

Feed Mill Safety

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February 5, 2020



We Work Safely



Before We Start ...

If you're unsure of a safe way to do a job



Work

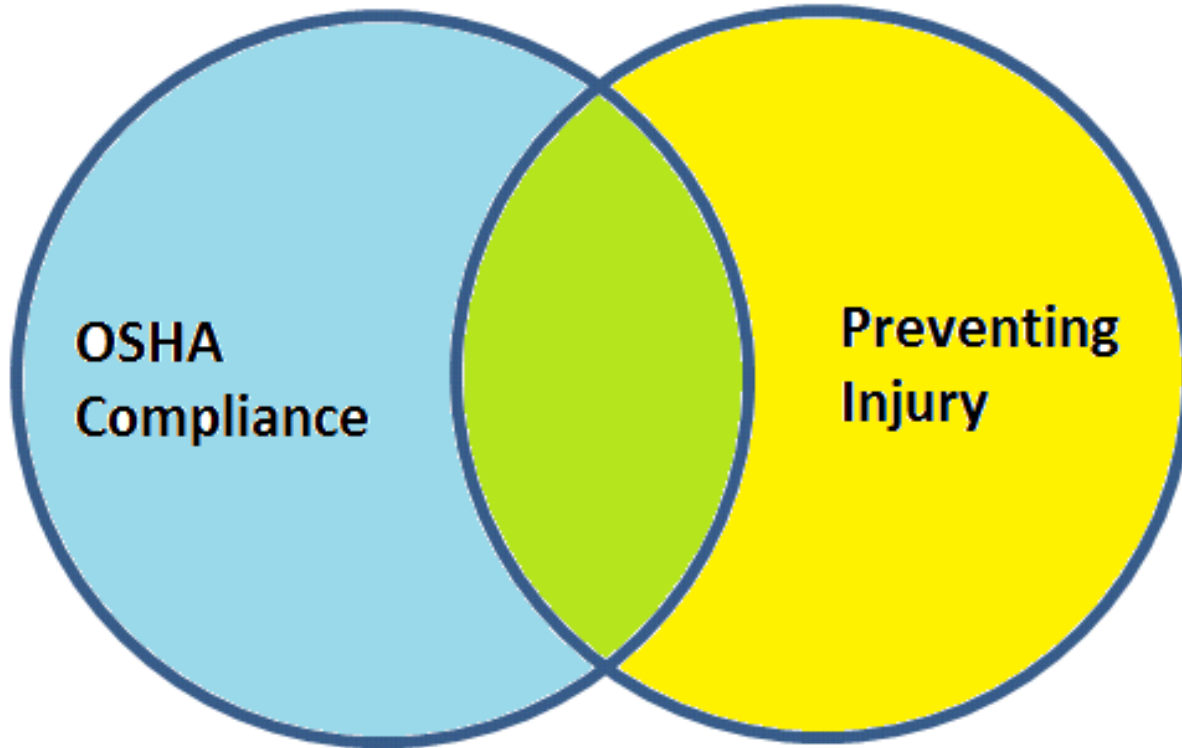
There is absolutely no task at any of our locations that is worth getting hurt!



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Safety Management



There's overlap, but they aren't the same thing!



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JDH Safety Vision

- Safety is Managing Injury RISK
- We Manage Injury Risk Like Any Other Risk To Our Business
 - Identify
 - Quantify
 - Reduce unacceptable risk



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... continued ...

- This takes everyone working together. Everyone's role is **defined, communicated, and understood**
 - Executives & Officers
 - Corporate staff
 - EHS managers
 - Regional line management
 - Plant line management
 - Line workers



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Everyone should ...

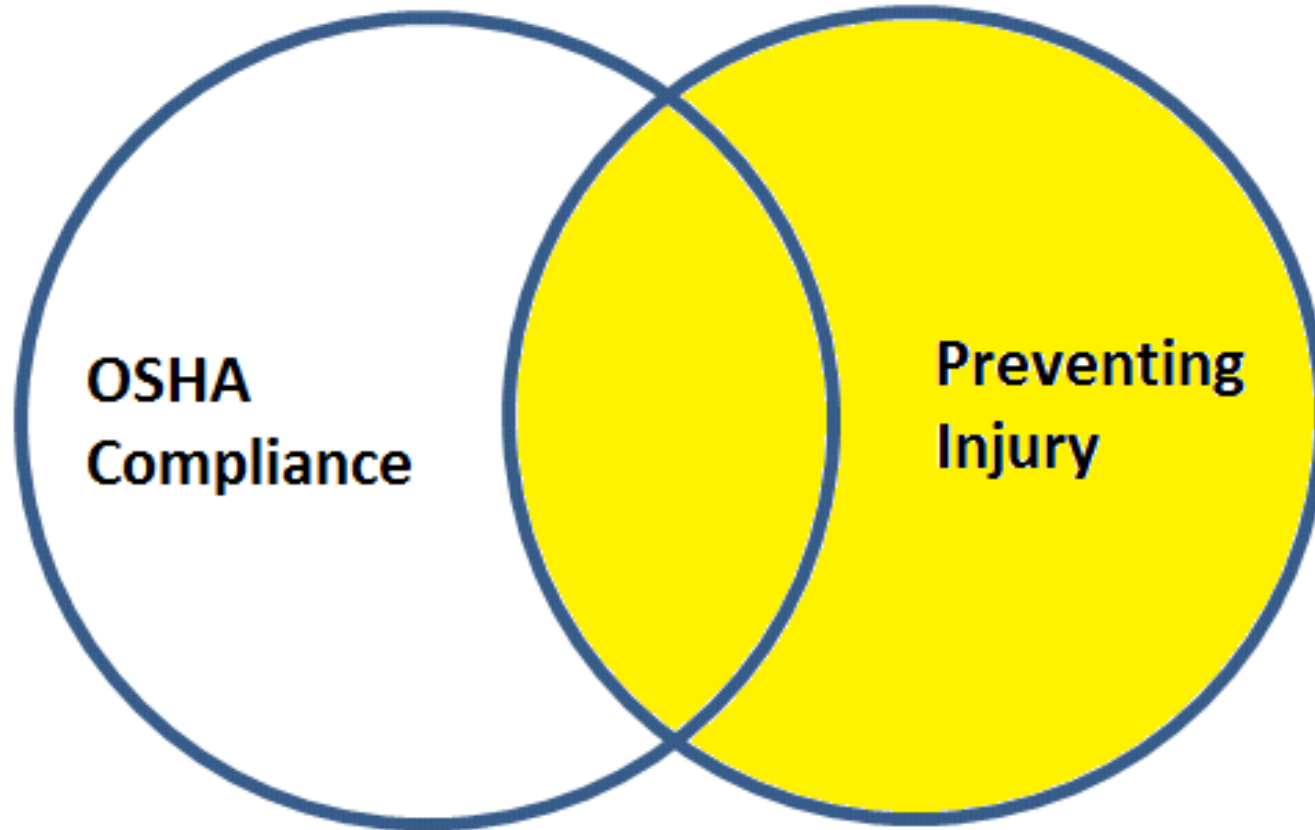
- Know their role in our safety journey
- Know what “SIF” means
- Know how to identify injury risk
- Stops work and get help if unsafe
- Take ownership for personal safety
- Correct unsafe behavior when they see it



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Preventing Injuries = Injury Risk Management



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Basic Vocabulary

- Hazard: something that can cause an injury
- Three basic types:
 - Physical – physical things that can injure a person
 - Task – something in our work process that can injure a person
 - Behavior – choices that we make



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Hazards: Transitions Between Walking Surfaces



Transition between walking surfaces with a floor hole in between – trip hazards coming and going!



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Hazards: Tools/Clutter On Catwalk



This catwalk is 40 feet above the ground

Tools on catwalk

What is the SEVERITY of this trip hazard?



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Hazards: Conveyor Covers

Cover can be lifted by hand.

Can easily reach in and touch auger.



Action:
Bolt down cover

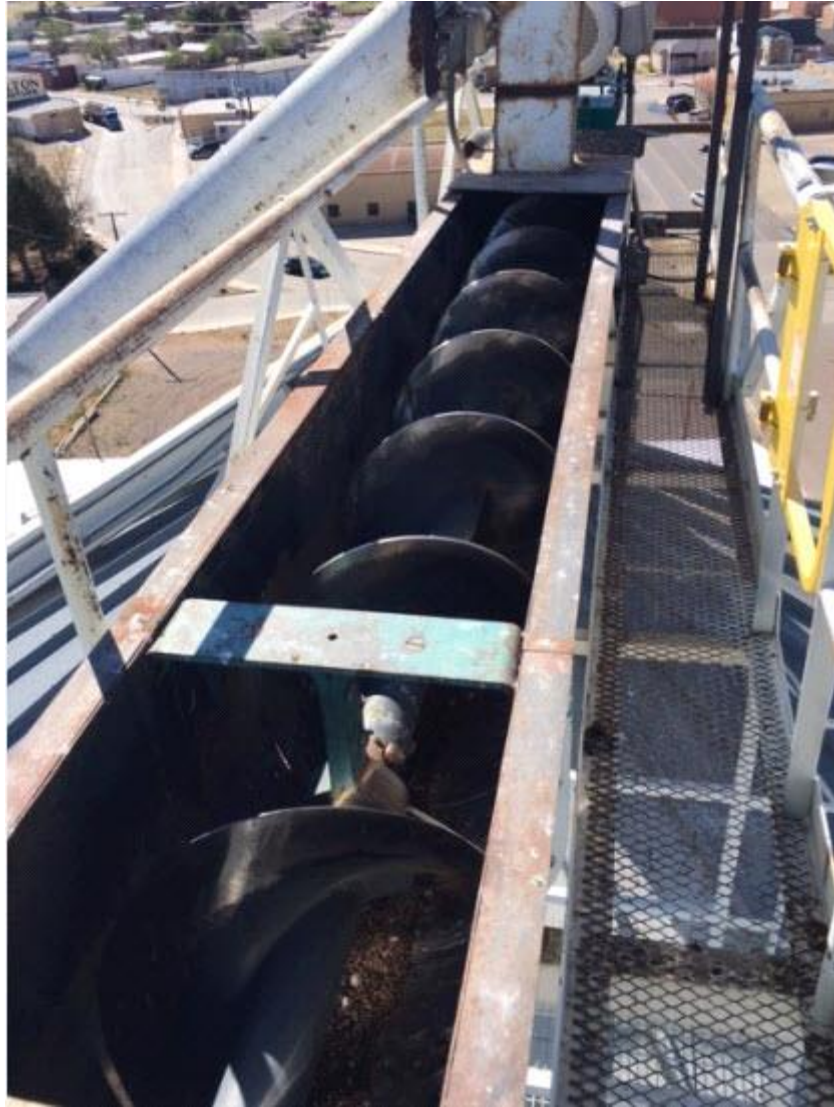


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Hazards: Uncovered Augers

Maintenance was working on auger, left several feet uncovered



Action: Make sure all guards are replaced before returning to service

Check augers on Hazard ID walks!



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Hazards – Platforms without Guardrails



Missing part or ALL guardrails on both service platforms
PLUS a tool on the walking surface!



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Hazards: Grain Bin Tops With No Guarding - SIF



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Hazards: Work Platform With Incomplete Guardrail



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Hazard ID Walks

- We regularly walk our facility and look for hazards
- We determine how to correct them
- We track corrective actions to completion



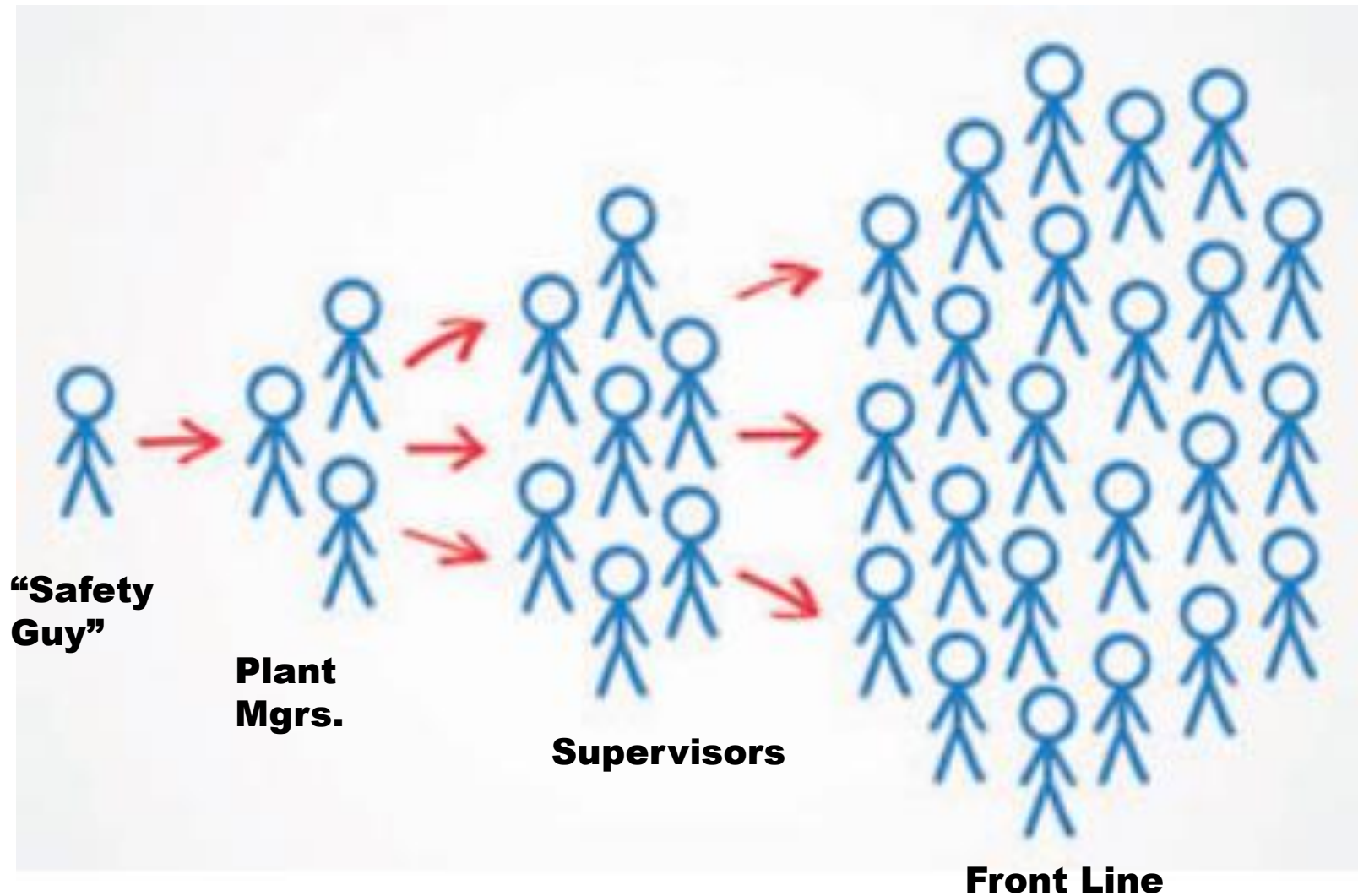
Attention To Detail



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Developing Hazard ID Skills



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Assessing Risk

- When we identify hazards, we SCORE the INJURY RISK
- We look at two things:
 - Severity – how badly would someone be injured?
 - Likelihood – how likely is this to happen?



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Risk Management Process

Likelihood Level*	Severity Level**			
	Low (1)	Moderate (2)	High (3)	Catastrophic (4)
Very Likely (4)	4	8	12	16
Likely (3)	3	6	9	12
Possible (2)	2	4	6	8
Unlikely (1)	1	2	3	4

- Severity = how bad will injury be
- Likelihood = how likely is it to happen
- Risk = Severity x Likelihood

JDH/Gold Star Risk Threshold



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Severe Injuries and Fatalities

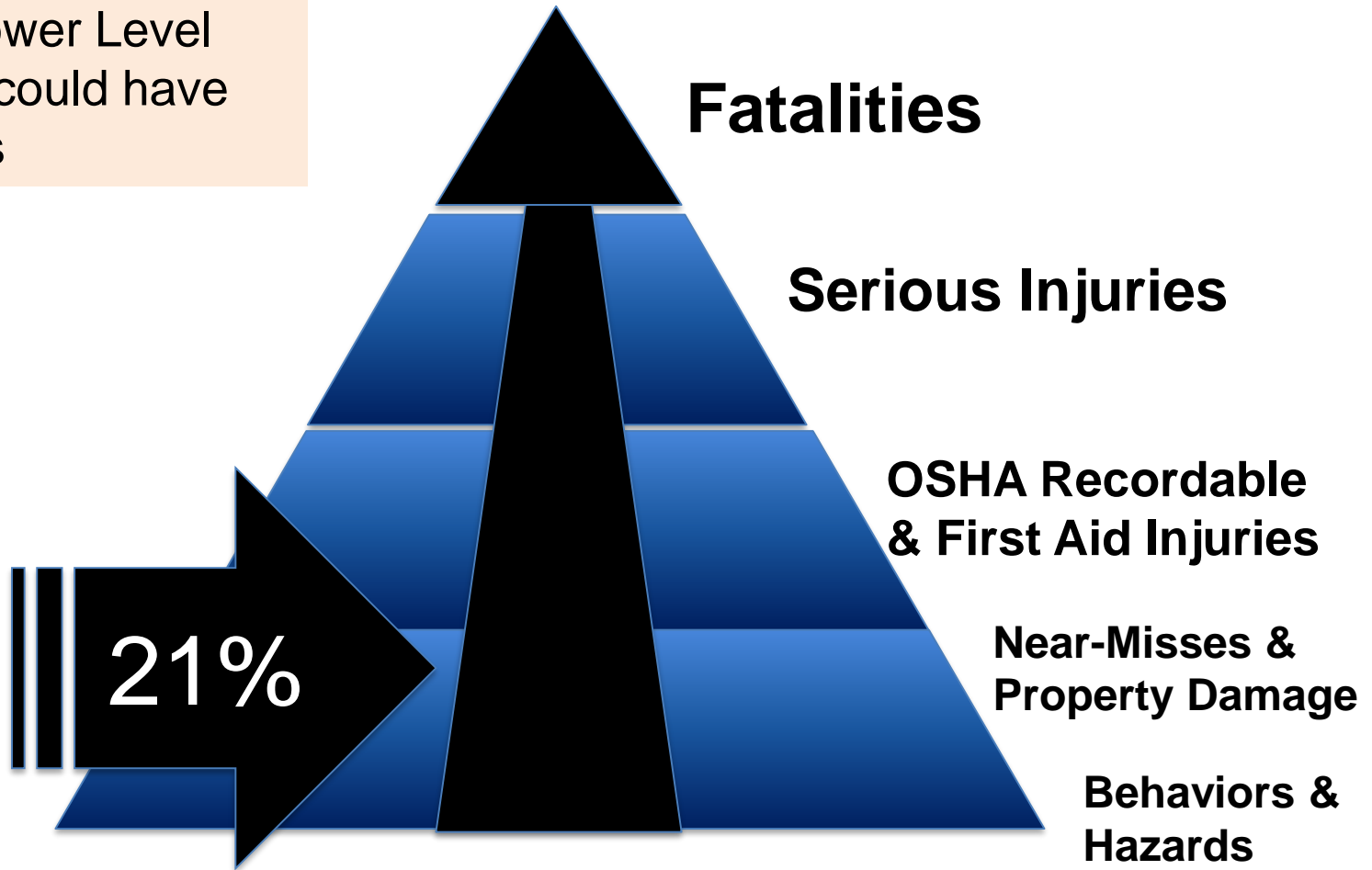


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Safety Severity Pyramid

21% of Lower Level Incidents could have been SIFs



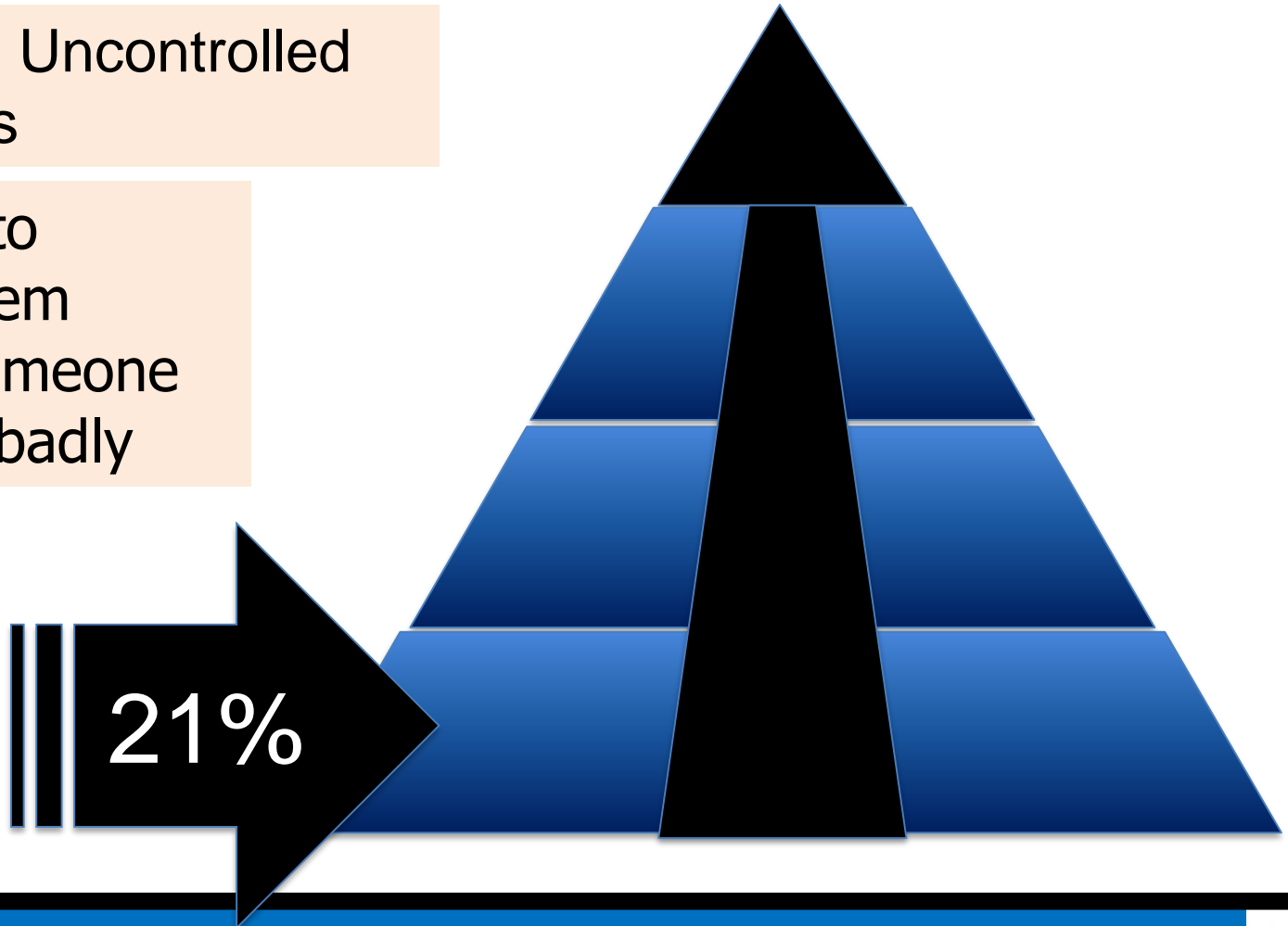
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We Want To Find The 21%

These are Uncontrolled High Risks

We want to control them before someone gets hurt badly



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How We Find Them

- Report near misses and property damage
- Search for the hazards
 - Hazard ID Walks
 - Task Hazard Analyses
- Injuries - investigate with an eye to
 - How bad an injury could have been
 - NOT how bad an incident WAS



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We ID Risk SEVERAL WAYS

Proactive

- HazID walk
- Near Miss Report
- Facility Self-Audit
- Employee Interviews
- Safety Committees
- Task Hazard Analysis

Reactive

- Property Damage
- Vehicle Accidents
- Injury Investigations



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We Manage All Risks the SAME WAY

- **Score risk**
- **Determine Corrective Action**
- **Enter in RCI**
- **Assign Owner**
- **Track to completion**

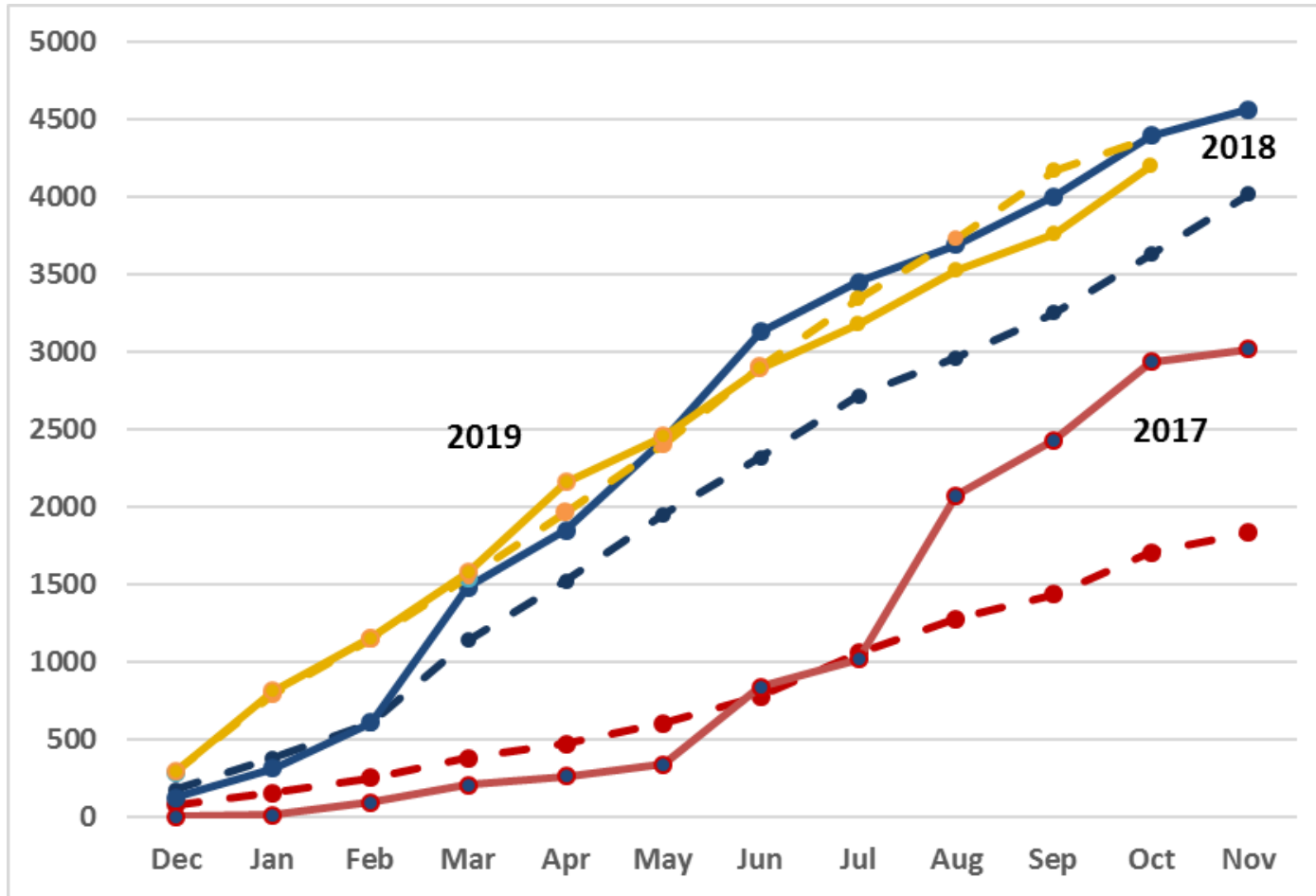
**We Have ONE LIST for all of our
Corrective Actions**



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Finding and Fixing: Results of Proactive Work



Solid = finding
Dashed = fixing



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GoldStar
Feed and Grain, LLC

Correcting Hazards

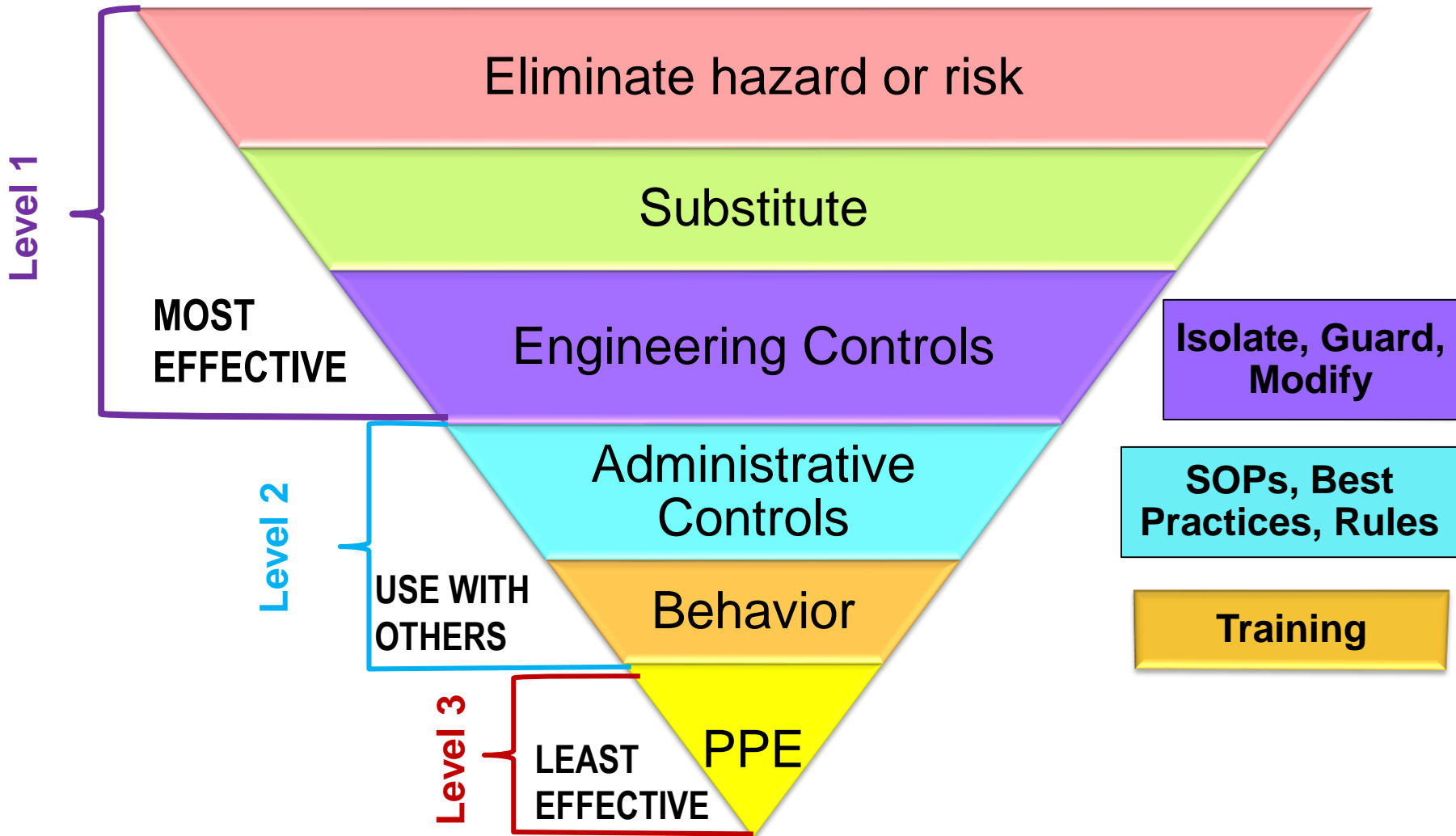
- Goal – PERMANENT solutions
- Use “Hierarchy of Controls” to guide our actions



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Hierarchy of Controls



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Engineering Controls

Purpose: Eliminate or reduce contact between people and hazard.

- Modify equipment or work process
 - Change configuration of machinery
 - Change traffic flow
- Install controls
 - Dust collection systems
 - Interlock machine guards



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Reducing Risk – Level 2 Controls

- Lower Effectiveness
- Requires more effort to maintain/sustain
- Examples:
 - Signs and labels
 - Policy & procedures
 - “Re-Training”



Why is Level 2 Less Effective?

- You are relying on signs, rules, procedures, and plans
- These only work if employees **know** that you're serious about them
- **ONLY** way to show you're serious
 - **Train** employees on the rules and procedures
 - **Inspect** what you **expect** ... frequently
 - **Correct behavior** when controls aren't followed



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Reduce Risk – Level 3 - PPE

- Least Effective when used by itself
- “Last resort” strategy.
- Provide PPE & keep in easily accessible location.
- Requires consistent training & reinforcement.
- Includes (not limited to):
 - Hearing, vision, skin, respiratory protection
 - Fall protection
 - Other



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Why is Level 3 LEAST Effective?



- You are saying “I can’t remove the risk, wear this so you don’t get hurt”
- Need to pick the RIGHT equipment for the risk
- Need to make sure employees
 - Know HOW to use the PPE
 - ALWAYS use IT
 - Know when it needs to be replaced
- Need to always have it available

It’s much better to not need PPE at all



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Managing Residual Risk

- You're never going to eliminate ALL the risk
- Our SAFETY PROGRAMS are designed to manage residual risk.
- CRITICAL SAFETY PROGRAMS – manage common SIF hazards in our industry



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Critical Safety Programs

1. Grain Handling Industry - Engulfment & Explosion Protection
2. Lockout/Tagout
3. Permit Required Confined Spaces
4. Fall Protection
5. Rail Operations Safety
6. Powered Industrial Truck Safety



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Critical Safety Programs

- These are LIFE-SAVING programs!
- We have a higher level of training and auditing
 - Annual Awareness and Advanced Training
 - Annual Facility Self-Audits

**We Need our Plant Managers to
MASTER our Critical Safety
Programs**



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Near Miss Reporting

- “I could have gotten hurt, but I didn’t”
- We need our employees to bring this forward
- We want to put Corrective Actions in place **BEFORE** anyone gets hurt
- If they involve SIF Risk, we:
 - Investigate
 - Root Cause Analysis



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Auditing – Inspecting What You Expect

- It's A LOT of work to put a program in place
- You want to confirm that:
 - Your employees UNDERSTAND the risks of injury they face
 - What they need to DO to manage the risk
- If you don't check on it, your employees believe that you don't take it seriously



The “2 A.M. Test”

Will our employees behave the same way at 2 a.m. as they do when we are watching?

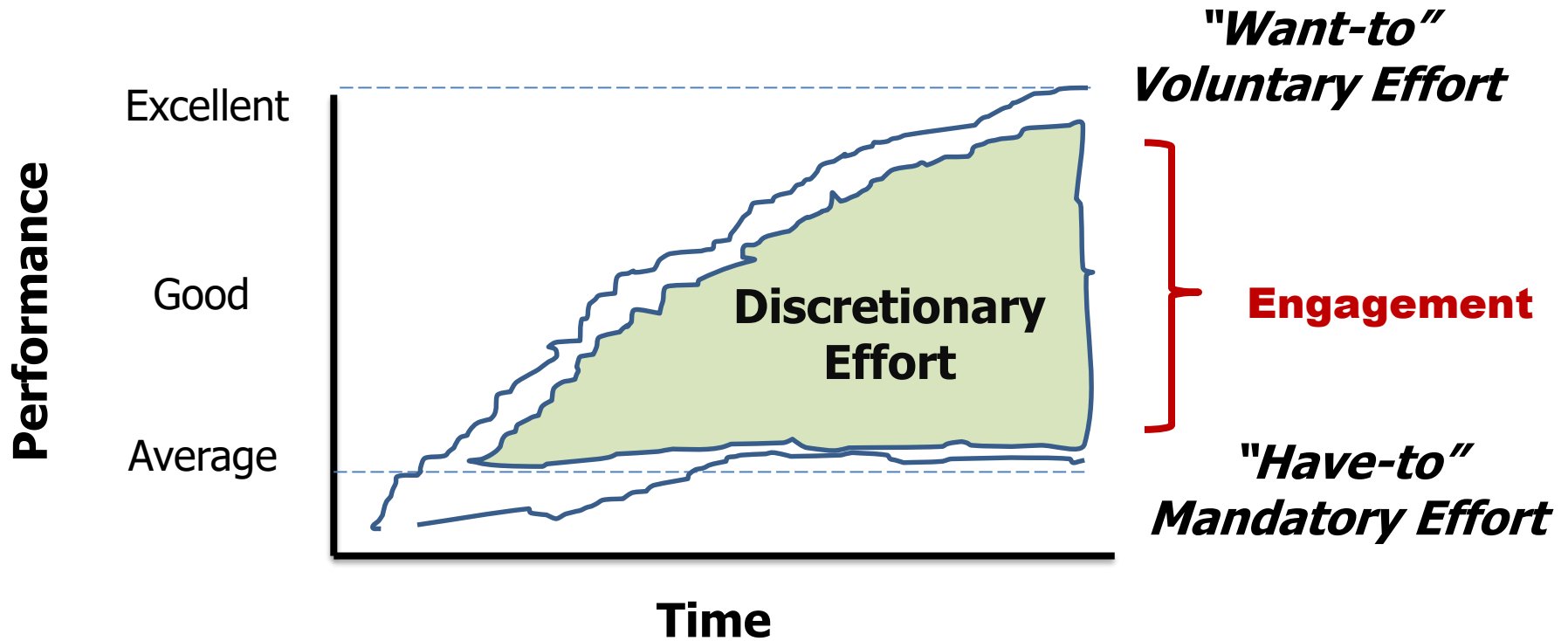
This is a simple definition of **culture**



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Voluntary vs. Mandatory



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We Contribute Best When We:

- Know we are individually important
- Are treated with dignity and respect
- Know and understand what is expected
- Are recognized
- Are involved in decisions that affect us
- Receive feedback



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Barriers to Front Line “Want To”

- Nobody asks me for my opinion
- Management is just waiting to catch me violating a safety rule
- I’ve been saying we need to make this change for years; it’s finally changing because of an accident
- Management violates the safety rules but wants us to follow them



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Barriers to Front Line “Want To”

- I reported a safety concern two months ago; nobody did anything about it
- Management just cares about productivity; they want us to work faster even if it is unsafe
- I have been working this way for 30 years and have never been hurt
- This safety policy makes my job harder



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How Can Engagement be Improved?

- Improve the workspace (corrective actions)
- Ask for input
- Consider employee suggestions and implement where you can
- Consistent safety communication
- Give positive feedback



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Questions?



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