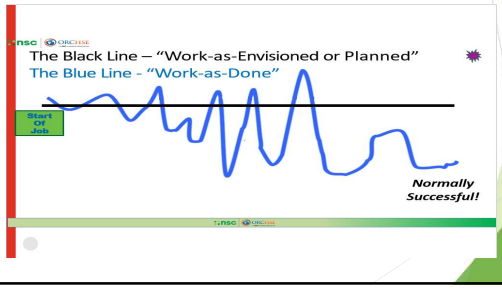
The **Blue** Line of Safety and how to turn it into **black** and **white**

Presenter: Nick Bentz
Title: Health and Safety Specialist
Company: Saputo Dairy USA

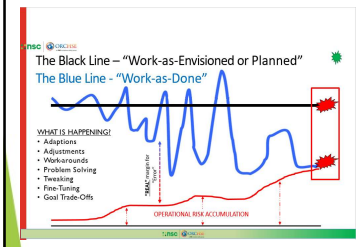
What is our Goal for this Session?

- Comprehension of Blue line Safety.
- Understanding what affects the blue line for our employees.
- How to use different safety tools to focus your efforts on what matters most in blue line fluctuation.
- Identify the vulnerabilities in your organization which place a decision on your employees.
- Help you gain tools to understand where and why certain incidents continue to happen in your organization.
- Taking the learnings so that which ever choice is made, the safety factor is paramount.

What is the Blue Line of Safety?

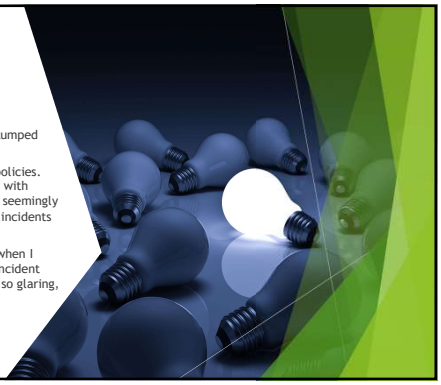


Why does the Blue Fluctuation Matter?



- As the blue line fluctuates, so does the distance of your employees to the hazards present.
- Think of this as an RA (Risk Analysis). The further factors take us away from doing items the "normal way", the higher the risk potential becomes.
- Where was the black line, your programs and policies devised?

The Light Bulb



- For close to a decade, I was stumped and started to get frustrated.
- We have great programs and policies. Leading and lagging indicators with many dashboards of data with seemingly nothing tying these "random" incidents together?
- The light bulb moment came when I started doing more thorough incident investigations and then it was so glaring, exciting and terrifying.

Humans are HUMAN....

Simple concept is that we all make mistakes that we thought were right and for a multitude of different reasons, behavioral, environmental, understanding, context, situational, previous experiences, upbringing, age, culture, etc.

Homo sapiens make choices for certain reasons, whether subconscious or fully aware.

If you do something every single day, do you think you would find the most efficient way to do something, based on knowledge and understanding?

- The concept is that employees had found or thought they found a better way to do the task safely.

Do your employees want to get seriously injured?

- The overwhelming majority of employees do to not want to put themselves in a SIF potential incident.
- Could you make yourself place a hand into a moving saw with seeing the danger first?

What does that information mean to us?

Things we know

- Your employees know the job better than you as they do it day in/out
- Human beings are masters of finding ways to make tasks easier/quicker.
- Human beings also (for the most part) do not want to get hurt.

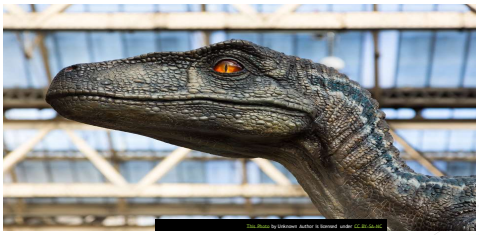
- SO WHY ARE THEY STILL GETTING HURT????

Box Demonstration

- I took a big box, with a hand size opening on the floor and had huddles with small groups.
- I had asked employees if they would stick their hand inside the box.
- Around half did and I had my phone make different noises when they stuck their hand inside the box (chainsaws, drills, vehicles, even cow Moo's.
- Then they would have a shocked look and take that half a second to pull their hand out and 1 minute to collect themselves once I showed them the phone and they realized that none of that was possible.

- The Ta Da moment, is why would you put yourself into a situation if you do not know what hazards could occur? **Coincidently, 100% of employees stated they would not have put their hand inside if they knew something could hurt them.**

Jurassic Park Line



But there is a reason why I made this decision……

- Personal culture, beliefs, Upbringing
- Perceived expectations or pressure
- Level of knowledge/understanding
- Previous experiences/ Interactions
- Age, Sex, Personality,
- Environment and Work Culture
- Monetary or Fiscal
- Outside the workplace issues, drawing from focus/attention to detail
- **Any changes from routine**

- **All these factors will affect the blue line for your employees!!!**

Audience Participation
No Wrong Answers

- How did you come to find your seat before this session started? Come down the left or right side to find a chair? Sit in the front, back or middle of the room?
- Why? (remember there is always a reason)
- If we had to exit this room right now which door, would you select and why?

Information Overload Broken Down

Your employees are going to make decisions based on a multitude of factors leading them to selecting different ways.

They will find an easier way to do the tasks (if there is one/two).

Good news is that the majority do not want to get hurt.

Bad news is that is based on their knowledge/comprehension and other factors, these lead to how risky of behavior that employee finds their actions to be.

What can we do to protect them with the choices they make?

- You need to understand the tasks they are being asked to do first.(not be able to do those tasks yourself but comprehend what you are asking your employees to be able to do).
- Then observe, witness and do a JHA (Job Hazard Analysis) on those tasks on multiple shifts with different personnel.
- Take those JHA's back down to do and Risk assessment based on the hazards that you witnessed. You will have more hazards based on how different employees do certain tasks a certain way. You do not need to fully know why they are doing them that way. Don't get bogged down in the weeds.

What is a Job Hazard Analysis

- It is simply **an analysis of a job task for anticipated hazards and identification of controls to help prevent an incident that may cause injury, illness, property damage or work interruption**.
- Here is where you will need to look deeper to see if where you noticed the hazard if there was a choice made to derive at the mitigation?
- If there was, you need to look at the other side of the choice. If they chose to reach their hand over the guard, not use the proper fall protection, not walk in the designated walkway, etc.

Example JHA

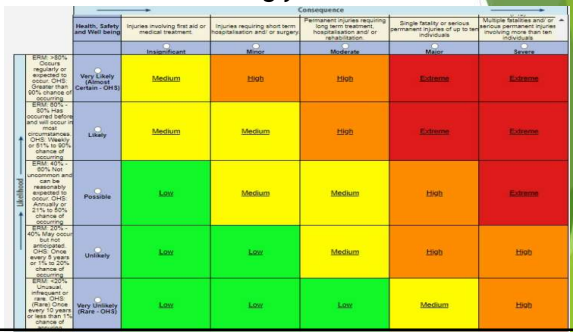
JOB HAZARD ANALYSIS FORM — Page 1 of 2

JOB TASK:			DATE:
TITLE OF PERSON WHO DOES JOB:	SUPERVISOR:		ANALYSIS BY:
DEPARTMENT:		SECTION:	REVIEWED BY:
REQUIRED AND/OR RECOMMENDED PERSONAL PROTECTIVE EQUIPMENT:			APPROVED BY:

SEQUENCE OF BASIC JOB STEPS *Beware of being too detailed, record only the information needed to describe each job action. Rule of thumb, no more than 10 steps/task being evaluated*	POTENTIAL ACCIDENTS OR HAZARDS *Hazard Classification Categories: Stuck By/Against, Caught In/Between, Slip, Trip, or Fall, Overexertion, Ergonomic (Awkward Postures, Excessive Force, Vibration, Repetitive Motion)*	RECOMMENDED SAFE JOB PROCEDURE *Hazard Control Categories: Engineer Out (New Way to Do, Change Physical Conditions or Work Procedures, Adjust/Modify/Replace Work Station Components/Tools, Decrease Performance Frequency), Personal Protective Equipment (PPE), Training, Improve Housekeeping*

- **In this middle section of potential hazards or accidents, is where you need to look at if there was a choice and if they select the other option, is there a hazard in that.**
- **Example, to get to your seat today you could go left, right or down the middle aisles. Are the hazards the for either of those options the same?**

Hazard Risks- Focusing your Efforts



Likelihood	Health, Safety and Well being	Injuries involving first aid or medical treatment.	Injuries requiring short term hospitalisation and/ or surgery	Permanent injuries requiring long term treatment, hospitalisation and/ or rehabilitation.	Single fatality or serious permanent injuries of up to ten individuals	Multiple fatalities and/ or serious permanent injuries involving more than ten individuals
		Insignificant	Minor	Moderate	Major	Severe
ERM: >80% Occurs regularly or expected to occur. OHS: Greater than 90% chance of occurring	Very Likely (Almost Certain - OHS)	Medium	High	High	Extreme	Extreme
ERM: 60% - 80% Has occurred before and will occur in most circumstances. OHS: Weekly or 81% to 90% chance of occurring	Likely	Medium	Medium	High	Extreme	Extreme
ERM: 40% - 60% Is common and can be reasonably expected to occur. OHS: Annually or 21% to 80% chance of occurring	Possible	Low	Medium	Medium	High	Extreme
ERM: 20% - 40% May occur but not printed. OHS: Once every 5 years or 1% to 20% chance of occurring	Unlikely	Low	Low	Medium	High	High
ERM: <20% Unusual, infrequent or rare. OHS: (Rare) Once every 10 years or less than 1% chance of occurring	Very Unlikely (Rare - OHS)	Low	Low	Low	Medium	High

Broken down hazards

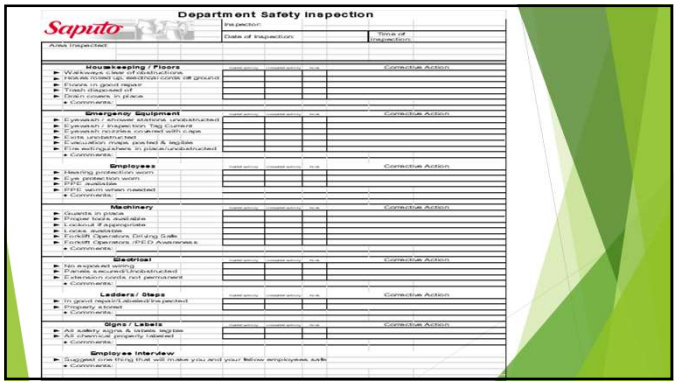
- Now you have most of your hazards identified and categorized them into Risk potential.
- You have a great list to work through to decide which items to prioritize first.
- Remember to use the Hierarchy of Safety Controls when producing solutions!
- Remember to get input with those doing the task to see if the solution will work in the real world and eliminate what you want it to without causing any new hazards.

How to identify gaps quicker

- I know we all have numerous amounts of free time and more resources coming our way than we know what to do with, LOL.
- If you do not have time right now to do the a full JHA and Risk analysis you have other options to start.
- Look at leading and lagging indicators: Near misses, Unsafe Acts, Positive Safe Actions, Down Time, TIR, Incident Reporting.
- Look at where down time periods occurred. Over the years I have found that when we have down time in an area for whatever reason that is where opportunity for the behavior to fluctuate (not routine).

Sustainability

- Continue to evolve and audit your SOP's at lest annually or when major changes occur.
- Getting other departments management involved in talking to employees about if they feel anything unsafe about their work.
- BBS- Implement behavioral based safety with your employees to help them help each other.



Department Safety Inspection

Saputo

Inspector:

Date of Inspection:

Time of Inspection:

Area Inspected:

Housekeeping / Floors — Corrective Action

- Walkways clear of obstructions
- Hoses routed up, overhead/ cords off ground
- Floors in good repair
- Trash disposed of
- Drain covers in place
- Comments:

Emergency Equipment — Corrective Action

- Eyewash / shower stations unobstructed
- Eyewash / Inspection Tag Current
- Eyewash nozzles covered with caps
- Eyewash Signage
- Evacuation route posted & legible
- Fire extinguishers in place/unobstructed
- Comments:

Employees — Corrective Action

- Hearing protection worn
- Eye protection worn
- PPE suitable
- PPE worn when needed
- Comments:

Machinery — Corrective Action

- Guards in place
- Proper tools available
- Lockout if appropriate
- Area suitable
- Forklift Operators Drivng Safe
- Forklift Operators PED Awareness
- Comments:

Electrical — Corrective Action

- No exposed wiring
- Panels secured/undisturbed
- Properly sized
- Comments:

Ladders / Steps — Corrective Action

- In good repair/ Used/ Inspected
- Properly sized
- Comments:

Signs / Labels — Corrective Action

- All safety signs & labels legible
- All chemical properly labeled
- Comments:

Employee Interview

- Suggest one thing that will make you and your fellow employees safe
- Comments:

Saputo Green Bay

Behavioral Based Safety- Safety Panel Form

Employee Observed: Observer:

Date of Observation: Location: Task:

	ME	IR
PPE		
PPE worn		
Meets job requirements		
Worn correctly		
Acceptable condition		
TOOLS / EQUIPMENT		
Tools/equipment		
Safe tools, equipment, material		
Proper guards, barriers		
Used correctly		
PEOPLE ERGONOMICS		
Exertion: pushing / pulling / lifting / reaching		
Frequency of task		
Risk to be struck by objects		
Height of work being done		

	ME	IR
PROCEDURE		
Established and understood		
Employee authorized to operate		
Maintained and followed		
Additional item from procedure list below		
HOUSEKEEPING		
Area is clear of obstructions		
Area is used for its intended purpose		
Material is stored in safe manner		
Proper disposal procedures followed		
CHEMICALS		
SDS available and known where		
Chemicals are stored appropriately		
Correct PPE is worn around chemicals		

ME - Meets expectations IR - Improvement Required

Observers Notes:

Corrective Action Required:

Observers Feedback given to Employee:

Observer Signature: Date:

Employee Observed Signature: Date

Internal Use

Documented for trend analysis. (Yes / No) Feedback given to observed employee. (Yes / No)

Employee Sign

Updating

- Once you find ways for employees to be safe with the hazards regardless of "choice". Now you can go back and update your SOPs.
- Ask for feedback on the SOP from those doing the tasks and use your non-verbal soft skills to see how the SOP is being viewed.
- Then make sure everyone that would be doing that task is trained to the same SOP. With the goal being understanding more than enforcement.
- Obviously, we have all had workers who refuse to do certain thing. At the end of the day if they are making the understood choice to put themselves or co-workers in danger than you have already have your answer on how to proceed in those instances. You have a duty to protect your workers and sometimes that means from themselves!!!

Back at Jurassic Park

- Did they look at employee choices that could create major Hazards for the park?
- Did they build in factors to fluctuate safely?
- Lysine deficiency, back up power to the fences?
- Don't let "Dennis's" decisions, shut down your park!

In Totality

- You know that human beings make mistakes with the choices they are given.
- The overwhelming majority do not want to get hurt.
- You have a duty to keep your workforce safe.
- You have places to start looking for gaps.
- You have tools to quantify those gaps.
- You have knowledge on how to best correct those situations.

▶What is next????

If you are waiting for ideal conditions to start learning about your safety gaps. You will be there all day and falling into one!!

Start Small for **Big** results

- You can never go wrong just starting somewhere. Once you get proficient at the format then you can put in place all the other topics we just discussed.

Remember you've got a friend in Me!

- Nick.bentz@saputo.com and my business cards are up front.