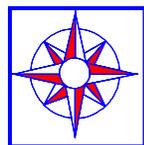


4

FOUR SURE STEPS TO IMPROVED ORGANIZATIONAL SAFETY AND OPERATING RELIABILITY



the reliability group

OUR PROCESS DELIVERS MEASURABLE RESULTS

We know from 15 years of experience that safety performance and operating reliability result from the complex interaction of factors such as supervisory style, job design, communications, and group norms & expectations ("organizational culture").

Using scientifically-validated surveys, we have developed a comprehensive approach that measurably improves operating reliability and safety performance. Our four step process:

- Identifies specific human factors associated with near misses, accidents, and premature equipment failures.
- Targets specific areas in your company that have high risk and potential for disaster.
- Provides an action plan for improving safety and operating reliability.

"The survey is an important tool to begin the process of reducing accidents and worker's compensation costs. The consultants offered seven specific actions. We're going to implement them all..."

Vice-President, Potlatch Corporation

"The consultants gave us great insight as to how our organizational culture impacts both safety and organizational effectiveness."

Operating Manager, Exxon, USA

"Due to the emphasis on human factors, our mining operation is now the safest in the world."

Safety Manager, IMC Fertilizer

"We are in the process of implementing their recommendations, and intend to repeat the process again next year to measure our progress."

Reliability Manager, Exxon Refinery

WHAT CLIENTS SAY ABOUT US

We implement a four step process that creates positive, lasting change within your organization:

1. SITE VISITS AND INTERVIEWS

First, we visit your facility and meet with employees and managers to learn about your operation. We gain the "buy-in" of employees by showing them how they're part of the process.

2. SURVEY DEVELOPMENT

Our surveys are custom-designed to include concerns voiced by managers and employees. They are modified to use language that is relevant to your operation and industry. We compare divisions, plants, shifts, etc. to answer questions about why certain groups in your company consistently outperform others. We will also identify specific factors that have a direct effect on safety and operating reliability.

3. ADMINISTRATION OF THE SURVEY

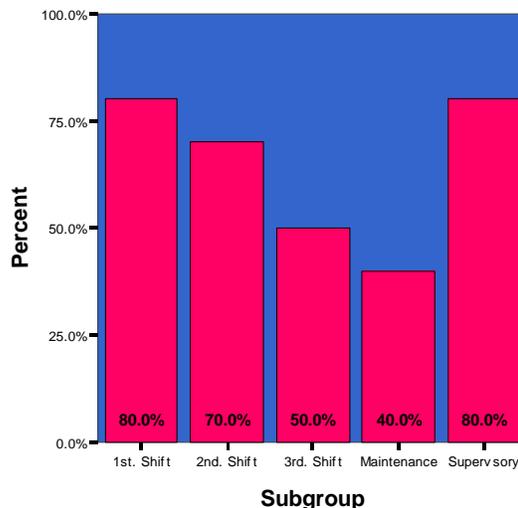
We will be on site to administer the survey and ensure employees that their responses are totally confidential. The typical survey takes about 30 minutes to complete, and can be administered in group settings. Employees are encouraged to write comments, elaborate on their answers, and offer suggestions. Their responses are statistically analyzed and compared to answers from thousands of others who have participated in previous projects.

4. FEEDBACK AND ACTION PLANNING

We create a "user friendly" feedback report with a management summary, charts, and statistics to document our findings. We make specific recommendations on how to improve the effectiveness of your operation. We focus on changes that can be implemented immediately, as well as those that require longer-term planning and adjustments.

Because feedback is provided for subgroups, action plans can be customized to the needs of each group. The results of the Survey are presented to you, your management team, and selected employee representatives. At these feedback sessions, we help you begin development of your action plan. After about one year, we conduct a follow-up survey to evaluate the success of your program and guide further improvements.

Were Near Misses Reported?



FOUR STEPS FOR LASTING CHANGE

Our recommendations are specific and to the point...

Recommendations – 2nd Shift

1. Recognition for good safety performance needs to be improved. Supervisors should not use near miss reports against employees in their evaluations.
2. Supervisors should spend more time coaching subordinates, while also encouraging teamwork and increased communications.
3. Supervisors should not be routinely operating equipment for workers. On this shift, almost 40% of the supervisors have experienced a near miss, and only 50% reported it.
4. Equipment inspection needs to be improved.
5. Maintenance workers on this shift reported the lowest score for following lockout procedures (this group has one of the highest levels of accidents). Supervisors must make sure that lockout procedures are followed 100% of the time.

THE MOST SOPHISTICATED DIAGNOSTIC TOOL IN THE BUSINESS

WHAT YOU'LL NEED TO KNOW ABOUT US



the reliability group

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Lighthouse Point, Florida 33074
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Our surveys are specifically designed for organizations committed to reducing accidents and improving the effectiveness of their human resources. The surveys measure factors that have exhibited a strong relationship to the occurrence of accidents, such as job autonomy, challenge, involvement, satisfaction and teamwork. It also measures factors that we have found to correlate with "near misses", such as inspection of equipment, adequacy of safety training, and management's commitment to safety. Focusing attention on these factors leads to positive and lasting improvement.

Several factors make our surveys unique and powerful. They:

- Are referenced to a database. We compare your employees' responses to thousands of others' and interpret your results in consideration of these "norms."
- Capture "near-miss" and accident data anonymously from employees and relates these measures to specific individual, group, and organizational factors.
- Are based on well-documented and continuing research, representing years of field-testing and validity checking.
- Provide statistically meaningful results. Organizational subgroups are carefully selected and compared to identify significant differences.
- Are customized for specific applications. They are not canned "off-the-shelf" products.
- Measure factors that can be tracked over time to monitor the success of improvement programs.

The Reliability Group offers a unique combination of safety professionals, organizational psychologists, training & development specialists, and experienced operating managers that can help your company develop an exemplary working environment.

We welcome the opportunity to visit your company, discuss how the four step process has been successfully implemented by others, and design a program for your organization. For additional information on The Reliability Group, please contact Mr. Hank Sarkis, President.