

SAFESTART HUMAN FACTORS



CONFERENCE

2022

Orlando, FL

February 8 & 9

Recordable to Rewardable: A Skeptic's Human Factors Success Story

Paul M Thompson

The logo for EPSilyte, featuring the word "EPSilyte" in a stylized font. "EPS" is in green and "ilyte" is in white, all within a green circular background that has a hexagonal pattern.

WHO AM I?



EPS Operator for 8 years
(Huntsman Chemical &
Flint Hills Resources)

Shift Supervisor for 6 years
(Flint Hills Resources)

Currently the Site Training &
Development Specialist

SS Steering Committee
Chairperson & Trainer
(2016 to Present)

Medical First Responder
Confined Space Rescue
Hazmat Operations level
including Incident Command



Raw Beads

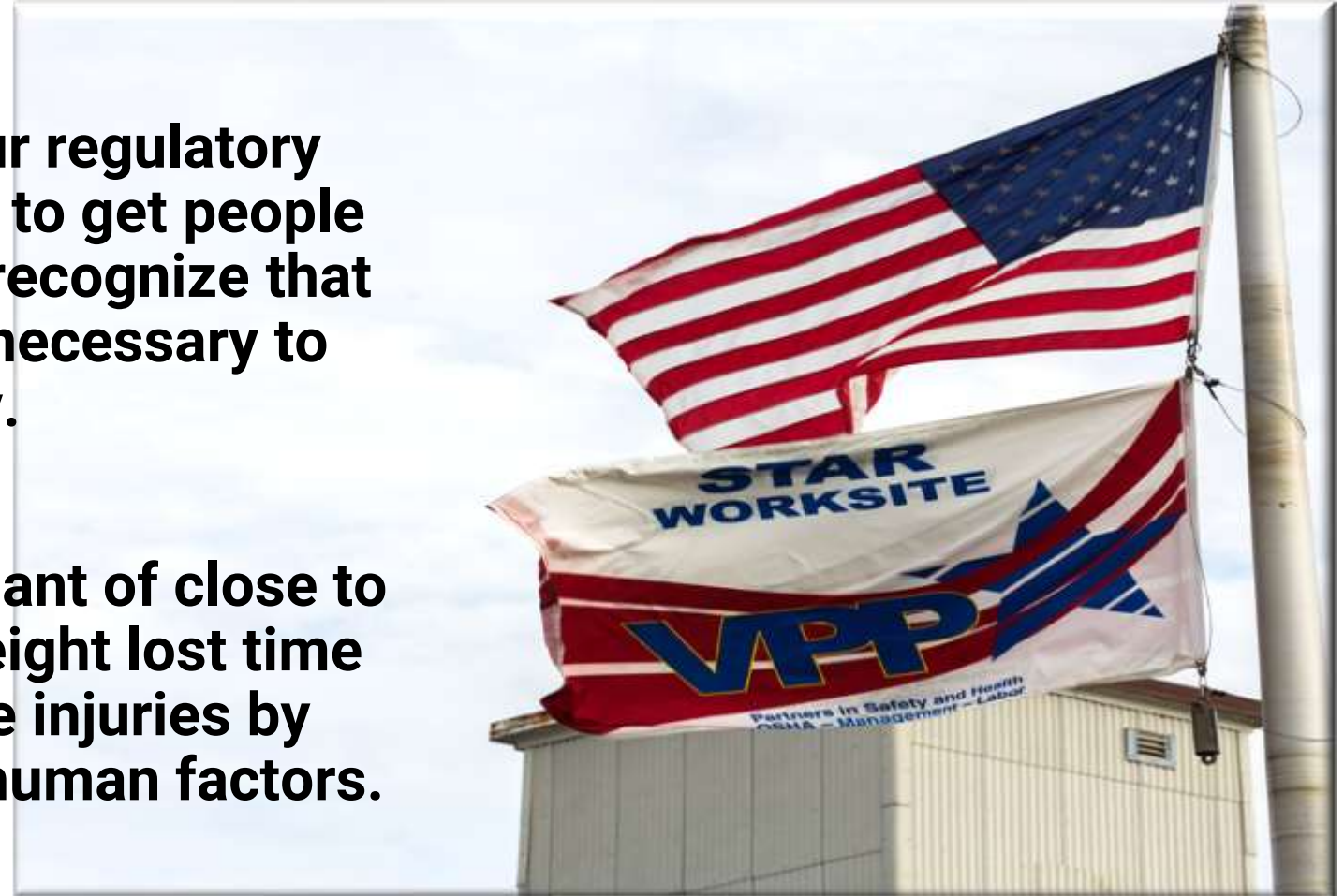
Expanded Beads

SAFESTART HUMAN FACTORS

RECORDABLE TO REWARDABLE: A SKEPTIC'S HUMAN FACTORS SUCCESS STORY

When you've fulfilled all your regulatory requirements it can be hard to get people within your organization to recognize that human factors training is necessary to improve safety.

Hear the true story of how a plant of close to 100 employees went from eight lost time injuries to zero recordable injuries by introducing and embracing human factors.



RECORDABLE TO REWARDABLE: A SKEPTIC'S HUMAN FACTORS SUCCESS STORY

- **Techniques on engaging leadership to implement a new safety program**
- **How to get hard-to-reach employees to embrace a new process**
- **Ideas on how to sustain a comprehensive safety management system to keep it fresh**



BEFORE WE GET STARTED



Let's meet a (cave)man



Like many at our site, He was just as much against any new safety program as any other employee!



Keep that in mind as we begin.



ONCE UPON A TIME.....

There was a plant,
and that plant
produced EPS

Roughly 92 employees
split between salary &
union

Average seniority was
20+ years on site.

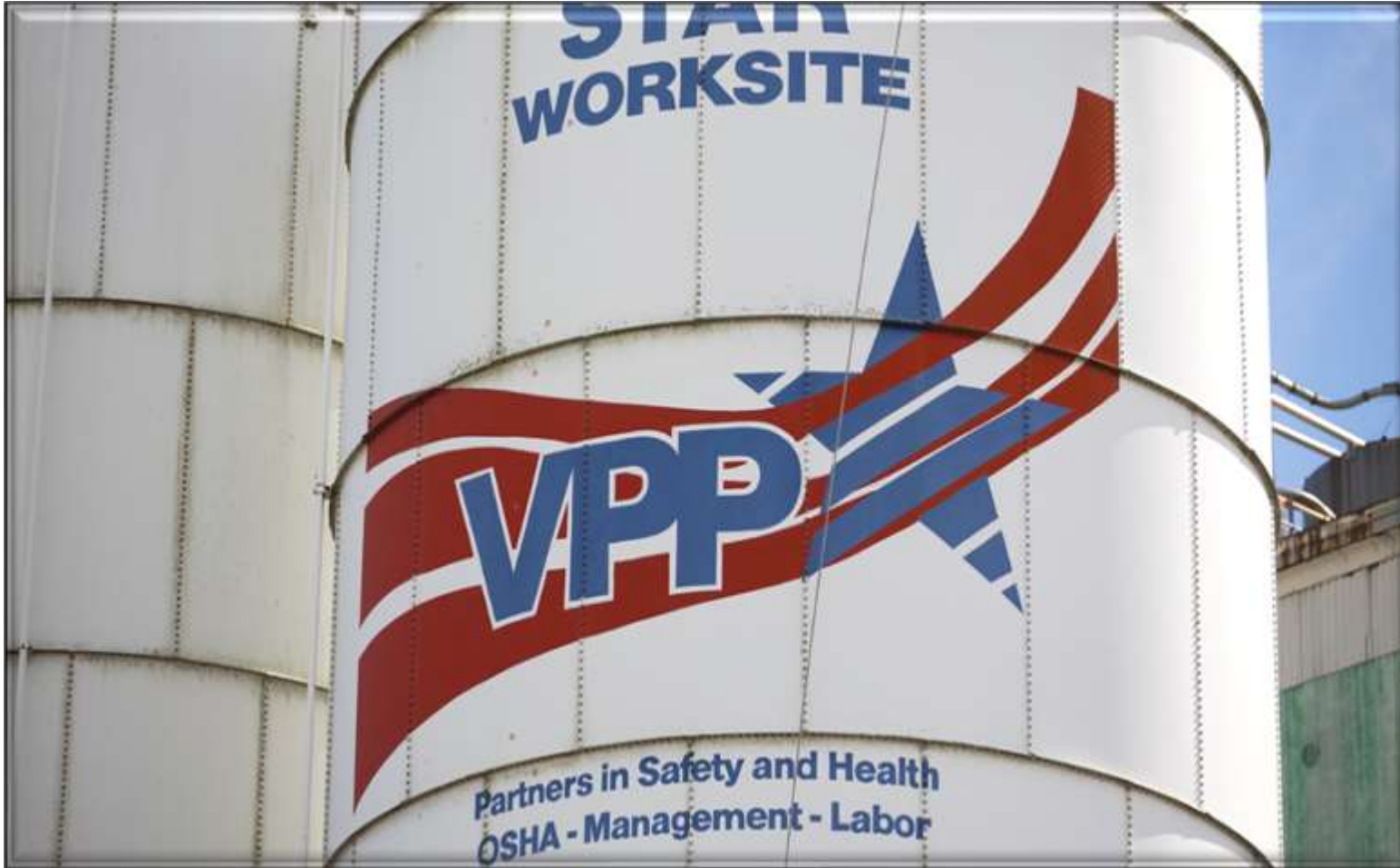


ONCE UPON A TIME.....

- VPPP site in 2009



ONCE UPON A TIME.....



- Before 2011
 - Set safety records
 - Received safety awards
- VERY set in their ways when it came to safety training

ONCE UPON A TIME.....

- Monthly safety meetings:
 1. Ladders
 2. Fire Extinguishers
 3. Fall Protection

And so on.....

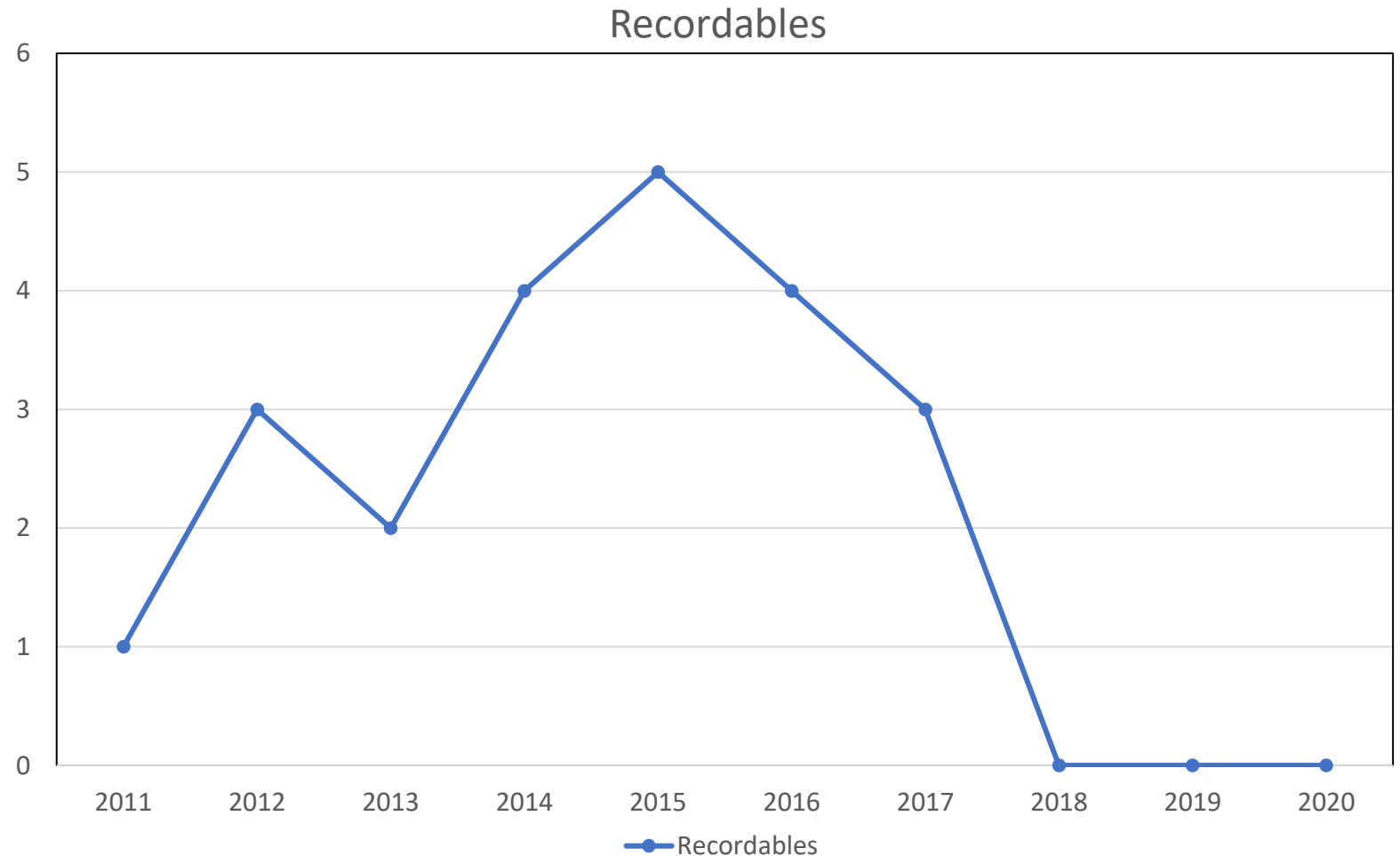
Just like most companies

But we were missing something.....



ONCE UPON A TIME.....

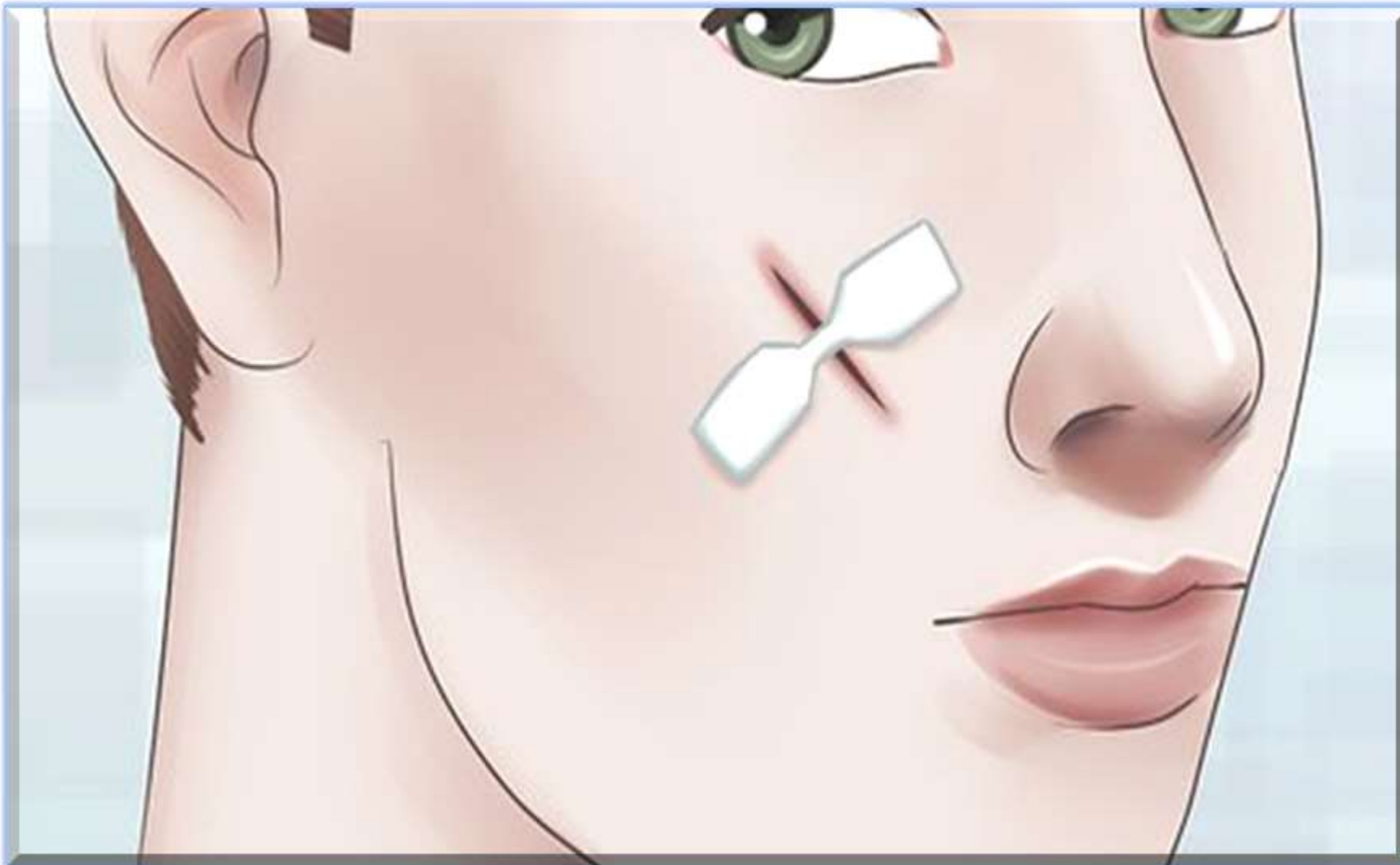
- 2013 – 2 Recordable Incidents
- 2014 - 4 Recordable Incidents (3 were Lost Time Injuries)
- 2015 - 5 Recordable Incidents (3 were Lost Time Injuries)
- 2016 – 4 Recordable Incidents (2 were Lost Time Injuries)



■ ONCE UPON A TIME.....

What kinds of Injuries were we seeing?

ONCE UPON A TIME.....



- Wrench slipped - cut to the cheek and gums

ONCE UPON A TIME.....

- Tripped over a pallet - stiches



ONCE UPON A TIME.....



- Trip on a pallet, -knee and back injury
Leave of Absence

ONCE UPON A TIME.....

- Slip on Ice
- *Leave of
Absence*



ONCE UPON A TIME.....



- Cut on finger - ER visit

Just to highlight a few!

ONCE UPON A TIME.....

Nothing Major, But All
Were Injuries!



ONCE UPON A TIME.....

What to do.....? More safety training.....?



ONCE UPON A TIME.....

“Hey Everyone, Please be careful!”

“Make sure pallets are picked up!”

BE CAREFUL

**SAFETY
FIRST**

ONCE UPON A TIME.....

Areas were blocked off
Walking paths were
made



ONCE UPON A TIME.....



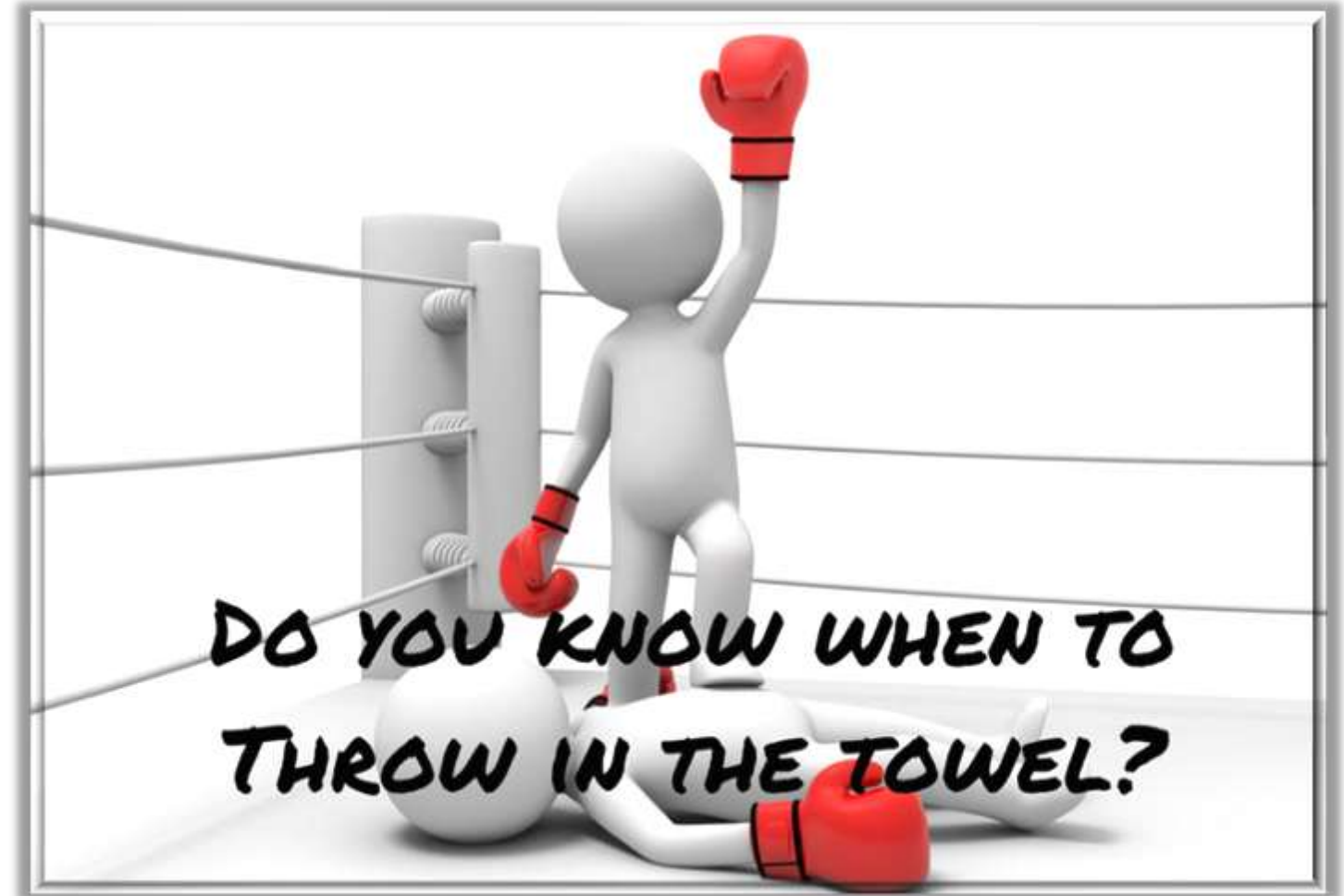
Then another injury...

“But we preach Safety everyday!”

ONCE UPON A TIME.....

What do most companies do when they cannot solve an issue themselves?

That's right, Look for outside help!



**WHO
YOU
GONNA
CALL?**





**KEEP
CALM
AND
CALL THE
EXPERTS**

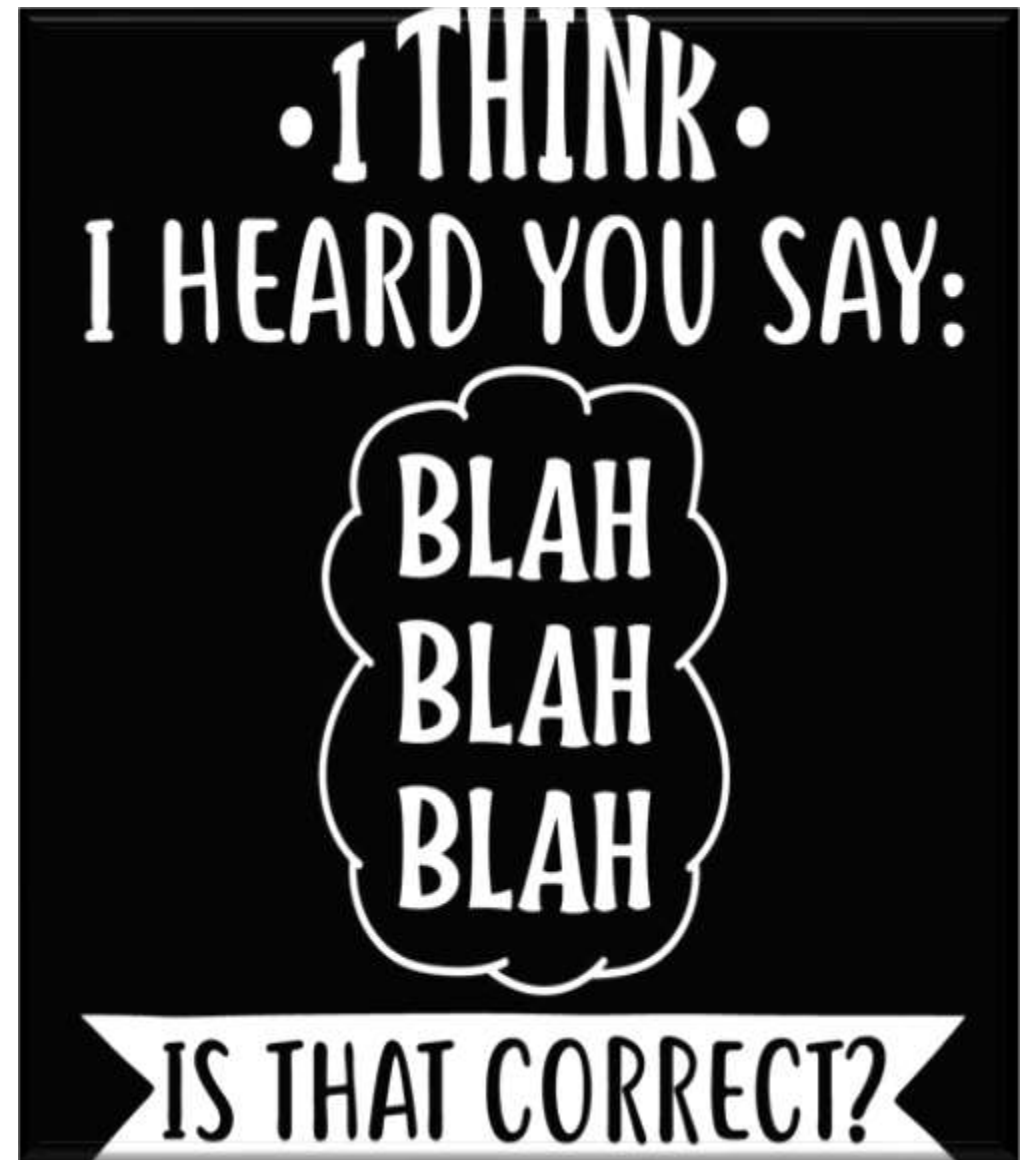
ONCE UPON A TIME.....

Vendors

Meetings

Consultants

Conferences




ONCE UPON A TIME.....

Then came a consultant who said something different:

“The problem - Human Factors”

“Employees aren’t trying to hurt themselves on purpose, we offer a type of training that can help.”



SAFESTART®

These four states...

- Rushing
- Frustration
- Fatigue
- Complacency

WHY & WHEN IT HAPPENS

can cause or contribute to these critical errors...

- Eyes not on Task
- Mind not on Task
- Line-of-Fire
- Balance/Traction/Grip

WHAT HAPPENS

...which increase the risk of injury.

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#3 CARD-TECH
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ONCE UPON A TIME.....



- He went on about:
 - States
 - Errors
 - Critical Error Reduction Techniques
 - Risk Patterns

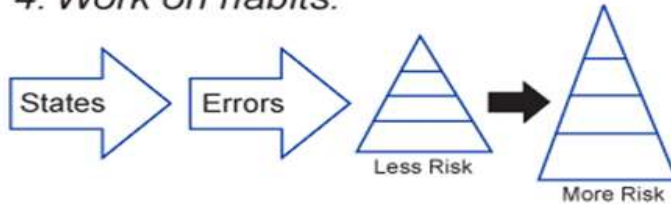
ONCE UPON A TIME.....

For the very first time we saw this



Critical Error Reduction Techniques (CERT)

1. Self-trigger on the state (or amount of hazardous energy) so you don't make a critical error.
2. Analyze close calls and small errors (to prevent agonizing over big ones).
3. Look at others for the patterns that increase the risk of injury.
4. Work on habits.



These four states...
Rushing
Frustration
Fatigue
Complacency
cause or contribute to
the critical errors...
Eyes not on Task
Mind not on Task
Line-of-Fire
Balance/Traction/Grip
which increase the
risk of injury.

ONCE UPON A TIME.....

- The Room of Managers and Leaders started to form some common thoughts

ONCE UPON A TIME.....

“So you’re going to teach employees how to walk and chew gum at the same time?” “This guy is crazy!”

“Human Factors, that’s funny!”

“I’m always Frustrated, safety training isn’t gonna fix that!”

“Rushing, Fatigue that’s all just common sense, isn’t it?”
LOL

ONCE UPON A TIME.....

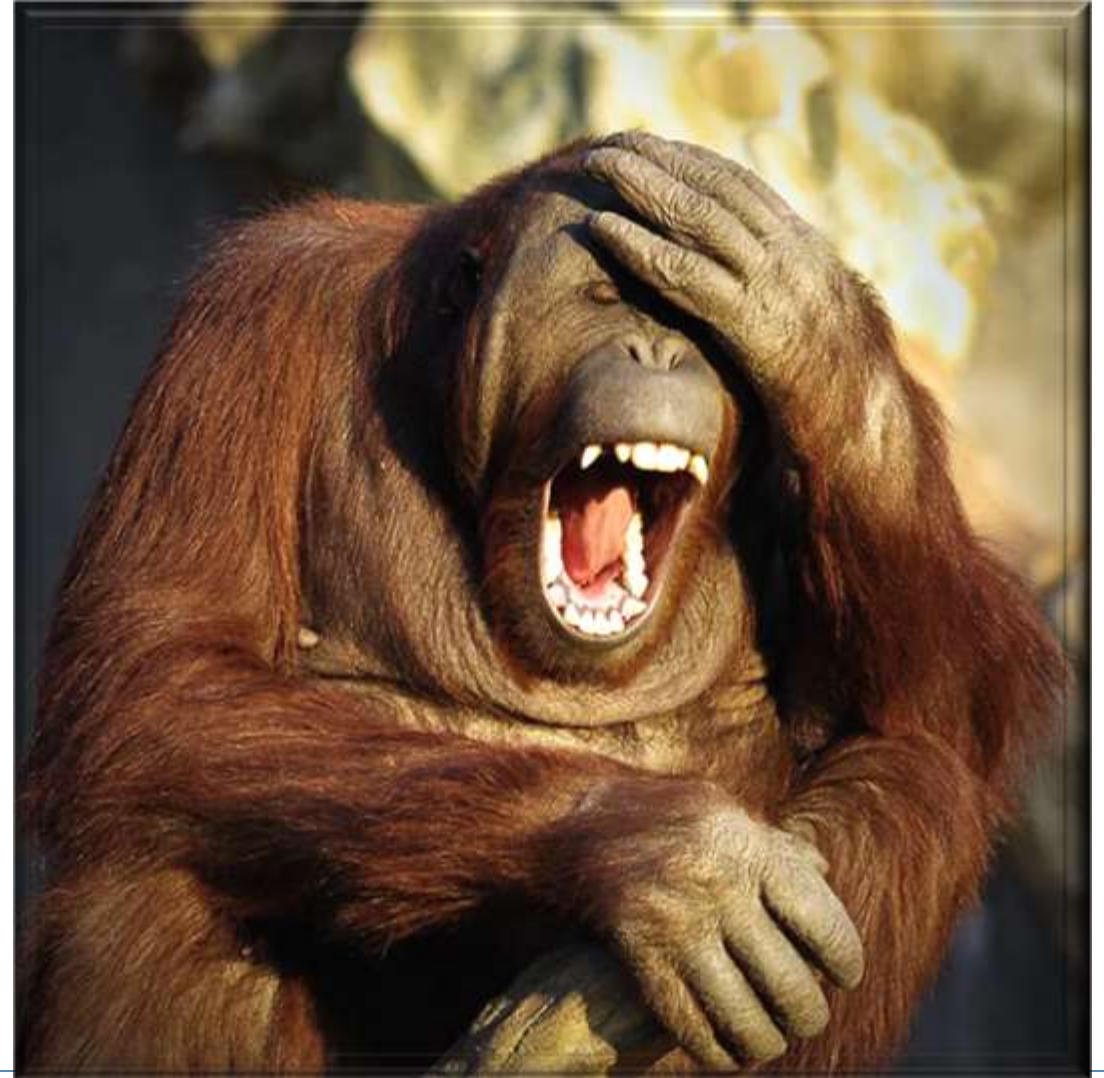
Yes, recognizing human factors to reduce personal injuries!

The group left....

“This is a joke right?”

“That’s all Common Sense”

“Employees just need to pay attention more!”



ONCE UPON A TIME.....

Months went by.....Leadership came to a decision.

An announcement was made:

ATTENTION!

“In the coming months, we will be embracing a NEW safety program called SAFESTART!”

“We need the support of everyone to lower our injury rates.”

“Please give full cooperation as we implement this new program.”

ONCE UPON A TIME.....

“Oh boy, here we go, waste money on another safety program that is just bound to FAIL”



WE NEED THE RIGHT TEAM FOR THIS



00000000 000000 0000000000

CHAPTER 1 WE NEED A TEAM

- Program approved - Need a team

Team participation-NOT of much interest to most employees.

- It seemed like a doomed cause.
But we **NEEDED** this, I don't want to have to look for a new job



CHAPTER 1 WE NEED A TEAM



- After some conversation, there was an agreement
 - Job Security - Needed
 - Become a Trainer – Sure
 - Become a Role Model – Possibly
 - Implement a New Program – This is going to be tough but sure!

CHAPTER 1 WE NEED A TEAM

“This is going to be a hard sell, we need more than 2 of us.”

“What ideas do you have?”

“Humor me please, but here is my list of candidates, and let me explain!”



CHAPTER 1 WE NEED A TEAM

- 4 Union Employees
- 4 Company Employees
- All Had:
 - strong inner relationships with employees on EVERY level
 - long history
 - respect that doesn't come from a formal leadership role
 - strong passion for Safety



CHAPTER 1 WE NEED A TEAM



- None were trainers or wanted to be
- None wanted to be part of a failure
- All were busy with other projects
- The common theme, Personal Safety needed to improve.

CHAPTER 1 WE NEED A TEAM

- Union Employees bought in with Incentives
 - Overtime
 - Spot Bonuses
 - Having the ability to buy something on behalf of the company
 - A free trip with maybe more
 - Being able to be the “boss” of other workers
 - Being part of a NEEDED change



CHAPTER 1 WE NEED A TEAM



- Company Employees bought in with some of the same
 - Event Planning
 - Planning Contests
 - Having a SAY in Safety training
 - Spot Bonuses
 - Being part of a NEEDED change

Team Acquired - No sad puppy dog eyes was used!

CHAPTER 1 WE NEED A TEAM

- One by One /Yes after Yes
 - “Well if you’re going to step up, so will I.”
 - “Hey if you are willing to make a fool of yourself, I’ll join you!”

The EHS Manager, myself and 6 others registered to become Safety trainers.



ROAD TRIP – LET'S HAVE SOME FUN



CHAPTER 2 TRAINING THE TEAM

- 7 went to Milwaukee as employees
- 7 came back to the site as Certified trainers.
 - 1 had a schedule conflict and became certified in Ohio.





WALL OF SAFESTART TRAINERS



CHAPTER 2 TRAINING THE TEAM



- Team achievements began
 - 4 silver coins
 - Many prizes and gifts
 - Stories of Great Experiences
- Most importantly, we gained confidence and started brainstorming many ideas for improvement.

CHAPTER 2 TRAINING THE TEAM

We started speaking the language

- Rushing
- Fatigue
- Frustration
- Complacency
- Eyes on Task
- Mind on Task
- Line of Fire
- Balance/Traction/Grip

Human factors was now a shared language!



CHAPTER 2 TRAINING THE TEAM



- Recognizing Human Behaviour

“Hey be careful on your left, eyes not on task, cause he’s on his phone”

“Watch out over there, eyes/mind not on task, eating a burger and driving”

And we began to count!
84 Human Factors noticed
on a 2.5 hour drive home!

CHAPTER 2 TRAINING THE TEAM

“I can’t wait to teach this to so and so!”

“Well how are we going to get Joe Blow to buy in to this? He doesn’t like anything!”

“Share with the family, wow that is going to be fun!”

“We can do this with these...”

“We can do that with this...”

And on and on the ideas flowed!



MAKING CHANGE



CHAPTER 3 IMPLEMENT THE PROGRAM

- The new trainers met
 - Now What?
- We have to create a Steering Committee?
- More training?
 - OK, if it's anything like the trip, it can't be bad.



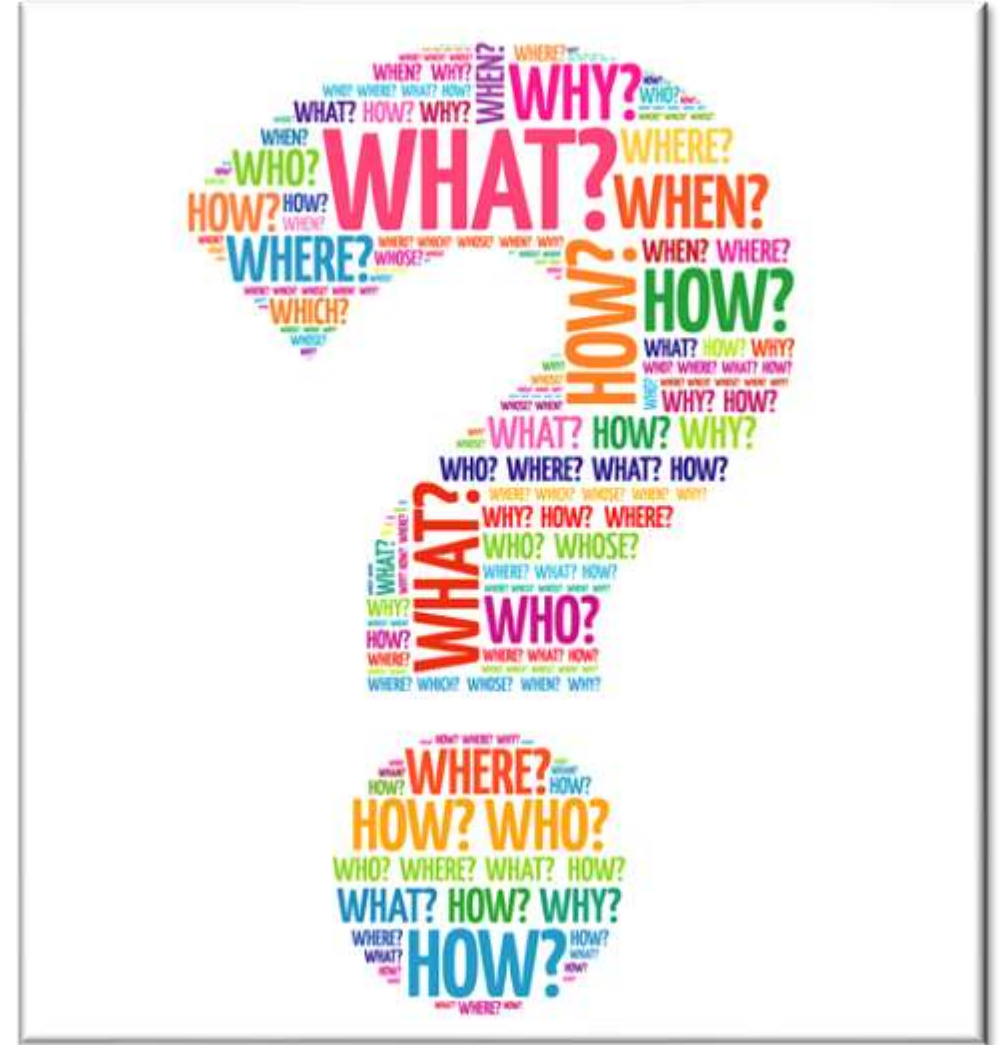
CHAPTER 3 IMPLEMENT THE PROGRAM



- Steering Committee met
- 1st vote, need a Chairman
 - It was 7 to 1, all in favor of ... ?

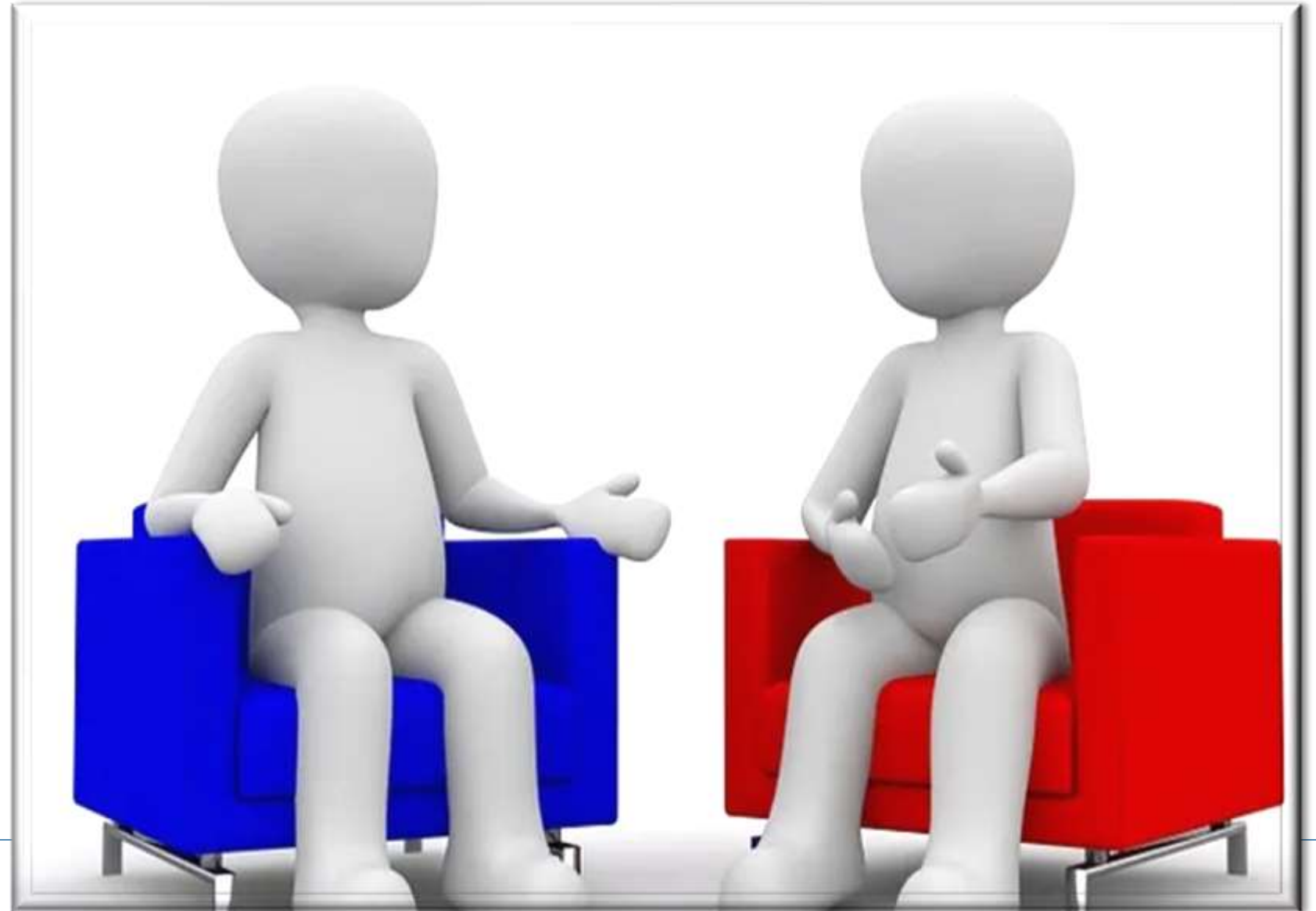
CHAPTER 3 IMPLEMENT THE PROGRAM

- Steering Committee book
 - training schedule
 - communications
 - branding
- But there were some unanswered questions
 - Incentives?
 - We aren't going to get through to many employees without them.
- Keep this program independent from the EHS department!



CHAPTER 3 IMPLEMENT THE PROGRAM

- Leadership Support
 - Meeting with the plant manager.
 - We had to agree on a few things



CHAPTER 3 IMPLEMENT THE PROGRAM

“Brian, do you trust me to do what is necessary, to make this program successful?”

“You? Sure! You have my full support!”
“We need this to work, and we just invested a lot of money in this program.”

I never even told him what I wanted yet!

CHAPTER 3 IMPLEMENT THE PROGRAM

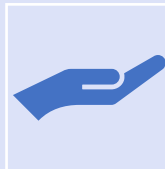
- OK, here's what I need.
 1. Please don't tell me no! I need a flexible budget and approval. (DONE)
 2. Do you have my back, if I see lack of effort from leaders. (DONE)
 3. I need my Team for help and the hours may be out of the ordinary. (DONE)
 4. I need a video of you telling a Safety Story. (Say What?..... OK, DONE)



CHAPTER 3 IMPLEMENT THE PROGRAM



“Basically sir, what I need is to know that no one will tell us no (within reason) and we need to keep it run by employees who are **NOT** in the EHS department.”



There was a hand-shake “Do what you need to do!”

CHAPTER 3 IMPLEMENT THE PROGRAM

“That’s all you need?”

“Yep, we won’t let the company down!”

1. Leadership Support Achieved
2. Flexible Budget Acquired

He went one above, and gave the team our own office to conduct business!



CHAPTER 3 IMPLEMENT THE PROGRAM



CHAPTER 3 IMPLEMENT THE PROGRAM

We branded the site



LET THE FUN BEGIN

CHAPTER 4 TRAINING THE PLANT

Employees signed up for classes

- 1 unit a month for 5 months

“We trained on SafeStart classic”



CHAPTER 4 TRAINING THE PLANT



- These were not the ordinary classes everyone was used to

CHAPTER 4 TRAINING THE PLANT

- Welcome package during Unit 1



CHAPTER 4 TRAINING THE PLANT

“A gift, before I even start training, what’s this all about?”



CHAPTER 4 TRAINING THE PLANT



CHAPTER 4 TRAINING THE PLANT

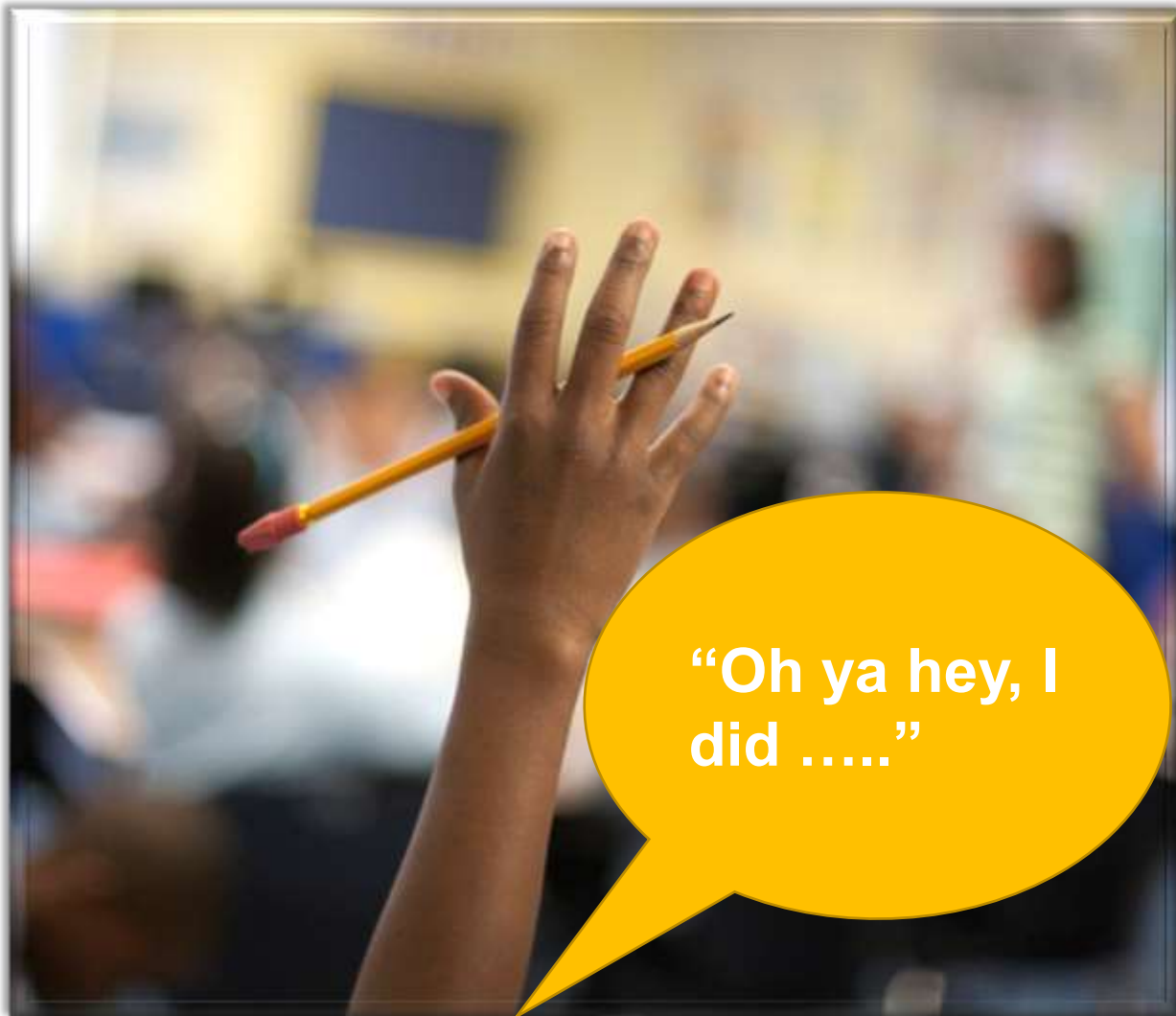
- 2 trainers for each class:
 - 1 teaching
 - 1 coaching and positively encouraging

Some trainers weren't confident enough to teach solo, so..... Use 2!

It did more than just build confidence!



CHAPTER 4 TRAINING THE PLANT



Trainer 1

“Does anyone remember a time when you fell asleep at the wheel?”

Trainer 2

“Hey Bill, raise your hand. You were just telling me something like that the other day.”

CHAPTER 4 TRAINING THE PLANT

- Bill put up his hand and spoke
- Bill never ever done that before

Maybe this isn't so bad
If Bill has the courage to speak, so do I

It spread like wildfire! Rumor got out
and people had stories to tell. Especially
the ones that never participate!



CHAPTER 4 TRAINING THE PLANT



- Class participation
 - 25\$ gift visa gift cards
 - 5\$ gift cards for Starbucks and McDonalds
 - Snacks/Candy
 - Koozies/Cups
 - And many other small but nice everyday items

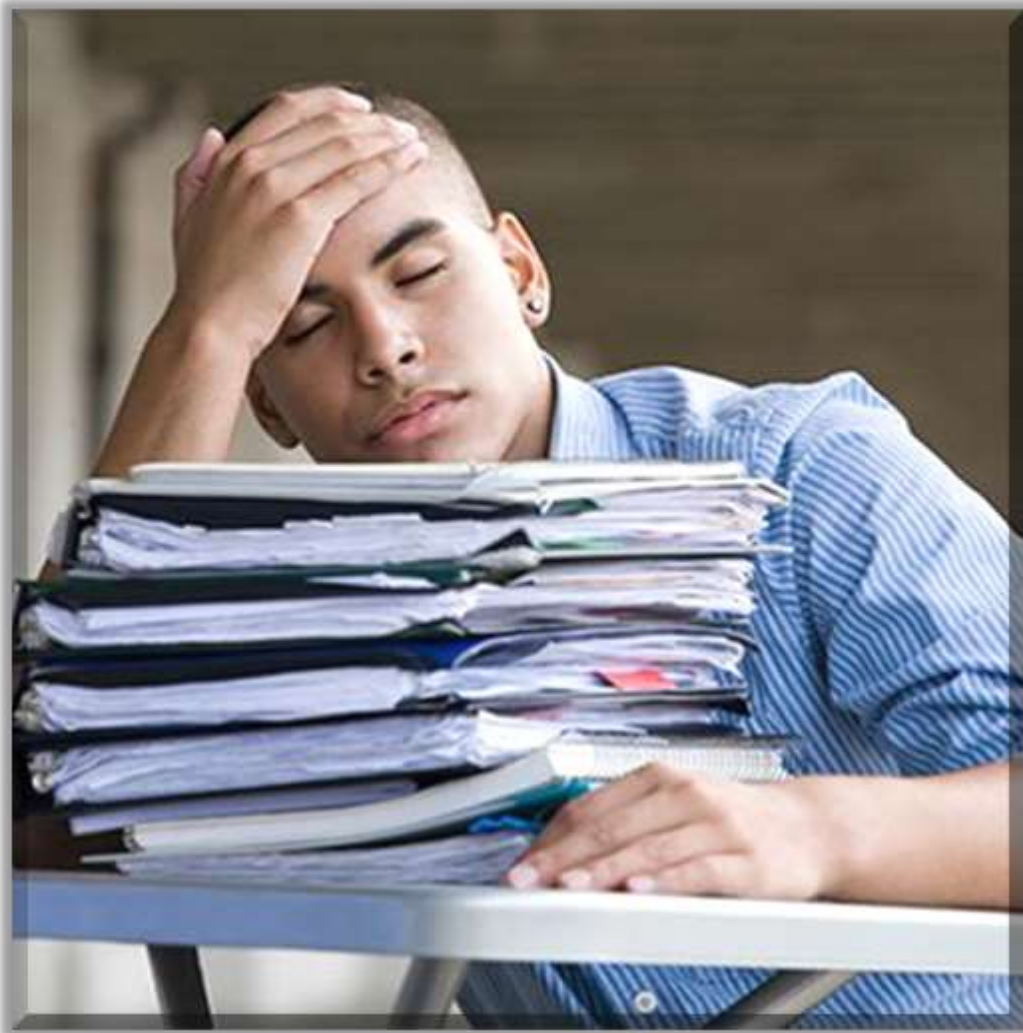
CHAPTER 4 TRAINING THE PLANT

- Feedback?
- We asked for ideas
 - What kind of events do want to do
 - What kind of rewards/gifts do you like
 - What kind of contests would be fun

Trainer 2 noted all ideas.



CHAPTER 4 TRAINING THE PLANT



Don't forget your homework!

- Completed Homework Earned Rewards
- If workbooks weren't completed in class, completed workbooks were rewarded at the next class
- Friendly coaching was done to ensure homework was completed

CHAPTER 4 TRAINING THE PLANT

Unit after Unit

- Employees participated
- Employees won prizes
- Employees had fun

“But wait, I thought no one likes safety training?”



CHAPTER 4 TRAINING THE PLANT



- SC continued to meet
- Stepped up our game every Unit.
- Prizes/Recognition got bigger
- Participation was off the charts
- Employees were actually looking forward to Safety Training

CHAPTER 4 TRAINING THE PLANT

- 5 months later
 - No one got hurt
 - No major incidents
 - Above Expectations
 - Near miss reporting up
 - Employees discussed Human Factors daily



CHAPTER 4 TRAINING THE PLANT



Initial training complete

“Now What?”

CELEBRATE RIGHT!

IT'S TIME
— TO —
CELEBRATE



CHAPTER 5 THE FIRST EVENT

- SC met
 - Employee/Family picnic
 - All Family Invited
 - Spouses
 - Kids
 - Grandkids
 - Nieces/Nephews
 - Close personal relationships



CHAPTER 5 THE FIRST EVENT



Celebrate with the
Family

CHAPTER 5 THE FIRST EVENT

- Inside/Outside event
- Weather didn't cooperate but everyone came
- Higher turnout than any event in the last 15 years



CHAPTER 5 THE FIRST EVENT



- Activity stations for the kids
 - Kids Safety video playing on repeat
 - Coloring and Crafts area
 - Story Time/Kids told safety stories about their parents

- Most important the balloon drop

CHAPTER 5 THE FIRST EVENT

No child left
empty handed

Each balloon
had a ticket that
was associated
with some
awesome prizes.



CHAPTER 5 THE FIRST EVENT



- Adults fun too
 - Jeopardy
 - Trivia
 - Beads in the Jar
 - No dinner to make
 - No dishes to do
 - Free Daycare

CHAPTER 5 THE FIRST EVENT



- Strong Message
 - SC meant business
 - Human Factors education shared with Family/Friends

CHAPTER 5 THE FIRST EVENT

Start of a NEW tradition
*Eyes on task cornhole
tournament*



CHAPTER 5 THE FIRST EVENT



Cause who doesn't love a good game of cornhole?

CHAPTER 5 THE FIRST EVENT

- Employees raved about the Picnic
- Change can be good
- New programs can be fun
- LOAs from outside of work injuries was going down
- Did we hit our goal?



S U C C E S S

Because you too can own this face of pure accomplishment

A silhouette of a person stands with their arms raised in a gesture of triumph or celebration. The background is a dramatic sky at sunset or sunrise, with a gradient from deep blue at the top to bright yellow and orange near the horizon. Large, dark, textured clouds are scattered across the sky, catching the low light. The overall mood is one of achievement and hope.

VICTORY

CHAPTER 6 CONTINUING THE PROGRAM

- SC team had a Victory
 - Reached the hard to reach
 - Did what we said we would
 - Everyone talking about Safety
 - Human Factors was on the top of everyone's mind



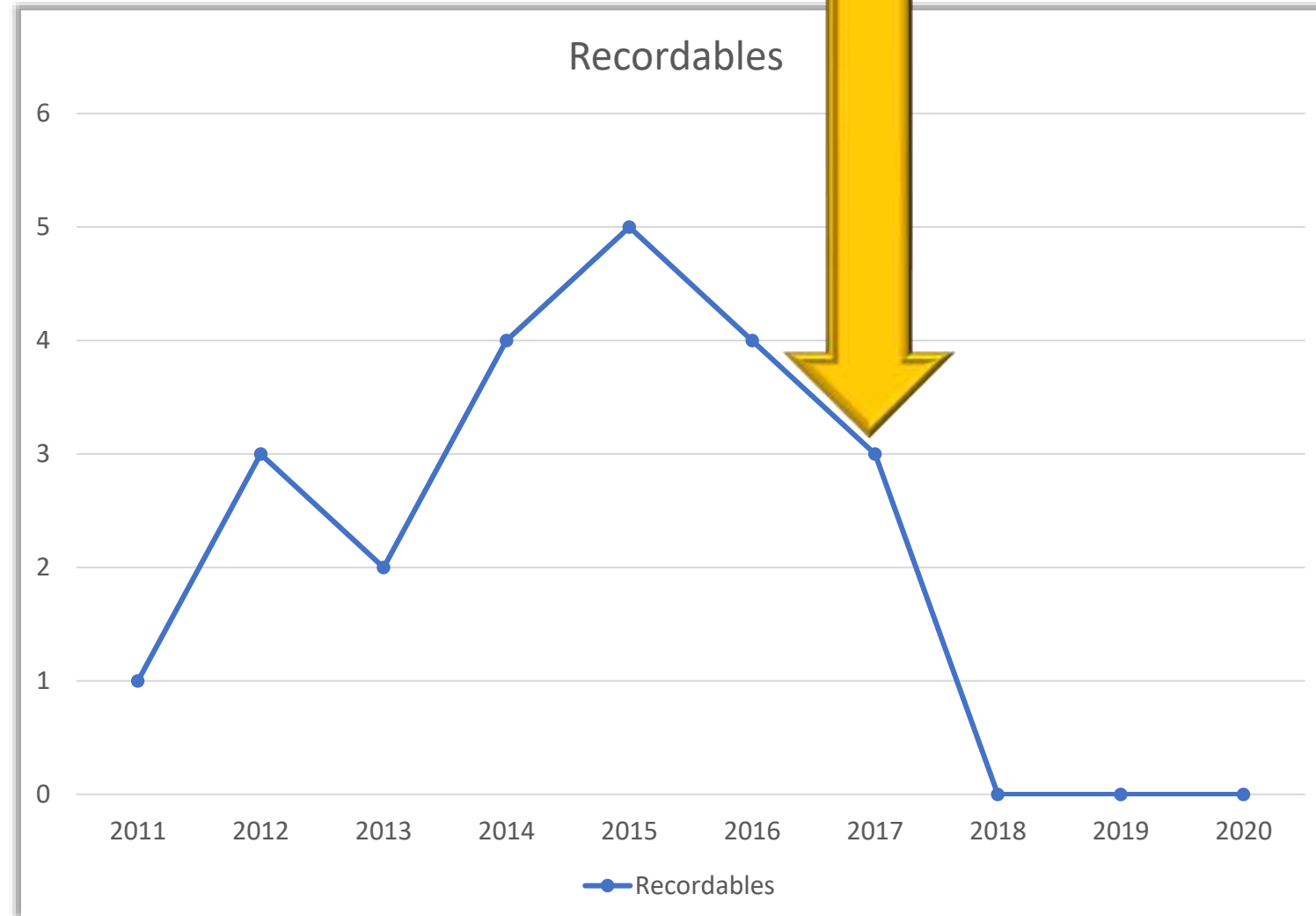
CHAPTER 6 CONTINUING THE PROGRAM



- Our job wasn't done yet
- Had a long road to go
- 24/7 Safety means 24/7- 365

CHAPTER 6 CONTINUING THE PROGRAM

- Almost achieved our goal, then it happened
- Late 2017
- Employee knowingly walked on ice, fell and got hurt
- Employee slipped on ice exiting vehicle, fell and got hurt
- 2 Recordable Incidents



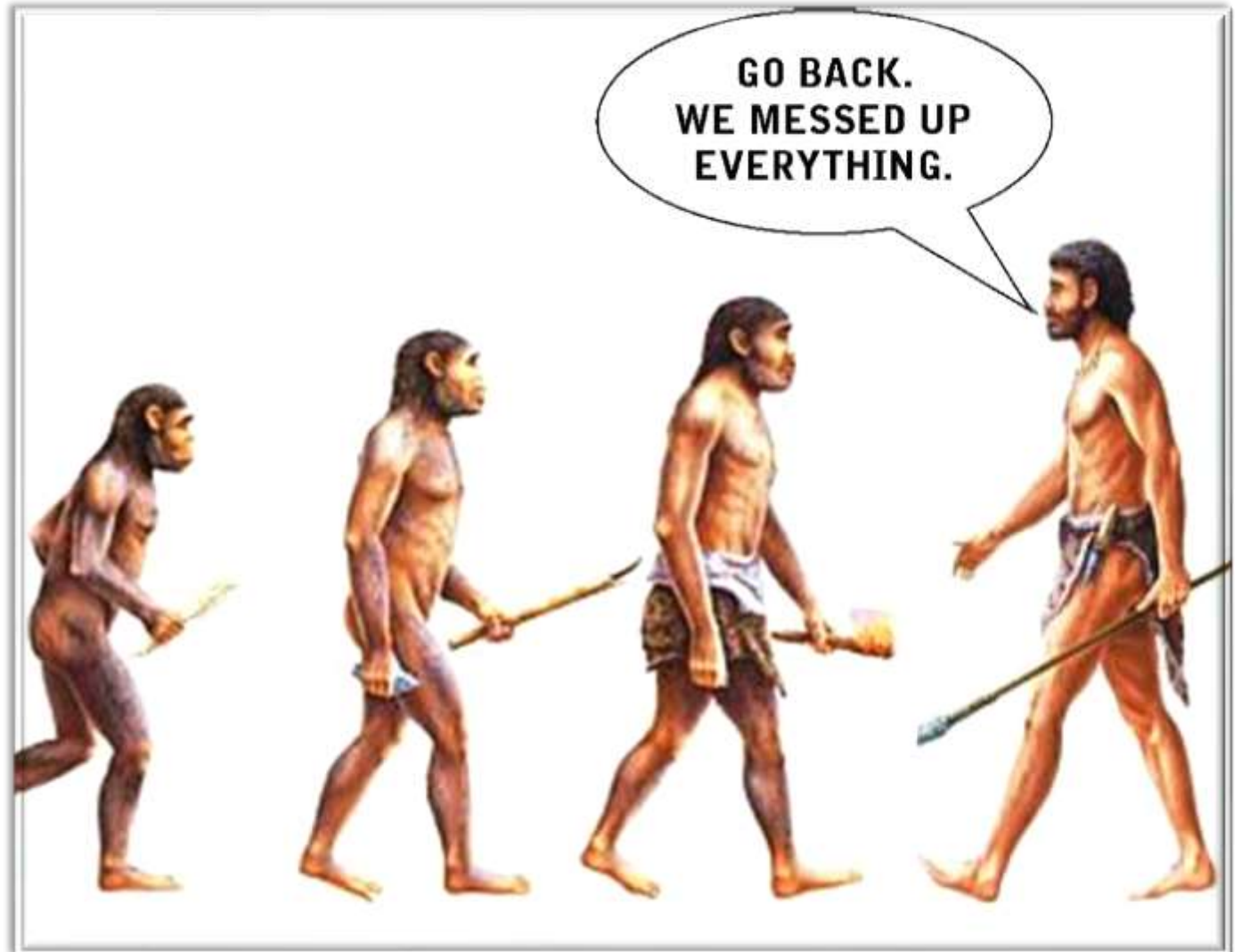
CHAPTER 6 CONTINUING THE PROGRAM



- 3 months after the celebration 2 recordables
- SC decided to spend more time on human factors and decision making
 - “You thought you could walk on the ice safely, but did you calculate the hazardous energy?”
 - “You knew the blacktop was slick, but you thought you could make it to your office anyway, why?”

CHAPTER 6 CONTINUING THE PROGRAM

- Discoveries
 - Employees got real good at recognizing Rushing, Frustration, Fatigue and other Human Factors
 - Complacency was really hard
 - We lacked on developing employees to recognize hazardous energy



CHAPTER 6 CONTINUING THE PROGRAM



First award came in the form of a on-site review

Proud moment as a GOLD status was received

Whole site celebrated the achievement

SC took the OFIs from the review, made a plan

CHAPTER 6 CONTINUING THE PROGRAM

- SC made adjustments as they rolled out more of the program
- Lost a few members and gained some new ones (New Ideas)
- 2018 finished with success
 - 0 Recordable Incidents
 - Near Miss Reporting stayed constant
 - 2 employees got hurt at home and missed work

**MINOR
ADJUSTMENTS
CAN MAKE
MAJOR
CHANGES
IN LIFE**

CHAPTER 6 CONTINUING THE PROGRAM



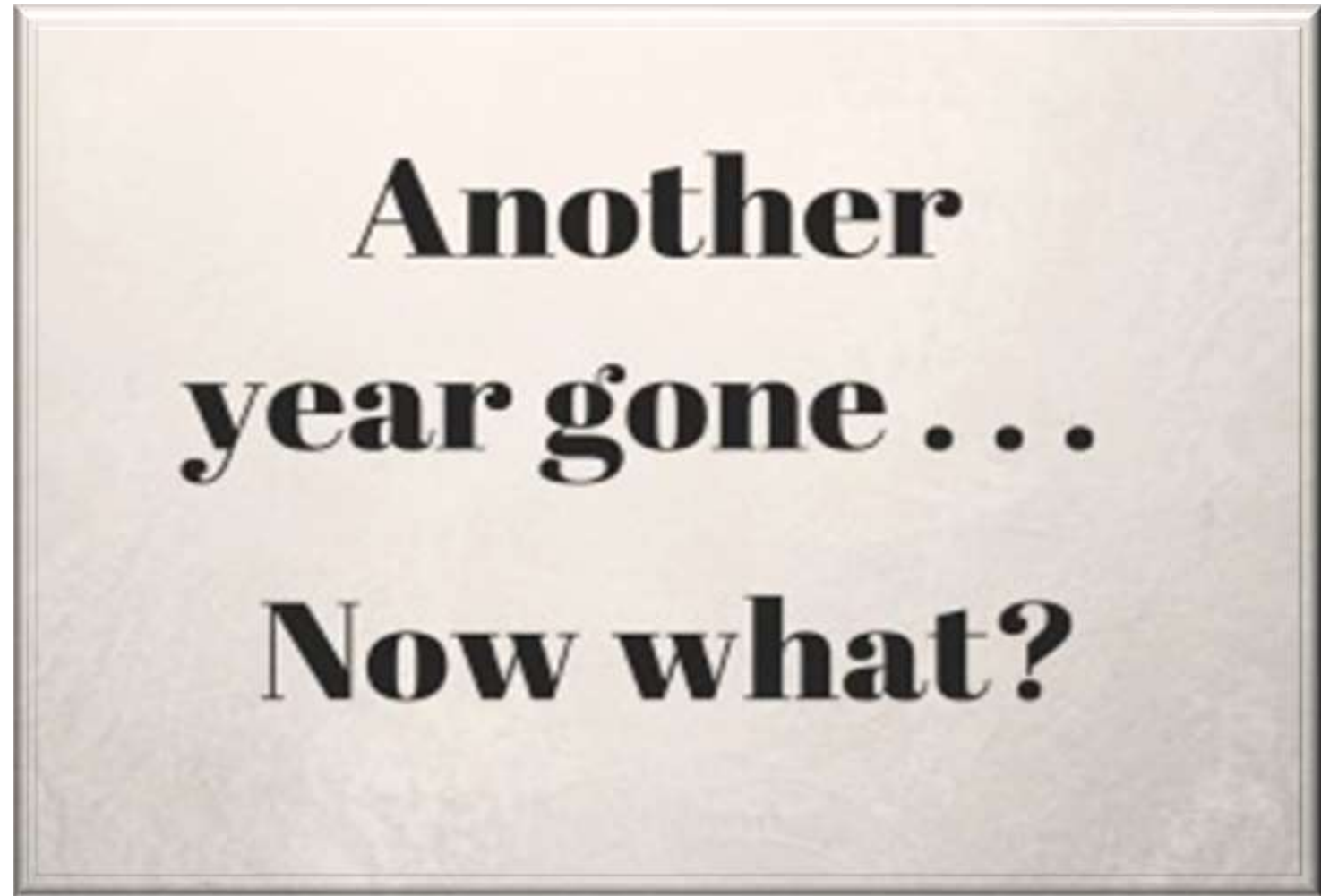
ANOTHER YEAR AND
ANOTHER REVIEW



GOLD STATUS AGAIN



MOST IMPORTANTLY
FOR THE TEAM, MORE
OFIS



CHAPTER 6 CONTINUING THE PROGRAM



SAFESTART HUMAN FACTORS

- Always improving, the SC rolled out more of the program
- SC Members swapped
- 2019 finished
 - 0 Recordable Incidents
 - Maintained Near Miss Reporting
 - 1 employee got hurt at home and missed work

CHAPTER 6 CONTINUING THE PROGRAM

- 2019 brought an award-Platinum Status
- Visit from the program creator
- Fulfillment
- Another Celebration by employees and family members



CHAPTER 6 CONTINUING THE PROGRAM



- Leadership kept up their end of the bargain
 - We never were turned down
- Accountability for Leadership remained high
- Meetings started with safety stories
- Practice cards were passed out during tailgates
- Regular Communications
- Focus on Human Factors and Hazardous Energy

CHAPTER 6 CONTINUING THE PROGRAM

- Shared HFs with Contractors
- Surprise, Contractors already speak the language
- Contractors seeing HFs at other sites more and more



CHAPTER 6 CONTINUING THE PROGRAM

- HFs became so popular, contractors were using the language to address Safety concerns
- Employees knew what they were talking about
- Conversations were recognized, rewarded and issues were mitigated.

INCREASING THE RISK OF INJURY!!

Rushing	Eyes not on Task
Frustration	Mind not on Task
Fatigue	+ Line - of - Fire
Complacency	Balance/Traction/ Grip

CHAPTER 6 CONTINUING THE PROGRAM

- Activities happened regularly
 - Dash-N-Cash
 - Posters
 - Banners
 - Trivia
 - Card Contests
 - Safety Star of the month, quarter, and year



CHAPTER 6 CONTINUING THE PROGRAM



- Activities for family
 - Sidewalk chalk contest
 - Scavenger hunt
 - Coloring contests
 - Video quizzes
 - Test your knowledge
 - Story sharing contest
 - Flat Larry

CHAPTER 6 CONTINUING THE PROGRAM

- Events continued
 - Halloween Trick or Treat
 - Golf Outing
 - Escape Room
 - Bowling
 - Annual Picnic
 - Bus Trips
 - Family Day
 - Ice Skating



CHAPTER 6 CONTINUING THE PROGRAM

- Prizes and Incentives
 - Bluetooth radios
 - Cups
 - Gift Cards
 - Apparel
 - Memory Boxes
 - NFL, Baseball, Hockey tickets
 - Lawn chairs
 - Bag sets
 - Air Fryer
 - Too many to mention



CHAPTER 7 THE CONCLUSION

**ZERO
INJURIES**
Does not happen by
ACCIDENT
It happens through
working safely
ONE TASK
at a time

- 2020 finished - 0 Recordable Incidents

CHAPTER 7 THE CONCLUSION

- Human Factors talked about daily
- Over 70% participation maintained during events/activities



CHAPTER 7 THE CONCLUSION

- Unfortunately, this is the end of this story though it wasn't the end of the journey
- What started Mid 2020 and all through 2021 happened to EVERYONE
- New Challenges arose and we had to go back to the drawing board



CHAPTER 7 THE CONCLUSION

- But, that is a different story for another time
- I do appreciate all your time and I thank you for listening



CHAPTER 7 THE CONCLUSION

Questions?

Comments?

- For more information or details, my phone is always on and my email is always open

Paul Thompson

Training & Development

Specialist

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Paul.Thompson@Epsilyte.com



**THANK YOU FOR
LISTENING
YOU HAVE BEEN
A GREAT
AUDIENCE**

**Y 'ALL COME BACK
NOW YA HEAR!**

THANK YOU FOR ATTENDING!