



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 Petroleum (Robinson IL)
- Eli Lilly (Clinton, IN)
- Indiana State University (Terre Haute)

SDR's behavioral based safety program can be found at the Marathon Petroleum site in Robinson IL. SDR's involvement with behavioral based safety began in 2005. This was the year employees started participating 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 witnessing 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 painting contractor in the United States to have a formal partnership with OSHA.

Every day 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 competent workforce. SDR's 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 specific training topics to test their knowledge of the material 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 represented by the International Union of Painters & Allied Trades. 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 paint removal 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 particulate. 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 abatement 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 union representatives 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 glove 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 driving to their residence.

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 in Robinson. In 2012 SDR received top accreditation for their BBS program.

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 field 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 types of behaviors they were seeing on the jobsites. SDR's management realized that a BBS program would aid in lowering injury and 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/Opportunities" 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"/opportunity is marked it is given immediate attention. If an observation shows that an anonymous SDR employee was found performing a task in an unsafe manner the unsafe behavior is discussed with the employee. Since the BBS process discourages discipline every employee is educated on the "at risk" situation in hopes that it can be prevented in the future. If the unsafe behavior/condition 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" behaviors get identified each month. This graph also displays the at- risk that was identified the most for a particular month. This data has been updated to reflect the most current "at risk" behaviors/conditions over the last three years.(ex...housekeeping , fall protection, tools, etc..) This graphing has been relevant because it shows a trend of unsafe behaviors. Data is collected by taking information directly form the observation form and 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 the following year. 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 an 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/conditions apply and then decides to check the behavior/condition as safe or unsafe. At the conclusion of the observation the observer reviews the completed short shot form with the observed. Feedback is given by the observer to the employees being observed and the safe behaviors/conditions that took place are discussed along with any at risks noted. Some at risk situations can be corrected on the spot. If an unsafe condition cannot be corrected immediately or requires a change in procedure 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 and the issue is usually turned over to MPC's safety department for review. The observer also has the option of labeling the unsafe condition 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 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 system immediately. Some employees choose to hand their observations directly to the Site Safety Manager during the course of the workday.

SDR's 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 are 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.

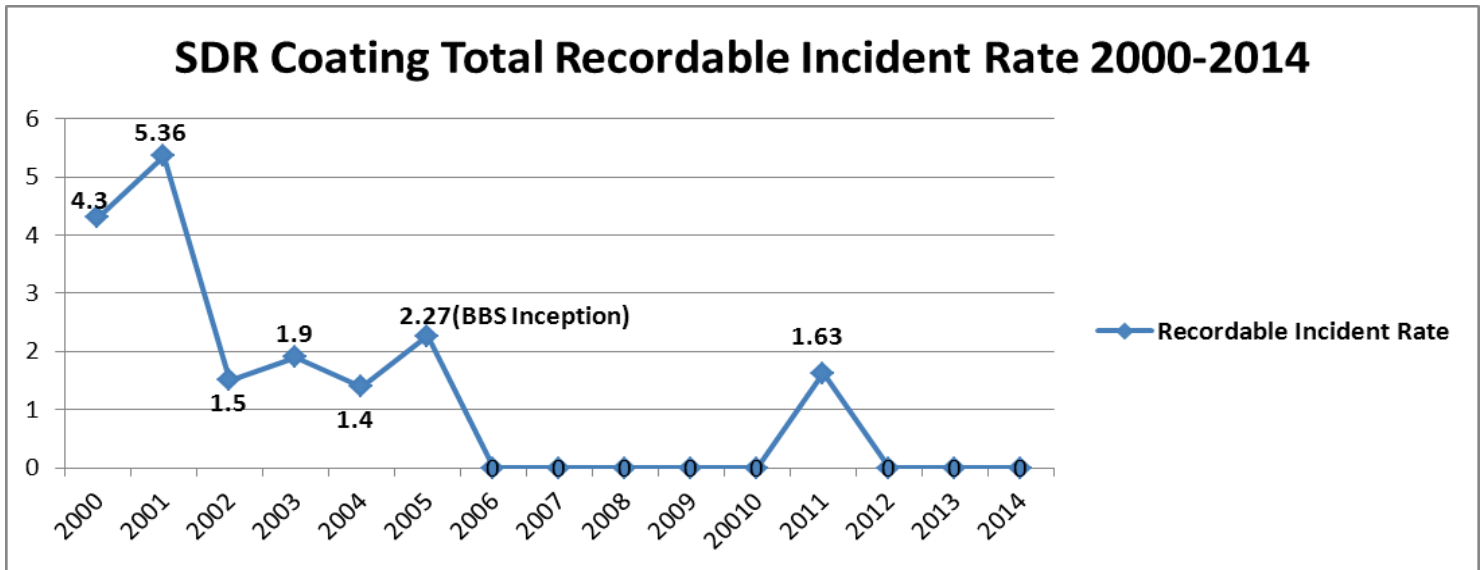
In 2012 SDR's BBS Committee voted to change the incentive program. Any observer who participates monthly continues to be eligible for the chance of winning a small incentive. At the end of the participating month any employee who performed at least one quality observation draws a card during a weekly safety meeting from a full deck of playing cards. The employee with the highest card can choose to take an hour off work, or their choice of a \$25.00 gift card. The observer with the second highest card wins their choice of a \$10.00 gift card. The committee decided that this change would encourage employees to focus on performing quality observations instead of completing as many as possible for the sake of increasing his/her odds for the prize.

Graphic Displays & Analysis of SDR's BBS Data

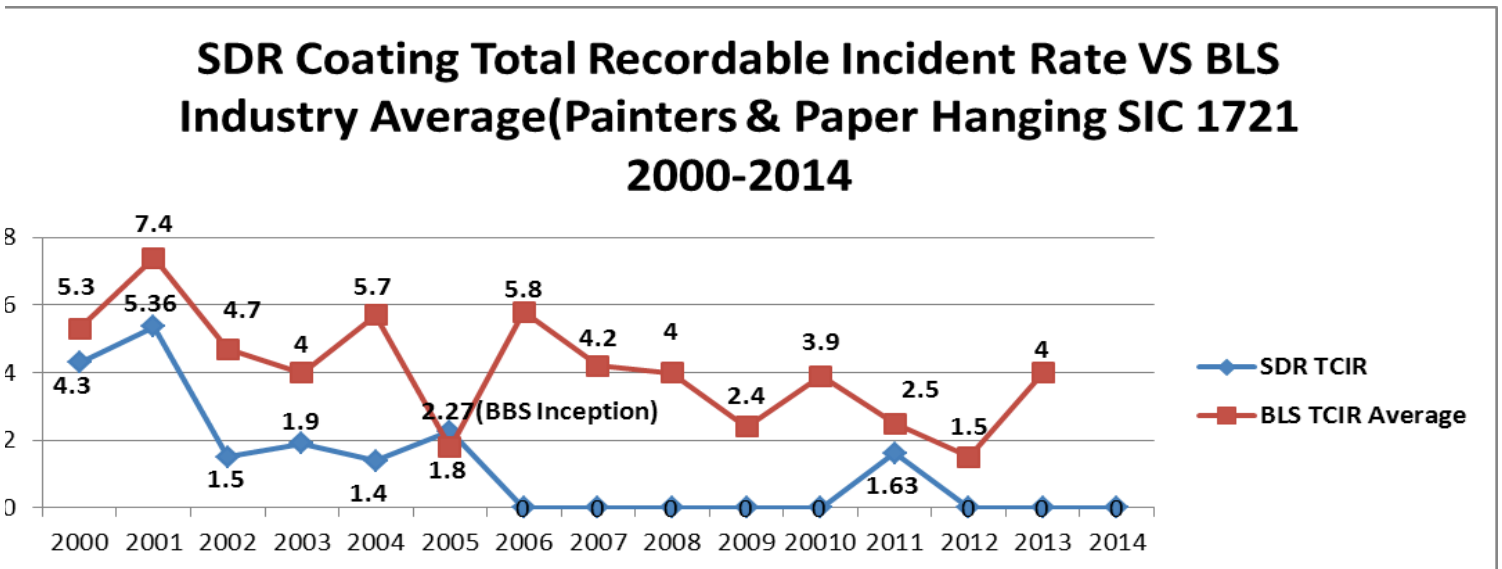
Graphs A & B Total Recordable Incident Rate

The following graphs represent the success SDR Coating achieved in lowering the companies recordable incident rate after adopting a behavioral based safety program in 2005. After 2005 the data indicates that the program contributed to lowering SDR's incident rate for the next five years! Since being awarded the BBS Accreditation in 2012 SDR has incurred very few first aid injuries and no recordable injuries. Succeeding in injury prevention has kept the companies TCIR below the industry average for the painting trade when compared to the BLS national average.

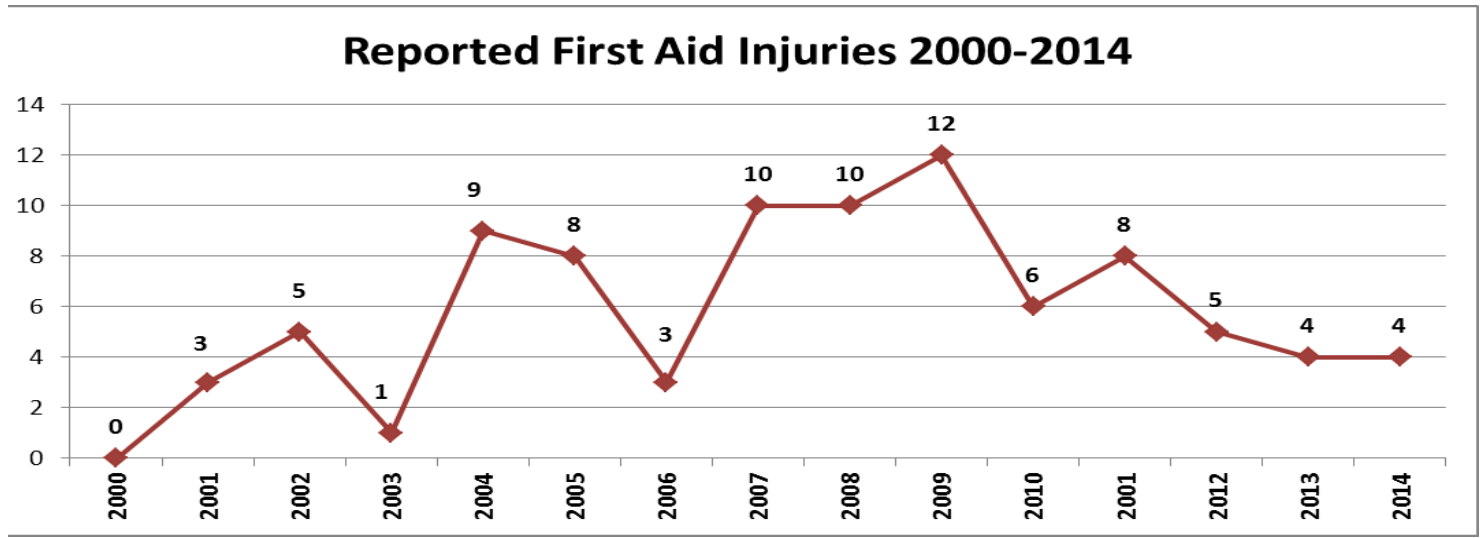
Graph A.



Graph B.

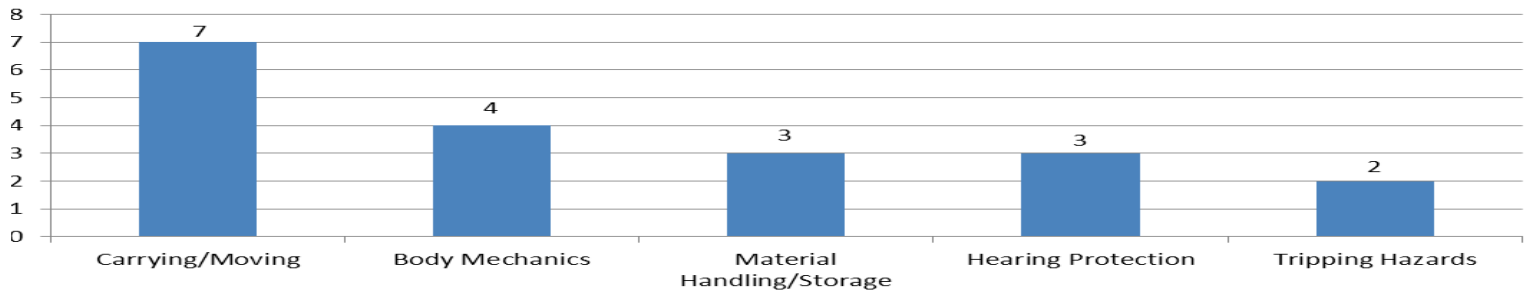


Graph C Represents the steady increase in first aid reporting SDR achieved after the companies BBS program was established. BBS created a more proactive reporting environment and established a closer relationship between field employees and management. The following chart suggests that the SDR BBS program assisted in establishing a more consistent reporting system after a majority of employees received training in 2006. First aid reporting since 2011 shows a continued consistency in reporting and also indicates a decrease in overall injuries. Consistent reporting has aided in educating employees on how to prevent future injuries.

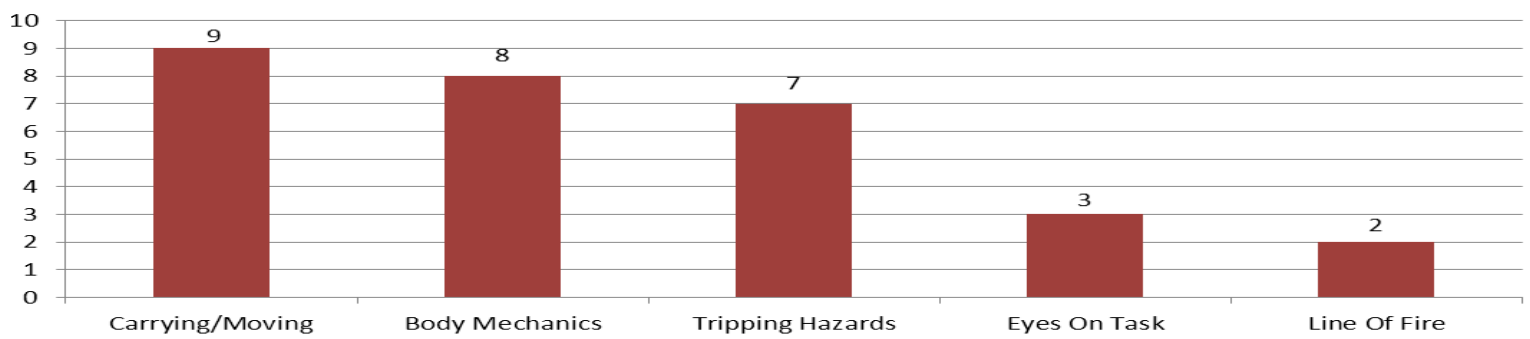


Graphs D&E Represent the top five 2012-2014 “At risk” behaviors/conditions that were observed the most for each year. **Carrying/Moving** was the number one “At-Risk” observed in 2012 & 2013. The unsafe behavior decreased in 2014 among observers but it still an ongoing behavior that continues to get documented for improvement. Work practices SDR uses to improve the safety of this behavior include getting assistance when moving heavy objects and using the right equipment when transferring material. There has also been a trend that indicates a need for improving **Body Mechanics**. This behavior is the second most unsafe behavior observed among observers all three years. Employees have described that unsafe **Carrying/Moving** and **Body Mechanics** are usually due to poor access they encounter while performing a task. SDR has responded to this concern by seeking corrective measures such as having scaffolding modified, and using aerial work platforms to enable better access to work areas. The issues surrounding **Body Mechanics** significantly decreased in 2014 due to the high level of awareness it received in previous years. Another condition that continues to need improvement in the work environment is **Tripping Hazards**. Due to large projects in-conjunction with scheduled shutdowns the Marathon Refinery has seen a large scale of work in the last three years. The large amount of work requires a lot of equipment/tools, and materials that are present at every work area. MPC and contractors continuously work to eliminate trash, debris, and unsafe storage areas. Poor housekeeping and improper storage are factors that lead to trips and falls. These conditions are frequent topics of discussion at MPC and this proves true when looking at data from SDR observers.

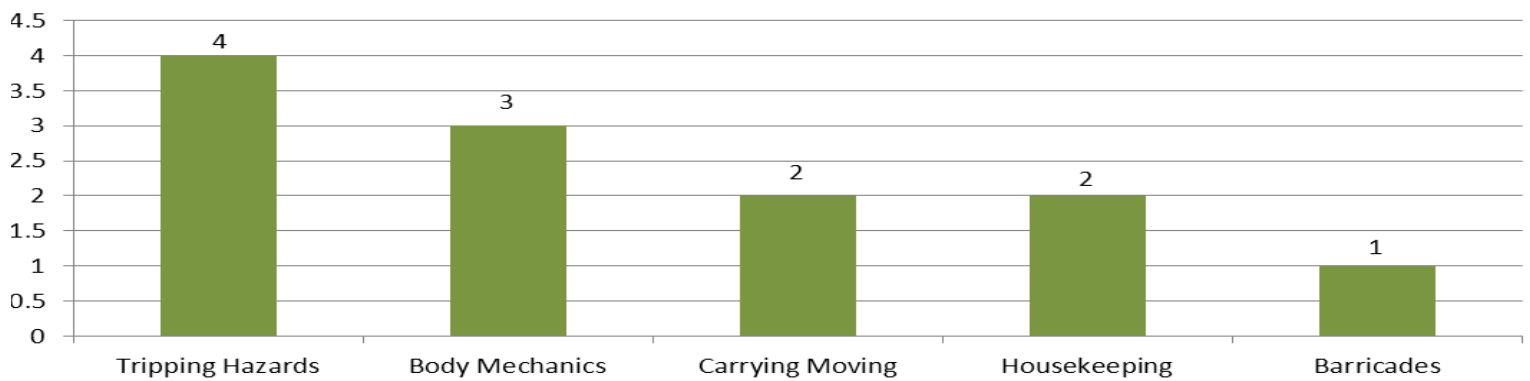
2012 Top 5 "At-Risk" Correction Opportunities



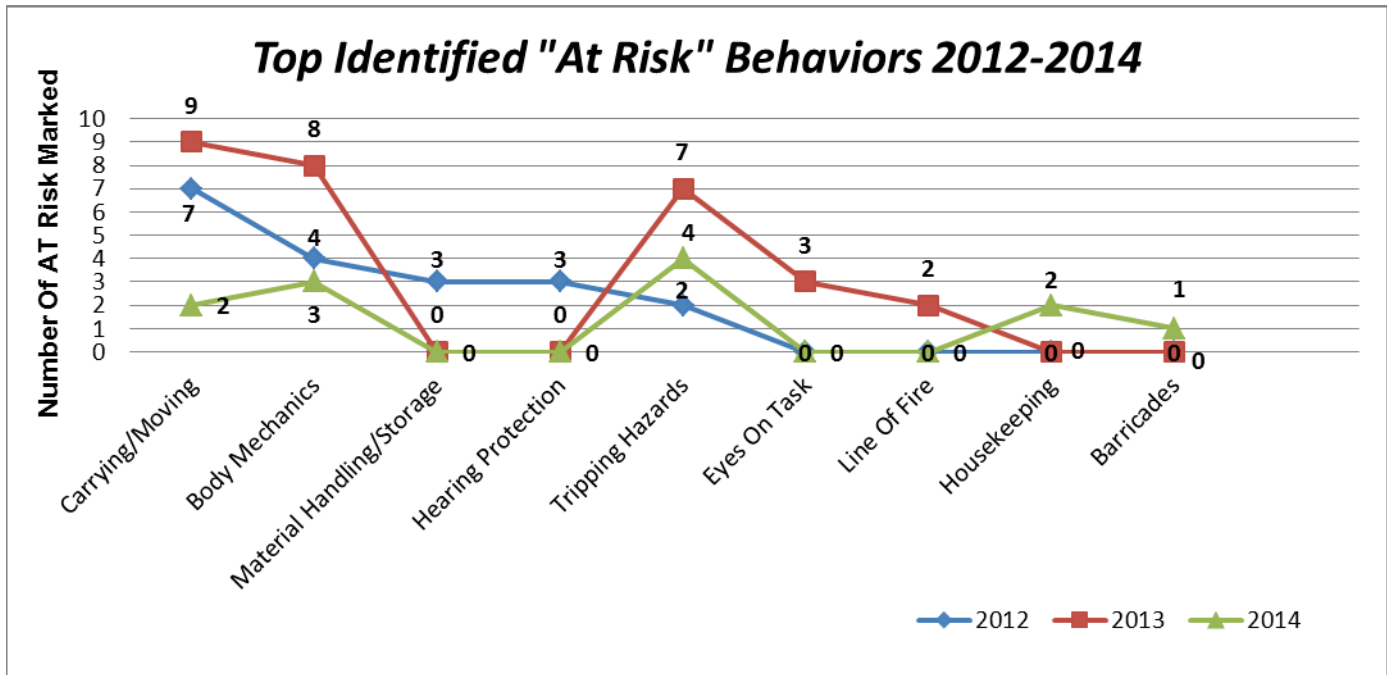
2013 Top 5 "At-Risk" Correction Opportunities



2014 Top 5 "At-Risk" Correction Opportunities



Graph E.



Graph F. Displays the percentage of trained SDR observers who participated in observations for each year dating back to 2006 when SDR’s BBS program was just starting. The observation process was off to a slow start for the first couple of years after the program’s inception. In 2008 MPC provided several training sessions which greatly increased the number of SDR observers performing observations. At the end of year 2008 employee participation had soared to new heights. Employee participation reached a peak in 2011 due to a large scale of work including the construction of two new units at MPC. At this time BBS was being promoted on a large scale and lucrative incentives were offered for those employees completing observations. Employees were going through mandatory training sessions which were scheduled on a regular basis. In 2012 and 2013 employee participation was similar to the participation witnessed in 2009 and 2010. A new contractual agreement between MPC and contractors is thought to have contributed to a slight drop in participation in 2014.

Graph F.

