



CAMBRIDGE CENTER FOR BEHAVIORAL STUDIES



4. BEHAVIORAL SAFETY PROGRAM DESCRIPTION and ACCREDITATION APPLICATION

Date: 10/18/18

SECTION A. Cover Page

A1. Applying Organization

Enter the name of the company or site under review.

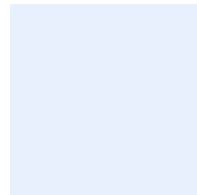
Enter the name of the behavioral safety program.

Gribbins Insulation

Surveying At-Risk For Elimination

Enter the address of the company or site under review. A program logo or slogan may be inserted.

Gribbins Insulation @ Marathon Petroleum Company
400 S. Marathon Ave., Southwest Gate Trailer #8
Robinson, IL 618-544-5732



A2. Parent Organization

Enter the name and address of the parent company, if different from above. A company logo may be inserted.

Gribbins Insulation
1400 E. Columbia
Evansville, IN 47711



A3. Company Representative

Enter the name and title or position of the individual who will be managing the application for certification or accreditation. This is usually the coordinator the behavioral safety program. Also enter the contact information for the company representative, including an address, phone number, fax number, and email address.

Gary Plummer: Safety Coordinator

Phone: (618) 544-5732

E-Mail: gplummer@gribbins.com

End of Section A

SECTION B. Organizational Information and Leadership

B1. The Company

Provide a brief description of the company, its industry sector (or NAICS), and the products or services provided.

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

We install 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 our work we use ladders, scaffolding and aerial lifts. The various locations we work at include refineries, pharmaceutical manufactures, power houses and commercial sites.

B2. The Workforce

Describe the company's workforce, including the number of employees (including temporary or contract workers) and types of occupations and trades.

Industrial insulation construction, industrial insulation maintenance and management functions. Some of the hazards our 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 10/24/2018, there are 28 employees onsite employed by Gribbins Insulation Company.

B3. Organizational Leadership

Describe or provide a list, table, or chart of key organizational leaders at the site under review. At minimum, the director, manager, or chief executive, the senior or supervisory safety officer, and the director or coordinator of the behavioral safety program should be included. Other organizational leaders that play key supportive roles in the operation of the behavioral safety program should also be included in this section. An organizational chart showing reporting structures is recommended.

The key organization leaders at this site include:

- JD Smothers – Vice President
- Gary Plummer – Safety Coordinator
- Brandon Williams – General Foreman
- Trevor Atherton – Safety Manager

End of Section B

SECTION C. Behavioral Safety Program Elements

C1. Safety Team

This section should describe the safety team that manages the behavioral safety program. Do not identify individual workers by name.

C1.1 Make Up or Composition of Safety Team: *Enter the current number and percentage of safety team members for each employment type in the table below.*

| Employment | Number on Team | Percentage on Team (% of total for each type) |
|---|----------------|--|
| Hourly-Full Time | 4 | 100 |
| Hourly-Part Time or Temporary | 0 | 0 |
| Salaried | 0 | 0 |
| Contract | 0 | 0 |
| Other: Click here to enter other. | 0 | 0 |

The team consist of 4 employees that are included in our total employee count. Our Safety Coordinator also attend all Safety Team meetings.

1 yearly

C1.2 Workforce Turnover: *How many team members are replaced? How often?*

C1.3 Recruitment of Safety Team: *Describe how new team members are recruited, and list any qualifications that are required and/or preferred.*

New team members are chosen by their ability to lead by example, previous participation in safety programs and actively participating in and promoting the BBS program.

C1.4 Safety Team Meetings: *How often does the safety team meet?*

Enter number... monthly

C1.5 Attendance: *How often do the following people (other than safety team members) attend safety team meetings?*

| | How often? |
|---|------------|
| Other hourly workers | Monthly |
| Contract workers | N/A |
| Safety professionals | Monthly |
| Supervisors or middle managers | Quarterly |
| Senior managers or executives | Quarterly |
| Other: Click here to enter other. | N/A |

C1.6 Safety Team Training: *Who is responsible for conducting the training of safety team members (e.g., BBS Coordinator, safety officer, supervisor, or manager)? Enter only positions or titles; do not enter individual names. If this varies or if it depends on the type of training, explain.*

The safety coordinator is responsible for conducting the training to the safety team members.

C1.7 Training Courses: *What training courses are offered to safety team members in behavioral safety processes and applied behavioral technology. For the trainer, enter only a position or title; do not enter individual names.*

| Course Title or Topic | Total Hours | Frequency | Required? | Who is the trainer? |
|---------------------------|-------------|-----------|-------------|---------------------|
| Initial BBS Training | 2 | Annually | Optional | Safety Coordinator |
| Refresher BBS Training. | 1 | Annually | If observer | Safety Coordinator |
| Click here to enter text. | Enter... | Enter... | Select... | Enter... |
| Click here to enter text. | Enter... | Enter... | Select... | Enter... |
| Click here to enter text. | Enter... | Enter... | Select... | Enter... |
| Click here to enter text. | Enter... | Enter... | Select... | Enter... |

C1.8 Training Quality: *How is quality assessed and evaluated? What office, department, or individual is responsible for assessing the quality of training? What are the trainer’s credentials (e.g., years of training experience, certifications, workshop or conference attendance)? Enter only a department name, position, or title; do not enter individual names.*

Quality of training is assessed and evaluated by conducting a task in the training program and having each employee in the training class complete and observation. After completing, each observation is evaluated to determine how well the employee understood the material presented. Observation cards are reviewed for completeness, hazards identified and information about the discussion between employees. Our safety coordinator will also observe employee conducting observation on the jobsite to ensure that they fully understand the observation process and how to give feedback.

The onsite safety coordinator conducts the BBS & other safety related training. Safety coordinator has six years of training and experience and Bachelor’s degree in Safety Management from Indiana State University. The safety coordinator attends the bi annual BBS safety conference sponsored by Marathon Petroleum’s Illinois Refining Division, and members of the safety team have attended the Behavioral Safety Now Conference.

C1.9 Evaluation of Training Knowledge and Effectiveness. *Describe how the team’s working knowledge and effectiveness of behavioral safety principles and technology is assessed?*

Quality of observations, and post observation conversations are the leading factor of evaluating working knowledge and effectiveness of the team. Post observation conversations are also held to gather feedback from those being observed (i.e... approach, knowledge of task being performed, perceived impact, etc..). The safety coordinator reviews observations to determine the quality by looking at the details of the observation, and by speaking to the broad workforce. The safety coordinator will also observe observation being done in the field to evaluate the quality of the observation. The safety coordinator can then give immediate feedback to the observer on any additional communications that the employee conducting the observation might need to have to increase the effectiveness of the observation. If the safety coordinator can initiate conversation with an employee who has voluntarily chosen to share their experience, he will ask about the experience (Approach by observer, was overall experience positive/negative, did the conversation that took place hold value to improve the situation). Changes in training have changed to a more hands on approach, having employees in training classes perform more observation to get a better understanding of how they should be performed.

C2. Management Support and Engagement

C2.1 Organizational Leadership Roles. For each type of organizational leader in your organization, describe their role, if any, in the behavioral safety program.

| Roles in the Behavioral Safety Program | |
|--|--|
| Supervisors/Team Leaders | Promote and participate in the program. |
| Department Managers | Click here to enter text. |
| Safety professionals | Oversee, promote and support the program |
| Supervisors or middle managers | Click here to enter text. |
| Senior managers or executives | Promote and support the program. |
| Other: Click here to enter other. | Click here to enter text. |

C2.2 Documentation of Management Support. How are management support and engagement in the behavioral safety program (listed in Section C2.1) documented or recorded? Examples: Is attendance or participation in safety meetings recorded in the meeting's minutes? Is there a record of organization-wide emails or other safety-related announcements from members of management on safety-related issues? Is there a record of celebrations or other types of recognitions from members of management?

Management support and engagement in the behavior based safety program are documented and recorded by attendance and participation in safety meeting minutes, attendance and participation in our annual company meetings, celebrations and recognition from members of management and overall support of the program. The site General Foreman attends all meetings and the Vice President and Safety Manager attend meeting quarterly. Safety lunches and hi vis t-shirts are given out throughout the years as types of safety recognitions.

C2.3 Program "Ownership:" From the options below, check the one that best describes your behavioral safety program.

The behavioral safety program can be described best as:

- Employee-Owned and Employee-Operated
- Management-Owned and Employee-Operated
- Management-Owned and Management-Operated
- Jointly-Owned and Employee-Operated
- Jointly-Owned and Jointly-Operated

Other

Click here to enter text.

C2.5 Examples of Management Accountability: Describe, with examples, how safety professionals and members of management are held accountable for their roles in the successes (or failures) of the behavioral safety program?

Safety professionals and members of management are held accountable for their roles in the successes or failures of the behavioral safety program through annual performance reviews. The site General Foreman attends all meetings and the Vice President and Safety Manager attend meeting quarterly. The site General Foreman and safety coordinator perform observations weekly and the Safety Manager performs observations at least quarterly.

C3. Worker Knowledge, Skills, and Involvement

C3.1 Worker Knowledge and Awareness: Provide actual data or estimates of the current number and percentage of workers (of each type) that knows about or is aware of the program.

| Type of Employment | Number | Percentage (% of total workforce) |
|-------------------------------|--------|-----------------------------------|
| Hourly-Full Time | 28 | 100 |
| Hourly-Part Time or Temporary | 0 | 0 |

| | | |
|---|---|---------------------|
| Salaried | 0 | 0 |
| Contract | 0 | 0 |
| Other: Click here to enter other. | 0 | 0 |
| | | Total should = 100% |

C3.2 Worker Engagement: *Provide actual data or estimates of the current number and percentage of workers (of each type) that has been or is eligible to be observed by and receive feedback from safety team members.*

| Type of Employment | Number | Percentage (% of total workforce) |
|---|--------|--------------------------------------|
| Hourly-Full Time | 28 | 100 |
| Hourly-Part Time or Temporary | 0 | 0 |
| Salaried | 0 | 0 |
| Contract | 0 | 0 |
| Other: Click here to enter other. | 0 | 0 |
| | | Total should = 100% |

C3.3 Worker Input and Suggestions: *List some of the ways in which workers offer suggestions for program improvements (e.g., suggestion boxes, open safety-team meetings, etc.)? Give some examples of recent worker suggestions that have led to program changes. Are these suggestions and changes documented? How?*

Each week in the safety meeting a town hall type discussion is held for the last five minutes of the safety meeting for employees to discuss any improvements or suggestion that have for the program. Employees are also encouraged to communicate with the safety coordinator in a private manner if they are uncomfortable or have questions concerning the program, or another safety related programs. Employees can also remain anonymous if they choose by utilizing Marathon IRD's near miss online form via Survey Gizmo (QR stickers are on each of the tables in break trailer to access the near miss online form). Another method for employees to remain anonymous is to utilize the drop boxes located at the entry/exit dates. A couple of examples include the ability of employees to purchase FR clothing through our safety incentive website, which now has options for these to be obtained through employee participation. Also the availability of several types of PPE for employees to have access to was a suggestion brought up by our employees.

C4. Risk Analysis, Pinpointing, and Behavioral Observations

C4.1 Risk Analysis: *Describe the steps taken to identify and assess safety risks. List the various sources of information and data used to help assess risks (e.g., injury rate, near misses, safety audits, interviews, surveys, etc.)?*

To identify and assess safety risk we review our first aid injuries, near misses, BBS observations, annual safety survey, and audit findings to determine which areas we 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 we focus on the most observed and most severe categories first. In a collaborative meeting, we compile a list of the six areas we want to focus our attention towards. 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 our own form and process we have the ability to change our focus areas according to the information we gather from these reviews.

C4.2 Pinpointing (Prioritizing Behavioral Targets): Describe how behavioral pinpoints (i.e., targets for observation or intervention) are identified and prioritized. Note whether priority targets are managed separately or differently from standard targets. List examples of pinpoints here and/or attach a copy of a recent observation scorecard in Section E: Attachments and Other Supporting Documents.

Behavioral pinpoints are identified on our monthly BBS summary, area with less than 98% safe are reviewed with employees Priority targets are managed separately that standard targets, and are often focused on immediately. We 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 we for body mechanics, we started looking at if employees were twisting while performing job tasks instead of the board range because this is where we were seeing incidents throughout the company. We also started focusing on if employees were remaining between the rungs of a ladder instead of the broad range of ladders because we had been observing this through jobsite inspections.

In 2109, we replaced a couple of our focus areas. We removed employees wearing proper eye protection and employees is working flat footed with chain closed while working from a scissor lift. We replaced these 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 employee suffered while trying to move a box of material that weighed over 50 lbs. Driving safety was added due to several incidents that occurred throughout the company that has made us focus on the hazards of driving.

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% |

C4.3 Behavioral Observations

C4.3.1 Consent and Anonymity: *Are observations voluntary and conducted with the full consent of the workers being observed? Is the information collected from observations kept anonymous (i.e., “no name, no blame”)?*

| | | | |
|------------|-------------------|------------|-------------------|
| Yes-Always | Voluntary? | Yes-Always | Anonymous? |
|------------|-------------------|------------|-------------------|

If ‘Yes-Always’ was not selected in either question above, then provide a brief explanation.

Click here to enter text.

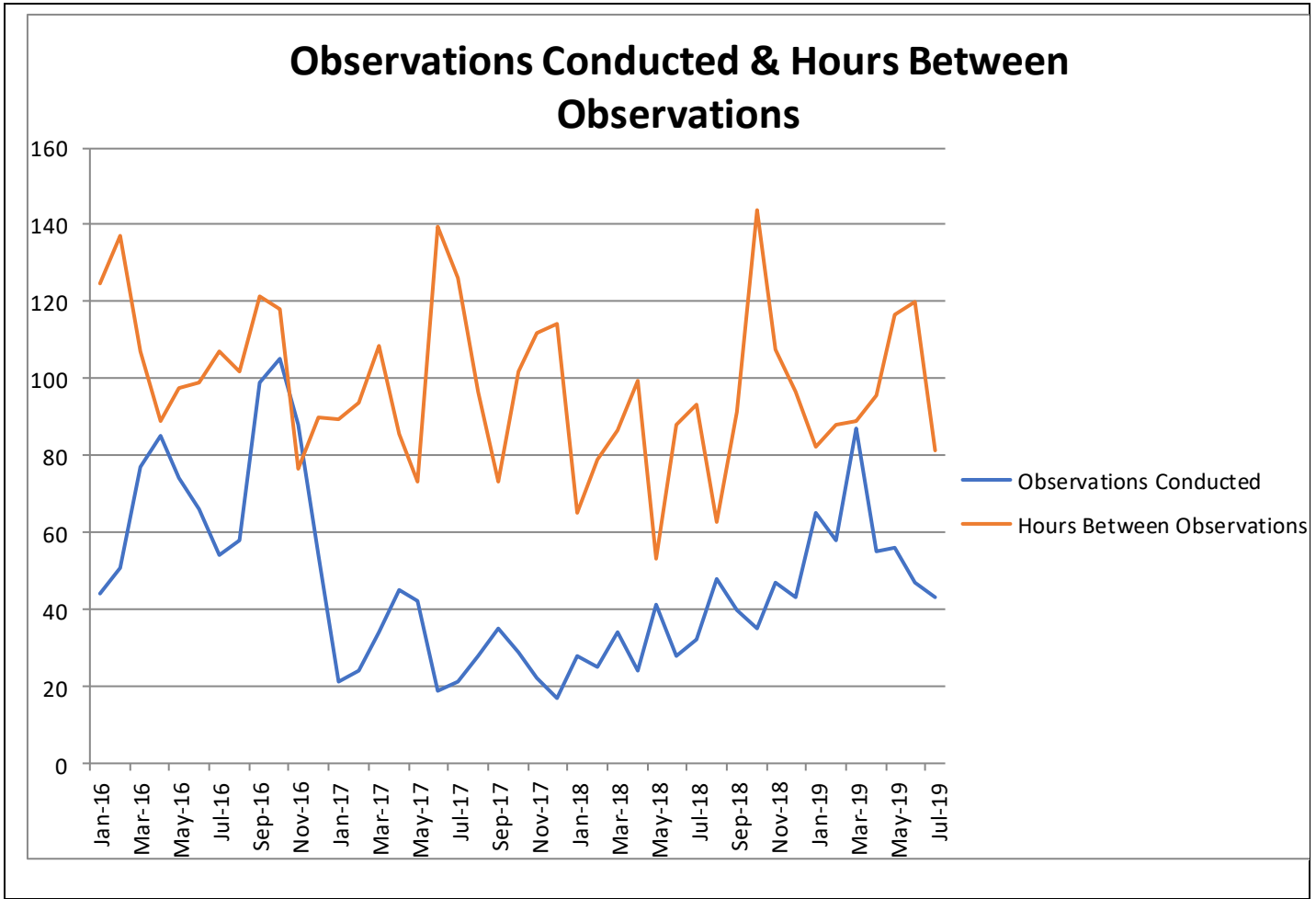
C4.3.2 Observation Procedures: *Describe how behavioral observations are conducted, and how the information is collected (i.e., checklists or scorecards). Insert sample checklists or scorecards below or attach them in Section E: Attachments and Other Supporting Documents.*

Behavioral observations are conducted on a peer to peer basis. Employees ask other employees if they conduct observations, complete the observation and then 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 our SAFE Card. Safe Card example is in Section E.

C4.3.3 Observation Number, Frequency, or Rate: *How many and often are observations conducted (e.g., how many weekly, monthly, or yearly)? Describe any goal or quota established for the number of observations, and indicate whether the goal or quota is mandatory. Include metrics that indicate which workers are observed within a given period of time (e.g., contact rate, percentage of workers observed, probability of being observed, etc.).*

Note: A table or graph showing the number, frequency, or rate of observations across time is required—insert these below or attach them to Section E: Attachments and Other Supporting Documents.

We do not use a quota or goal as we are trying to ensure the observations are quality observations and not just trying to meet a number.



C4.3.4 Analysis of Observational Data: *How frequently does the safety team analyze, summarize, and generate reports of the data obtained from the observations? Describe and provide examples of any summary sheets, dashboards, flyers, posters, reports, etc. used to share the results of the observations.*

Observations are entered into an Excel spreadsheet and analyzed to determine what the at-risk behaviors are as well as barriers to those behaviors. The information is discussed during the monthly BBS Steering Committee meetings, and the information is disseminated back to the work force through safety meetings. Trends from observation data are also compared to first aid and near miss reports. Please see chart above and on page 12.

C4.3.5 Observation Quality and Accuracy: *How is the quality and accuracy of observations is assessed? Do observers receive regular or periodic training or coaching? If so, describe the training or coaching process.*

The quality of the observations is assessed by review of completed observation by the Safety Coordinator to ensure that observations are completed fully and information is provided. This allows the Safety Coordinator to review any issues with all employees in the next week’s safety meetings.

C5. Goal Setting and Incentives

C5.1 Performance or Safety Goals: *Are safety-related performance or safety goals set? If goals are set, provide some examples and explain how those goals were determined. How frequently are they reassessed? What happens when goals are achieved (and not achieved)? (An example of a safety performance goal might be “100% of workers observed correctly used a ladder when working at heights.”)*

Safety goals for Gribbins Insulation are established annually, based on company statistics, industry standards, and regulatory focus points. If goals are achieved, there is a reward (Company provided meals, T-Shirts, etc.). All goals are evaluated at the end of each calendar year with upper management, middle management, and the general workforce. If company goals aren't achieved, we have an all-inclusive discussion for opportunities for improvement, as well as lessons learned. Management team goals that have been met include reducing the amount of at-risk behaviors being observed with eye protection and hand protection and increasing the amount of employee participation. To reduce the at-risk behaviors in eye and hand protection areas we started asking employees what we could do and it was brought up that giving different options would help reduce at risk behaviors because the equipment would fit everyone properly. We increased participation by focusing on asking for participation in meeting that management lead and also giving small unannounced incentives during the course of the year for those that participated.

C5.2 Integration of goals with other Organizational Priorities: *Are performance or safety goals for behavioral pinpoints integrated with other organization-wide safety initiatives or organizational processes (e.g., discussion of safety priorities in management meetings, training, and other strategy meetings)? Are performance or safety goals set for personnel at other levels of the organization such as supervisors and managers? Provide examples.*

Performance and safety goals are integrated throughout all aspects of Gribbins Insulation's business model at Marathon. All employees including estimators, superintendents, and foremen are expected to have safety at the forefront of all jobs. Gribbins Insulation requires that the safety coordinator in addition to other employees be heavily involved in pre-job bidding activities to look for potential safety hazards. Safety goals are based on participation in our program and improving ways we perform safely. Goals would include setting a percentage of participation in safety programs, revising safety policies or procedures or reducing the number of audit findings.

Safety issues are also discussed in the weekly operational meetings within IRD, as well as the weekly operations meeting with Gribbins Insulation management.

C5.3 Incentives: *Are incentives (e.g., rewards, prizes, or awards) used? If so, describe these incentives and their intended purpose? Describe how the effectiveness of incentives is evaluated, and how are misuses or abuses are prevented?*

Incentives are used. Our company incentive plan rewards employees for participating in our safety programs and the SAFE program is one way they can participate. Employees receive points that can be exchanged for hats, shirts, FR clothing and tools. Throughout the year we also have focus week where employees who participate will be eligible for a drawing for a shirt, hat or gift card. The effectiveness of the incentives is evaluated on the amount of participation we receive in the program. Misuses or abuses are prevented by reviewing the observation that are turned in to ensure they are quality observation not just employees trying to receive point or get their name in a drawing.

C6. Effective Performance Feedback and Communication

C6.1 *Describe all the ways safety and health information and performance feedback are provided to workers (e.g., safety briefings, meetings, poster, flyers, one-on-one interactions, etc.). Note whether performance feedback is positive and/or negative, and whether it is provided immediately or in a timely fashion. Provide examples.*

Safety and health information and performance feedback are provided to workers in safety meeting and daily Job Hazard Analysis. Performance feedback focuses on the things we are doing right and also the areas that we need to improve on. This feedback is provided in a timely fashion. During the safety meeting employees are also asked that if anyone who has been observed has any feedback to increase the value of the observation. The name of the person doing the observation is not mentioned, this just gives all employees ideas to improve their observations and feedback.

The safety coordinator will also observe observation being done in the field to evaluate the quality of the observation. The safety coordinator can then give immediate feedback to the observer on any additional communications that the employee conducting the observation might need to have to increase the effectiveness of the observation.

Safety and health information is also distributed from Marathon IRD, OSHA, and other publications in the form of power points and handouts, which are immediately reviewed with employees based on importance and relevance.

C6.2 *How are safety concerns (identified either by workers or by the safety team) communicated to workers? How are concerns followed up? How are corrective actions shared with the workers? Provide recent examples.*

Safety concerns are communicated to workers by one on one communication and reviews during safety meeting, or daily toolbox talk. Concerns are followed up on by addressing them one on one with the employees, and implementing corrective actions as needed. Corrective actions are shared by reviewing in the weekly safety meetings to ensure that everyone is aware of the issue.

C6.3 *Is the quality of safety and health communication and performance feedback evaluated? If so, how, how often, and by whom? Do not enter individual names. Note that “quality” here means the amount of useful information, level details, and the manner or style (positive versus negative) in which the feedback is presented by the safety team member.*

The safety coordinator reviews observations to determine the quality by looking at the details of the observation, and by speaking to the broad workforce. The safety coordinator will also observe observation being done in the field to evaluate the quality of the observation. The safety coordinator can then give immediate feedback to the observer on any additional communications that the employee conducting the observation might need to have to increase the effectiveness of the observation. If the safety coordinator can initiate conversation with an employee who has voluntarily chosen to share their experience, he will ask about the experience (Approach by observer, was overall experience positive/negative, did the conversation that took place hold value to improve the situation).

C7. Evidence of Program Effectiveness

C7.1 Impact on Lagging Indicators: *What is the impact of the behavioral safety program on lagging safety and health measures, such as injury rate, time off work, etc.? What are the contributing or influencing factors, program or organization changes, or leadership changes that correspond to significant trends? If possible, describe the impact of behavioral safety program on other business-related metrics such as productivity, quality, profits/losses, workers compensation costs, etc. Graphs supporting this description should be inserted in C7.2. Also provide graphs showing lagging safety and health-related measures mentioned in Section C7.1. At minimum, provide a graph of data on OSHA recordable injuries for your company and the industry average across a minimum of 3 years. It is helpful and more informative to show these data across more than 3 years from original inception of the behavioral safety program and through any and all later changes to the program or company. The impact on other measures such as time off work, productivity, workers compensation claims/premiums, etc., should be presented in similar graphs. Properly title, number, and label each graph and either paste them below or attach them to Section E: Attachments and Other Supporting Documents.*

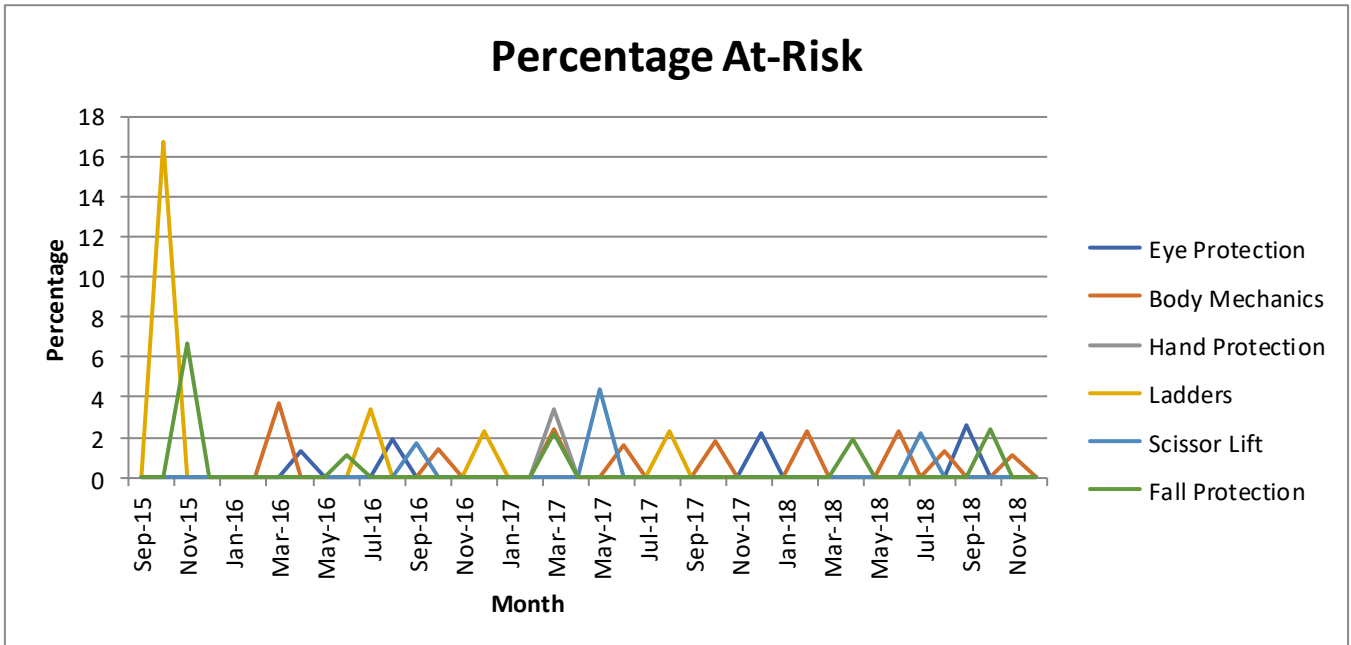
The behavioral safety program has large impact on keeping our injury rates at zero since the beginning of this program. We have also seen a reduction in the amount of first aid incidents since the behavioral program was started.

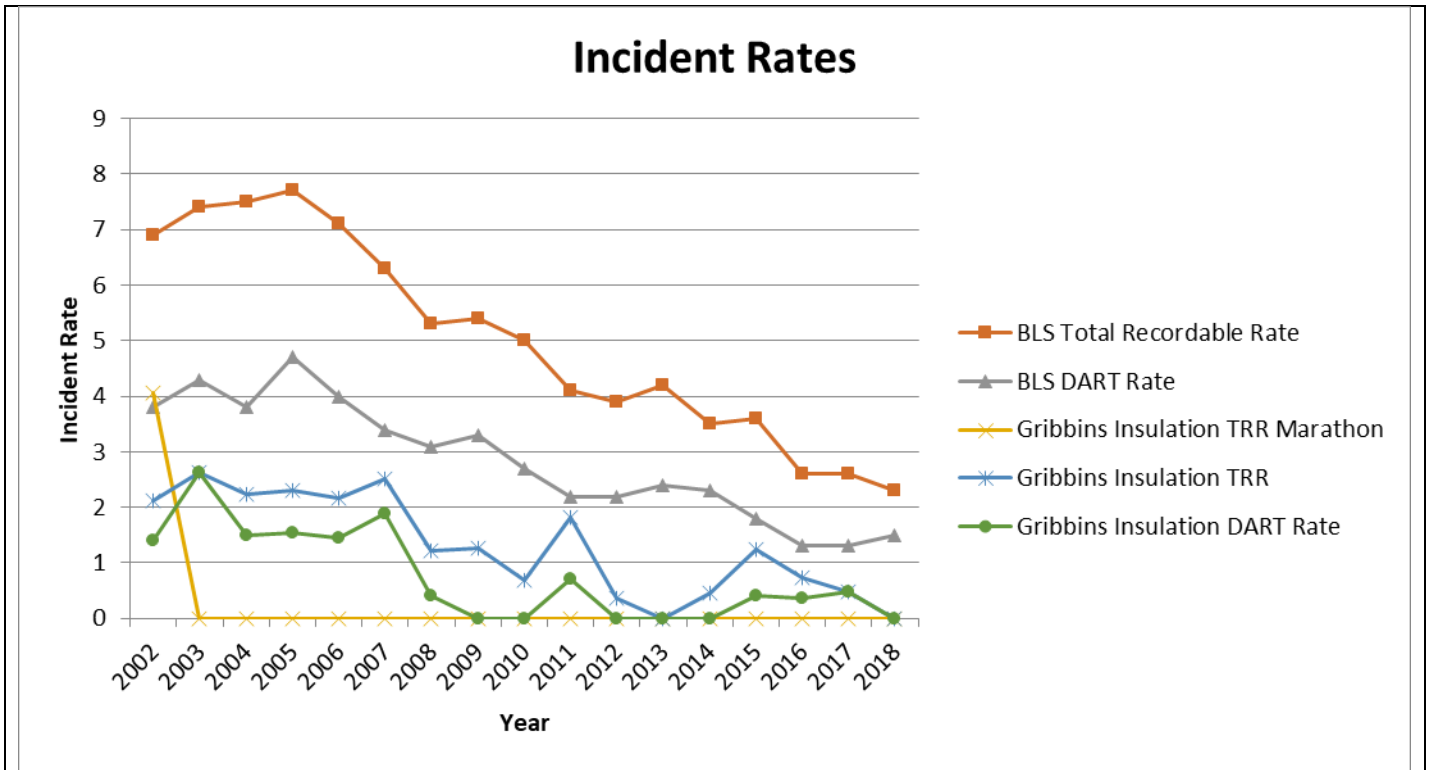
Incident/Injury data suggests that the BBS program has had a direct effect on injury/incident rates, profits/losses, and workers compensation costs.

Since the inception of the BBS program, injury/incident data suggest the program has had a direct impact on overall business-related metrics. Injury rates have lowered, resulting in an overall company savings in workers-comp cases. An overall lower number of workers-comp claims has saved Gribbins Insulation money, as there are a lower number of claims, and overall the incidents have a lower severity rate. Please see Incident Rates Chart on page 13.

C7.2 What is the impact of the behavioral safety program on **leading** safety and health measures, such as at-risk behaviors, pinpoints, unsafe conditions, and near misses? What are the major contributing or influencing factors, program or organization changes, or leadership changes that may have contributed to significant trends or change points? Also provide graphs showing leading safety processes measures. Properly title, number, and label each graph and either paste them into the text box below or attach them to Section E: Attachments and Other Supporting Documents.

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.





C8. Continuous Improvement and Succession Plans

C8.1 Program Improvements: Describe the origins of the program and a timeline of major changes to the program over the years. What recent steps have been taken to improve the behavioral safety program? Describe any changes or improvements currently being considered or planned.

In 2006, Marathon Petroleum Company asked Gribbins Insulation to join the Contractor Advisory Panel (CAP). Marathon handled all PBBS training, and one Gribbins employee joined the CAPs group. In 2008, the training was passed on to Gribbins Insulation to train our employees to conduct observations. Gribbins Insulation used the same form as Marathon, which allowed the data to be combined with that of other crafts and workgroups. These observation sheets are called short shoots. This form includes the following: the employee conducting the observation; number of people being observed; who is being observed (operations, maintenance, contractor or self-observation); location of the observation; and date. The observation sheet itself is a check list of five sections with different items in each section. They are as follows:

Procedures

- Permits
- Material Handling
- Lockout Tagout

Work Environment

- Job 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 section on the checklist is to be examined during the course of the observation although some may not apply. If an item is determined safe it is marked as such. If the item does not apply to the observation it is left blank. If an item is determined unsafe, it is marked as such and then the observer tries to determine the barrier to that unsafe behavior while talking to the employee(s) under observation.

The six barrier options include business systems, facility and equipment, personal factors, culture, personal choice and unsure of / disagreement on safe work practices. There is also a section on the form to determine if follow up is needed if the unsafe item cannot be corrected on the spot and who is to follow up on that item. The observer discusses with the person they are observing the at-risk behaviors noted to try to determine the barriers. The discussion is meant to positively change the employee's behavior in the future.

In 2011 Gribbins Insulation wanted to make their PBBS process more tailored to our work force and our employees. This process was developed with assistance from our BBS steering committee, consisting of field employees. We named our internal program "Surveying At-Risk For Elimination (SAFE) Program." First, we reviewed where most of our injuries and negative audit findings were coming from. In a collaborative meeting, we compiled a list of six areas we wanted to focus our attention towards. With our own form and process, we now have the ability to change our focus areas according to information from audit finding or incident reports. The categories we have used to date are:

- Employees wearing proper eye protection for the task at hand (Safety glasses, goggles, face shield).
- Employees using proper body mechanics (awkward positions, reaching, etc).
- Employees wearing the proper hand protection (Cut resistant when working with metal, box knife, etc).
- Employee is working from ladder correctly (Not using step ladder as straight ladder, not using top or top step of ladder, not extending beyond rails, etc.).
- Employee is flat footed with chain closed while working from scissor lift.
- Employee using fall protection and using correctly when required (Above 4 feet, harness worn properly, adequate anchor point, etc.).

In 2013 we added:

- There are no unusual variations from the process employees are working around (Leaks, spills, corrosion, vibration, etc.)

In 2015, we started conducting observation as a team with new employees the safety coordinator or member of the BBS committee will go out with new employees and help them conduct observations. This allows the new employees to be more comfortable with the process and ask any additional questions they may have to experienced observers.

In 2017, we wanted to drill down a little further on a couple of our focus areas instead of the broad range of the original area. In the focus area of body mechanics, we started looking at if employees were twisting while performing job tasks instead of the board range because this is where we were seeing incidents throughout the company. We also started focusing on if employees were remaining between the rungs of a ladder instead of the broad range of ladders because we had been observing this through jobsite inspections.

In 2109, we replaced a couple of our focus areas. We removed employees wearing proper eye protection and employees is working flat footed with chain closed while working from a scissor lift. We replaced these 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 employee suffered while trying to move a box of material that weighed over 50 lbs. Driving safety was added due to several incidents that occurred throughout the company that has made us focus on the hazards of driving. Please see form in Section E.

The purpose of our internal program remains the same as Marathon's program: to conduct observations on fellow employees and increase open communication. Once the communication begins, the observing employee tries to find out the barriers to safe choices and behaviors, including procedures, culture, equipment/facilities, personal choice,

personal factors, training or unsure of/disagreement of safety practices.

The Gribbins PBBS training program was enhanced as well. The training program now consists of the “No Name, No Blame” philosophy, PBBS definitions, objectives of the program, the ABCs of PBBS, review of the observation form, at-risk behaviors we are observing, barriers to those behaviors, how to conduct an observation, data analysis, and communication.

Each month we compile a spreadsheet of the observations completed and the findings of these observations. Safe and At-Risk numbers are examined along with reported barriers to further understand what areas we need to focus on during upcoming training and toolbox talks.

Gribbins Insulation employees are encouraged to actively participate in the observation process. Trained observers have the ability to observe any craft and anyone onsite, regardless of employer.

With the addition of our own program, we received feedback from our steering committee that we should start using this process outside of Marathon Petroleum Company. We have successfully expanded this program to other large projects, and we look forward to having all Gribbins Insulation sites participating in this program in the future.

In 2012 we started our “Stop Me” program. An employee who takes the “Stop Me” pledge receives the below hard hat sticker. An employee wearing this sticker invites other employees to do any observation without asking the employee first. According to the pledge, other employees may stop the employee if they see them doing something unsafe.

Throughout this process, we have had a steering committee, which has changed and at times not been in place due to low employee numbers. The steering committee consists of mainly hourly field employees with the Safety Manager also sitting in on these meetings. During these meetings, at risk behaviors and barriers are discussed along with other concerns that employees may have or concerns brought to them by other employees. We review trends bi-annually to assess the need to remove certain topics from the observation card or add new one. In 2015, we recognized that eye protection has not been at-risk and are going to replace it with hearing protection that we have seen an increase in at-risk during jobsite inspections.

C8.2 Continuous Improvement Plan: *Has a continuous improvement plan for the behavioral safety program been formally proposed or implemented? If so, describe this plan and provide examples of program improvements or corrective actions that have been implemented based on the continuous improvement plan. How have these improvements or corrective actions been documented?*

No formal continuous improvement plan has been implemented, however annual reviews of the BBS program and establishing goals helps to improve our program. These goals are reviewed quarterly in our BBS Committee meetings to ensure these goals are being worked towards. Annually the goals are reviewed and revised as to what we have completed.

Example includes a recent retraining session to help our observers identify potential “Emotional” situations and how to address them in a professional and productive manner.

Marathon provided classes such as “Person In The Mirror”, and their recent leadership training is also relevant to the approach within the BBS process, and improving interpersonal communication skills.

C8.3 Succession Planning: *Has a succession plan for members of the safety team been proposed or implemented? If so, describe this plan. Does the succession plan address potential changes in other company leaders or members of management? Note especially any leadership changes that have occurred recently, and how those changes impacted the operation and effectiveness of the behavioral safety program.*

Gribbins Insulation currently succession plan for its safety team members is a year term and then if employees choose they can remain on the team or if they feel they do not want to participate we will request other employees volunteer for the open position. Gribbins Insulation does however make changes to the safety team on an as needed basis, commonly due to changes in personnel within the company.

C9. Extended Applications of Behavioral Technologies

C9.1 Other Applications of Behavioral Technologies: *Has the use of behavioral technologies (e.g., goal setting, conducting observations, providing feedback) been explored or implemented with other operations or priorities (e.g., productivity, quality) within the company? If so, describe these applications.*

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.

C10. Corporate Responsibility and Outreach

C10.1 Transparency of Safety Processes: *Are safety processes and related initiatives transparent and reported to the workforce? ...to the public? Provide examples of safety-related information that is described or disclosed through internal and external (public) communications.*

Safety processes and initiatives are transparent throughout Gribbins Insulation and our sister companies. These practices are reported to all levels of our workforce from ownership to our field employees via face to face (Safety meetings, daily toolbox talks, and "Lunch and Learns", and electronically via email, monthly safety bulletins, and Skype meetings.

Gribbins Insulation also shares our safety experience throughout industry by speaking at industry seminars and conferences such as: Indiana Health and Safety Conference, Southern Illinois Occupational Safety and Health Conference, Behavioral Safety Now Conference, OSHA VPP Region V Conference and OSHA VPP Best Practices Meetings.

C10.2 Transparency of Safety Outcomes: *Are successes and failures of the safety processes shared with the workforce? Are these successes and failures also shared with company partners, contractors, and temporary workers? Are successes and failures shared company-wide and industry-wide? Provide examples of successes and/or failures that have been shared.*

Gribbins insulation believes in sharing success and failures with the entire workforce and our sister companies. If we feel that we have had a failure, we communicate with our employees and sister companies so that we can mitigate the failure mode and make improvements. If we continue to consistently improve and learn from mistakes, we continue to improve our business model and create a safer workplace for all, adding value to our company and to the client.

In the event of a failure we perform a root cause investigation to determine the failure mode/modes, which will enable us to prevent similar failures in the future as long as the appropriate changes are made. If the issue is determined to be "Human Error", we will evaluate our training method, and re-train if necessary. In the event that we feel that the failure is due to lack of administrative controls or PPE selections, changes are made as necessary to mitigate the potential for unnecessary failures.

C10.3 Promotion of Behavioral Safety: *How are company partners, contractors, and temporary workers encouraged to adopt behavioral safety technologies and other safety-related best practices? Provide examples.*

Gribbins Insulation's company partners and temporary workers are encouraged to adopt best safety practices and BBS practices by the illustration of Gribbins Insulation's sustained safety success, which has led to sustained business. Gribbins insulation often uses the phrase "We sell safety and quality". This phrase is taken seriously to everyone throughout our organization, whether it is in the pre job bidding, or new employee orientation.

Every employee who is employed by Gribbins Insulation is given BBS training and encouraged to perform quality observations no matter what his/her role in the company may be.

Gribbins Insulation also encourages our partners to collaborate w/ our safety and BBS programs and adopt best practices that may be present, a recent example is our implementation of an improved vehicle cell phone use policy that was reviewed and modified after a recent incident, and now includes the policy of cell phone use only with assistance of a hands free device, and setting a GPS only while a company vehicle is stopped and parked in a manner that ensures our employee's safety and others who may be in a nearby vehicle.

C10.4 Industry Outreach: *Has the company promoted the use of behavioral safety industry-wide? If so, describe and provide examples.*

Gribbins Insulation promotes the use of BBS industry wide by actively participating in Marathon's Bi-Annual BBS safety conference. Gribbins Insulation also participates in Marathon's FUELS (Forever Uniting Employees Lives Through Safety) group on a monthly basis to share lessons learned, and identify potential areas for improvement. Gribbins Insulation has also presented at local conferences to promote the effectiveness of BSS.

Gribbins Insulation also participates with the Cambridge center in a collaborate effort to promote and demonstrate BBS in industry.

C10.5 Research: *How has the company supported or collaborated with safety researchers or safety professionals to help advance safety science and best practices? Provide examples of research projects or other kinds of support.*

Gribbins Insulation has actively collaborated with other safety professionals to help advance and implement best practices, examples include working with other contractors within IRD to ensure that we are all communicating and making/receiving recommendations on how we may be able to perform our job scope in a more effective and safe manner.

Gribbins is a VPP certified company, and is frequently in contact w/ OSHA to discuss a variety of issues, and collaborate to increase the frequency of shared best practices throughout the construction industry.

End of Section C

SECTION D. Other Safety Initiatives and Accomplishments

Use this section to list and describe any significant event(s) related to the establishment, maintenance, or change to your behavioral safety program over the years (not covered in previous sections) that may illustrate specific challenges that were faced and how these challenges were met. Also, include any safety initiatives and accomplishments not directly related to the behavioral safety program. Examples can include other site-specific or company-wide safety campaigns, industry awards, ISO or ANSI certifications, OSHA VVP certification, etc. Use as much space as is necessary.

One of our major initiative is focus on distracted driving. We have revised our policy, increased training efforts and tool box talks focused on distracted driving and are looking at programs to decrease the risk of the use of cell phones while driving.

We have achieved the OSHA VPP Star at Marathon Petroleum Company and at Eli Lilly and Company.

Some of the industry awards that we have received of 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

End of Section D

SECTION E. Attachments and Other Supporting Documents

Insert or attach all supporting documents and information here. Use as much space as is necessary. Include documents such as your observation checklist or score card, data graphs, training materials, or any document requested in the previous sections. Label each attachment with E1, E2, E3, a title, and a brief description.



**Gribbins
Insulation**

SAFE Card

| | |
|------------------|-------------------------------------|
| Observer's Name: | Work Activity Being Observed: |
| Date: | Time: |
| | Number of Employees Being Observed: |

| Behaviors | Safe | At-Risk | Barrier |
|---|------|---------|---------------|
| 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) | | | 1 2 3 4 5 6 7 |
| Employee not twisting while performing job tasks. | | | 1 2 3 4 5 6 7 |
| Employee wearing the proper hand protection for the task at hand. (Cut resistant when working with metal, box knife, etc.) | | | 1 2 3 4 5 6 7 |
| Employee is working from a ladder, not extending beyond the rails. | | | 1 2 3 4 5 6 7 |
| Driving safety (seat belts being worn, speed limit being observed, no distracted driving) | | | 1 2 3 4 5 6 7 |
| Employees using fall protection and using correctly when required. (Above 4 ft., harness worn properly, adequate anchor point, etc.) | | | 1 2 3 4 5 6 7 |
| There are no unusual variations from the process employees are working around. (Leaks, spills, corrosion, vibration, etc.) | | | 1 2 3 4 5 6 7 |

Barriers: 1 – Procedures 2 – Culture 3 – Equipment/Facility 4 – Personal Choice 5 – Personal Factors 6 – Training 7 – Unsure of/Disagreement of Safety Practices

Is a follow up need? Yes No **Who needs to follow up?**

Has follow up been completed? Yes No **Date Completed:**

Comments:

Surveying At-Risk For Elimination

End of Section E

SECTION F. Signature Page

Note: Submission of the Program Description and Accreditation Application will be considered complete only with the following signatures.

The undersigned, as designated and authorized representatives of the applicant organization, Company – Program, hereby, affirm or agree to the following:

1. The information provided in the *Program Description and Accreditation Application* form is accurate to the best of your knowledge;
2. The Cambridge Center for Behavioral Studies (CCBS) and its Commissioners will be indemnified and held harmless from and against any liability that may follow from the certification or accreditation process, including the grant or denial of certification or accreditation;
3. The terms of certification or accreditation, if granted, shall be for the period for which the program was reviewed, subject to ongoing review and compliance with any rules of CCBS for continuing certification or accreditation;
4. CCBS, in its sole discretion, may or may not publish or post on its website information regarding your program, including information submitted in this *Program Description and Accreditation Application* form.

F1. Behavioral Safety Coordinator or Director:

Click here to enter name and title.

Signature and Date

F2. Safety Professional, Officer, or Director:

Click here to enter name and title.

Signature and Date

F3. Site Manager or Executive

Click here to enter name and title.

Signature and Date

End of Section F
