



Outokumpu Oyj

Award: Safety

Category: Workplace Improvement; Safety Training

SafeStart safety initiative

Challenge

Outokumpu had been looking for a safety behavioural program which addressed safety on a 24 / 7 basis, not just at work, but a program which employees could make use of in their home and family lives and when commuting. Full participation and engagement from the whole workforce and resident contractors were also viewed as key to changing the safety culture of the company.

Although the accident severity and the lost time injury frequency rate has been decreasing year on year “safety” proves to always be a topic which constantly needs to be reviewed and the introduction of a new safety program was felt could help us achieve our safety mission of zero accidents. The behavioural safety awareness program “SafeStart” aims at reducing accidents by helping us recognize the error states that occur and the critical errors that cause them.

In a manufacturing company like Outokumpu, we often associate safety first and foremost with the production environment. It’s true that there are hazards in stainless steel production that must be recognized and mitigated, but it’s also a known fact that the majority of accidents happen to the individual outside work, for example at home or when moving from one place to another e.g. driving. If you are hurt badly, in the end it doesn’t really matter where it happened, we need to eradicate all accidents.

Action

SafeStart is a behavioural safety awareness program delivered to groups initially in 5 two-hour training sessions and is aimed at reducing accidents by helping the individual and his work colleagues effectively recognize the behaviours i.e. errors and mistakes that cause them. The SafeStart program will eventually be implemented in all locations, both at our production sites

as well as in our offices, to our employees and resident contractors.

SafeStart can perhaps be best described by explaining what it is not. First, it is not about rules or telling people what to do. It is also not meant to replace sound engineering or good safety management practices such as safety observations or risk assessments, nor replace training people on specific workplace hazards. It is all about keeping those hazards in mind and in sight – at work, at home and on the road. SafeStart’s aim is to target unintentional hazardous behaviour and turn bad habits into good habits.

SafeStart gives us a common language for accident reduction techniques and analysis and changes safety from outside / in, i.e. rules, procedures which are given to employees, to inside / out, empowering the individual to self-trigger in his actions.

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In SafeStart language, there are four states:

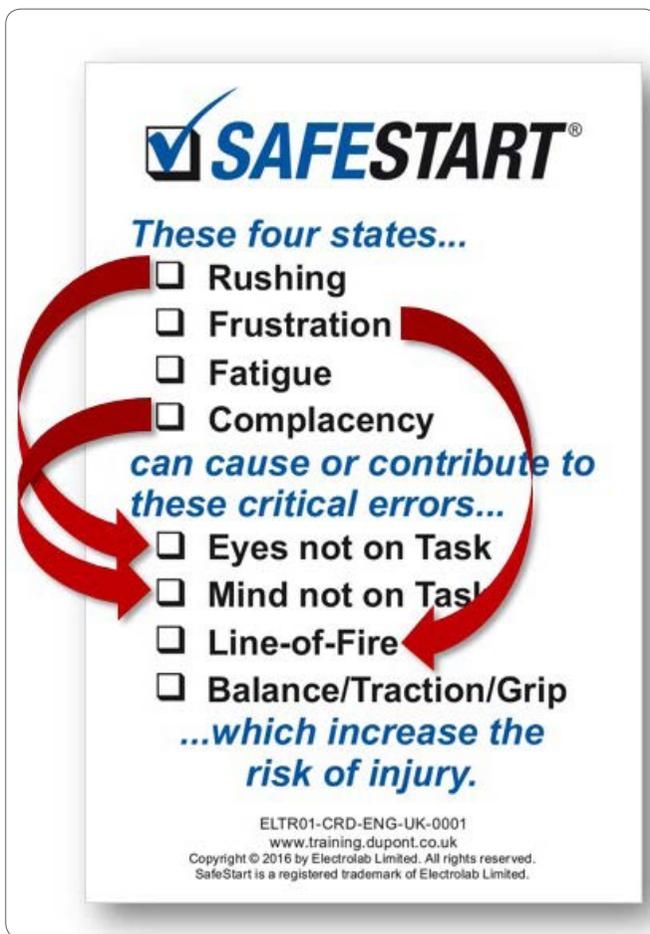
- **Rushing**
- **Frustration**
- **Fatigue**
- **Complacency**

that can lead to four injury causing errors:

- **Eyes not on task**
- **Mind not on task**
- **Line of fire**
- **Balance/Traction/Grip**

Teaching us how to recognize these risky patterns and how to utilize clearly defined techniques to reduce them is one of the key components in SafeStart learning. SafeStart utilises a repetition method to drive the understanding and use of the states and errors and encourages individuals to tell their stories of when they were injured or had near misses at work, at home or when driving.

Safestart is unique as it is delivered by your own employees who have participated in train the trainer sessions with safety consultants. This approach enables the trainers to interact



with the trainees as they are regarded as one of the workforce and trainee participation is a key element when discussing near misses and close calls as a "Safestart story".

After the five modules are complete Safestart needs to be sustained, therefore by the addition of posters around site featuring key personnel and safestart trainers with personal statements is one of many methods we have used to keep the initiative fresh in employee's minds.

Cards with safety related habits are issued, so employees can decide which habits caused the potential accident and work on that habit and record these. The content is shared with other colleagues to spread the knowledge and learning.

Safety behavioural observations are enhanced by using the four states when having a discussion with employees, by asking people to rate their state at a given time gives you a topic to discuss and agree workable solutions to maintain everyone's safety.



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Outcome

SafeStart has helped employees target small errors and risky behavioural patterns by raising our awareness and providing us with error-reducing techniques to avoid them.

Total recordable injury frequency rate and accident severity has fallen in 2017 by more than 50% across the business and we believe safestart has played a significant role.

Sites in Sheffield (UK) and Calvert & Richburg in America have completed all 5 modules and are now utilising the benefits in daily management meetings as well as accident / near miss reporting

and safety observation auditing.

One major safety related habit which has stuck within Outokumpu is holding the handrail when ascending and descending a staircase, this is a simple task but the consequences of failing can be major.

Safestart cards are helping with our data collection and are analysed to spot trends in states and errors.

Feedback from the training has been very positive with employees stating that the training and delivery was excellent, it has enhanced their

safety awareness at work, home and on the road and has made them concentrate and work on good safety habits.