Boise Inc.
The Design, Implementation & Impact of Leading Indicators
June 13, 2012
Introduction

- **Company Background**
  - Paper & Packaging
  - Pursuit of leading indicators
    - Since 2007
1 Fatality
30 Lost Time or Restricted Injuries
300 Recordable Injuries
3,000 First Aid Injuries, Property Damages, or Near Misses
30,000 Hazard IDs or Unsafe Acts
300,000 Acts of Prevention
Employee slips on a piece of paper and strikes his head on the corner of a machine.

Employee slips on a piece of paper striking his side on the corner of a machine and breaks his rib.

Employee slips on a piece of paper and hits his chin on the machine and cuts chin.

Employee slips on a piece of paper and nearly falls?

Employee pulls a piece of paper off the machine and drops it on the floor?
Leading Indicator

- What is a leading indicator?
- What is the leading indicator in the previous slide?
- What can we do to address leading indicators and how will that affect the pyramid?
Audience Activity

- Each team will come up with as many participation activities as possible
  - Before listing the next activity the team must determine the activity’s effect on the pyramid
Leading Indicators

- Visible Leadership
- Employee Participation
- Training
- Incident Reporting & Investigation
- Hazard Analysis & Correction
- Safety Communication
- Preventive Maintenance
- Accountability
- Goals & Planning
- Operational Discipline
Barriers to Implementation

- Leadership & Management commitment
- Sustainability
- Complacency
- Employee resistance
  - Pencil whipping
  - Non-participation

- Poor quality of participation
  - Observations
  - Audits
  - Committee meetings
Participation @ Boise Inc.

- Measurement
- Definition of Participation
  - Quality
- Hurdle rate (5 points)
  - Quantity
- Commitment
  - CEO to Location Management
## Tracking Participation

<table>
<thead>
<tr>
<th></th>
<th>MTD</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Participation %</td>
<td>99.9%</td>
<td>99.8%</td>
</tr>
<tr>
<td>Safety Achievement %</td>
<td>95.7%</td>
<td>97.9%</td>
</tr>
<tr>
<td>Hazard IDs:</td>
<td>335</td>
<td>2071</td>
</tr>
<tr>
<td>Near Misses:</td>
<td>5</td>
<td>46</td>
</tr>
<tr>
<td>Property Damages:</td>
<td>7</td>
<td>40</td>
</tr>
<tr>
<td>First Aid Incidents:</td>
<td>6</td>
<td>49</td>
</tr>
<tr>
<td># of Recordable Incidents</td>
<td>1</td>
<td>3</td>
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</tbody>
</table>
Participation Activities vs. Incident Rate

![Graph showing the relationship between Participation Activities and Incident Rate over years 2008 to 2011. The graph indicates a decrease in Incident Rate and an increase in Participation Activities over the years.]
### Examples of Participation Activities

- Safety Audit
- Housekeeping Audit
- BBS Observation
- Safety Team
- Safety Committee
- Safety Conversation
- Hazard ID
- Safety News Flash Presentation
- SafeStart Trainer
- Investigation Team
- Near Miss
- Safety Moment
- SafeStart Story
- Inspections
- Safety Posters
- Writing a JSA
- Reviewing a JSA
- CPR/AED Training
- Community Activities
More than Participation

- Housekeeping Audits
  - Observation
  - Feedback
  - Track improvement

- BBS Observation
  - Observation
  - Feedback
  - Track improvement
  - Data use

- Incident Investigation
  - RCA
  - Corrective Action
More than Participation

- Safety Committee
  - Active Involvement
    - Employees
    - Management
  - Communication of activities
- JSA Reviews
- SafeStart
The Path Forward

- Safety As A Value
- Zero Incidents
- Lagging Indicators vs. Leading Indicators
- Participation & Ownership
- Participation & Leadership
Wrap Up

● QUESTIONS?