



Agri-Energy, LLC
Safety Behavior Roadmap

BBS Road map

Gevo Safety Behavior Roadmap Instilling a culture of "People care about my safety"							
Plant Manager	Managers	Safety Coordinator	Safety Committee	Leads	Frontline (operators, lab techs, mechanics, grains)	Leading Indicators	Results
Ensure capital investment for BBS process	Conduct daily Touchpoints with Leads and frontline operators on critical behaviors	Manage BBS process and ensure the process is effective	Review near misses and unsafe conditions weekly. Determine solutions and report back to frontline	Observe and provide feedback on PJHAs.	Conduct BBS observations at least once a week and provide behavior feedback. Write down any additional behaviors/ concerns on back of the observation card	Number of observation cards turned in weekly	Zero lost time incidents
Provide capital investments for plant improvements to help with safety	Use shaping plans and provide positive Touchpoints to systematically develop safe habits. Track using the Touchpoint Tracker	Track BBS data and help committee- select behaviors, set goals, plan celebrations	Report maintenance items to maintenance to develop a work order	Conduct observations and provide feedback for non-routine or high hazard work	Conduct a PJHA before starting a job (unless routine) and redo when conditions change	Percentage of feedback given based on observation cards	Have 1 or less recordables in one year.
Communicate safety expectations during meetings and while out in the plant	Provide helpful constructive feedback when necessary	Collect BBS observations and graph on a weekly basis. Share with safety committee, leadership team and publically post data	Conduct safety walkarounds to provide feedback and reinforcement	Provide tools, resources and training to operators to complete daily tasks safely	Review and use SOPs during before starting tasks. Make changes as necessary	Number of habits built based on observation cards (100% for 21 days)	Use of Stop work when there is an unsafe condition
Conduct daily Touchpoints on critical leadership behaviors with Managers	Discuss leading indicators with leads and frontline to help make decisions and provide positive feedback	Lead the Safety Committee	Help select behaviors, set goals and plan celebrations with the Safety Coordinator	Spend time in the field every day observing and giving feedback	Complete permit on location before starting task. Obtain sign off if needed	Number of goals met and celebrations had based on BBS system	Everyone Participates in the safety team
Review Behavior Roadmap metrics on a monthly basis and determine if changes are necessary	Deliver positive feedback for stopping work and reporting near misses	Proactively conduct observations of non-routine tasks and high hazard work to provide feedback and reinforcement	Conduct safety projects to provide additional tools, resources, or trainings to help with managing safety	Provide positive feedback for use of SOP and PPE	Wear PPE based on SOP during job tasks	Number of near-miss reports turned in (track monthly)	100% completion of monthly safety trainings.
Use shaping plans and provide positive Touchpoints to systematically develop leadership behaviors. Track using the Touchpoint Tracker	Participate in Safety Leadership Team	Train operators on BBS observations and discuss the importance of conducting the observations	Communicate and sit in on meetings with the Safety Leadership Team	Thank frontline operators for reporting unsafe conditions and near misses	Report all unsafe conditions and near misses before end of shift	Percent completion of monthly safety trainings	
Ask Leaders to share a good example of positive feedback on a daily basis	Ask operators about BBS observations- what are you seeing? And, how is it helping?	Track safety metrics and send to Plant Manager on a monthly basis		Help determine how work can be completed safely or request additional help from managers	Participate in safety trainings on a monthly basis	Unsafe conditions reported and either 1) put into the work order system or 2) fixed within 12 hours	
Discuss good examples of putting safety first in meetings and with frontline	Conduct observations on non-routine and high hazard work to provide feedback on: SOP use, tool set-up, hazard identification and mitigation, and behaviors observed	Track and graph near misses, unsafe conditions, barriers reported on a weekly basis. Develop solutions with the leadership team and report to the Safety Committee			Participate in safety team	Number of revisions made in the SOP. Report monthly	
Hold weekly debriefs with Leaders to review touchpoints		Track Safety Leadership metrics and report to management team on a monthly basis			Stop work when work cannot be completed safely and request a lead or manager to assist in solution development		
Review safety data with Safety Coordinator. Look for "hot spots" and determine best solution to reduce the likelihood of an injury					Complete tool set-up based on SOP before starting job task (if required)		

Instilling a Culture of “People Care About My Safety”

- Key Performance Results
 - Zero Lost Time Incidents
 - One or Less Recordable Injuries in 1 Year
 - Use of Stop Work when there is an Unsafe Condition
 - Everyone Participates on the Safety Team
 - 100% Completion of Monthly Safety Training
- Leading Indicators
 - Number of observation cards turned in weekly
 - % of feedback given based on observation cards
 - Number of habits built based on observation cards (100% for 21 days)
 - Number of goals met, and celebrations had based on BBS system
 - Number of near-miss reports turned in (tracked monthly)
 - % completion of monthly training
 - Unsafe conditions reported and either put into WO system or fixed within 12 hrs
 - Number of revisions made in the SOP (report monthly)

Your Contribution to Success

- Conduct BBS observations at least once a week and provide behavior feedback, write down any additional behaviors/concerns on back of observation card.
- Conduct a PHJA before starting a job (unless routine) and redo when conditions change.
- Review and use SOPs before starting and during job tasks.
- Complete permit on location before starting a job task and obtain sign-off, if needed.
- Wear appropriate PPE based on SOP during job tasks.
- Participate in safety trainings on a monthly basis.
- Participate on the safety team.
- Stop work when work cannot be completed safely and request a Lead or Manager to assist in solution development.
- Complete tool set-up based on SOP before starting a job task, if required.

What You Can Expect From Us

- An increased frequency of engagement and feedback around Safety- with the purpose of catching people doing it right.
- An increased focus on developing critical safety skills e.g. PJHAs, hazard communication and mitigation, Peer-to-peer feedback.
- Remove of barriers for safe behaviors and addressing hazards quickly.
- Continuous focus on improving our coaching skills.
- Improvements to SOPs.
- Increased observations of work and questions like “How did it work when you followed the new SOP?”.
- Treatment of near-Misses as an opportunities to learn and get better.
- Improvements in the BBS Observation process.
- Increases in two-way communication.
- Improvements in the Safety Committee.
- Willing and open to accept feedback.
- Increased feedback on behavior and results data.

“Paying attention to the safety observation data and taking corrective action when the performance started to decrease, accidents are prevented.” – Ron Borchardt, Sept 2019



Summary

- Agri-Energy is committed to behavior-based safety
- Everyone at Agri-Energy/GEVO is a part of a successful program
- Safety policies, procedures, and documentation are all part of the program
- Employee participation is key to a successful program