



Lytle Electric Company CCBS Application

A. Identifying information

Name of the organization: Lytle Electric Company, Inc.

Location of Corporate office: Robinson, Illinois

Name of company representative in charge of the application: Eric Biernbaum

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B. Background

The divisions of the company involved in the PBBS program: The workforce performing work with in Marathon Oil Company's Illinois Refining Division

Their geographic locations: Robinson, Illinois

Good/services provided at each site: Lytle Electric Company, Inc. is a commercial and industrial electrical contractor that installs electrical raceways of all varieties, switchboards, panel boards, overcurrent protection devices, feeders and all conductors of distribution. All components are installed using modular style hangers and fasteners (strut, straps, all thread etc.) or assembled utilizing welding for field fabrication. The conductors are installed in raceways in accordance with NFPA70 using mechanical means for larger conductors or manually for smaller conductors. The types of work locations include refineries, petrochemical pipelines, and powerhouses in addition to commercial sites.

Kinds of jobs workers are involved: Industrial electrical construction, industrial electrical maintenance, clerical and management functions.

Recent non-safety initiatives and company changes: Material allocation/delivery system, Office location change, implementation of new job descriptions i.e., QAQC, Planner, Planner's Asst., Receptionist, new Estimator.

Recent non-PBBS safety initiatives:

- 2008 – VPP site recommendation
- 2008 – Laundry exchange program
- 2007 - Implementation of Ergonomics Program
- 2007 – Implementation of stringent NFPA70E program
- 2006 - Aerial Work Platform Training for the entire workforce.
- 2006 - Wear-trial program leading to the purchase of new PPE
- 2006 – Implementation of the Safety Task Assignment (STA)
- 2005 – Voluntary stretching program
- 2005 – Appointment of electrician as Safety Technician

General Safety Methods:

STEPS (Systems To Ensure Participation in Safety) – The STEPS process has become an essential part of the overall safety program to reduce, and ultimately eliminate, injuries at the refinery. This program was implemented by the refinery (IRD) in 2001 and passed down to the contractor community. Lytle Electric Company, Inc. has STEPS meetings on a monthly basis, or 12 per year. The STEPS process was implemented after STEPS training was conducted by a recognized safety consultant for all employees and lead contractor representatives. STEPS is a structured safety program emphasizing direct involvement and accountability of every employee, at every level of the organization. STEPS was meticulously tailored to meet the needs at our refinery and strengthens our existing safety processes. A few key points from the STEPS process are explained below:

- All levels of management manage, lead and champion the STEPS process throughout his or her area of responsibility in order to achieve an accident-free work environment. A matrix has been designed for each level of management to track their responsibilities.
- Each employee and lead contractor representative is trained, learning his or her specific safety responsibilities, such as area inspection and ‘What-If’ drill frequencies. Each employee is held accountable for the quality execution of these assigned responsibilities.
- Sequential structures of safety meetings are implemented (i.e., Department, Area, Work Group). Every employee and routine contractor in the refinery participates in these safety meetings and is held accountable for participation by the Division Manager, who audits the program monthly.

Weekly Safety Meetings: Every Lytle Electric Company employee attends a weekly safety meeting to cover a STEPS packet, a required training topic, or a special guest speaker. Required training topics are accompanied with a test to gauge retention on the topic. In 2008, a *Year End Safety Review* was implemented to test for retention and determine topics needing attention in the future.

IRD Contractor Safety Excellence Award:

Marathon started recognizing contractors with exemplary safety programs. The prestigious award has been received by Lytle Electric Company, Inc. every year since the program started (2005, 2006, and 2007). For a list of the criteria and audit procedures see IRD Contractor Safety Coordinator.

Safety Training: Lytle Electric safety training meets all OSHA regulatory compliance topics, as well as site specific safety training, such as Voluntary Protection Program Awareness. Typical safety training includes the following topics:

- Portable Fire Extinguishers
- Emergency Evacuations
- Hearing Conservation
- PPE Awareness
- Ergonomics
- Respiratory protection
- Confined Space Entry
- HF Acid Orientation and HF Acid First-Aid
- Work Clearance Permits
- Hazards of Nitrogen
- Voluntary Protection Program (VPP)
- Electrical Qualified/non-qualified
- BBS awareness/refresher
- Hazard Communication
- Blood borne pathogens
- Diversity
- LOTO
- Scaffold User
- Assured Grounding
- Fall Protection
- Ladder safety
- Heat stress
- Close calls
- Process safety management
- Back injury prevention
- Hazard awareness
- Job hazard analysis
- Hand and power tool safety
- Trenching and excavations
- Materials handling, storage, use, and disposal
- Safe handling of flammable and combustible liquids
- intro to OSHA
- Fluke multimeter safety
- Eye and face protection
- Walking working surfaces

Safety Records

- Injury/Illness records are recorded by body part and type of injury. They are tracked monthly, quarterly and annually. They are reviewed in the monthly STEPS safety meetings. The first aid data is reviewed at the weekly safety meeting as well.
- BBS Top Eight At-Risk Behaviors are tracked monthly, quarterly and annually. They are reviewed in the monthly STEPS safety meetings.
- Knowledge Management System (KMS) Incident Reports are completed per the Process Safety Management (PSM) standard. (See Appendix I for Incident Report form)
- Safety Opportunities Shared (SOS) near miss reports are published in the weekly refinery newsletter, The Mainstream.
- Fixed and Portable Safety Equipment Inspections
These inspections are conducted by each owning department as required, i.e., weekly, monthly, etc., for equipment such as safety showers, fire extinguisher and first-aid kits. The Safety Department audits these inspections quarterly to ensure they are being conducted. Results are discussed with the owning department and then sent to the Safety Supervisor.

C. Description of Workers

Their ages: The median age is 40, with a range of ages from 20 – 70.

Experience: Median years of experience 12 years, ranging from 0 – 40 years

Training: When a journeyman arrives at the Illinois Refining Division (IRD) jobsite for Lytle Electric, it is determined by file if the individual has worked at the jobsite before. If the individual has not worked at the jobsite in the past then his or her placement on the jobsite will be with employees that have been on the job for a reasonable amount of time. Crews are not comprised entirely of workers who have not been introduced to this jobsite; this is reviewed by the jobsite superintendent upon arrival on an individual basis. The apprentices that are hired to the IRD jobsite for Lytle Electric are always placed with a journeyman wireman upon assignment. The job of the Journeyman wireman is to teach the apprentice what he or she needs to learn to advance in the trade, this includes passing along the skill and knowledge to perform a task safely. Jobsite placement for apprentices is reviewed and implemented by the jobsite superintendent, our highest ranking management member on the jobsite. Each apprentice on the job is required as a part of the curriculum to maintain an active CPR and first aid certificate while serving their apprenticeship as well as receiving the OSHA 10 hour training. When any new employee (apprentice or journeyman) is hired, that employee is put through our new hire orientation. In this orientation we introduce our safety manual and program. We go through our manual one section at a time including STA, voluntary stretching program, accident reporting and record keeping, accident investigation, governmental regulation compliance, emergency medical treatment, safety regulation and procedures, emergency plans, planned additional training, and vehicular safety. We also introduce the

employees to our drug and alcohol policy, hazard communication program, PPE policies, LOTO and blood borne pathogens program. Additional training is conducted after the initial new hire orientation that may include the following:

Aerial Work Platform Training (AWP): All affected employees must attend a training session that presented information on the basic use of the platforms. This training includes a basic understanding of the machine and its operation, a written test and what needed to be done concerning a practical hands on evaluation of the operator. A video presentation covering the appropriate aerial lift platforms, bucket trucks, boom style lifts etc. is also presented. The AWP presentation is offered by JLG, and the bucket truck video is sponsored by Altec. This training has been passed on to Lytle Electric employees in several training sessions of about 10 to 20 employees each. A small user's packet is presented, then the video modules, a written exam and then the hands-on practical to make sure employees know the information that was passed on to them. The training must be repeated after a period of three years or after an employee has shown the need for additional or refresher training.

Respiratory Protection Training: When a job determination shows that employees will need to wear a respirator, then employees are taken to Crawford Memorial Hospital's Occupational Medicine Department. After filling out the medical questionnaire, the employees undergo a Pulmonary Function test to determine their ability to wear a respirator. Once it is determined that an employee is safe to don a respirator, the employee is then placed through a respirator fit test to determine the size he or she needs to wear. Once this is completed, employees are then given instruction on the proper care/maintenance of the respirator, proper donning and doffing, and Lytle Electric's Respiratory Protection Program. The training must be repeated after a period of one year or after an employee has shown the need for additional or refresher training.

Confined Space Entry Training: Lytle Electric Company's Safety Department conducts confined space entry training to employees when it becomes evident that a job-site crew will be entering a confined space. This training includes a presentation on what a confined space is; possible hazards, and what is expected of attendants, entrants, and supervisors. Lytle Electric's Confined Space Entry Program is discussed as well as the facility's program that the work is being performed in.

Fork Truck Training: All affected employees must attend a training session that presented information on the basic use of fork trucks. This computer based training gives a basic understanding of the machine and its operation, a written test and what needed to be done concerning a practical hands on evaluation of the operator. The training must be repeated after a period of three years or after an employee has shown the need for additional or refresher training.

On the Job Training or OJT is performed each day in a variety of ways. One way is through the Safety Task Assignments (STAs) that are completed everyday for each job that is performed at MPC by the job foremen. The STAs look at the aspects of the job being conducted, PPE required, procedures or permits required, employee certifications

required (NFPA70E), tools and equipment, scaffolds or ladder use and fall protection. The STA also covers such things as the location of trash receptacles and safety showers. Once the job is completed a post safety task review is completed on the reverse side of the STA. The post task review looks at anything that might have occurred throughout the day to hinder safety performance; this also serves as a reminder to report any accidents to the safety department. Another example of OJT is any training handed down to the apprentices from their assigned journeymen.

Foremen receive additional training including the OSHA 30hr and NFPA70E training sponsored by the Terre Haute Electrical Joint Apprenticeship Training Committee (THEJATC) as well as Lytle and MPC SP's through Foremen Safety Advancement Meetings held once every two weeks. Currently the majority of all job foremen have received this training. In the Foreman's Advancement meeting, the foremen receive training safety manual as well as site SP's and any additional relevant information.

Hazard Analysis of Routine Jobs, Tasks, and Processes

Lytle Electric Company foremen obtain a "Work Clearance Permit" for each area that their work crews will be performing job tasks. Prior to any permit being issued, the operations unit personnel perform atmospheric monitoring of the area to check for any lower explosive limits, Hydrogen Sulfide and Oxygen level, where the work is to be performed. These permits are gathered from various locations in the refinery depending on which operations unit has supervision over the area where the work is being performed. Permit issuing MPC unit operations personnel discuss with our foremen the hazards with the work that is to be performed, explain any new hazards that may have been presented from the previous days work, any work that is being performed in the outlying area, or any Lockout/Tagout devices that have been installed. If the task to be performed is new, then a joint job-site visit is performed to assess any health and safety hazards that are present and to discuss any possible variations to the work assignment. A typical day for routine tasks would begin with a morning Safety Task Assignment (STA) toolbox talk performed by Lytle Electric's job crew foreman. This STA meeting involves all employees present in the work crew. The STA includes sections for personal protective equipment (PPE), task location, description of work, any special training, emergency equipment, assigned employees. Also included on the STA are areas that pertain to employee sign-ins and sign-outs, plus a section that describes unplanned incidents or if any one was injured for that day. The STA is an interactive document with ample time for discussion amongst the crew. The completed STA sheets are kept on file in the safety office for review.

Self-Inspections

Lytle Electric Company has a self inspection process that involves every employee within our company. We believe that random job-site inspections are necessary to get an accurate feel for the situations and conditions that actually exist on our job sites. We feel this may not always be the case during a scheduled inspection. These random inspections

concentrate on employee observations pertaining to personal protective equipment, work practices and behavioral based safety

These random inspections are performed on every job site, every week, at different times, and by various observers. This is not to say that our employees can expect only one each week, simply a minimum of one. Any customer may request an increased amount of inspections on a particular site, as well as any information obtained from these inspections while on their site.

These inspections are performed by a Lytle Electric safety representative, an hourly employee or employees, and at times, a company foreman or general foreman, and possibly customer representatives. This allows each job site to be viewed from several perspectives to hopefully provide a broader view of potential hazards and/or conditions.

Currently, the Lytle Safety Department conducts the walkthrough and speaks with individual employees on the job, assessing their needs and concerns about safety issues, correcting known hazards or unsafe conditions, and advising employees on their individual overall safety awareness levels.

The Jobsite safety review that is conducted on each job every week covers several job aspects, for example:

- Personal Protective Equipment
- Work Area, Housekeeping, and Permits
- Electrical Safety and Energy Isolation
- Trenching and Excavations
- Scaffolding
- Ladders
- Power Tools
- Hazard Communication
- Cranes and Material Hoists
- Confined Space Entry
- Personal Fall Protection
- Aerial Lift Equipment
- Hot Work and Fire Prevention
- Respiratory Protection

The review contains the permit number, the work order number, date, permit times, and the auditor name as well as instruction for satisfactory, unsatisfactory and not applicable to be marked on the document. On the lower portion of the document, there is a portion for the employee assisting the auditor in hazard recognition to sign his or her name as well as any notes, comments or corrections made during the review. Another example of self inspection is the LOTO audits done on a frequent basis throughout the year. The LOTO audit covers the isolated equipment, the work description, the permit number and the employees performing the work.

Education: All employees are required to have a high school diploma or equivalent, while most have had some college education. Lytle employees have an average of 2.5 years education out of high school, not including apprenticeship classes. In 2001 apprentices started receiving an associate's degree for successful completion of the

National Joint Apprenticeship Training Committee curriculum. The degree is granted through Ivy Tech, a local junior college. Some employees at Lytle have a four-year degree.

Health: Lytle Electric employees are encouraged to participate in the voluntary stretching program each morning at the start of the shift. The program was established by the local occupational medical clinic and works all of the major muscle groups. All employees have health insurance available to them through the local union as an employee benefit. Marathon offers the use of their on-site nurse throughout the day. A good percentage of Lytle Electric employees are trained in first-aid and CPR/AED.

D. Safety concerns

As shown by the graph on later sections, Lytle Electric had previously had unacceptable OSHA recordable rates. The OSHA recordable rate actually reached 8.66 in 2002. The lagging indicators had dropped to a manageable level in the years following 2002, but still needed improvement.

Marathon's Illinois Refining Division adopted the PBBS process with success years ago. When the program was offered to the contractor group in 2006, it was viewed as an opportunity to shore up the safety programs at Lytle Electric.

E. The PBBS data

- Injury/Illness Records - All employees have access to their medical records and first aid reports are discussed with the entire work group at regular weekly safety meetings. Also, OSHA forms are completed if the severity of the injury is beyond a first-aid. The Safety Department initiates the OSHA forms and tracks them to completion. Injury/Illness records are trended by body part and type of injury by IRD. They are tracked monthly, quarterly and annually, being reviewed in the monthly STEPS safety meetings.
- PBBS Data – These data are pro-active not reactive information. PBBS data are collected by trained observers performing peer-to-peer job observations. These data include safe behavior as well as at-risk behavior, and the barriers that drive these actions. The data are entered into an in-house-developed database that has several trending options. Safe behaviors are reinforced (for example by approving comments by the observer), and at-risk behaviors are addressed at the time of the observation (for example by constructive feedback by the observer). Safety concerns are addressed through a follow-up system designed in the program and administrated by the ACTS Coordinator or individual company fascilitator.
- Incident Reports – These reports include all incidents (other than first-aid injuries) from near misses to a lost time injury. They are recorded initially in the Knowledge Management System (KMS) on the IRD side. These reports are discussed each morning at the daily Refinery Management Team (RMT) Staff

meetings. Using IRD's Safety Standard Operating Procedure for Incident Investigations, the incident/injury is designated by the RMT by category and follow-up action.

- Safety Opportunities Shared (SOS) reports – These near miss reports are submitted by employee using the Safety Opportunities Shared form. The forms are sent through channels within IRD, and then passed on to the individual companies for action or review of status on the problem. The SOS reports are entered into the KMS system by IRD and are also in the monthly STEPS packet for review by all of the contractor workforce. The SOS forms are designed to maintain anonymity if needed.

1. Why are these data important?

All safety data are trended with the objective to use the data to eliminate injuries. Ultimately the trends in lagging indicators, such as the overall OSHA recordable rates and lost time rates, indicate that the BBS program is making a positive impact on the safety at IRD. The behavioral safety and injury data are reviewed in detail monthly, quarterly and annually during the STEPS safety meetings. The data is reviewed daily during turnarounds in an effort to maintain a high level of focus on the at-risk categories. The at-risk behaviors observed during SHORT Shots are one of the leading indicators of potential developing problems with the workgroup. The top at-risk behaviors are reviewed in detail during monthly STEPS safety meetings as well as at company safety meetings for the data specific to the workgroup. This review heightens awareness of these behaviors and drives the steering committee to develop new programs to attack these trouble areas. The results are used to implement safety awareness activities through STEPS safety meeting topics, toolbox topics, and newsletter articles. In addition to reviews during safety meetings, special teams have been formed to focus on the type of injury or body part affected in efforts to reduce the injuries. For example, an eye protection focus group was formed to review the types of safety glasses IRD provides. With employee input, changes were made to offer glasses that fit closer to the face, which offered better protection. Glove choices were modified with input from employees.

2. How do you ensure that the data are accurate?

Awareness training was conducted for all observers in 2007 and throughout the year in 2008 to assist in consistent interpretations of at-risk and safe behaviors. It was decided by the steering committee that observers are to be given refresher training every three years, which includes hazard recognition, correct completion of observation forms and other similar activities and techniques, the refresher training will begin in 2009. The observations are reviewed by the steering committee chairman to look for a high number of "pencil whipped" observations. The facilitators coaching guide was rolled out in 2008 by the IRD BBSCAP facilitator to better aid the individual groups in coaching their employees.

F. Description of your PBBS program

Observations

Lytle Electric employees are encouraged to actively participate in the observation process, as it does belong to the employees. Trained observers have the ability to observe any craft and anyone on site, regardless of employer. Observers are trained to receive permission from the subjects being observed before continuing with the observation. However a different approach is being tried at Lytle Electric. As stated previously, a hardhat sticker was designed specifically for the employees. The sticker says simply, "Don't ask, just shoot me". When the sticker is displayed on the hardhat, it is worn as a commitment from the employee, to give observers the right to initiate an observation without asking permission. Both styles of initiation are recognized and if no sticker is present, then permission is asked. Once the observation has started to form can then be filled out. Our observation form is a universal form in the sense that it is the same as our host site. This allows the data to be combined with that of other crafts and workgroups. This system also allows Lytle Electric to just obtain the data specific to the company. The observations are called short shot observation checklists. At the top of each observation sheet, the Observer or short shooter can choose to sign his or her name at the top of the observation but this is not a requirement. The primary benefit to signing the observation sheet is if follow-up action is needed on a concern or an at-risk and a secondary purpose for the name being listed is to participate in the Lytle Electric BBS incentive program. The following box to be checked is the number of people being observed with a maximum of five. Then one of four boxes is to be marked, denoting, who is being observed; operations, maintenance, contractor or a self observation. The following line contains the location of the observation (job name or unit), the date and time of the observation. The observation sheet itself is a check list comprised of five categories with subcategories listed under each.

Procedures

- Permits.
- Material handling and storage.
- Lockout tag out.

Work environment.

- Jobs surroundings.
- Proper lighting.
- Housekeeping.

Tools and equipment

- Proper selection and use.
- Transportation.
- Condition.
- Process equipment.

- Storage.
- Guards.

Personal protective equipment

- Hand protection.
- Foot protection.
- Eye and face protection
- Respiratory protection.
- Hearing protection.
- Fall protection.
- Protective clothing.
- Head protection.

People

- Body mechanics.
- Line of fire.
- Pinch points.
- Communication.
- Pace.
- Eyes on task.
- Carrying/moving.
- Handrail.

Each of the sections on the checklist is to be examined during the course of the observation. If an area is determined acceptable, then it is to be marked safe. If any of the areas are deemed a concern or an at-risk, they are to be marked as such. In the event an area is marked at-risk, this immediately triggers a conversation with the individual working at the risk. The conversation should ascertain a barrier at associated with the area marked at-risk. If an at-risk is identified, a barrier must be associated with a concern. Once identified, the barrier is to be listed beside the comments section. In any event, if an at risk is identified or if the entire observation was deemed safe, feedback should be given in a soon certain positive manner to the employees observed on the areas viewed as safe. The Observer should then express concern about the at-risk section and encourage change. On the back of the checklists are areas where additional action and comments are located. If they follow-up should be needed, it can be requested by either the observed or the Observer. Additional comments can be made on the back by either or both as well. Also on the back of the observation is a list of six barriers with a number designations and an example of each.

- (1) Business system/training/hazard recognition.
- (2) Facility and equipment.
- (3) Personal factors.
- (4) Culture.
- (5) Personal choice.
- (6) Unsure of/disagreement on safe work practices.

Upon completion of the observation a card is then handed to the employee observed, for a chance to win in the IRD weekly drawing. The observation checklists can then be turned into one of the several collection points for Lytle Electric for the random monthly participation drawing.

G. Chronology of the PBBS Program

History

In 2005 the Cambridge Center for Behavioral Studies (CCBS) came to Marathon Petroleum Illinois Refining Division (IRD) to look at the behavioral process used in the facility. The refinery went through the accreditation process with CCBS and found that they were heading in the right direction. It was recommended by CCBS, that IRD continue to share the process with the contractor community. Lytle Electric employees were invited in limited numbers to participate in the IRD Behavior Based Safety (BBS) Observer training classes instructed by IRD Contractor Behavior Based Safety Coordinator; only 4 employees were trained in 2005. In that year, the Lytle Electric employees actively observed contractors and IRD employees in several of the shutdowns that took place. The training and the observation process were viewed as a success. The following year was to hold more promise in training and participation for Lytle Electric employees. In April of 2006, IRD developed the Behavioral Based Safety Contractor Advisory Panel. Each of the contractor's in the refinery was asked to participate in the panel and to appoint one person as representative. Lytle Electric Company had already seen the value in employee driven safety, and had appointed one of the field electricians as a safety representative in addition to the existing safety professional. The job of the electrical safety representative would be to act as BBS CAP representative, and handle all matters on the behavioral side of safety as well as electrical safety.

With the CAP representative in place, it was decided to form a Lytle Electric BBS Steering Committee comprised of the CAP/Chairman and the remainder of the committee to be comprised of five additional field personnel. The idea of forming a steering committee was announced to all employees at the conventional safety meeting to see who would be interested in participation. The response was overwhelming, and it was decided by the body to select 1 General Foreman, 1 Foreman, 2 Journeymen, and 1 Apprentice to serve on the committee. This task was not hard as we had a large number of volunteers to choose from. It was also decided that if a committee member were to be laid off, or want off of the committee, then he or she would be replaced by a volunteer elected by the remainder of the existing steering committee. The committee went to open vote and members were selected.

Observer Training were the buzz words for 2006, it was decided by Lytle Electric Company owner Jeff Reinoehl, to train as much of the work force as possible. With Jeff's support and the Contractor BBS Coordinator Observer Training program in full swing, Lytle Electric Company had 98 of its employees trained as observers in 2006 and a steering committee selected. The Contractor BBS Coordinator also offered a "train the trainer" course to give the CAP group representatives some insight in training on the

company level. With the committee in place, our first order of business was to decide our direction. The committee held initial meetings to determine the frequency of meetings, and a recording secretary to be selected from the steering committee. The committee decided to meet after the first conventional safety meeting of each month. The first few meetings were to feel out the process, cover training, and discuss possible monthly incentives. The ideas for the incentive program were taken to the company owner for review. After review the incentive program was to consist of \$50 each month to be drawn from the observation sheets, and a shirt for a second place prize to be drawn thereafter. It was decided by the steering committee, to forgo the first month's prize money and put it towards a logo contest that ran from the beginning of August thru the end of September that year. The logo was to be used on the t-shirts for the incentive program. The committee also put forth the idea of having drop boxes placed in all of the break trailers for retrieval of observations, Safety Opportunity Shared (S.O.S.) forms, and safety suggestions. It was decided and explained to the body that to be eligible for the company incentive program, the observations needed to be dropped in one of the company drop boxes, all committee members decided to make themselves ineligible for any incentive. If anonymity was a concern for any employee, then the observations could be dropped in the Areas Communicating Trust in Safety (ACTS) drop boxes. Many renderings of acronyms and logos were reviewed for the contest during the contest period. The logo/acronym selected were created by Shannon White and drawn by Robert Bay, a first year apprentice. The shirt logo was an acronym; Lytle Electric SPARKYS, Self Policing At Risks Keeping You Safe. This was a clever play on words describing electrical workers. Robert also designed a hard hat sticker for the program that depicted a bull's eye and the words; Don't Ask, Just Shoot Me, referring to the short shot observation. This sticker was to be worn as a commitment by the employee to let the observer know that no permission was needed to initiate an observation. All employees were asked if they wanted to be a part of this program and display a sticker on the hardhat, the response was unanimous. Everyone agreed they wanted to be a part of this commitment. In October, Jeff Reinoehl decided to send the Lytle Electric BBS CAP representative to Kansas City, MO for a week-long Behavioral Safety Now Conference. Much was gained in the way of starting a BBS program, steering committee structure, reading into data correctly, and sustaining the process that was already underway. The Lytle Electric BBS Cap Facilitator has attended every year since.

At all of the meetings in 2006, the tabular data was discussed and high barriers were addressed. In June of 2006, Lytle Electric was able to draw just the observations specific to the electrical workgroup. This was an excellent tool in addressing just the areas we need to focus on. Having our own data enabled the steering committee to then have focus areas to divert resources and to offer positive reinforcement on the areas that are perceived as respectable. There were several "walk-thrus" performed by the steering committee to address some of the focus areas out in the field. The walks were a chance to gain exposure as a committee and were viewed by the committee and body both as a success. The observation process allowed the committee great insight into the problems in the field. Some of the areas marked at risk, were found to be simple to fix, needing only funding to rectify. In early October through the end of November, an incentive program or "Blitz" was initiated to increase involvement. The contest was very simple,

and simply stated; if each trained observer could get active and do at least one observation in each calendar month, then the entire workforce would have a celebration dinner. The challenge was met and surpassed by the employees and a BBQ dinner was served in December. By the end of 2006, our company had 100% observation training for the employees in the facility; this continues to be one of our goals as a work group. BBS *awareness* is now part of our orientation process, with observation training to be scheduled at a later date. The training will eventually become engrained in the orientation process. The following are the steps we used to get the process going.

I. Address the workforce to give an overview of the process

- Point out that behaviors are a contributing factor in most accidents.
- *No name, no blame process*
- *Peer to peer observations*
- *Proactive process*, not waiting for an accident to happen, but addresses behavior before an accident happens.
- Based on *positive reinforcement*, and not the typical negativity associated with safety
- *Employee driven* , not the typical safety program

II. Gauge employee interest

Without employee involvement this process does not work. This is the single most important section; the employee is the most powerful resource available to the BBS program. With in each employee lay the power to identify concerns and the ability to change, not only the ability to change them, but the ability to change the behavior of others. The byproduct of this magnificent power is heightened awareness and a safer work environment for the employee.

III. Company owner buy- in

- It is important to note the lower cost of insurance with a BBS program,
- Seeing safety as a value.
- Process sells itself.

IV. Management support

- This process has to be supported by the men at the top of the management team and driven down.
- Lytle Electric management members were all encouraged to attend observer training and all had been trained on a voluntary basis by the end of 2006

V. Select a committee

Lytle Electric selected a six man committee comprised of elected members from field personnel. From the six man committee, the position of chairman and

recording secretary were selected. The role of the chairman was to be the CAP representative, and bring order and direction to the steering committee meetings. The role of the recording secretary is to handle our correspondence and record the minutes of the meetings, as well as reading the committee meeting minutes at the conventional safety meeting. After reading the minutes of the meeting to the body, the body is then asked for input on focus points for the following meeting. This is important for our BBS program as it lends itself to employee involvement.

The BBS Steering Committee saw some minor changes in 2008, expanding to one more member, for a total of seven. The committee doesn't contain any of the founding members with the exception of the Chairman/Facilitator as of November 2008. The BBS Steering Committee served double duty in 2008 as a document review committee for the OSHA VPP application and audit. The BBS process was named as a "best practice" by OSHA in the audit.

VI. *Training*

Observer training was voluntary to both management and field personnel. The observer training for 2005, 2006, and the onset of 2007 was provided by the IRD Contractor BBS Coordinator. In the two plus years that Lytle Electric has been involved in the Contractor BBS Program the training has been excellent. By the end of 2007 Lytle Electric will provide BBS training to employees and the process will be engrained in the new hire orientation. It was agreed upon by the committee to train all Local 725 electricians who take a job referral to IRD for Lytle Electric if they choose to participate, as the local workers stand a greater chance of returning to the jobsite. Book 2, or "travelers" are reviewed on a case by case basis because of their more transient nature on the jobsite, they are however offered the opportunity to be trained if they express interest in the process. In addition to the on the job training, the IRD Contractor BBS Coordinator pioneered the idea of an "outreach" program at the electrician's apprenticeship school, offering observer awareness training to all electrical apprentices. This will help spread the message to those who may not have had a chance to come to the IRD facility. After meeting with Local 725 officials and Apprenticeship Committee members the benefit was realized by both the contractors and contract employees. Refresher training has been placed on a three year frequency.

It was decided early in 2007 to train all interested employees, regardless of classification, as time would permit. The beginning of 2008 brought training opportunities for Lytle Electric. The training was performed by Lytle's BBS Facilitator in the New Year, and as many as 75 employees being observer trained. The total number of current and past employees trained to observer level is 212.

VII. *Collection of observation data*

The collection of data is an important aspect of the observation process, ranked second only behind employee involvement. The information to be gleaned from

the observation sheets is priceless, if an employee has taken the time to write down an at-risk behavior, this means they have went out of their way to help another. At one of the first committee meetings, it was decided by the members to place locked collection boxes in four accessible points throughout the jobsite to gather safety suggestions, S.O.S. forms, and Short Shot Observations (see attached copy of observation sheet). If employees were worried about anonymity in the process, then they are able to either not sign the observation or drop the sheet in the IRD A.C.T.S. drop box. The data was decided to be gathered weekly and given back to the workgroups for total observations done and high barriers. On a monthly basis the data is reviewed for percentage involvement of active trained observers. The names are never given, just the percentage out of the total number of trained observers. This is always tracked to measure employee involvement, as this is a goal to increase participation. The comments section of the observation is always reviewed for the information it might contain, and for follow-up action if needed. The observations are entered into the unified spreadsheet where each of the categories can be tabulated as safe or at risk yielding the percentages of at risk and safe behaviors. This information is also reviewed for focus points at steering committee meetings. The collection of Observation data has remained unchanged throughout the program.

VIII. *Mission Statement and Goals*

Our steering committee postponed this rather arduous task of selecting a mission statement and goals. This gave the committee some time to get a feel for this fledgling process that was underway. The first 4 months of our process went without mission or goals, but in this period of time the workgroup gathered some much-needed data. The data allowed a benchmark or reference letting us know where we stood as a group. After determining where we are, only then can we determine where we need to go in terms of goals. In October of 2006 a sheet was handed out to each employee at Lytle Electric asking for ideas on mission statement and goals for 2007. These sheets were gathered by the steering committee and reviewed at the January 2007 BBS meeting. The task of adopting a mission statement was the most difficult of all, as our steering committee knew that the mission statement adopted had the possibility of outlasting the employment of each member. The committee members all hoped to be building something to hand down to the next generation of electricians. The conversations concerning the mission statement were heavily weighted and much scrutinized, but finally all members agreed. The goals selected were much easier to decide upon, as all agreed that the goals needed to be a measurable, or a quantitative value, something we could track. The goals were selected specifically from our workgroup data gained from the previous year. The goals were selected in a similar manor for 2008, for a copy of the goals, please see the attached document. For a copy of the mission statement or goals, please see attached.

IX. Sustaining the Process, Incentives and Celebrations;

Incentives and Celebrations are important to sustaining any process, BBS is no exception. Incentives are not just prizes or monetary gifts in the conventional sense, the prize can be helping another worker go home uninjured, or seeing a comment or situation responded to in a timely manner. These things are intrinsic to us all, seeing a natural response to things we have vocalized as a problem or taken the time to write down. This is the reason we try to respond in a soon, certain, and positive manner at Lytle Electric. Our steering committee in conjunction with Jeff Reinoehl has developed a monthly incentive program to benefit those who are actively engaged in the observation process. The incentive program simply consists of \$50 each month to be drawn from the entered observation sheets from the previous month, this was designed to try and generate and sustain the process. The second part of the monthly drawing is the Lytle Electric BBS t-shirt with the SPARKYS logo on it; this is to be drawn randomly in the same manner as the cash incentive. In 2007, during turnaround periods (peak work) 3 meal tickets are given away daily to top observers. The meal tickets are to be used in the lunch tent erected on-site for the turnaround. In 2008 a full-brimmed hardhat was added to the incentives list, giving away one monthly as well as random pizza giveaways. The incentives are only to be drawn from those doing the observations; our program does not include the employees being observed. Our first annual celebration was contingent on the 2007 goals being met. If the goals were achieved, then Lytle Electric owner Jeff Reinoehl had agreed to fund a celebration dinner for all Lytle employees. The celebration plans have remained unchanged for 2008, though more celebration may be in order with the VPP certification and the large part that BBS played in the application process.

Several awareness handouts have been discussed for peak work times during the year such as turnarounds. These small awareness gifts do not take a great deal of money to put in place. An example of one of the prizes to be handed out is a pair of safety glasses with the Lytle Electric BBS logo engraved in the earpiece. These will be handed out by the steering committee pre-turnaround to each Lytle Electric employee with a reminder to “keep an eye out for one another”. As stated before, not a great deal of money, but everyone loves gifts, and this is something the employees could use anyway.

H. Graphic displays of the data and analyses of those data

Figure 1.

Lytle Electric Lost Time Rate vs. BLS

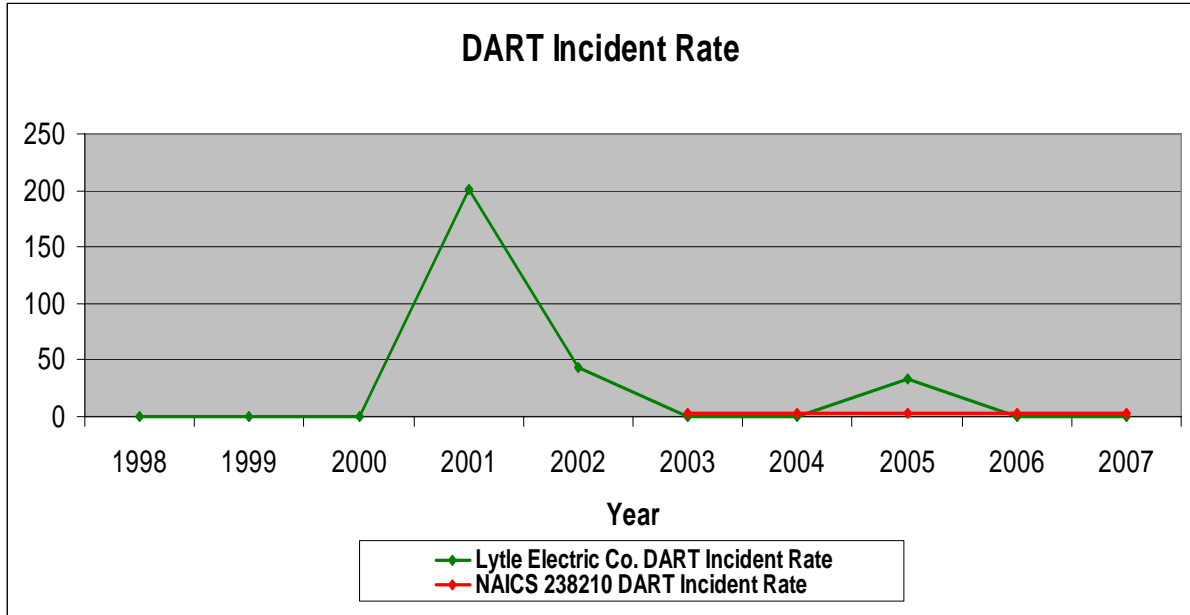


Figure 1 displays the rate of lost time injuries for Lytle Electric in comparison to the to the lost-time rate reported by the Bureau of Labor Statistics (BLS) for the entire Electrical construction industry in the United States. The data depicted by the graph only dates back to 2003 for the BLS because of a change of classification on the federal level. The BLS data could be extended further back but would be inaccurate. The graph shown for Lytle Electric clearly shows a downward trend. Lytle was clearly above the national average for the year of 2005, and had an extremely high rate for the year of 2002. The BBS process was implemented in 2006

Figure 2.

Lytle Electric OSHA Recordable Rate vs. BLS

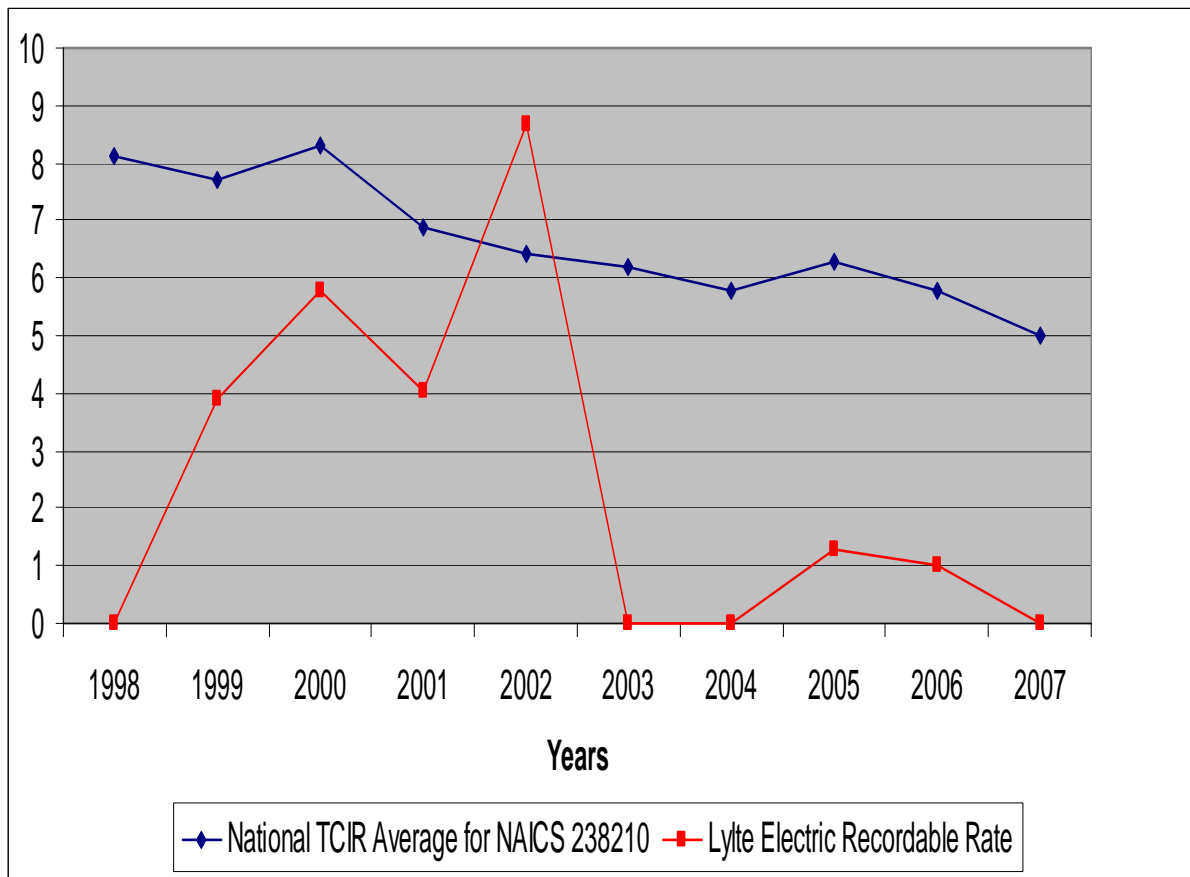


Figure 2 is a graph representing the recordable rate for Lytle Electric vs the average for the electrical industry as reported by the BLS. The national average is extremely high in comparison to the numbers for Lytle. Lytle did however manage to exceed the national average in 2002. It is interesting to note that the BBS process was implemented in 2006, and since then there have been no recordable injuries onsite since. The one recordable in 2006 happened at a jobsite not involved in the BBS process.

Figure 3

Lytle % At-Risk vs. Observations vs. Manhours/firstaid

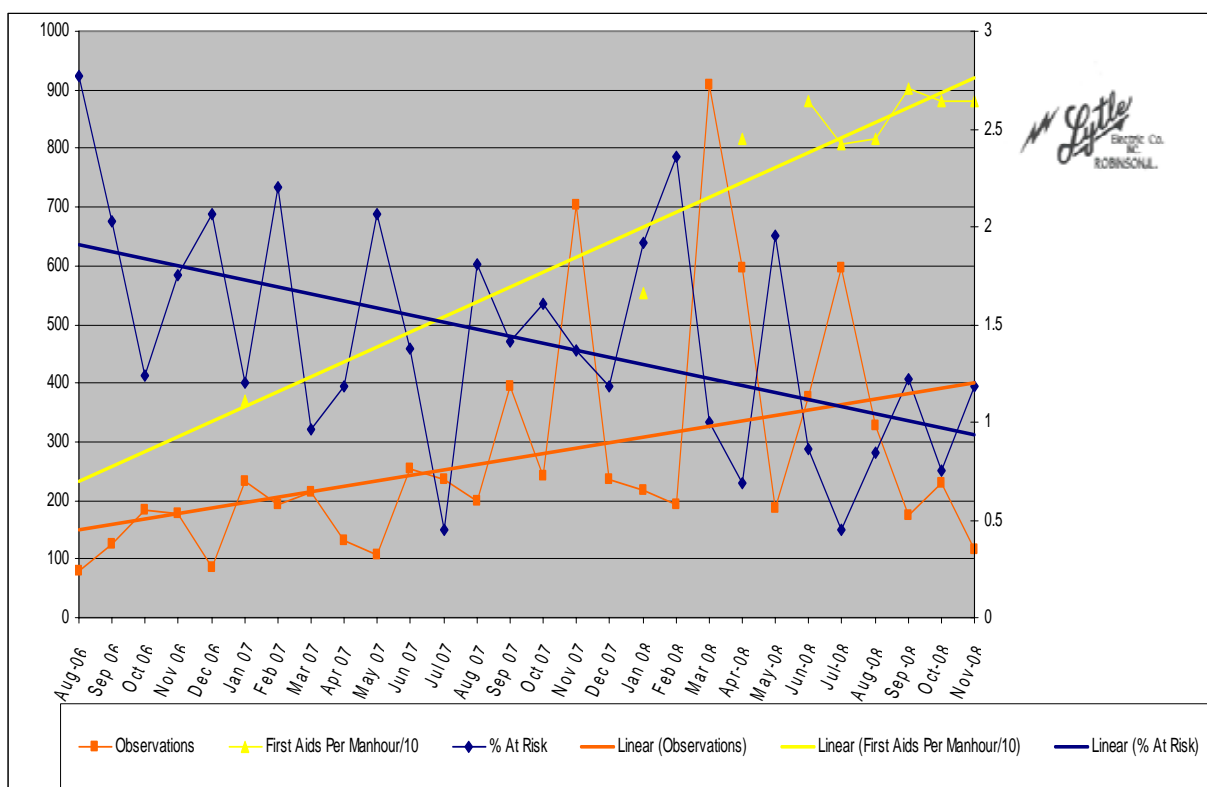


Figure 3 was developed to track the progress of the BBS process at Lytle Electric. The graph shows the classic trend of fewer injuries with increased observations. This is done by tracking the manhours worked between firstaid incidents. Firstaids are typically viewed as leading indicators to things far worse. It is important to note that by reducing the amount of firstaid injuries, we are reducing the probability of a recordable injury occurring. The graph also represents the percentage of at-risk decrease as the process matures