos/paul-thompson/?pos=3455


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# SafeStart NOW - Classroom Training Participant Survey




4. SafeStart training provided me with transferable knowledge and skills that can help me, my friends, and my family to avoid injuries away from work.


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# Doug Meador, President of Dallas Airmotive (Standard Aero)

## Commenting the Success of the SafeStart Implementation in their Corporate Video

"SafeStart has been a fundamental shift in how our employees and how our leadership views safety … people really pay attention to what they're doing, there's a lot of attention to detail …and that's what it takes to be really be great"




Dallas AirMotive Corporate Video - https://youtu.be/oTegLmsQlzY?t=199

https://youtu.be/oTegLmsQlzY?t=199

The clip containing this quote starts at 3:19

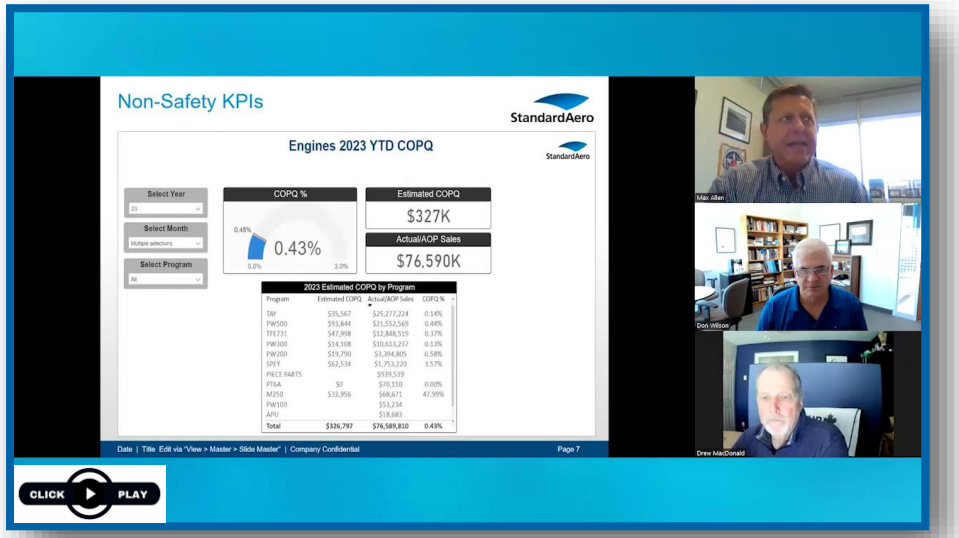
StandardAero


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# Max Allen, VP GM of Standard Aero's Dallas Operations

## Commenting on using SafeStart's Human Factors concepts to improve Quality

"By applying SafeStart principles … we've cut that rate (COPQ) by more than half"




https://safestart.com/videos/max-allen/

https://safestart.com/videos/max-allen/

The clip containing this quote starts at 21:36

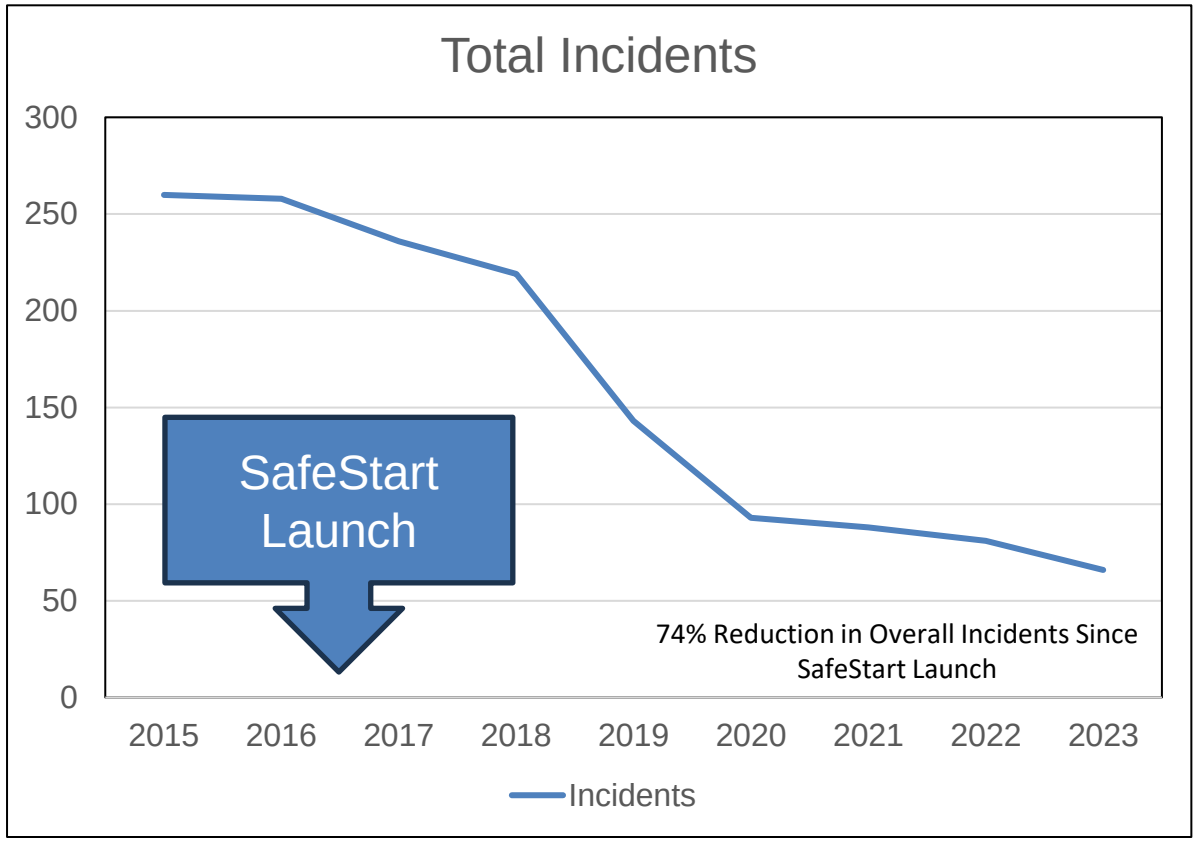
StandardAero



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# Devron Kelso - Workplace Performance - Non-Safety KPIs - Lagging Indicators




**Total Incidents includes Safety, Quality, and Performance Incidents**

You can hear Devron Kelso of SNF discuss these KPI improvements in his Client Presentation at the link below:
https://safestart.com/videos/devron-kelso/?pos=2625

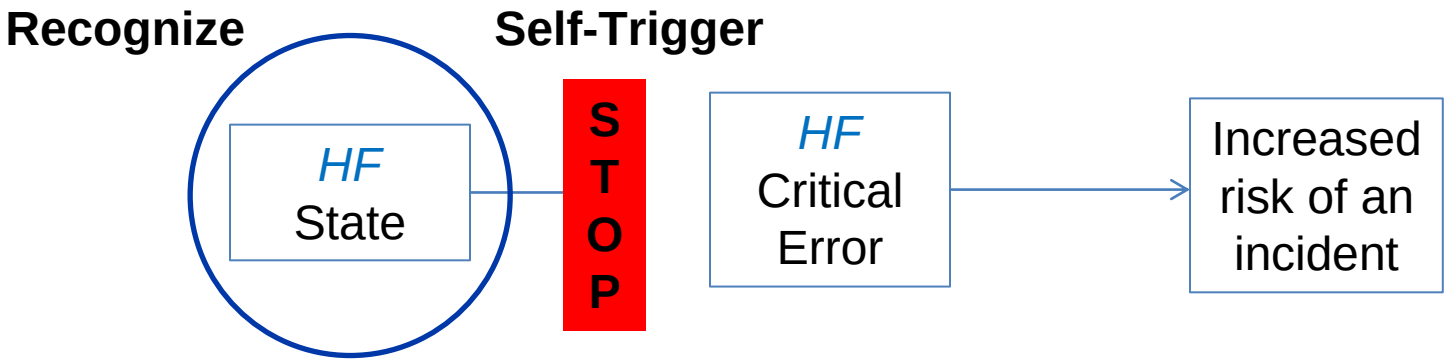
SNF WATER SCIENCE

EHS Today's 2014 America's SAFEST COMPANIES

SCOT FORGE

# HUMAN FACTORS

## CONCEPT REVIEW FOR QUALITY



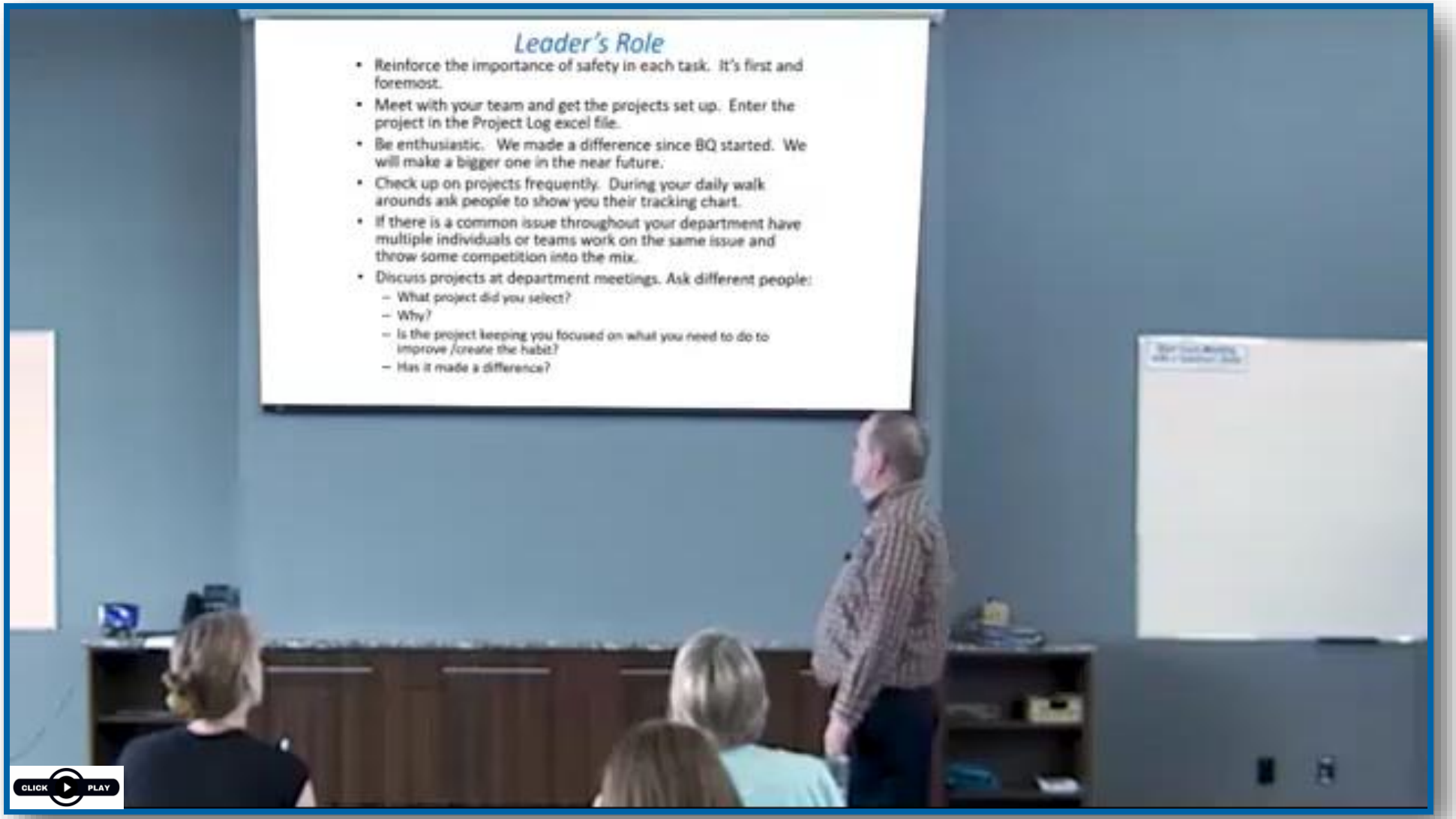

Being in one or more of the *Human Factor* states increases our chance of making a critical error that can lead to:

- Someone getting hurt (you or someone you work with)
- Damaging equipment
- Doing something that can harm our customer's products or our ability to meet our promised delivery date to them.

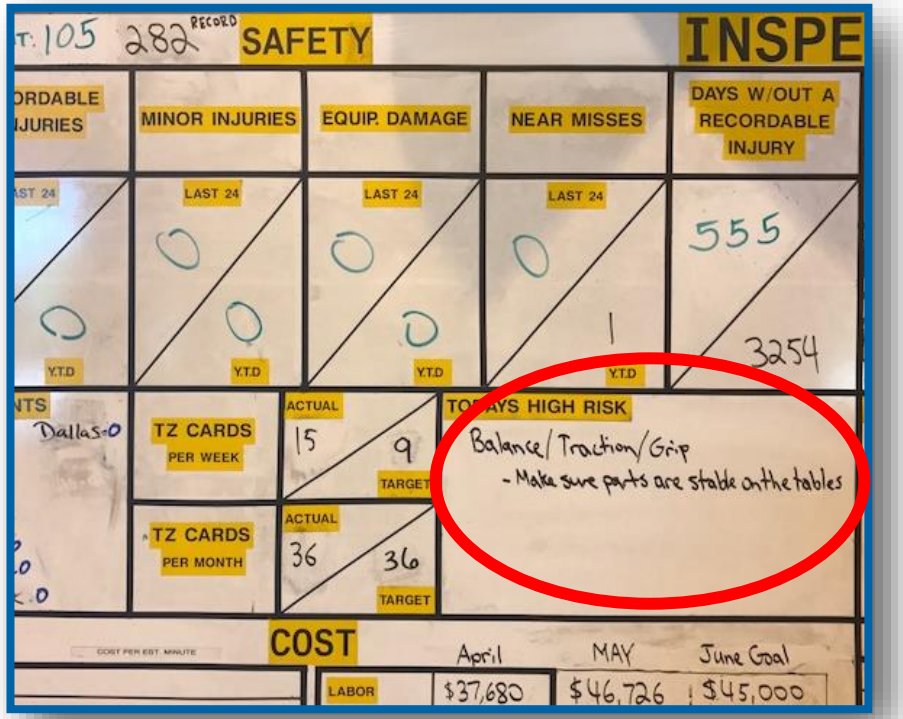
John McGillivray
of Scot Forge

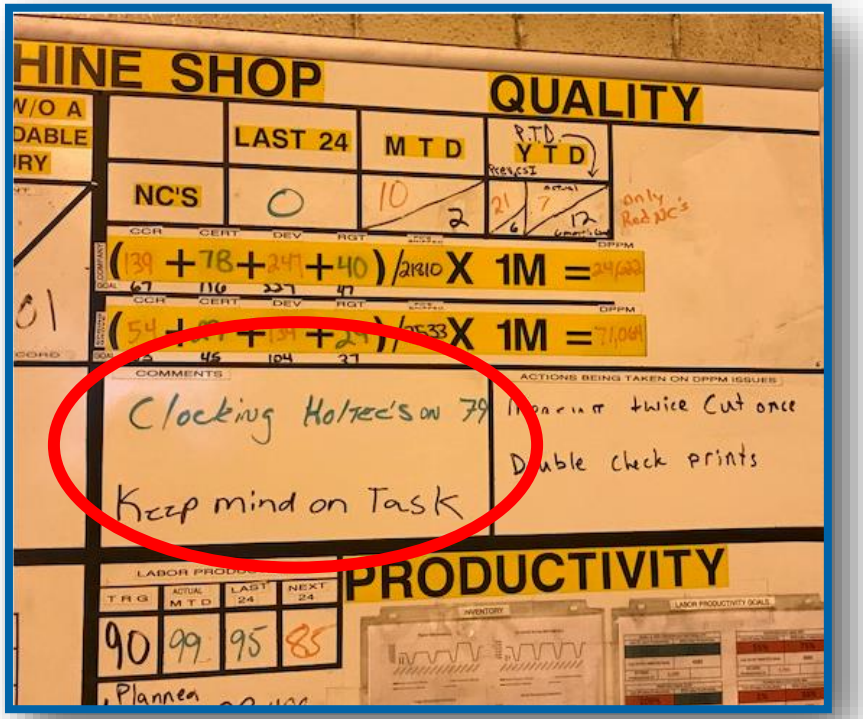


# John McGillivray - Convincing Leadership of the Opportunity Cost of Inaction



# Human Factors as Leading Indicators in Daily Collaboration Meetings (DCMs)



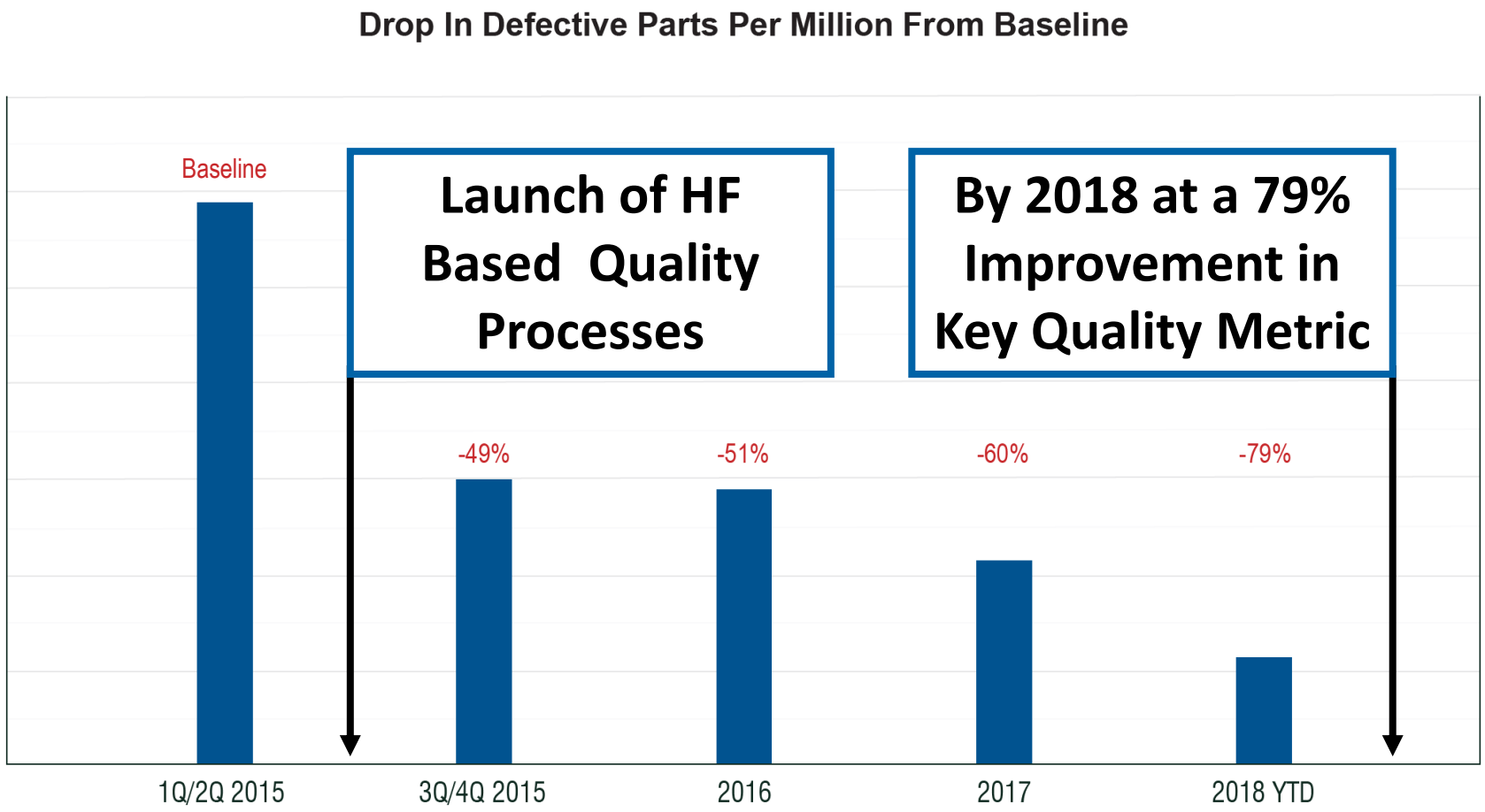




- Every shift and department identifies high risks of the day in **safety and performance** and often expresses them in the simple, positive terminology of Human Factors
- High risks then discussed in their shift kickoff meetings (so that everyone can help to work on solutions)

EHS Today's 2014 America's SAFEST COMPANIES
SCOT FORGE

EHS Today's 2019 America's SAFEST COMPANIES
SCOT FORGE

# Human Factors Quality Initiative
# KPI Improvements at Scot Forge



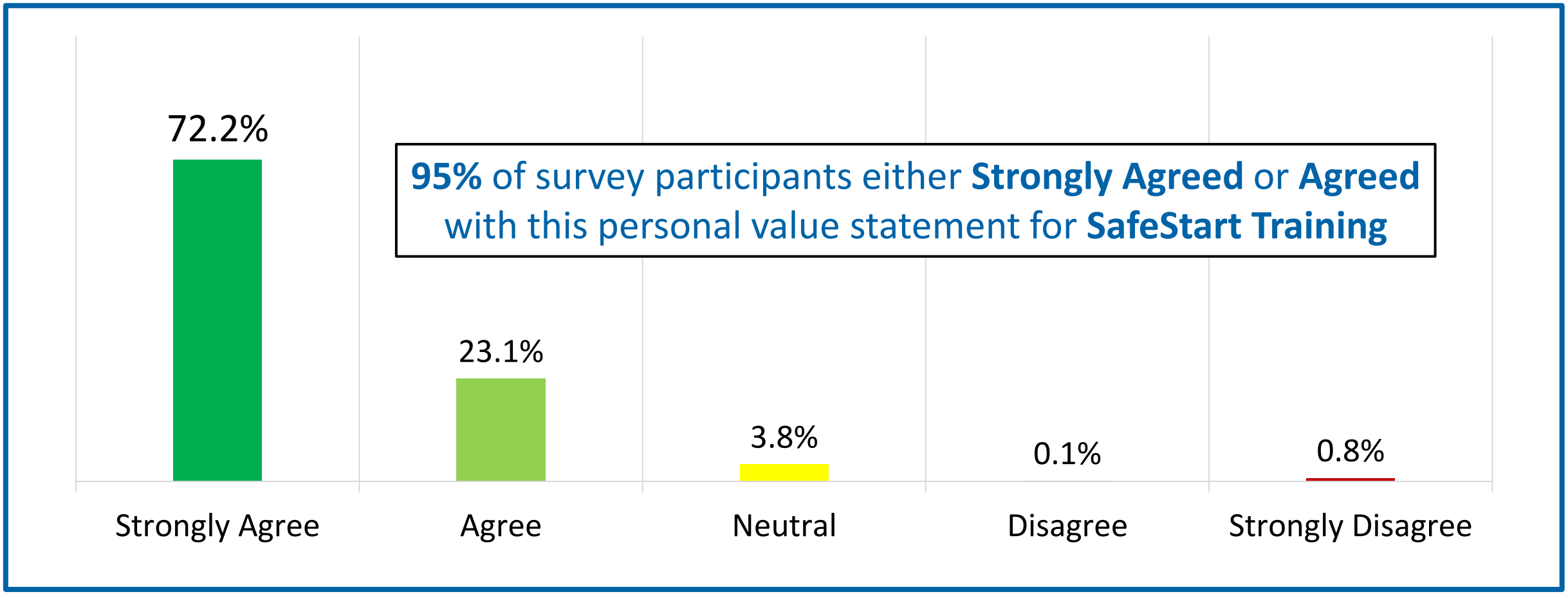




To watch the presentation on Safety and Quality conducted by John McGillivray of Scot Forge visit:

https://youtu.be/rFY_oLWxXkk?t=4935
The section on quality starts at 1:22:15

# SafeStart NOW - Classroom Training Participant Survey




2. SafeStart training provided me with knowledge and skills I can use at work to avoid unintentional performance errors (quality, production, etc.).


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# SafeStart Case Study – Global Manufacturing Company

- Manufacturing company with approximately 20,000 employees worldwide
- Safety Culture Survey conducted for approximately 7,500 employees working primarily in field service, customer service, and distribution locations
  - All site employees surveyed at locations – blue collar, white collar, etc.
  - Survey participation rate – approximately 75% (over 5,600 employees)
- Survey measured 16 different areas defining a site's overall safety culture
- Some of the sites surveyed had taken their employees through the SafeStart process while other sites had not done so with their employees
- The survey data was subsequently analyzed to see how the SafeStart process influenced overall safety culture


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# Case Study - Global Manufacturing Company

## Comparison of Survey Results

Safety culture attributes as rated by employees at sites that had not implemented SafeStart versus sites that had implemented the process

| Safety Culture Attribute | Non SS Sites | SS Sites |
|---|---|---|
| Safety Empowerment (Stop Work) | 55% | 91% |
| Manager Participation | 54% | 86% |
| Manager Safety Protocols | 44% | 88% |
| Following Procedures | 71% | 80% |
| Clear Procedures | 66% | 82% |
| Safety Actions Implemented | 66% | 81% |
| Safety Priority | 65% | 92% |
| Safety Empowerment (Safety Decisions) | 62% | 92% |
| Safety Competence & Knowledge | 69% | 90% |
| Management Commitment | 56% | 91% |
| Openness to Talk About Safety | 62% | 90% |
| Safety Responsibility | 68% | 89% |
| Safety Equipment | 70% | 83% |
| Safety Communication | 70% | 85% |
| Safety Proactiveness | 68% | 83% |
| No Injuries Belief | 55% | 80% |


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# Chris Anderson, Global Director HS&S, Spirit Aerostructures

https://safestart.com/videos/qna/chris-anderson/?pos=648

"Instead of team members having the walls up and being very guarded, worrying about blame…by using the Human Factors language we were able to dig down deep, get to the root cause quickly, focus our efforts on that, and put corrective actions in place that prevented it from happening again"

https://safestart.com/videos/qna/chris-anderson/?pos=648

The clip containing this quote starts at 10:48




https://safestart.com/clients/

To hear more of Chris Anderson's thoughts on a human factors approach and safety leadership visit our client page:
https://safestart.com/clients/




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# George Irving, Corporate Safety Manager, Power Generation

"I don't care how hardcore that individual is… when you talk about children getting injured, that resonates with everybody"



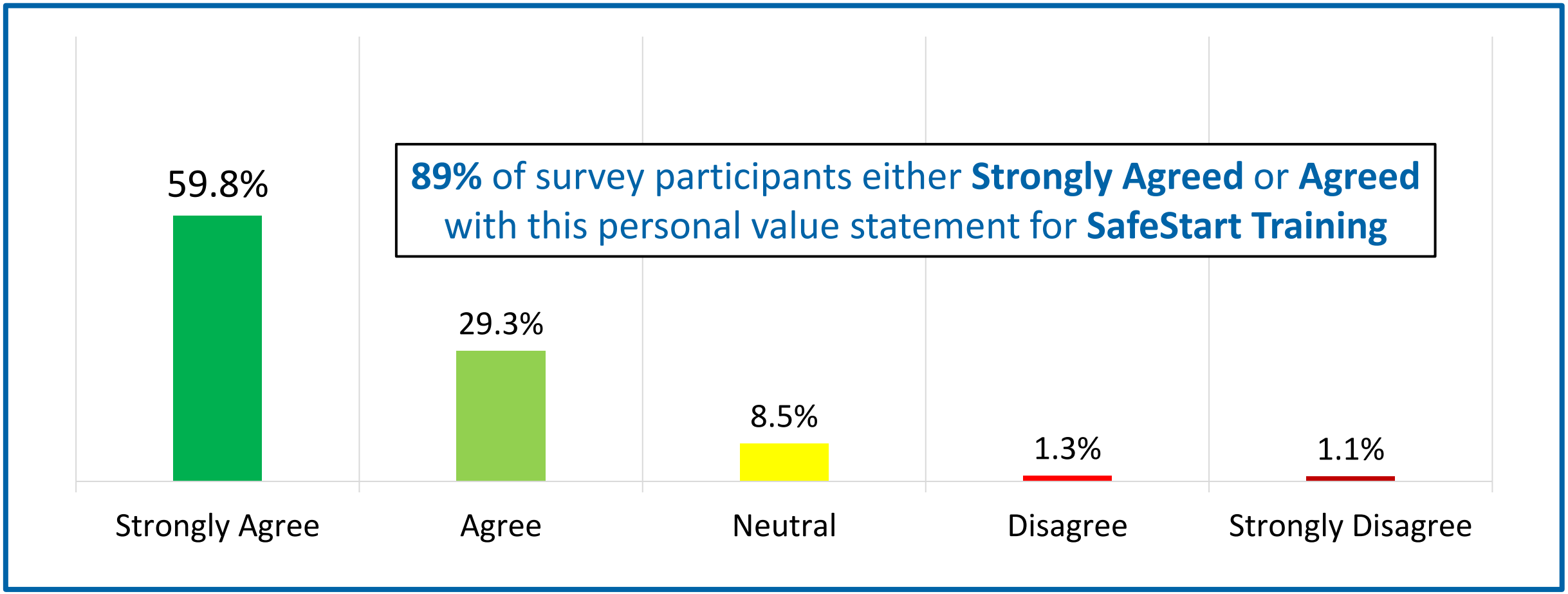

safestart.com/clients/george-irving

To hear more of George Irving's thoughts on safety leadership use this QR code or visit:
https://safestart.com/clients/george-irving




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# SafeStart NOW - Classroom Training Participant Survey




3. I feel that SafeStart training has improved the level of communication and has contributed to an improved culture at work.


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Cari Field, EHS Director

# Single Facility Case Study

## Safety, Cultural & Operational Impact of SafeStart Implementation in Year 1

Printpack
*Preserving and Enhancing People's Lives™*

| METRIC | BEFORE | AFTER | |
|---|---|---|---|
| TRIR | 6.48 | 2.75 | ↓ 58% Improvement |
| Lost Time | 2.95 | 1.37 | ↓ 54% Improvement |
| Turnover | 28.3% | 15.9% | ↓ 44% Improvement |
| Quality | .247% | .192% | ↑ 22% Improvement |
| Converting MTBF (hrs) | 45 | 75 | ↑ 67% Improvement |
| Extrusion MTBF (hrs) | 131 | 345 | ↑ 163% Improvement |
| Waste | 15.6 % | 12% | ↓ 23% Improvement |

You can learn more about Printpack in their Company Case Study at this link: https://safestart.com/case-studies/printpack/

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# Matt Metcalfe Reviews His SafeStart Experiences

- Significant Workplace Safety Improvements
  - 50% - 60% Reductions in TRIR
- Significant Off-the-Job Injury & PVA  Reductions
  - 69% - 75% Improvements
- Significant Improvements to Manufacturing KPIs
  - Quality and Production
- Improves Supervisor's Communication Skills
  - By introducing a common *non-judgmental* Language
- **Fosters a Culture of Trust that Saves Lives, Improves Teamwork, and *'Launches Organizations Forward'***






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# Matt Metcalfe, Safety Manager, Automotive Manufacturing

https://safestart.com/videos/qna/matt-metcalfe/

"When you connect with both head and heart, people get on board and they give you more … improved quality, improved engagement, improved teamwork for every challenge the team faces."

https://safestart.com/videos/qna/matt-metcalfe/




https://safestart.com/clients/

To hear more of Matt Metcalfe's thoughts on a human factors approach and safety leadership visit our client page: https://safestart.com/clients/




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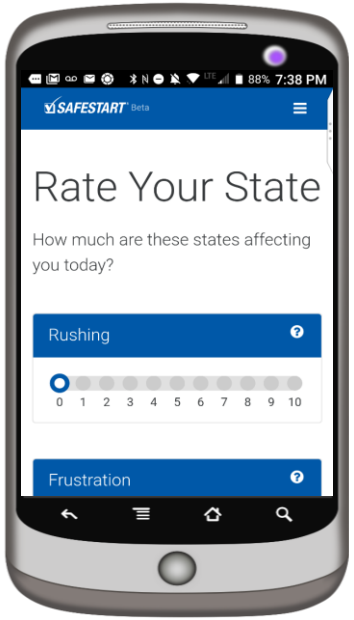

# Ed Stephens, ABB Corporate Safety

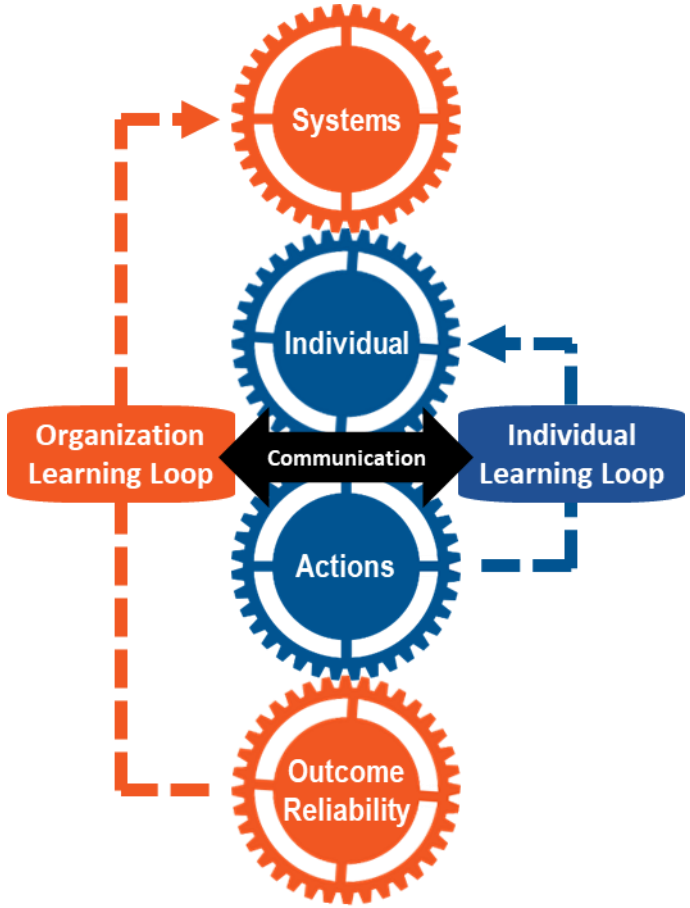
## **Harvesting Employee Frustrations** to inform **Organizational Learning** (providing **LI**s for safety & performance while improving culture & staff retention)

Ed Stephens of ABB - Frustrations - https://youtu.be/K8QnN5Y1KN0?t=472

To watch the full interview with Ed Stephens of ABB visit:

https://youtu.be/K8QnN5Y1KN0?t=472
The section on “Harvesting Frustrations” starts at 7:52






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# Ed Stephens, ABB Corporate Safety

## Combined 3-year results of the SafeStart and Harvesting Frustrations processes

### Safety

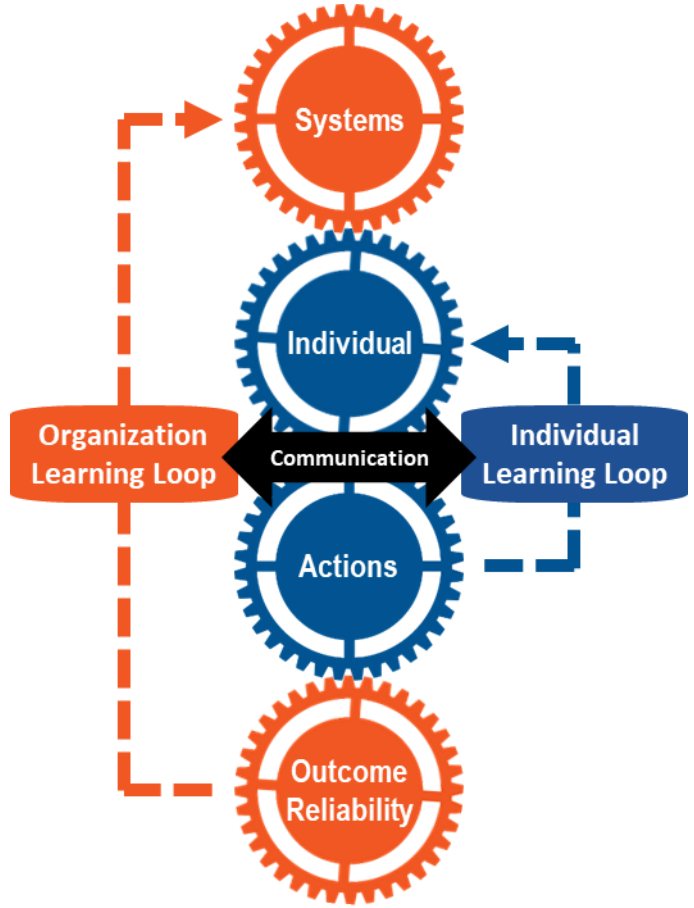
- TRIR dropped by 80% (2.79 – 0.56)
- LTIR dropped by 83% (1.63 – 0.28)
- Hazard resolution rate improved to 93%

### Employee Engagement

- Turnover rate for salaried employees reduced from 24% to 13.9%
- Turnover rate for hourly employees reduced from 18.2% to 15.8%
- Turnover rate for contractors reduced from 38% to 22%

### Operational Improvements

- On-time delivery improved from 67% to 94%
- Cost savings (OPEX) increased by 33%





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# Eric Draheim, Mill Manager, Kimberly-Clark

commenting on organizational excellence improvements after implementing SafeStart

"We've improved the productivity of our paper roll assets by 20% over the last three years"




https://youtu.be/VQwiE0NOBnM?si=NFlRAJQh9WkBRtMM&t=109


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# Edwin Stanley, VP of Operations at GH Metals

commenting on organizational excellence improvements after implementing SafeStart

***Safety Improvements***

"Our recordable rate dropped from 4.3 to 1.65" (a 61% improvement)

***Quality Improvements***

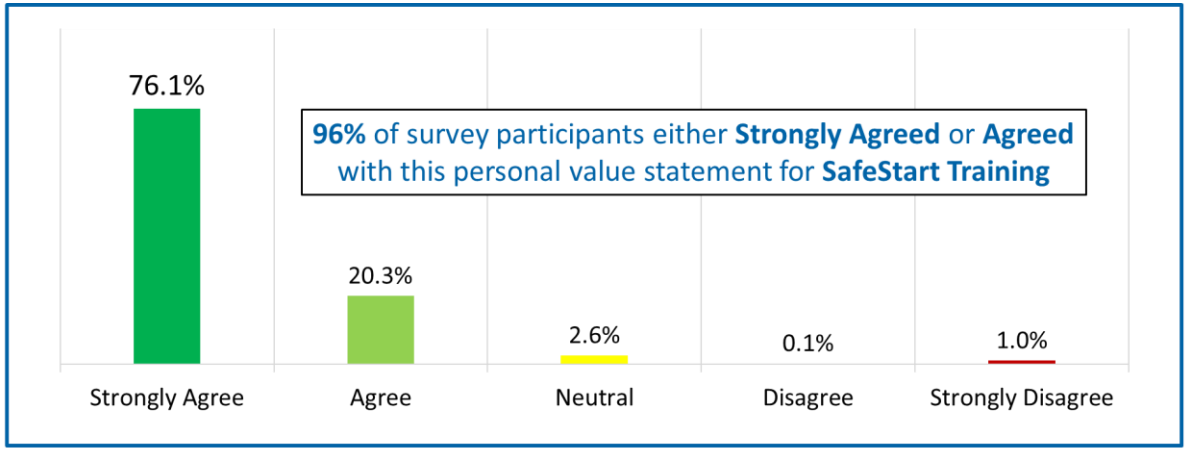
"We record Defects Per Million (DPM) as a KPI for our quality performance. Prior to SafeStart our DPM had been level at about 1,1000 – 1,200 DPM. After SafeStart that dropped to 600 – 700 DPM" (a 40% Improvement)



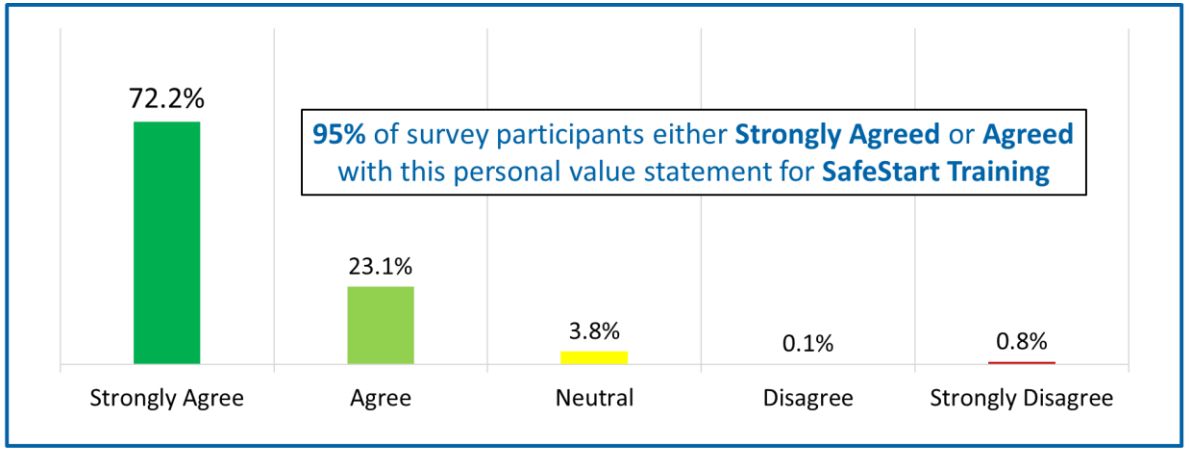

https://youtu.be/3sSBlAhLnZo?si=v2VHnkipqjNXNtlU&t=219


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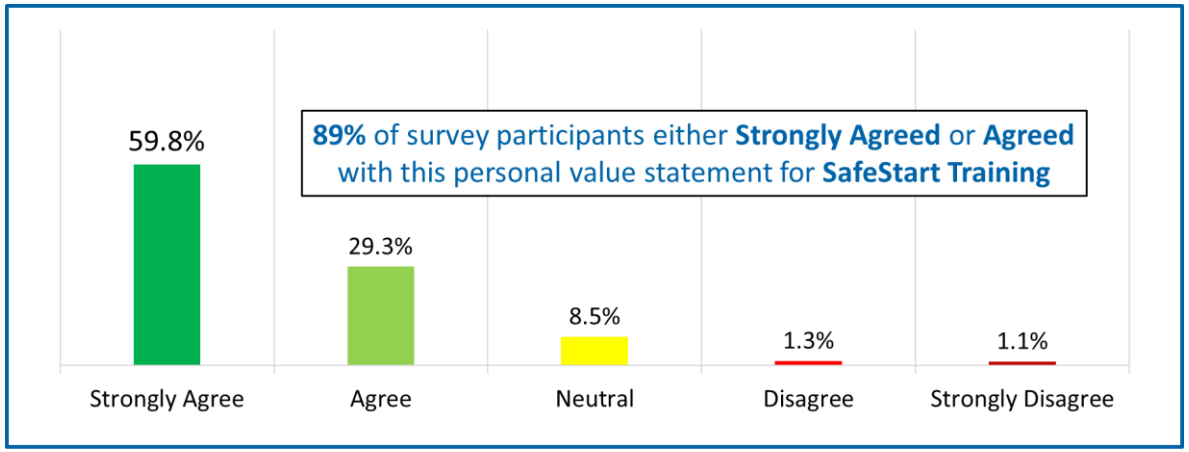
# SafeStart NOW - Classroom Training Participant Survey



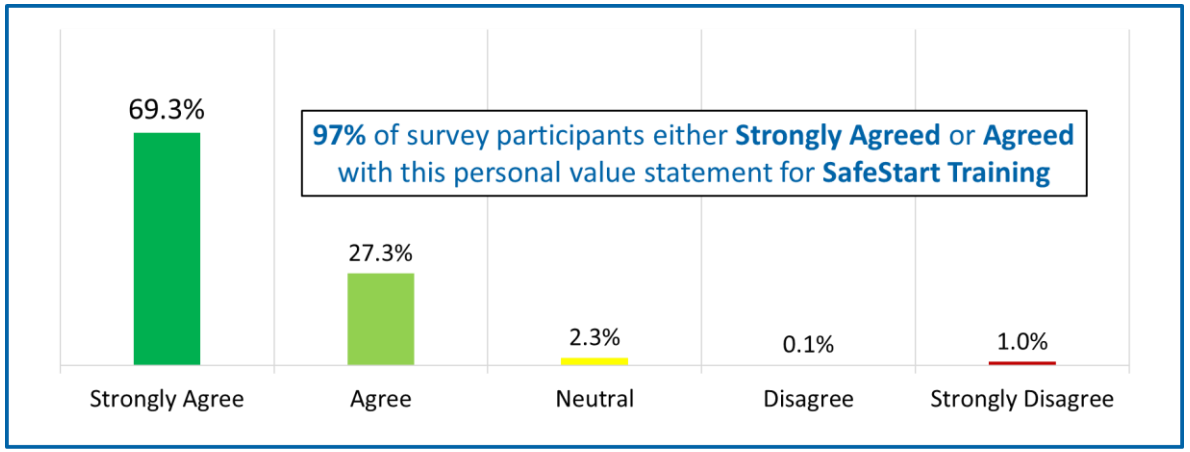

1. SafeStart training provided me with knowledge and skills I can use at work to avoid injuries.




2. SafeStart training provided me with knowledge and skills I can use at work to avoid unintentional performance errors (quality, production, etc.).




3. I feel that SafeStart training has improved the level of communication and has contributed to an improved culture at work.

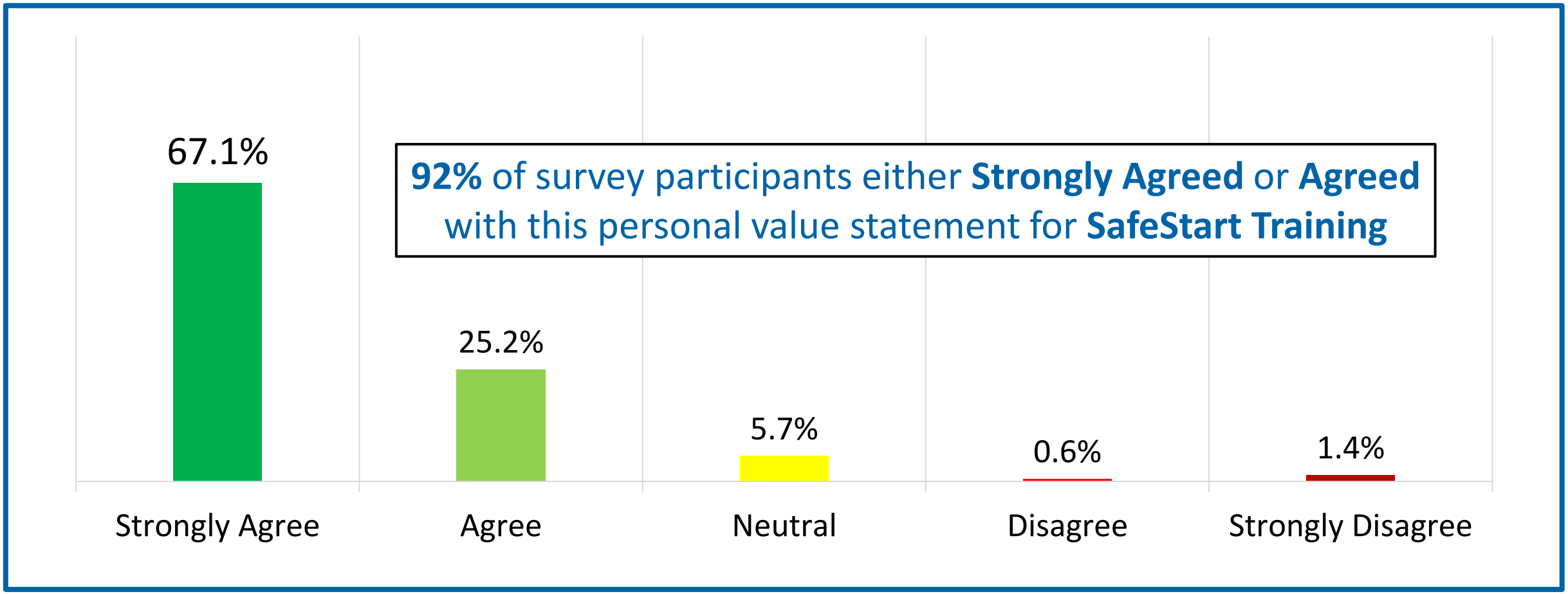



4. SafeStart training provided me with transferable knowledge and skills that can help me, my friends, and my family to avoid injuries away from work.

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# SafeStart NOW - Classroom Training Participant Survey




5. I would recommend SafeStart training to other organizations.


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# How **Leading with 24/7 Safety** Resulted in Both Culture **AND** Performance Improvement

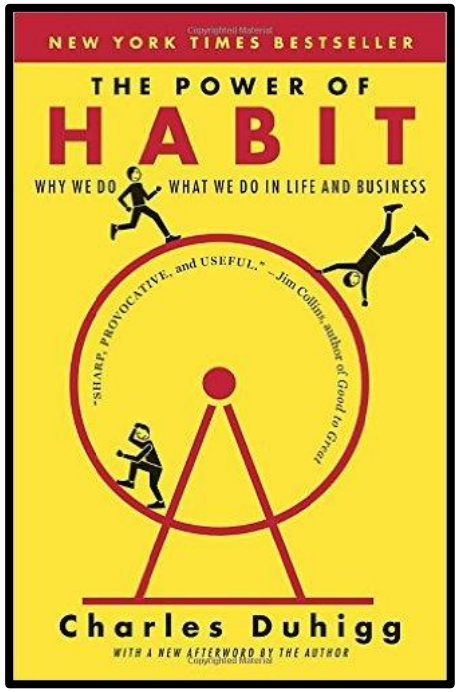



Paul O'Neill - https://www.youtube.com/watch?v=56a3-Sc65M8&t=197

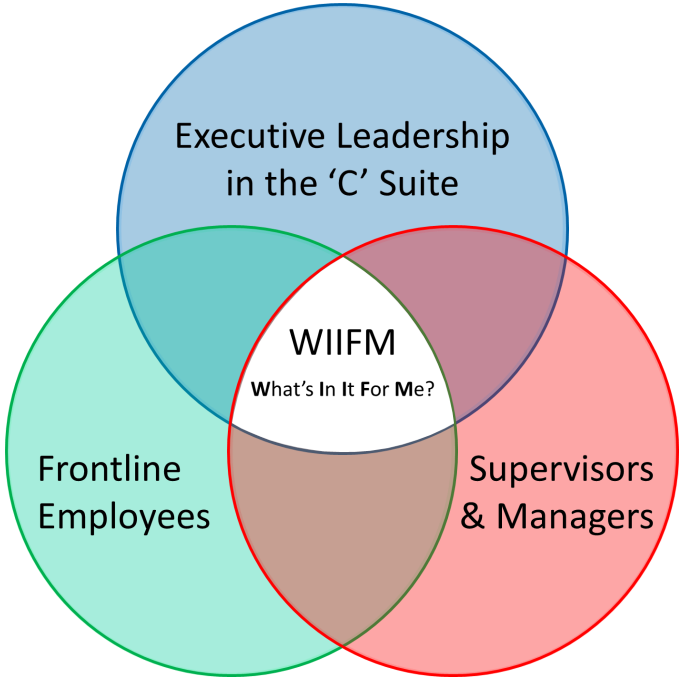
From former ALCOA CEO Paul O'Neill's Interview on CNN - https://youtu.be/56a3-Sc65M8?t=197

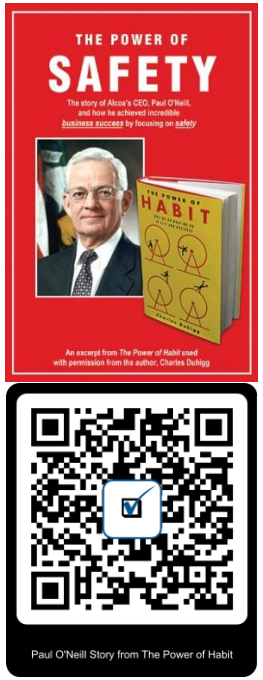

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# From Charles Duhigg's Book "The Power of Habit"




- Paul O'Neill set an audacious goal
- Zero Injuries
- **Not** "Zero Factory" Injuries
- **Zero Injuries - Period**



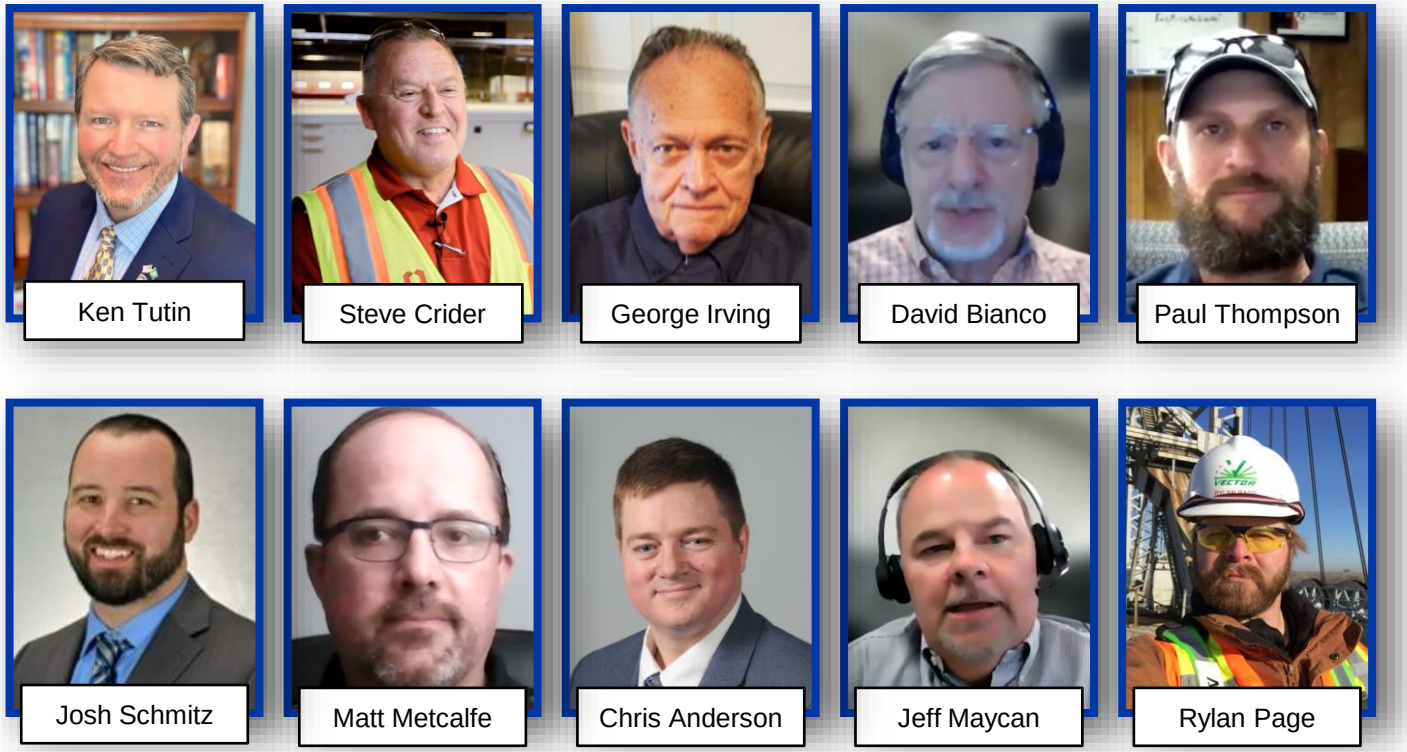

During Mr. O'Neill's time as CEO, ALCOA became a global leader in Workplace Safety Results (93% Reduction in LTIR) **AND** the market value of the company also improved by over 900%.

To download the chapter of Charles Duhigg's book containing the Paul O'Neill story, please visit this URL - https://safestart.app.box.com/s/lo5ukkhklkp1mzab394d


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# Recent Client Presentations to the SafeStart Team

## Improvements to Safety, Performance, and Culture after implementing SafeStart




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