



AN INTEGRATED SAFETY &
HEALTH MANAGEMENT SYSTEMS SYMPOSIUM


SAFETY



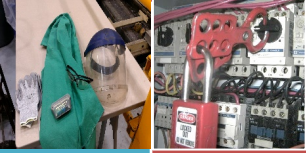
PRESENTED BY VPPPA & TSHC

AUGUST 28-31, 2018

Gaylord Opryland Convention Center
Nashville, TN

vpppa.org 

It's a STAR Team Revival!
Michael Palmer, CSP, CIH



Health & Safety Audit - Findings Report
2012 FIELD COMPLIANCE AND HAZARD AUDIT

Finding No.	2
Date	6/26/2012
Lead Auditor	Cenan Reed
Location	Ship Loader - Loader Boom
Category	01 - Working Surfaces
Subcategory	01.02 - Floor and wall openings
References	295A.2961
Description	01.02.06 - Open-sided floors, platforms and runways
Detail	When access to loader or boom is necessary beyond the railing area then a fall hazard of greater than 4 feet is present with no railing or proper fall protection system available.
Recommendation	Initiate administrative controls measures restricting access to the loader or boom until engineering controls can be explored. Engineering controls should consist of either: top rails and mid rail extending the length of the boom (with an access gate), or a road, horizontal inline extending the length of the boom allowing individuals a secure tie-off point that allows effective horizontal movement.

ENSAFE



STAR Teams

Engage

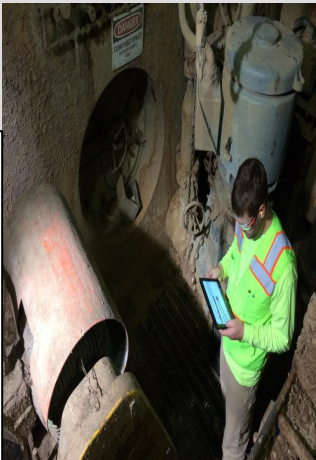


Recharge

ENSAFE

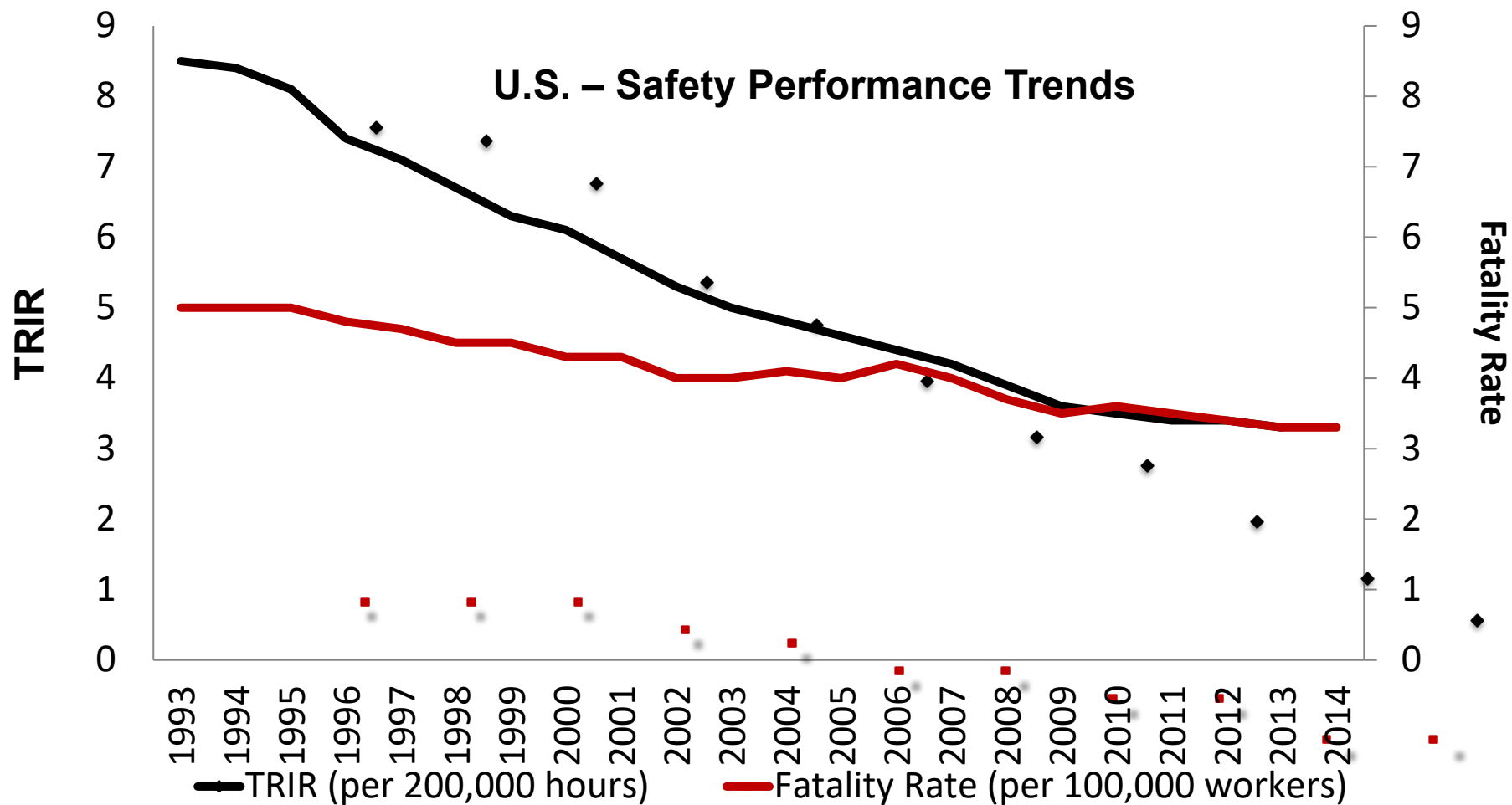
Presented by: Michael Palmer, CSP, CIH
Vice President, Health and Safety Services

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Session Outline

- WHY Employee Engagement...WHY STAR Teams?
- STAR Teams on journey to VPP STAR Certification
- STAR Teams post award of STAR Worksite



Year	# of Fatalities	Fatality Rate	# of Workers
1971	13,700	17	81 Million
2016	4,585	3.3	139 Million



This should be easy... right?



Risk seems pretty subjective...

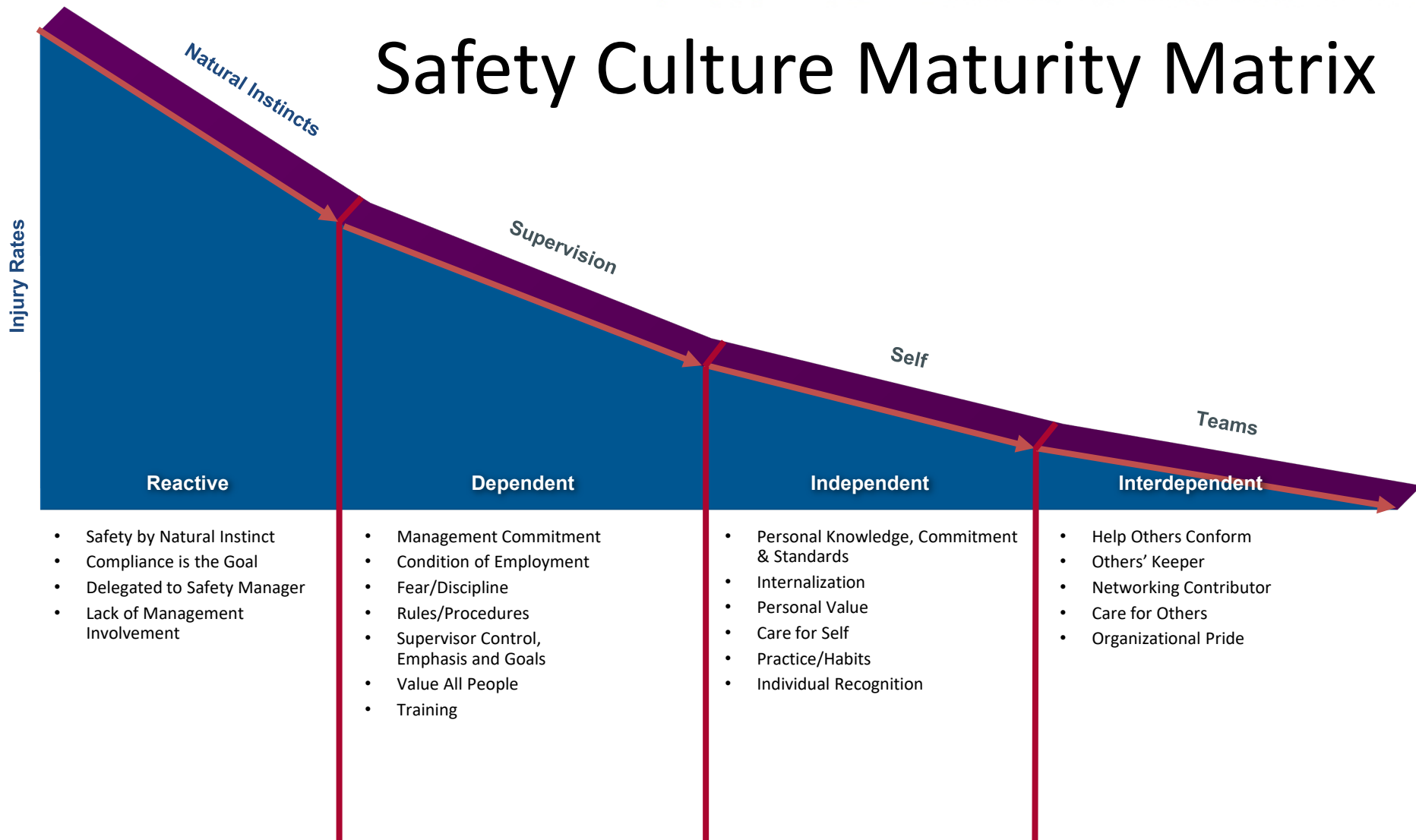


How we will challenge
the **status quo** of
accident complacency
and acceptance?

#beinspired



Safety Culture Maturity Matrix



Employee Engagement Foundational to Principles of OSHA VPP



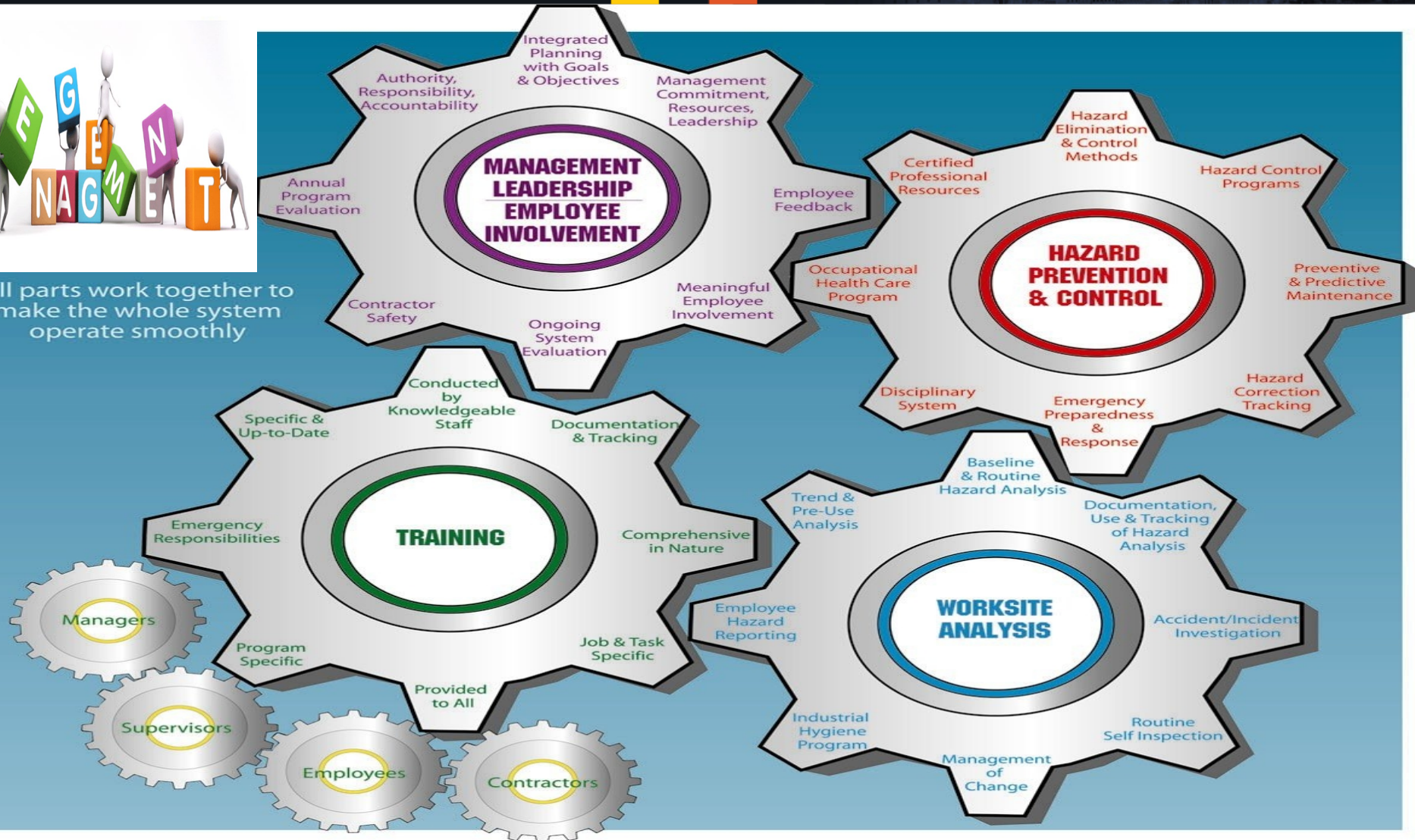
PRINCIPLE



A fundamental truth or proposition that serve as the foundation for a system of belief or behavior or for a change of reasoning



All parts work together to make the whole system operate smoothly







It's So Crazy It May Just Work!

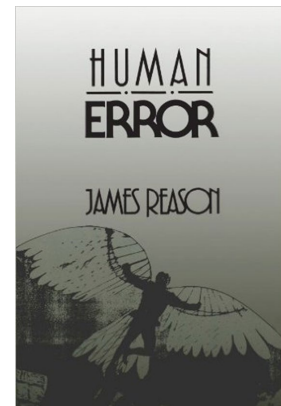


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Learning from Failure B17 Bomber

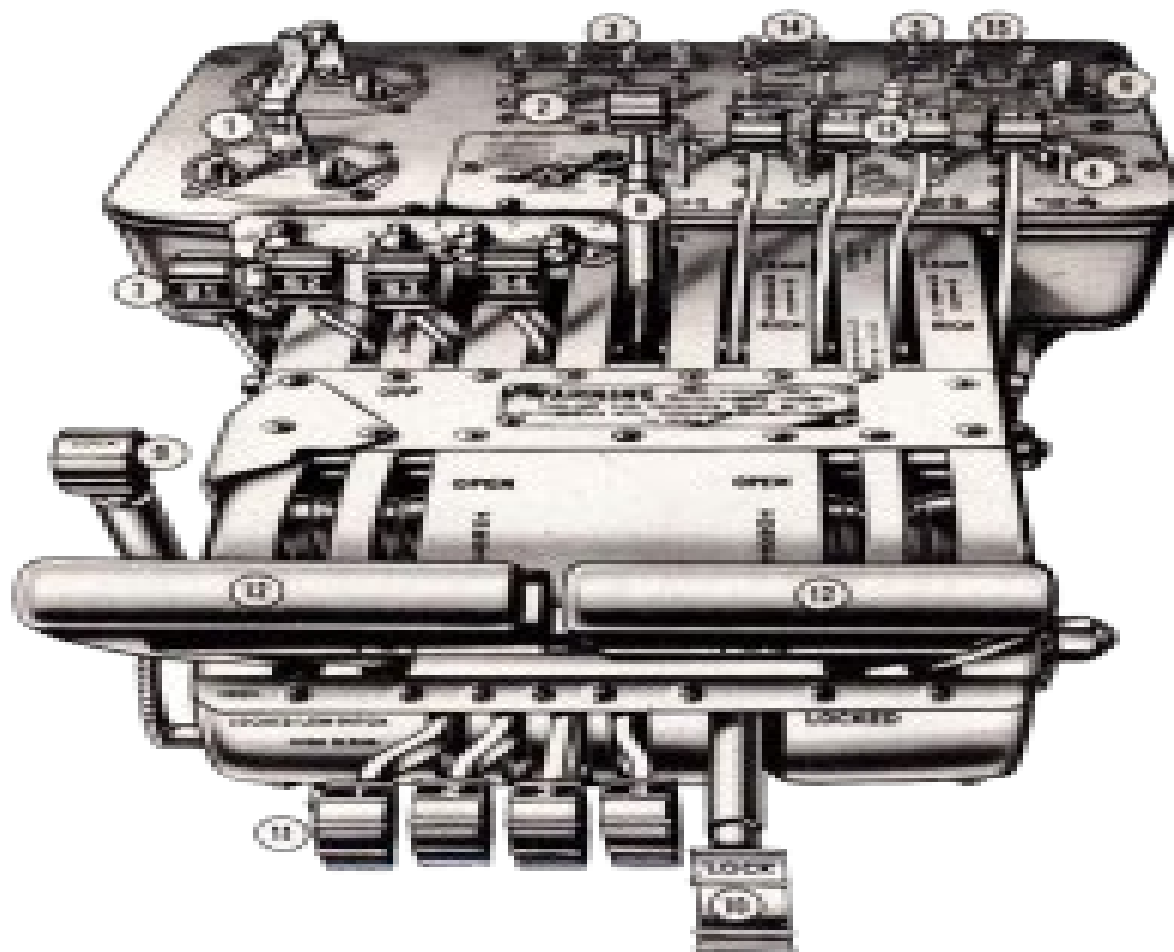


B17 Bomber actual problems

- In 1943, the term “pilot error” was first used.
- A number of B-17 bombers were landing on their bellies.
- Pilots were responsible for lowering the landing gear (wheels down)
- Instead they were putting the flaps down and the landing gear was still up in the belly.
- The result – A crash landing!

GEAR (15)

FLAPS (6)







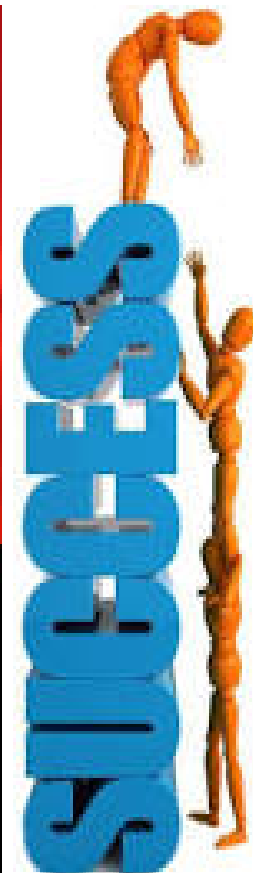
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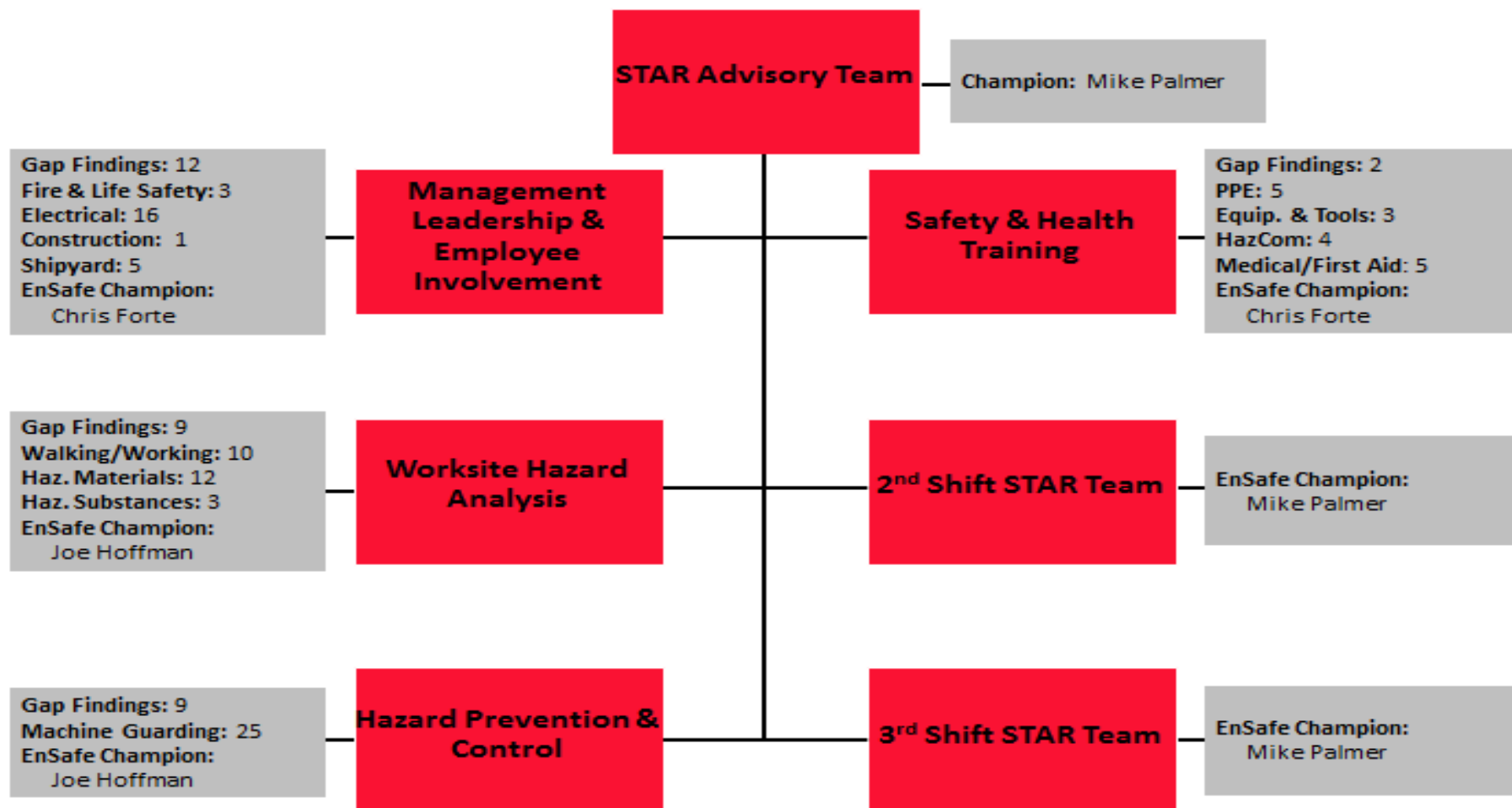
What STAR Teams Are

BROTHER'S KEEPER



What STAR Teams Are Not

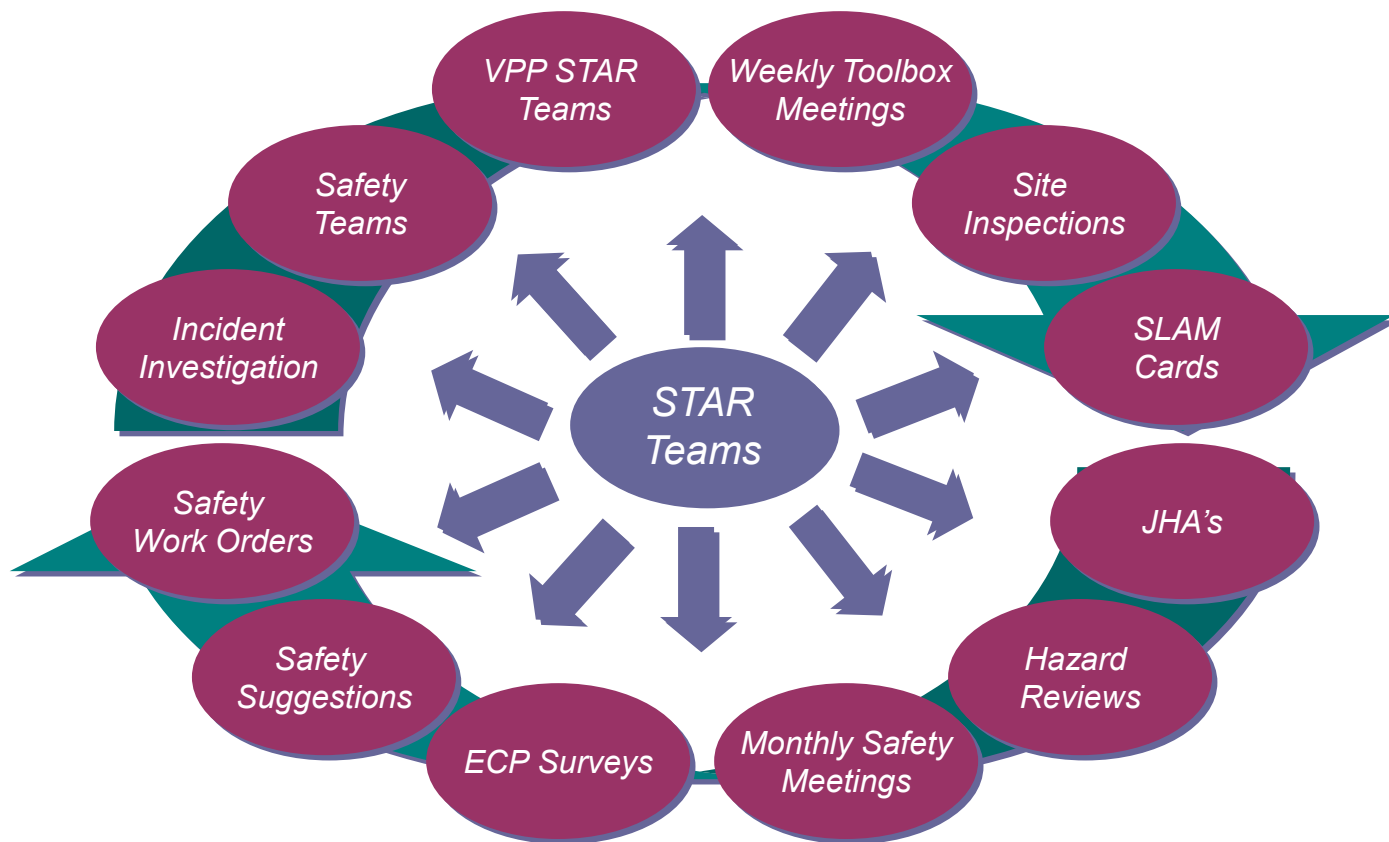




Role and Progression of STAR Teams

- Closing of OSHA VPP Gap Analysis action items
- Addressing application of VPP Gap Analysis action items site-wide
- Assisting with preparation of OSHA VPP Application
- Driving completion of OSHA VPP Readiness Review prior to OSHA onsite visit
- Hosting of OSHA VPP Team during onsite visit
 - Leading onsite inspection tours
 - Reviewing safety documentation
 - Assisting with coordination of OSHA interviews
 - Presenting their respective OSHA VPP element and STAR Team achievements





Motivation to organize a VPP STAR Team

- Divide and Conquer...Muchas Manos, Un Equipo
- Employee involvement is foundation of VPP
- Demonstrated “Employee Involvement” to OSHA
- STAR Teams drive pursuit of ZERO Injury culture
- Key in developing a “Brother’s Keeper” mindset to achieve World Class safety performance
- Close STAR Team Action items which will in-turn reduce recognized site hazards/risks

Role of STAR Advisory Team

- Provide STAR Teams with guidance and resources towards resolution of VPP Gap Action Items
- Actively and visibly support VPP STAR Teams and process
- Demonstrate management commitment element of VPP by:
 - Meeting bi-monthly to review status of VPP STAR Teams
 - Attend and participate in meetings and activities with STAR Teams
- Give them the keys and let them drive





What Now? Post STAR Plan



Recharge STAR Teams



Renew Commitment to OSHA VPP Process and STAR Teams

1. Assess current staffing of STAR Teams
2. Provide opportunity for some STAR Team members (~50%) to roll-off and new members to join
3. Select new Co-Leads and Secretary for each team
4. Keep a SHE representative on each STAR Team but not in a Co-Lead capacity.
5. Utilize existing STAR Team members to recruit new members
6. Provide new STAR Team members with VPP STAR swag....hardhat stickers, shirts, cups, etc.
7. Take photos of new STAR Teams, recognize them, and post on plant bulletin boards and monitors

Recharge STAR Teams

1. STAR Team recharge and recommitment sessions
 - 2-4 hours per STAR Team
2. Resume bi-monthly STAR Team meetings
3. Review of OSHA VPP elements for each STAR Team
4. Role of STAR Team in annual OSHA VPP submittal
5. Discussion and brainstorming session with existing and new STAR Team members on role of STAR Teams going forward
6. Align STAR Team roles with routine site hazard and risk recognition/reduction processes
7. How can we be our **“Brother’s Keeper”**?



Reduce Site Risks and Hazards



- 1) STAR Team members perform safety inspections and peer to peer safety observations (SLAM cards)
- 2) Aggressive employee owned processes for risk/hazard identification and mitigation
- 3) Reduction and achievement of workplace injuries/illnesses through employee ownership
- 4) Recognition of a job well done and satisfaction of Zero Injury Focus

DATE: _____
JOB/TASK: _____
DPT./SHIP: _____
SHIFT: _____
LOCATION: _____
NAME: _____

SLAM
C A R D

ACTION TYPE:
☐ RECOGNITION
☐ RISK REDUCTION

STOP What are the tasks being completed in the work area? What are the crafts performing the tasks?	LOOK Inspect work area. What hazards do you see? What unsafe behaviors do you see? What safe behaviors?
ANALYZE What are the controls protecting workers from the hazards? Engineering? Admin.? PPE?	MANAGE What steps can be taken to reduce the hazards of this job short term? Long term?

Let's make VPP all about engagement again!



Recognition SLAMs

DATE 8/22/2018 SHIFT: 1st ☐ 2nd ☐
JOB/TASK: _____
BLDG./SHIP: Pipe Shop
LOCATION: _____
NAME: _____

SLAM
C A R D

ACTION TYPE:

☐ RECOGNITION
☐ RISK REDUCTION

STOP

What are the tasks being completed in the work area?
What are the crafts performing the tasks?

Manufacturing Pipe Assembly – large 20 ft.
piping section stands during production

LOOK

Inspect work area. What hazards do you see? What
unsafe behaviors do you see? What safe behaviors?

Potential pipe falling and coming into contact
with employees

ANALYZE

What are the controls protecting workers from
the hazards? Engineering? Admin.? PPE?

Employees utilized chain falls and jack stands to
assist in preventing the piping sections from
falling.

MANAGE

What steps can be taken to reduce the
hazards of this job short term? Long term?

N/A – Great job using chain falls as a
precautionary measure

Risk Reduction / Immediate Fix SLAMs

DATE: _____ SHIFT: 1st ☐ 2nd ☐
JOB/TASK: Welding
BLDG./SHIP: East of 616
LOCATION: _____
NAME: _____

SLAM
C A R D

ACTION TYPE:
☐ RECOGNITION
☐ RISK REDUCTION

STOP

What are the tasks being completed in the work area?
What are the crafts performing the tasks?

Welding / Fabricating Panels East of 616. Weld line and male/female connections laying in water.

LOOK

Inspect work area. What hazards do you see? What unsafe behaviors do you see? What safe behaviors?

Shock hazard from connection laying in water.

ANALYZE

What are the controls protecting workers from the hazards? Engineering? Admin.? PPE?

Trees are available but weren't being used.

MANAGE

What steps can be taken to reduce the hazards of this job short term? Long term?

Moved line into tree and out of water.

Risk Reduction / Long Term Fix SLAMs

DATE: _____ SHIFT: 1st ☐ 2nd ☐
JOB/TASK: _____
BLDG./SHIP: Shop 12
LOCATION: Pier 1
NAME: _____

SLAM
C A R D

ACTION TYPE:

☐ RECOGNITION
☐ RISK REDUCTION

STOP

What are the tasks being completed in the work area?
What are the crafts performing the tasks?

Shop 12 BAE riggers on stern barge at Bataan in JLG for work on stern ramp.

LOOK

Inspect work area. What hazards do you see? What unsafe behaviors do you see? What safe behaviors?

Working on floating barge out of JLG – Open edges all around barge. Trip hazards around edges were mooring lines are secured. Crane is rigging materials on barge.

ANALYZE

What are the controls protecting workers from the hazards? Engineering? Admin.? PPE?

JLG is secured at 4 points on barge and cannot travel. Workers have fall protection (harness) and PDF (life vest) while working. Using radios to communicate.

MANAGE

What steps can be taken to reduce the hazards of this job short term? Long term?

Need to utilize hierarchy of controls, install guardrails on barge to reduce fall risk.

Role of **ENSAFE**

- OSHA VPP Gap Analysis
- STAR Team Training
- Keeping STAR Teams on track
- Lead preparation of OSHA VPP Application w/STAR Teams
- Lead STAR Teams in performance of OSHA VPP Readiness Review
- Assist site with establishment of Post STAR Plan
- Lead STAR Teams in preparation of OSHA VPP annual submittal



The winner of the 2017 Nobel prize in economics is Richard Thaler of the University of Chicago, for his work on behavioural economics which is the study of economics (and finance) from a psychological perspective.

- Nudge theory suggests that positive reinforcement of behaviours, coupled with hints and suggestions can (subconsciously) influence motivation, collaboration, and decision processes.
- The key to successful nudging often involves nudge towards the “right” behaviour without removing a person’s free will.
- A nudge can often be more effective, and less prone to resistance from groups or individuals, than direct instruction or overt enforcement.



Nudge Influencers

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

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Questions?

