



SDR Coating Company

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Background Conditions at SDR Coating

SDR Coating is a painting contractor that specializes in industrial coatings, epoxy floors, tank lining, fireproofing, lead abatement, abrasive blasting, architectural painting, and wallcovering. SDR is headquartered in Clinton, IN. Clients that SDR serves on a regular basis include...

- Union Hospital (Terre Haute IN)
- Marathon Oil (Robinson IL)
- Eli Lilly (Clinton, IN)
- Indiana State University (Terre Haute, IN)

SDR's behavioral based safety program can be found at the Marathon Petroleum site in Robinson IL. SDR employee's started getting involved with behavioral based safety in 2005. This was the year employees started participated in the training that was offered and provided by Marathon Petroleum. SDR's management team and field employees recognized the success Marathon was having with their behavior based safety program. Other "nested" on site contractors were also recognizing the success MPC was having with behavior based safety. SDR wanted to climb aboard this new process. From 2005 to this present day over fifty SDR employees have been trained as observers.

Although SDR has a fluctuating workforce the company maintains an average number of 25 employees at Marathon Petroleum throughout the year. With an average of 25 employees on site and having trained over fifty employees SDR's percentage of trained employees remains near 100% at all times.

Employee safety is the number one priority at SDR Coating and this belief was given recognition in 2009 when SDR Coating received the OSHA VPP award. At this time SDR was the second coatings contractor in the United States to receive the VPP award.

Everyday at MPC SDR Coating employees are faced with ongoing hazards and obstacles that are present in their scope of work. SDR employees find themselves working in many hazardous work conditions including but not limited to.....

- Confined Space Entry Work**
- Abrasive Blasting (Hydro and Abrasive)**
- Energy Isolation**
- Working at heights**
- Lead abatement (requires special training)**
- Exposure to hazardous vapors (Respiratory protection)**
- Exposure to process hazards (HF Acid)**

The type of work listed above is safety sensitive work and requires the efforts of a highly trained, highly competent workforce. SDR management understands the importance of safety and chooses every morning to have lengthy toolbox talks. These morning safety meetings give each employee a chance to speak their mind on safety and bring up any concerns about the current projects. Formal safety training takes place once a week and the material presented is in the form of handouts and power point presentations. Employees are required to take a quiz on training topics to test their knowledge of the topics presented to them.

Description of the Workers

SDR has a diverse workforce including both male and female employees of all age groups. SDR is a union paint contractor and hires employees from local union halls. Most employees working for SDR are members of District Council 58(Illinois) and District Council 91(Indiana). Apprentice employees just beginning the trade are as young as eighteen years of age. Veteran employees with 20+ years of service are also among the workforce at SDR. In regards to safety training employees of all ages are trained equally while employed with SDR. Every employee hired is required to satisfy the new hire orientation process before beginning work. During new hire orientation the Site Safety Manager covers many procedures including all of SDR's company procedures, site specific procedures, emergency procedures, ppe requirements , and also the BBS process. Other training opportunities are offered to employees by local union officials.

Lead training is a necessary/mandatory requirement because employees must have the training to work on every job where there may be a possible exposure to lead. Every year Local 1705 employees (Robinson site) receive their annual lead training from a member at District Council 58. The training is a mandatory 8 hour refresher employees must attend if they wish to continue performing lead work at MPC and other surrounding

locations. DC 58 and DC 91 also provide members with other training that includes.....

- * **CPR / First Aid**
- * **Fall Protection**
- * **OSHA 10**
- * **OSHA 30**
- * **Confined Space**
- * **Respiratory Protection**

- * **Aerial Work Platforms**
- * **Scaffolding**
- * **Rigging & Hoisting**

As one can tell from the above paragraph employees working for SDR have many opportunities to advance their training. A combination of company training and also external training provided by members of the District Council allows SDR to employ a highly trained workforce.

Good Health is the most important characteristic a person can possess. SDR feels that health and safety go hand in hand and therefore encourage employees to take care of themselves while at work. During the hot summer months employees are provided with fresh water, gatorade, electrolyte tablets, and are also advised to take the necessary breaks they need to replenish their bodies. During the hot summer days employees are also trained to monitor themselves and others for heat related illnesses. Employees who feel they have overheated and aggravated a health condition are advised to have the plant nurse check their vital signs before they leave the worksite. This was a process SDR started in the summer of 2011 to assure that employees were not leaving work disoriented. This protects the employees from being a risk to themselves and others.

In the winter months employees are provided with gloves liners, winter coveralls, and a heated break trailer. Employees are encouraged to take shelter and warm up if they feel too cold. Employees are also trained to watch for signs of frostbite and hypothermia.

Some employees have been known to have personal health issues that need attention at work. For example, the on site plant nurse has periodically tested SDR employees for high blood pressure. This is beneficial and convenient to our workgroup because most of SDR's workforce utilizes a respirator and therefore must pass a quantitative fit test. If an employee's blood pressure is too elevated he or she will be turned away for the fit test until the pressure decreases. SDR also utilizes the plant nurse for random evaluations of our employees. It has become common practice to send our employees to the nurse when they experience any sickness at work. If an employee wants to leave work due to sickness, heat exhaustion, etc.... we first have the plant nurse examine their vital signs. This assures SDR and the employee that they are fit to leave the workplace and are not likely to cause harm to themselves or others while en route to their house.

Safety records held by SDR Coating can be attributed to our professional and safety minded workgroup. Individual safety training, certifications, and recognitions are kept in each employee's individual file. Our safety records are best viewed as by our

company accomplishments rather than individual records. Our workgroup's safety records and accomplishments were given public recognition in 2009 when SDR was awarded VPP for having a star work site. SDR Coating holds the record for most consecutive days worked without a "lost time injury" at Marathon Petroleum. (Which we are very proud of!).

Safety Concerns / Beginning a BBS Process

In 2005 SDR began training employees in the behavior based safety program. Leading up to the initial training of our workforce SDR was witnessing the positive impact the program was having with Marathon employees and other on site contractors. SDR's management team and employees felt this new behavioral process would give each employee a voice for safety. Employees felt that a BBS program would give them an outlet to express what they were seeing on the jobsites. SDR management had been informed that such a program helps lower injury incident rates and therefore was encouraged that developing a company bbs program would achieve lower injuries. Employees who were hesitant to be vocal about safety felt comfort in the observation process due to the "no fault" "no blame" system. A sense of relief was felt among the workforce since the process promoted a way to achieve corrections and not individual blame for at risk situations. A sense of proactive communication and openness was created which was not as prevalent before the BBS process.

The PBBS data

"At Risk" behaviors that are identified by our observers have been known to initiate the most discussion amongst our workgroup. Although safe work practices are noted and discussed, employees talk more about the at-risk behaviors because those are the behaviors that need attention. When an "at risk" is marked on a short shot observation it is immediately discussed and corrected ASAP. Observations are collected by the SDR Site Safety Manager and if an "at risk" is marked it is given immediate attention. This entails the safety manager approaching the employee who documented the at risk for a follow up correction. If an observation shows that an anonymous SDR employee was found performing a task in an unsafe manner the unsafe behavior is discussed with every employee. Since the bbs process prohibits individual blame every employee is educated on the "at risk" situation in hopes that it can be prevented in the future. If the unsafe behavior is directed towards a Marathon employee or Marathon property the Site Safety Manager forwards on the behavior to the Marathon Safety Dept. Recently the Site Safety Manger has compiled a graph that shows how many at risk's get identified each month and also shows the at- risk that was identified the most for a particular month.(ex...housekeeping , fall protection, tools,etc..) This graphing has been relevant because it has been known to show a trend of at risks behaviors. Data is collected by taking information directly form the observation form an entering it into the Marathon BBS system. Specific data is also taken from the "hard copy" observation form and documented on a word/excel document created and maintained by the Site Safety Manager. Collecting and organizing data by these methods ensures that data is

taken directly from the original source and put into a reliable/accurate system. It also assures a low margin for error.

Description of SDR's PBBS Program

As noted above SDR's BBS program was started in 2005. The training was conducted by Marathon Petroleum and only a few employees participated in training. The majority of SDR's workforce was trained in 2006. In 2006 twenty nine SDR employees were trained on site by the Marathon Safety Department. To date over 50 employees have been trained to perform short shot observations. Employees who have been trained to perform observations do so with a observation booklet. The observation booklet contains individual observer sheets that categorize the following behaviors.....

- * People
- *PPE
- *Procedures
- *Work Environment
- *Tools/Equipment

Examples of check list items listed under these categories include body mechanics, communication, pace of work, safe work permit, housekeeping, safety glasses, equipment condition , hand production., etc.. An employee performing the observation decides which of these behaviors apply to the task at hand. If the observer is conducting a peer to peer observation then permission needs to be granted from the employee(s) who the observer wishes to observe. If permission is granted then the observer begins the observation by determining which behaviors apply and then decides to check the behavior as safe or unsafe. At the conclusion of the observation the observer reviews the completed short shot form with the observed. Feedback by the observer shows the safe behaviors that took place and may identify any at risks noted. Some at risk situations can be corrected on the spot. If an at risk can not be corrected immediately or requires a change in procedure or equipment a follow up may be necessary. If an observation is in need of a follow up it is marked "**follow up needed**" on the back of the observation form. If the risky behavior(s) that needs a a follow up can be corrected within the SDR workgroup it is done so. If the follow up needs the assistance of Marathon or another workgroup the respective safety personeell are contacted. The observer also has the option of labeling the at risk with a barrier. The following barriers may apply and be the cause of the at risk behavior.....

- Business Systems
- Equipment / Facility
- Personal Factors
- Culture
- Personal Choice
- Unsure of Safe Practices

By determining the barrier the cause of the at risk can be more easily determined. Some barriers deal with personal decisions and some barriers can be point to problems

with the facility and or equipment in use. Regardless of the causes and severity surrounding an at risk behavior SDR has always put forth good effort to correct unsafe actions promptly.

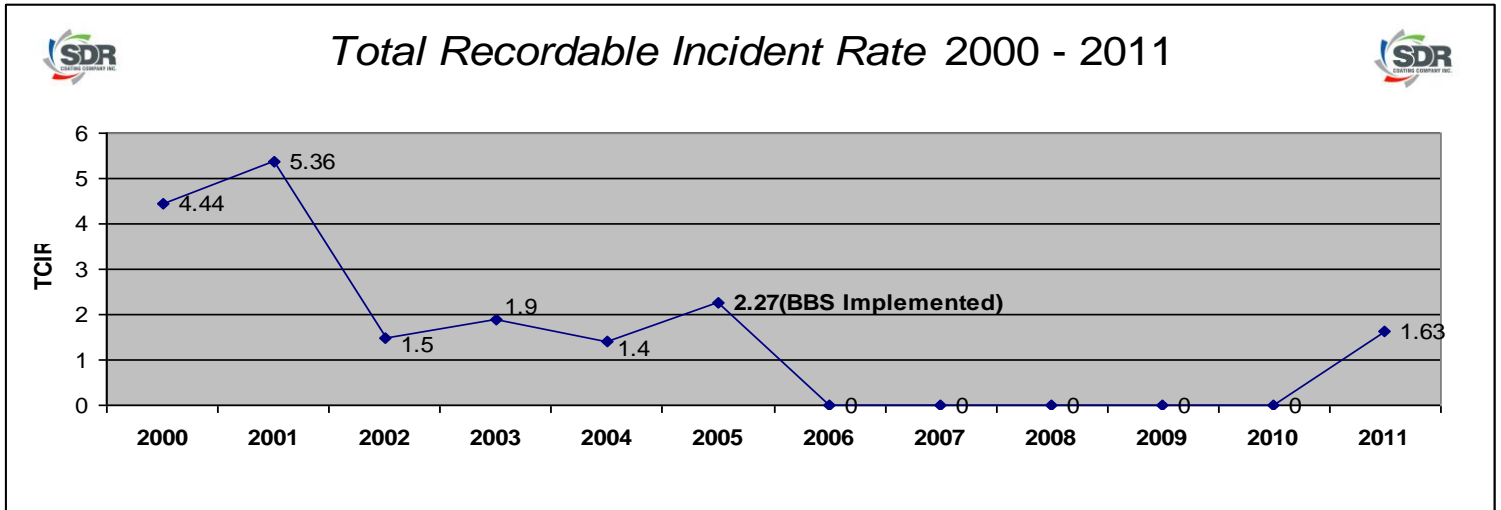
Employees who wish to participate in the observer process can place completed observations into a drop box located at SDR's break trailer. The BBS drop box is checked daily by the Site Safety Manager so observations can be followed up and entered into the data base systems immediately. Some employees choose to hand their observations directly to the Site Safety Manager during the course of the workday.

SDR BBS participation is tracked by a percentage of monthly participation. The Safety Manager keeps the workforce informed of the current participation by posting which employees are participating and how many observations each employee is performing. Percentage of participation is listed at the break trailer and is a number that represents who is participating compared to who is trained to participate.

Each month employees who participate by performing observations are eligible for a small prize drawing. The odds of winning the BBS drawing is equal to the number of observations an employee performs. An employees name is put into the drawing on a piece of paper for each observation performed. (3 short shots = 3 names) The winner has the choice of a gift card which is redeemable (Valued at \$25) at a local business in Robinson. This small incentive gives active observers recognition within the workgroup and tries to encourage participation.

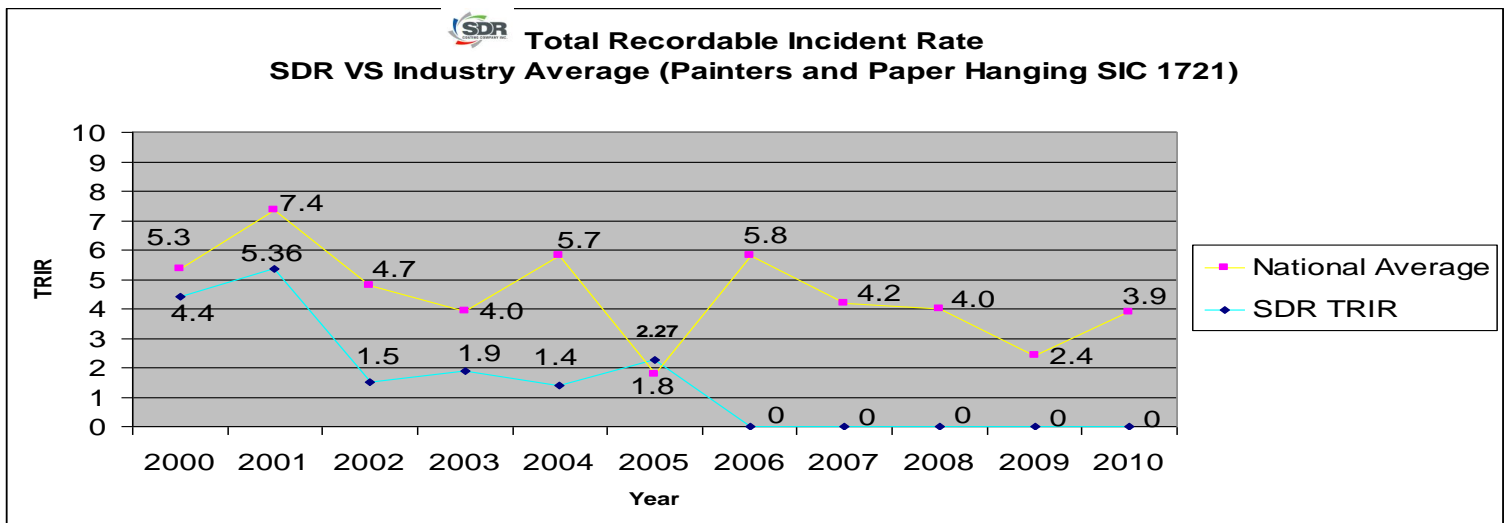
Graphic Displays & Analysis of SDR BBS Data

Graph A. Total Recordable Incident Rate



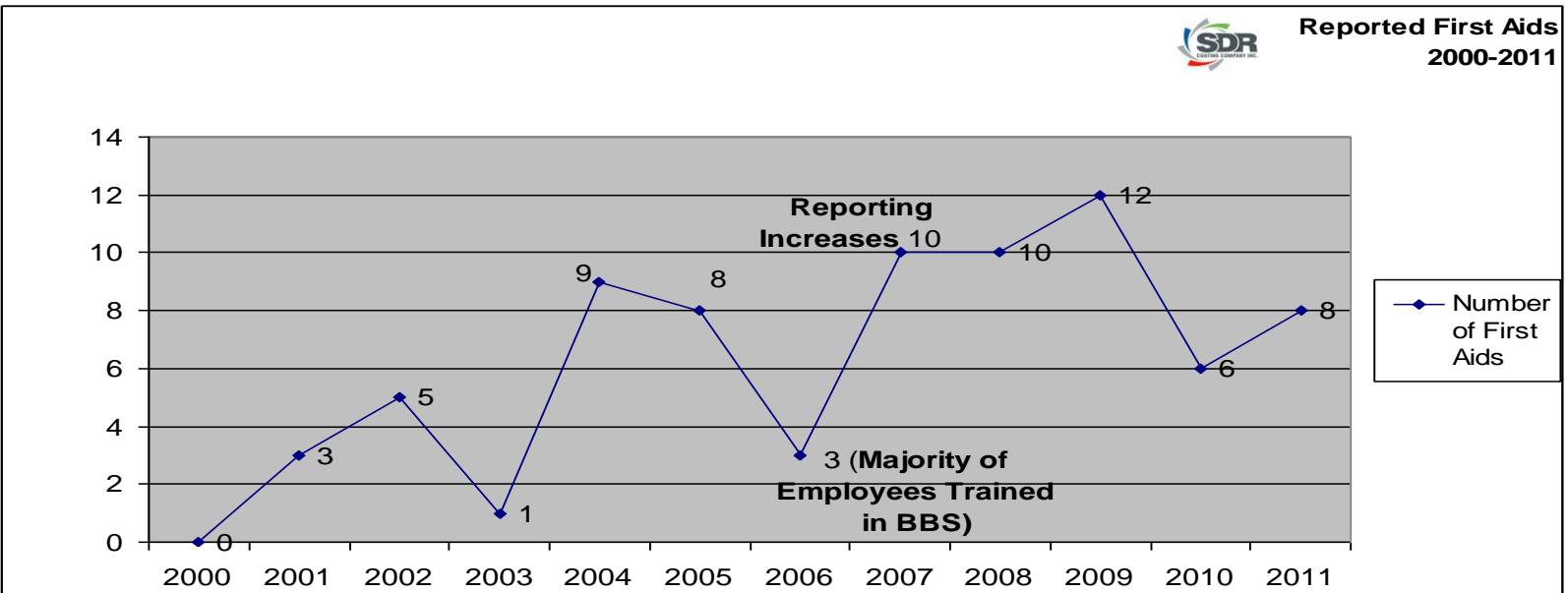
Graph A represents the success SDR achieved in lowering the companies recordable incident rate after adopting a behavioral based safety program in 2005. After 2005 the data suggests that the program contributed to lowering the incident rate for the next five years!

Graph B. SDR Incident Rate VS. Industry Incident Rate



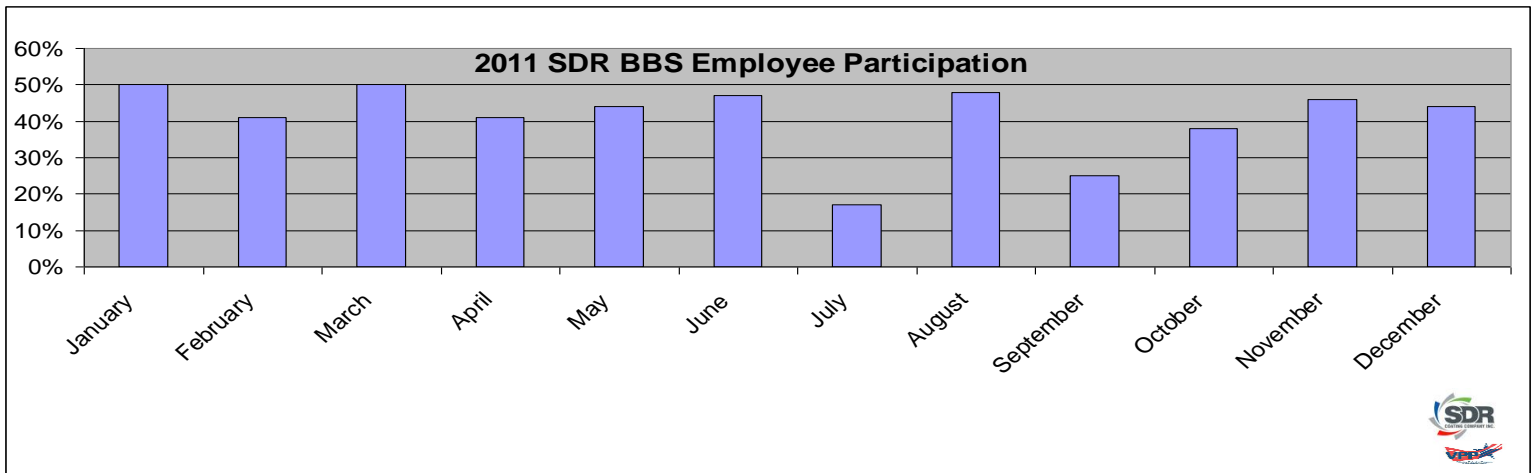
Graph B represents the comparison of Total Recordable Incident Rate of SDR Coating Company compared to the Industry Average. It is noted that in 2005 the company was above the industry average (2.27) which was also the same year the SDR BBS program started to take shape. As the BBS program began to establish success was achieved in staying well below the industry average!

Graph C. Firt Aid Reports 2000 - 2011



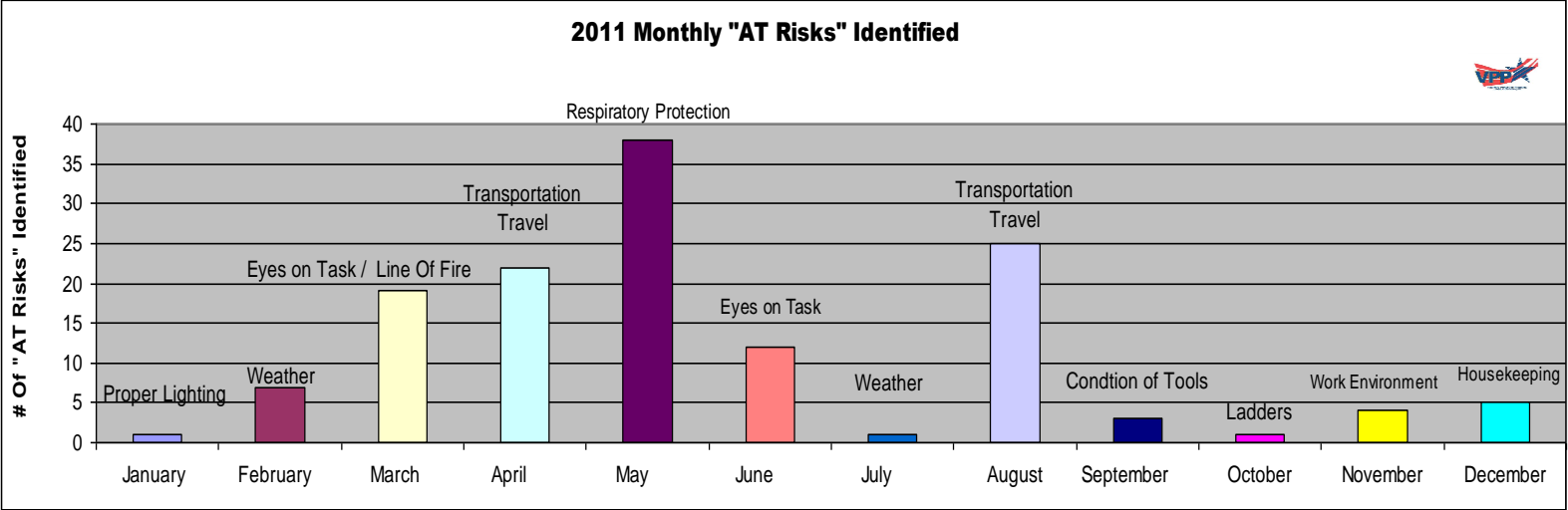
Graph C represents the steady increase in firt aid reporting SDR achieved once the company BBS program began. BBS created a more proactive reporting environment and established a closer relationship between field employees and management. The above chart suggests that the SDR BBS program assisted in establishing a more consistent reporting system after a majority of employees received training in 2006.

Graph D. 2011 % of Employee Participation



Graph D displays a monthly percentage of SDR employees who participated in observations in 2011. Although satisfied with the steady amount of involvement the goal to reach higher employee participation is ongoing. SDR hopes to achieve higher participation in 2012.

Graph F. 2011 At Risks



Graph F displays the number of at risks that were tracked each month in 2011. The “At Risk” identified the most for each month is displayed at the top of each bar. As stated in the application SDR’s BBS program centers around identifying and correcting “at risk” behaviors. Employees believe trending “At Risk” behaviors helps raise our overall safety awareness.