
Boise Inc.

**The Design, Implementation & Impact
of Leading Indicators**

June 13, 2012

Introduction

- Company Background
 - Paper & Packaging
 - Pursuit of leading indicators
 - Since 2007

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Fatality

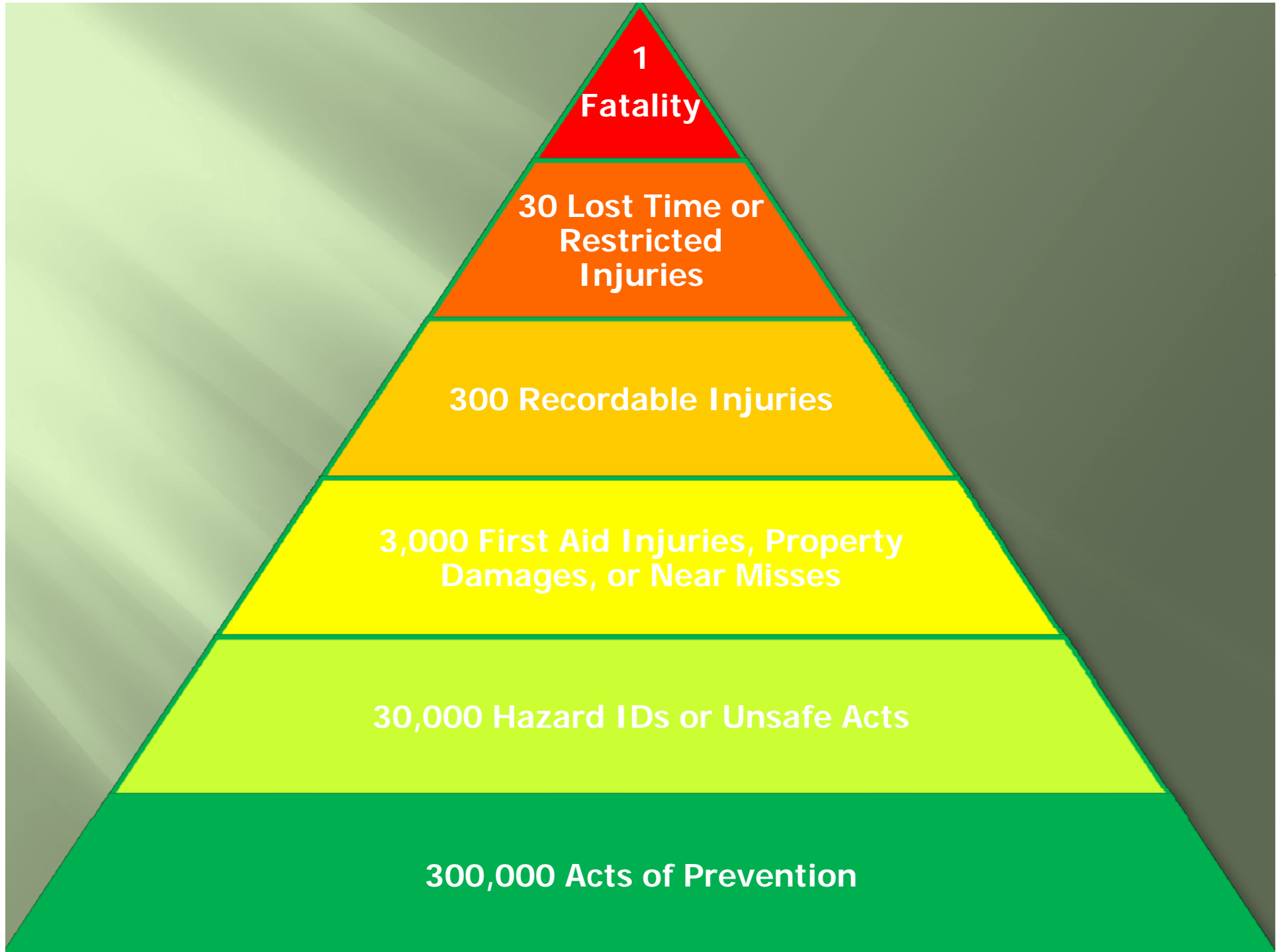
**30 Lost Time or
Restricted
Injuries**

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

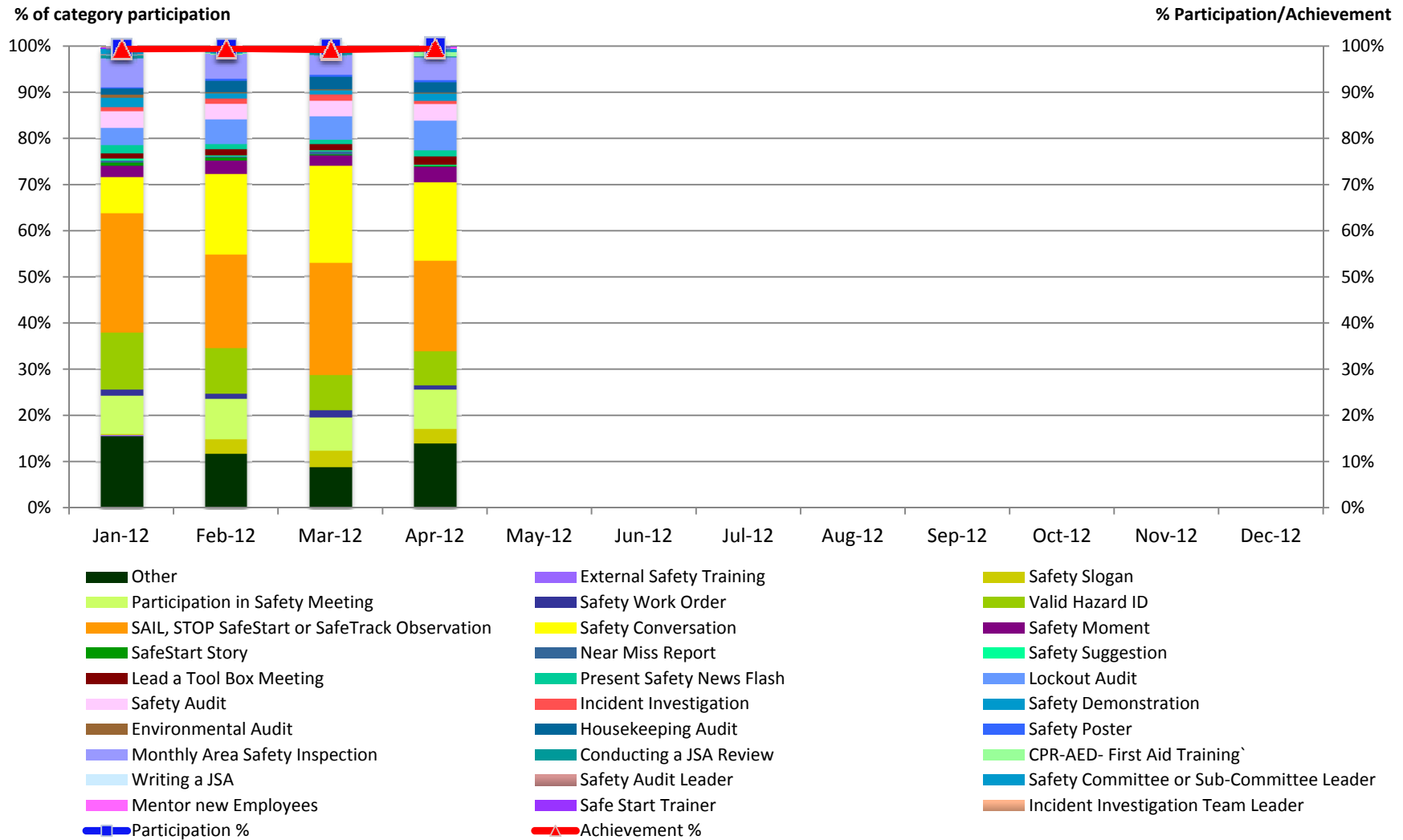
Participation @ Boise Inc.

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

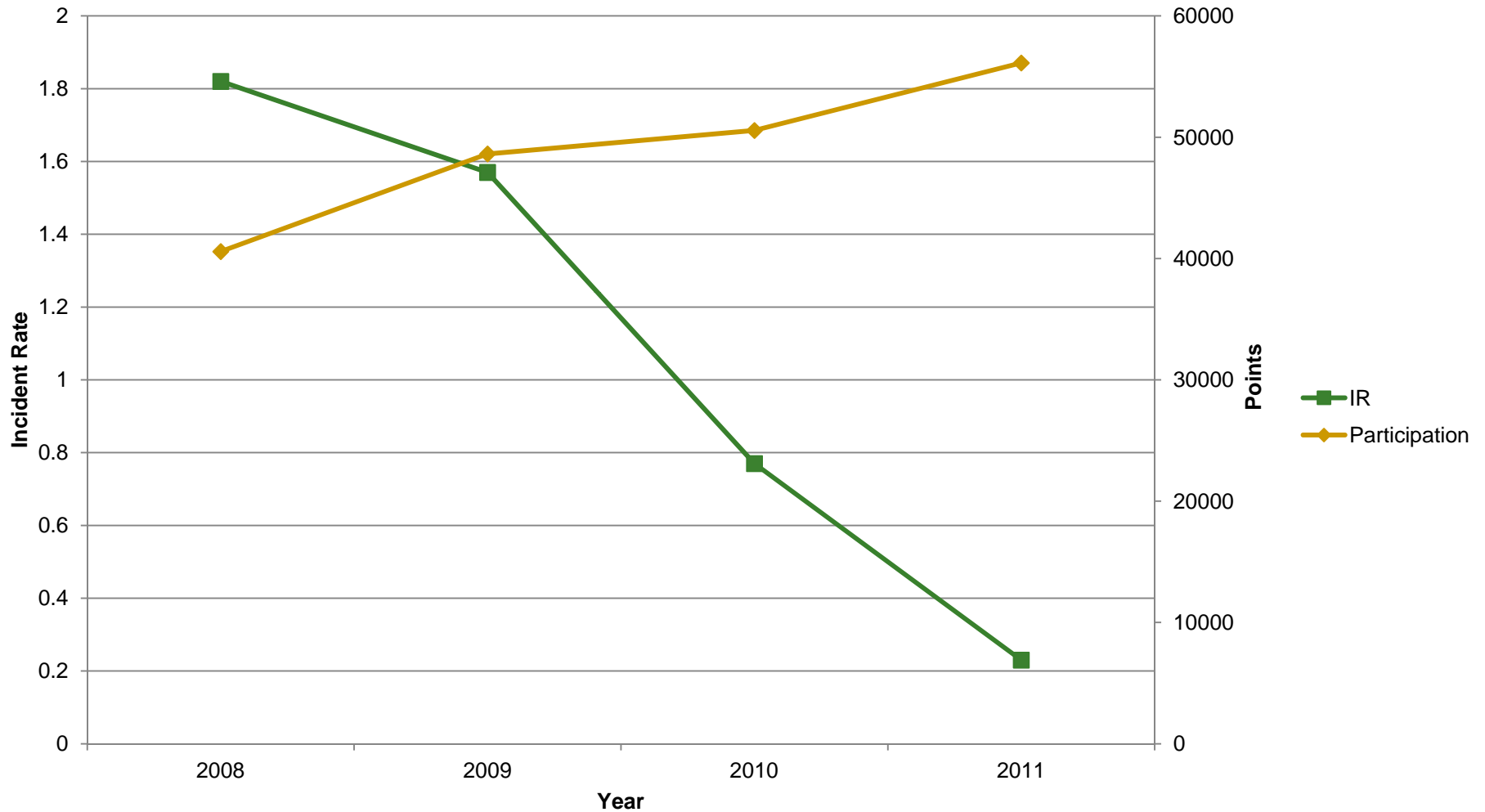
Tracking Participation

	<u>MTD</u>	<u>YTD</u>
Safety Participation %:	99.9%	99.8%
Safety Achievement %:	95.7%	97.9%
Hazard IDs:	335	2071
Near Misses:	5	46
Property Damages:	7	40
First Aid Incidents:	6	49
# of Recordable Incidents:	1	3

Monthly Points Distribution



Participation Activities vs. Incident Rate



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?