

Case name: Whole Brain Safety in Practice

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Technology Resource KEVLAR® Pulp
E.I. DuPont de Nemours Co., Inc.
Spruance Plant
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Company: DuPont KEVLAR® Pulp Operations Team

The Challenge:

Safety has been at the foundation of the DuPont Company's operating philosophy since its inception in 1802 when their product was gunpowder. Much effort, manpower, and expense is dedicated to managing and maintaining an industry-leading safety performance.

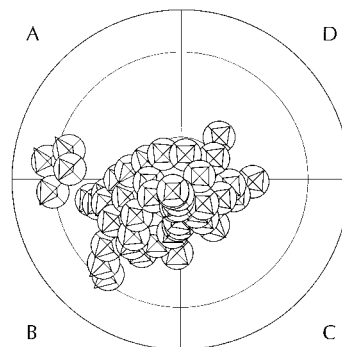
The goal of the KEVLAR® Pulp Operations team, as well as every other organization within DuPont, is ZERO injuries both on and off the job, and ZERO environmental releases. This was not the case with the KEVLAR® team's safety performance through the year of 1996.

Purpose:

The original purpose was a self-developed challenge to come up with a different safety theme and program for 1997, following a year in which the KEVLAR® organization's safety performance was not acceptable. The new program had to incorporate six safety initiatives developed by a team drafted from across the entire operations organization.

This team began its deliberations by viewing themselves in terms of both the MBTI and the HBDI in order to understand what they saw well and what they tended to leave out. Shown here is a dominance map of the HBDI results:

A strongly B quadrant oriented operation team



Existing conditions:

At 1996 year end, the KEVLAR® operations team had sustained the following safety results:

- 4 On-Plant recordable injuries

- 34 serious incidents which could easily have resulted in further injuries.....5 of which were from Pulp.

At 1997 year end, the KEVLAR® Team had attained:

- 0 On-Plant recordable injuries
- 32 Serious Incidents.....10 of which were from Pulp

Through 1997 and into 1998, the KEVLAR® Pulp Operations team has (as of April 27, 1998) achieved:

- 1,061 days since the last on-the-job injury (This represents 450,000 exposure hours for this 75-person organization.)
- No off-the-job lost time injuries since since June, 1996
- 1 serious incident in 1998 YTD
- No environmental incidents in 1998 YTD

Desired outcomes:

Short term: Achieve the 3-Year **On-Plant injury free milestone** on May 31, 1998

- Complete the **Summer/Fall vacation & outdoor season with ZERO Off-the-job injuries**
- Use this understanding of our safety performance success as the basis for the interpretation of the HBDI data for each member of the Pulp Operations Team

Long term: Complete 1998 Injury Free

- Complete 1998 with **NO additional serious incidents**
- Complete 1998 with **NO environmental incidents**
- Build on the understanding of the HBDI data to assist the Operations Team in making the changes needed to achieve the Team's Vision for future operation

Whole brain interventions methods, procedures and strategies:

The inception of this Whole Brain explanation of Safety management began as a new and different way to look at safety and to plan the KEVLAR® Pulp Operations Team 1997 Safety Meetings. The preceding year's safety performance was not satisfactory, so a major effort was mounted to focus time, effort, and resources to improve this important aspect of our business. Six key initiatives were identified that are required to maintain satisfactory safety performance, they are:

accountability, auditing, consistency, communication, training and thinking.

Along with the consideration of the THINKING initiative and how it is a natural lead-in to the Whole Brain concept came the Whole Brain notion that when tasks or teams that work well are analyzed they are found to be structured and functioning in a whole brain fashion. So, successful safety management must also be whole brained in its operation. It did not take long to prove that this is indeed true after doing a proforma style analysis and comparison of many of the aspects that go into

our management of safety. A deeper inspection of this topic revealed that each of the six initiatives listed above is in itself a whole brain operation worthy of in-depth study and discussion.

The Safety is a whole brain state of mind logo was developed and banners were made for display in prominent locations throughout the Pulp Operations area.



After an introductory meeting in which the Whole Brain model and way of thinking were introduced, each 1997 safety meeting began with a discussion of the Whole Brain structure and operation of one of the six initiatives.

The final safety meeting of the year introduced the possibilities that could/would come from a more in-depth team consideration of Whole Brain Thinking and how we as a team fit into Whole Brain Safety using the HBDI.

In 1998 the safety theme for KEVLAR® Pulp continues to be centered around Whole Brain Safety. In team meetings held in March, each person was given the opportunity to complete an HBDI survey form. These will be returned and interpreted in future safety meetings.





Success measurement criteria applied:

A quadrant: 1,061 days and counting! (the statistics tell the story)

B quadrant: The entire KEVLAR® Pulp operations team participated and contributed to the future vision around which all change will focus on compliance with safety rules and procedures as a condition of employment

C quadrant: Everyone in KEVLAR® Pulp goes home as safe and healthy as when they arrived

D quadrant: New connections that work beautifully from the start are always viewed as no more than common sense after the fact.

Metaphors		Success measurement points	
A 	D 	A 90	D 90
B 	C 	B 100	C 90

