

Cambridge Center for Behavioral Studies Accreditation Site Visit Report

To:
GARY PLUMMER
SAFETY COORDINATOR
TREVOR ATHERTON
SAFETY MANAGER
GRIBBINS INSULATION
1400 E. COLUMBIA
EVANSVILLE, IL 47711

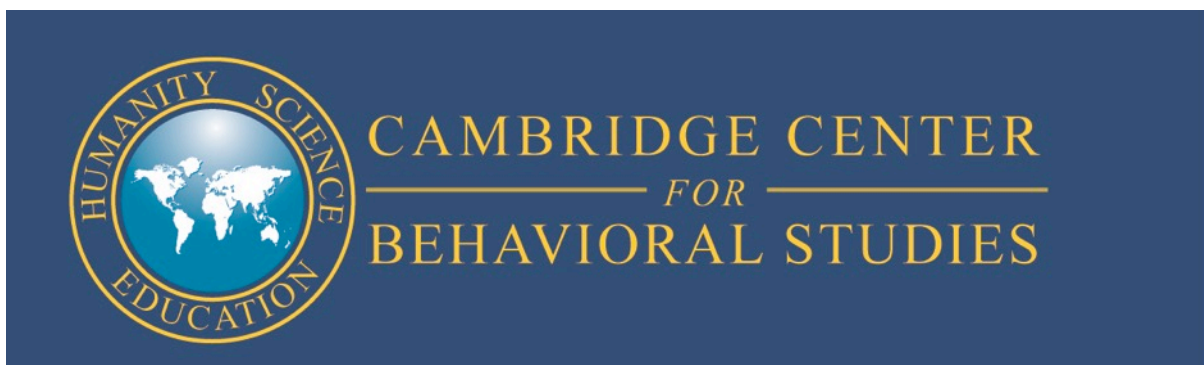


DECEMBER 16, 2019

Commission on Behavioral Safety Accreditation
Cambridge Center for Behavioral Studies (CCBS)
P.O. Box 7067
Cummings Center Suite 340F
Beverly, MA 01915

Review team: Sigurdur Oli Sigurdsson, Ph.D. (Review Chairperson)
Don Kernan (Commissioner)

Cambridge Center for Behavioral Studies (CCBS) Mission
To advance the scientific study of behavior and its humane application to the solution of practical problems, including the prevention and relief of human suffering.



Accreditation Decision

The Cambridge Center for Behavioral Studies' Commission on Behavioral Safety Accreditation reviewed Gribbins Insulation's application for Re-Accreditation and performed a site visit on October 09, 2019. Based on data reflecting exemplary safety performance of Gribbins Insulation, and supported by observations and interview during our visit, Dr. Sigurdsson and Mr. Kernan found that Gribbins Insulation's BBS (SAFE) behavioral safety program meets the three basic accreditation criteria of the Commission on Behavioral Applications for Behavioral Safety Accreditation:

- 1) it is a behavioral process,
- 2) the process has had a visible positive impact on safety performance,
- 3) the process has produced sustained positive performance over 3 or more years.

The Commission site visitors recommended to the Commission that the SAFE (SURVEYING AT-RISK for ELIMINATION) Behavioral Safety Process (as integrated into the Marathon Petroleum Company FUELS Behavioral Safety Process) be Re-Accredited at the Gold Level for a period of three years. This recommendation was unanimously approved on December 16, 2019. Recommendations for possible enhancements to the program are contained in the section on Standards, which starts on p. 9.

The Cambridge Center for Behavioral Studies accredits the Gribbins Insulation's Behavioral Safety program for 3 years (November 2019 to December 2022).

Sampling Methodology of Gribbins Insulation Behavioral Safety Program Review

Gribbins Insulation's behavioral safety process is part of the FUELS behavioral safety process in the Illinois Refining Division (IRD) of Marathon Petroleum Company LP. Gribbins uses its own checklist in order to better capture Gribbins worker activity. This review is therefore based on the fact that Gribbins Behavioral Safety program is integrated into the FUELS process, which was reviewed in the same visit (see report [here](#)). In the site visit, the Accreditation review team worked with Gribbins Insulation's Behavioral Safety Coordinator (Safety Manager) and the FUELS Team in order to evaluate the behavioral integrity and ongoing impact of the Behavioral Safety program on safe performance and the reduction of injuries. This was accomplished through: a) review of the written application for accreditation, b) safety performance data review, c) interviews with accountable parties, and d) witnessing behavioral safety processes in action. The Application for Accreditation renewal was submitted to the CCBS on September 3, 2019 for purposes of reviewing the Gribbins Insulation's behavioral safety program. The current application updated safety performance data and provided examples of more recent behavioral safety implementations. The site visit itinerary allowed the reviewers to interview the Gribbins safety manager, front-line supervisors and employees, and to review Gribbins Insulation's SAFE participation and integration into the FUELS process.

Site Review Itinerary

October 09

01:30 pm - 02:30 pm: Interview with a small sample of employees

02:30 pm - 03:30 pm: Interview with Safety Manager/Behavioral Safety Coordinator

03:30 pm - 04:30 pm: Interview with a small sample of front-line supervisors

BEHAVIORAL SAFETY REVIEW AND RECOMMENDATIONS

Safety Performance

The visit supports the data and information in the Gribbins Insulation's application, including behavioral data, leading indicators and injury outcome data. In the three years since the Re-Accreditation o in 2016, OSHA has released incident data for the following years: 2015-2017. OSHA data have not been released for 2018, but Gribbins' data continues to be low in 2016- 2018 and experience a spike in 2019 YTD due to one injury.

"The incident occurred when an employee went to lift a box of insulation. The employee was unaware of the weight of the box and suffered a hernia. After the incident we reviewed with all of our employees and started weighing all boxes of insulation and moveable equipment and placing stickers on all equipment and materials weighing 50 lbs, requiring a two person lift. This procedure was reviewed with all employees and stickers are attached before materials or equipment are brought into the facility."

The graph below shows the OSHA Recordable rates for Gribbins workers at Marathon IRD (in dark blue), and comparable industry (light blue). Comparable industry is "Painting and Drywall Contractors" (NAICS code 238320).

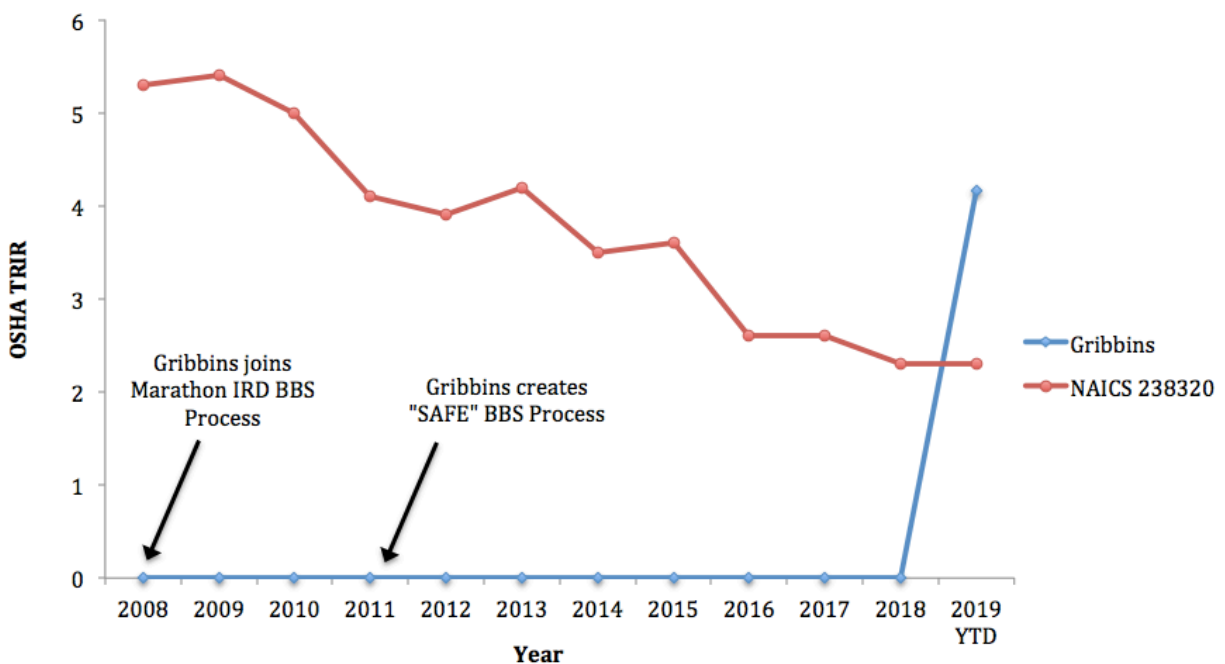


Figure 1. Gribbin's Insulation incident data and comparators

The BBS program has had a large effect on leading safety and health measures. The BBS program allows employees to identify and mitigate hazards as they see them in the field and in "Real Time". As hazards are identified such as unsafe behaviors and conditions, they are both mitigated in the field, and a coaching opportunity takes place. These observations have overtime reduced the

hazards that employees see while performing the task, because they are “Self-Coached” by addressing issues as they arise, and potentially learning new approaches to perform a task in a safer more effective manner.

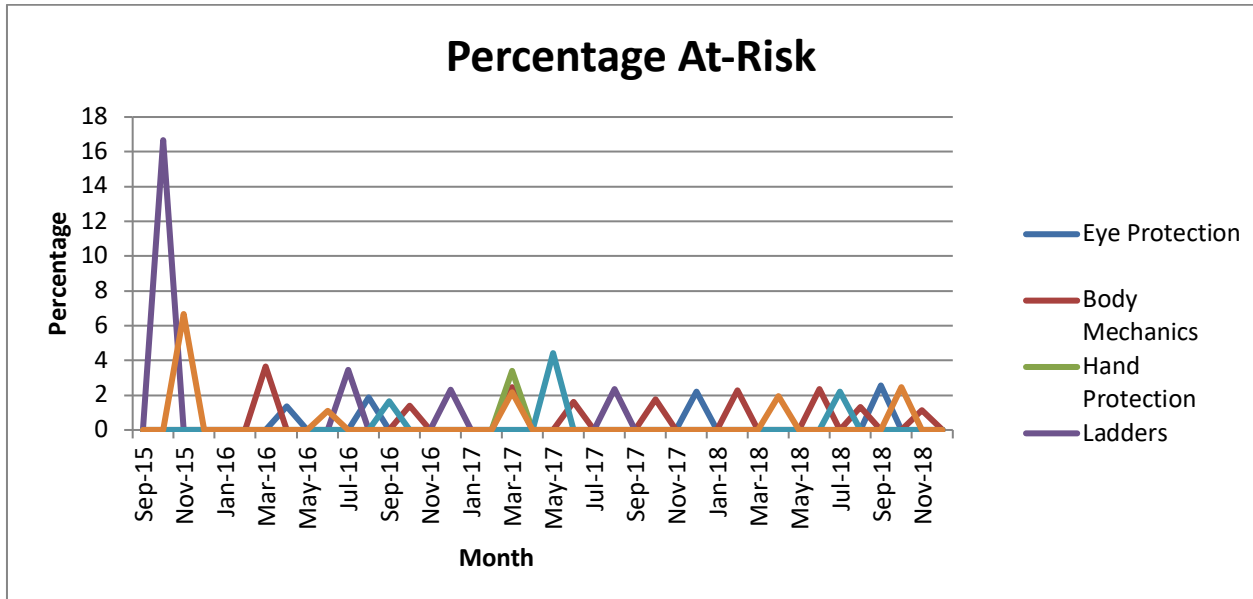


Figure 2. Gribbins Insulation’s Percentage At-Risk

About Gribbins Insulation Company

Founded in 1985, Gribbins Insulation is a commercial and industrial mechanical insulation contractor. Their mission is to provide the highest level of safety, quality and productivity, resulting in customer satisfaction, employee fulfillment and financial success.

Gribbins installs fiberglass, calcium silicate, mineral wool, elastomeric insulation, as well as others, on piping, duct work, equipment and vessels. Insulation is cut using knives or hand saws and then installed using weld pins, adhesives or tape. Once the insulation is installed, depending on the application, it is covered with PVC jacketing or aluminum jacketing and secured by screws or bands. To access their work they use ladders, scaffolding and aerial lifts. Work is performed at various locations and include refineries, pharmaceutical manufactures, power houses and commercial sites.

Gribbins performs Industrial insulation construction, industrial insulation maintenance and management functions. Some of the hazards employees face during their job include laceration for knives or metal, foreign debris in their eyes, burns from hot pipes and equipment, punctures from wires, outdoor weather conditions, awkward body mechanics and elevated heights while working from ladders, scaffold and aerial lifts.

As of 10/09/2019, there are 28 employees representing Gribbins Insulation at Marathon IRD.

Safety Performance Achievements and Awards

Gribbins Insulation has achieved the OSHA VPP Star at Marathon Petroleum Company and at Eli Lilly and Company.

Some of the industry awards that received over the past several years include:

2018

- Central Sate Insulation Association (CSIA) Platinum Safety Award
- Coalition for Construction Safety (CCS) Safety Leader Award – 7th consecutive year
- Indiana Governor’s Workplace Safety Award – 6th consecutive year
- Marathon Petroleum Co. Illinois Refining Division Exceptional Contractor Award Finalist
- National Insulation Association Theodore H. Brodie Platinum Safety Award
- Nation Maintenance Agreement Policy Committee (NMAPC) – Zero Recordable Injury Certificate of Merit (Marathon)

2017

- Central States Insulation Association (CSIA) Platinum Safety Award
- Coalition for Construction Safety (CCS) Excellence in Safety Award – the Crystal Eagle – 2nd year!
- Coalition for Construction Safety (CCS) Safety Leader Award – 6th consecutive year
- Indiana Governor’s Workplace Safety Award – Education and Outreach (Internal) Construction – 5th consecutive year
- Marathon Petroleum Co. Illinois Refining Division Exceptional Contractor Award Finalist
- National Insulation Association Theodore H. Brodie Platinum Safety Award

2016

- Coalition for Construction Safety (MICCS) Safety Leader Award – 5th consecutive year
- Indiana Governor’s Workplace Safety Award – Innovations for a Medium-Sized Employer – 4th consecutive year
- Marathon Petroleum Co. Illinois Refining Division General Manager’s Contractor Safety Excellence Award – 12th consecutive year!
- National Insulation Association Theodore H. Brodie Platinum Safety Award
- The Association of Union Constructors (TAUC) Thomas J. Reynolds Award for Excellence in Construction Safety

The SAFE (FUELS) Process

To identify and assess safety risk Gribbins reviews first aid injuries, near misses, BBS observations, annual safety survey, and audit findings to determine which areas they need to focus on. These risks are evaluated at a minimum of once annually, or as needed. Risk are prioritized based on the number of hazards seen throughout the past year and well as the severity of the risk involve, based on the prioritization the focus is on the most observed and most severe categories first. In a meeting, they compile a list of the six areas to be focused on. These areas include: 1. Employees wearing the proper eye protection for the task at hand. 2. Employees using proper body mechanics. 3. Employees wearing the proper hand protection for the task at hand. 4. Employees working from a ladder correctly. 5. Employees working flat-footed and with chain closed while in scissor lift. 6. Employee using fall protection and using correctly when required. These areas are shared with all employees during our weekly safety meetings. With their own form and process, Gribbins has the ability to change focus areas according to the information they gather from these reviews.

Behavioral pinpoints are identified on a monthly BBS summary. Areas with less than 98% safe are reviewed with employees. Priority targets are managed separately from standard targets, and are

often focused on immediately. Gribbins will often begin to address these high priority targets immediately in the form of safety stand downs, toolbox talks, safety meetings, and company bulletins distributed electronically. Pinpoints have changed over the past three years by focusing on a more specific behavior within a broader area. For body mechanics, Gribbins started looking if employees were twisting while performing job tasks due to recent incidents throughout the company. Gribbins also started focusing on if employees were remaining between the rungs of a ladder instead of the broad range of ladders, something that was identified during jobsite inspections.

In 2109, Gribbins replaced some focus areas. They removed employees wearing proper eye protection and employees working flat footed with chain closed while working from a scissor lift. Those were replaced with material handling (employees using proper lifting techniques, two employees or mechanical means being used for materials or equipment over 50 lbs. and materials and equipment labeled) and driving safety (seat belts being worn, speed limit being observed, no distracted driving). The material handling was added because of an injury and an employee suffered while trying to move a box of material that weighed over 50 lbs. Driving safety was added due to several driving-related incidents.

Gribbins Insulation Observation Report										
September-18										
Total People Observed		56								
Observations Conducted		40								
		# Safe	# Risk	% Safe	% Risk	# Marked			% Marked	
Tools and Equipment										
Employee wearing proper eye protection for task at hand. (Safety glasses, Goggles, Face Shield)		38	1	97.44 %	2.56 %	39			97.50%	
Employee not twisting while performing tasks.		39	0	100.00 %	0.00 %	39			97.50%	
Employee wearing the proper hand protection for the task at hand. (Cut resistant when working with metal, box knife, etc.)		39	0	100.00 %	0.00 %	39			97.50%	
Employee is working from a ladder, not extending beyond the rails		6	0	100.00 %	0.00 %	6			15.00%	

Employee is flat footed with chain closed while working from scissor lift.	13	0	100.00 %	0.00 %	13	32.50%
Employees using fall protection and using correctly when required. (Above 6 ft., harness worn properly, adequate anchor point, etc.)	30	0	100.00 %	0.00 %	30	75.00%
There are no unusual variation from the process employees are working around. (Leaks, spills, corrosion, vibrations, etc.)	39	0	100.00 %	0.00 %	39	100.00 %
Grand Total	165	1	99.43 %	0.43 %	205	69.17%

Figure 2. Gribbins Insulation’s Observation Example

Behavioral observations are conducted on a peer to peer basis. Employees ask other employees if they conduct observations, complete the observation and then have a conversation with the employee they were observing about what the positive and negative observation were. Employees who have a “Stop Me” sticker on their hard hat have volunteered to be observed without having the initial conversations. Information is collected on the so-called SAFE Card. Gribbins does not use a quota or goal as they are trying to ensure the observations are quality observations and not just trying to meet a number.

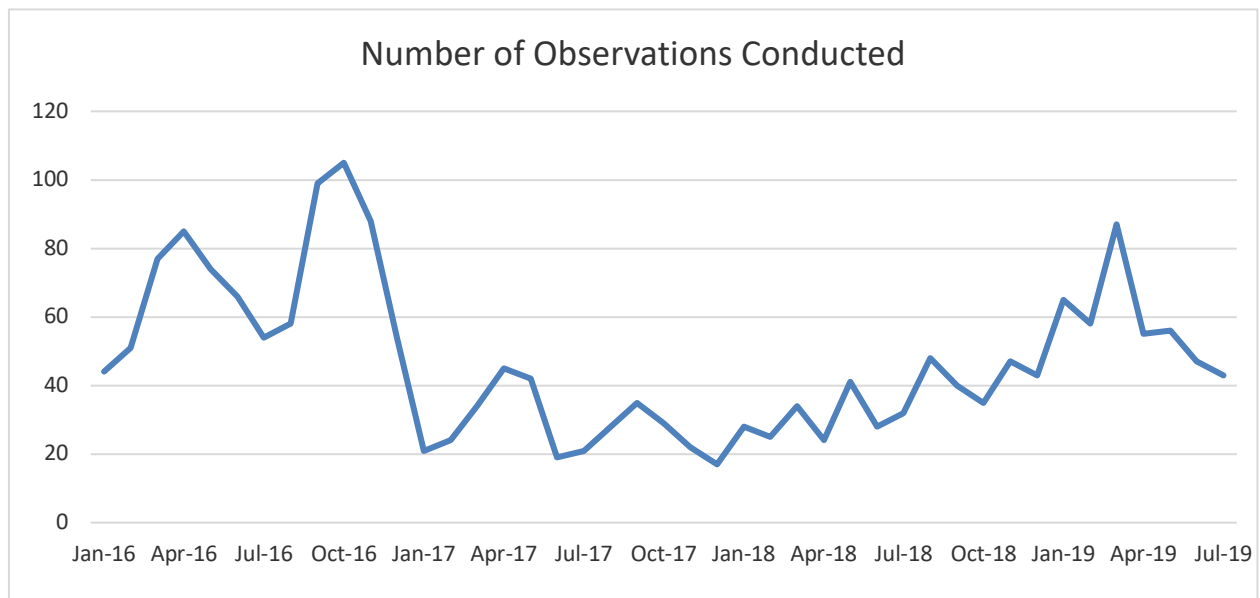


FIGURE 3: NUMBER OF OBSERVATIONS

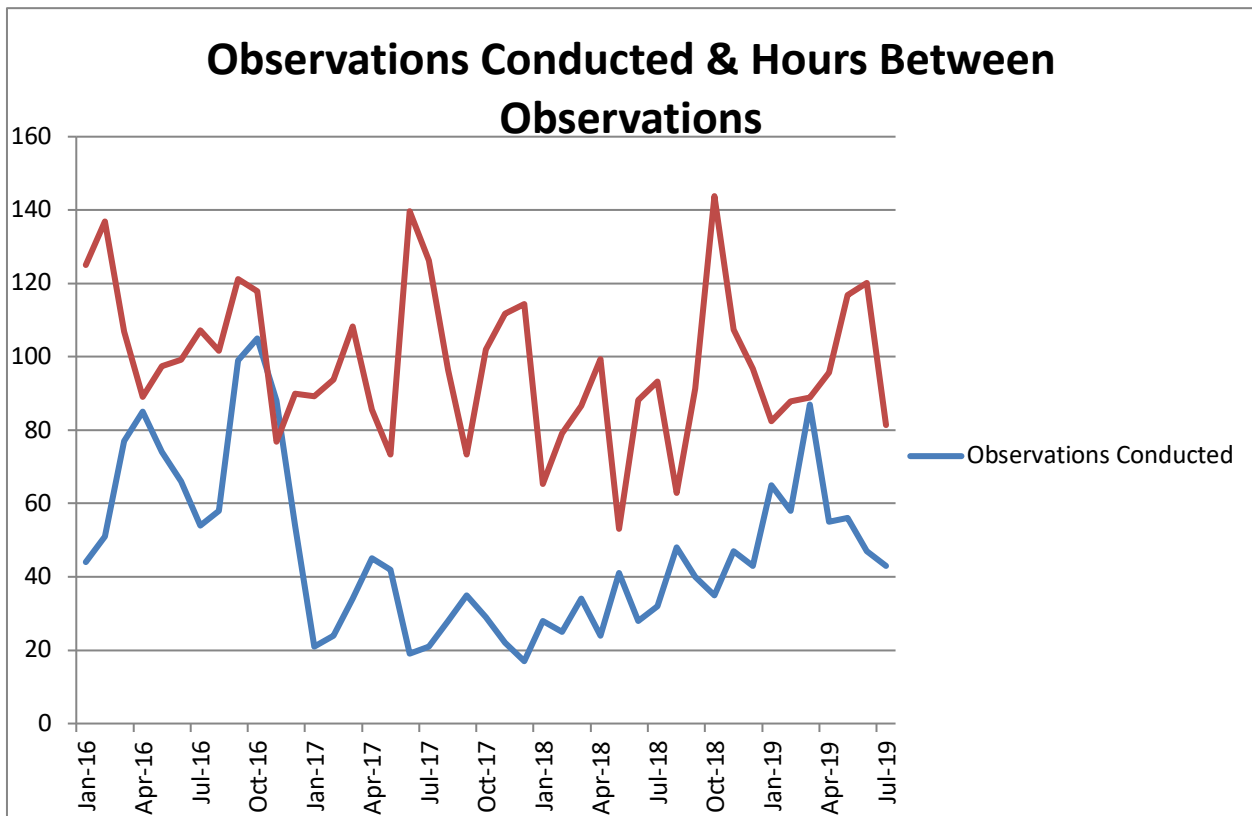


FIGURE 4: OBSERVATIONS & HOURS BETWEEN OBSERVATIONS

Ten Accreditation Standards Applied to the Site’s Accreditation Review

The CCBS Commission on Behavioral Safety has ten standards that serve as criteria for accreditation reviews and decisions. The review team assesses and reports evidence of progress using each of these standards. It is important to note that the Gribbins Insulation BBS program is identical to the FUELS behavioral safety process but uses a different check list of behaviors. The review outcomes of the ten accreditation standards applied to the FUELS process are relevant to the review of the Gribbins Insulation BBS program, but are not reproduced in full below (full accreditation report available [here](#)). Notes and recommendations that are specific to the Gribbins program are listed below.

1 Safety Team

- a. Learning opportunities in behavioral sciences and behavioral safety
 - The Gribbins BBS facilitator actively seeks opportunities in behavioral sciences.
- b. Facilitator functions transferable to other team members
 - The Gribbins BBS facilitator engages with the FUELS steering committee.
- c. Team members serve as trainers and educators in behavioral safety
 - The Gribbins BBS facilitator has advised other organizations on matters related to behavioral safety.

Standard 1 Performance: The review team finds Gribbins Insulation’s performance on this criterion to be consistent with the GOLD Level standard.

Standard 1 Recommendations: Progress can be demonstrated by:

- The Gribbins BBS facilitator continue to engage with the FUELS steering committee.

2 Management Support and Engagement

- a. Documented management support and engagement
 - The Gribbins BBS program is well-supported by supervisors and the owner of the company. Leaders and senior management regularly attend safety meetings.
- b. Key leaders are held accountable for features of the program
 - Key leaders at Gribbins Insulation are not held accountable for features of the FUELS program
- c. Key leaders across the site have acquired education in behavioral sciences
 - Key leaders at Gribbins Insulation have not acquired education in behavioral sciences

Standard 2 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of GOLD Level.

Standard 2 Recommendations: Progress can be demonstrated by:

- Key leaders at Gribbins Insulation gaining basic education in behavioral sciences or behavioral safety. Discover ways to use the ABC Analysis process to problem solve.
- Key leaders at Gribbins Insulation tracking their support of the BBS process by determining effective ways to increase quality observation participation by Gribbins observers.

3 Worker Knowledge, Skills, and Involvement

- a. Widespread demonstration of working knowledge of the behavioral safety program
 - Gribbins Insulation workers interviewed were very familiar with the program. They refer and identify to their system as SAFE rather than FUELS.
- b. Employees are engaged and willing to participate in the BBS program
 - The number of observations per month done by Gribbins Insulation workers is fairly low in the current year however, they are considered to be quality observations.
- c. Employees suggestions are implemented
 - Gribbins Insulation could give a clear example of management's desire to receive worker concerns and feedback. An example of management's commitment and follow through was given: Management designates the last 5 minutes of each safety meeting as a "town hall meeting" so employees can voice concerns, make suggestions and requests for support.

Standard 3 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of GOLD Level.

Standard 3 Recommendations: Progress can be demonstrated by:

- Engaging with IRD's FUELS Steering Team to explore ways to increase the number of observations conducted by Gribbins employees.
- Engage with Gribbins workers to complete SAFE checklist on themselves and turn them in to the Gribbins BBS facilitator.

4 Risk Analysis, Pinpointing, and Behavioral Observations

- a. Observation targets are re-assessed and prioritized
 - In accordance with the SAFE/IRD FUELS process.
- b. Data are checked for accuracy and quality
 - The Gribbins observations are checked both by the FUELS coordinator and the Gribbins BBS facilitator.
- c. Data compiled and analyzed frequently
 - Gribbins BBS observations are compiled at least monthly by the FUELS coordinator and the Gribbins facilitator.

Standard 4 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of GOLD Level.

Standard 4 Recommendations: Progress can be demonstrated by:

- Increasing the number of quality observations performed by Gribbins trained observers.
- Looking for ways to capture worker observations that are occurring, but not currently recorded. The mobile checklist option should help with that issue.

5 Goal Setting and Incentives

a. Goals are set for safety process behaviors.

- Gribbins BBS goals and incentives are around outcomes of behavioral observations, as well as conducting observations.

b. Goals are set for quality observations yielding at-risk behavior and comments

- Employees receive points that can be exchanged for hats, shirts, FR clothing and tools. Throughout the year, they also have focus week where employees who participate will be eligible for a drawing for a shirt, hat or gift cards.

Standard 5 Performance: The review team finds Gribbins Insulation's performance in this criterion to be consistent with the standard of GOLD Level.

Standard 5 Recommendations: Progress can be demonstrated by:

- Continuing to evaluate the goals and incentives that lead to a steady rate of high-quality observations by Gribbins Insulation workers. Try new ideas and small incentives if necessary to drive an increase in quality observations.

6 Effective Communication and Performance Feedback

a. Performance results are communicated with employees

- Gribbins Insulation workers receive performance feedback regularly through both FUELS and SAFE BBS safety team meetings.

b. Follow-up on safety concerns are communicated and documented

- Gribbins Insulation could give a specific example of safety concerns receiving immediate feedback and corrective actions. Most often such communication occurs one on one with the employee or during a safety meeting where employees who have been observed volunteer to provide feedback on how the observation process or concern could be better. Names of observers are not disclosed during such conversations.

Standard 6 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of Gold Level.

Standard 6 Recommendations: Progress can be demonstrated by:

- Place significant focus and importance on workers completing their observation forms and turning them in to the Gribbins BBS facilitator. Gribbins BBS facilitator should give weekly feedback to all workers on the number of observations collected. Gribbins BBS facilitator should chart and post worker specific observation data in an easily accessible, common area for the Gribbins workers.

7 Evidence of Program Effectiveness

a. Sustained impact on lagging indicators of injuries and other metrics is demonstrated for 3 or more years below industry standard

- Gribbins Insulation has consistently demonstrated incident rates that are below industry averages. Gribbins maintained a zero OSHA DART rate from 2003 until

experiencing one DART injury in 2019. Gribbins OSHA TRIR continues to be below BLS industry average.

- Section D of the application demonstrates a very successful and vibrant safety culture well recognized in its industry. See also pages 5 & 6 of this report.

Standard 7 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of GOLD Level.

Standard 7 Recommendations: Progress can be demonstrated by:

- Continuing to produce injury rates below industry standard.

8 Continuous Improvement (CI) and Succession Plans

a. CI plan is operational, examples of corrective actions are well documented, including succession planning for key program leaders and champions.

- There are no continuous improvement or succession plans for Gribbins BBS facilitator.
- Gribbins does have a succession plan in place for replacing team members only.

Standard 8 Performance: The review team finds IRD performance on this criterion to be consistent with the standard of SILVER level.

Standard 8 Recommendations: Progress can be demonstrated by:

- Developing continuous improvement and succession plans for Gribbins Insulation's BBS SAFE process. This is particularly important as so much of the operation and success of the behavioral safety program depends on one person (Gribbins BBS. facilitator)

9 Extended Applications of Behavioral Technologies

a. Evidence of behavior technologies applied to other organizational processes (e.g., process safety, quality, production, leadership)

- There is no evidence at Gribbins Insulation of extended applications of behavioral technologies.

Standard 9 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of BRONZE Level.

Standard 9 Recommendations: Progress can be demonstrated by:

- Creating a plan for extending behavioral technologies to other operations of Gribbins Insulation through the use of the ABC Analysis process.

10 Corporate Responsibility and Outreach

a. BBS lessons learned and behavioral education is shared with company partners and contractors

- The BBS Process has been implemented in Gribbins Insulation's sister companies. These companies include Fit Tight Covers and Pro-Therm Supply. The BBS program that has been implemented includes using the Gribbins Insulation BBS observation card, and is tracked similarly. These companies have a much smaller workforce, however the BBS program has proven to be an effective communication tool that helps reduce injuries and incidents within their specific crafts in the workplace.

b. Program supports or collaborates with safety researchers to help advance the science.

- Gribbins Insulation has applied for and been certified by OSHA's VVP program.

- Gribbins Insulation promotes the use of BBS industry wide by actively participating in Marathon's Bi-Annual BBS safety conference.

Standard 10 Performance: The review team finds Gribbins Insulation's performance on this criterion to be consistent with the standard of GOLD Level.

Standard 10 Recommendations: Progress can be demonstrated by:

- Continuing to disseminate behavioral safety with peers, professional partners, and the local community.