Keel & Crane Supply

Safety Book

2026-11-29

The period shown on this page. PGOS, from the company file.

The 80/20 Institute

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Safety for the board

Sample company. These aren't your numbers.

The same standard as the board pack, for July 2026–September 2026.

Board pack. Earnings are $31,151 behind plan. −$31,151. July 2026–September 2026. File period Jan 15–Dec 15, 2025. The pages in this pack use this quarter. They are not added again. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

On track.

Recordables 0. Near misses 3. Recordable rate 12 versus goal 14 and an industry pace of 20.

Training complete 86% of 100%.

Warehouse: 240 days without a recordable.

Next: Nina Petrov closes the open training by 30 Nov 2026.

A blank stays off. Nothing here posts.

Rates and the case file

Safety. TRIR 3.61. DART 3.61. Lost time 1.80. Planned $80.9K. Actual $70.0K. Variance −$11.0K. A rate is not a dollar. Cost Reduction and Lean are not added. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

TRIR is 3.61. DART is 3.61. Lost time is 1.80.

16 incidents are open. 2 actions are overdue.

1 certification expires in 30 days.

Names are included only for a person who is allowed to see them. Anyone else sees Redacted.

A cause is typed. Nothing here posts.

Each investigation has an owner, a due date, and its corrective actions. The mix is a count, not a dollar.

An owner and a date sit on every action. A link to a Critical Few objective is flagged when it is missing.

Rates versus plan

Rate	Now	Plan
TRIR	3.61	4.00
DART	3.61	2.50
Lost time	1.80	1.50
Near-miss ratio	12.00	Near misses divided by recordable cases.

Incident and near-miss log

Case	Date	Location	What happened	Person
rec-3	2025-10-18	North warehouse	Incident in 2025-10 with no recordable flag.	Redacted

Case	Date	Location	What happened	Person
rec-6	2025-11-18	South warehouse	Incident in 2025-11 with no recordable flag.	
rec-9	2025-12-18	East warehouse	Incident in 2025-12 with no recordable flag.	
rec-12	2026-01-18	West warehouse	Incident in 2026-01 with no recordable flag.	

Investigations

Record	Status	Root cause
rec-44	reported	
rec-1	closed	The aisle marking had worn off.

Investigation status mix

Status	Count	Share
reported	1	50%
investigating	0	0%
cause named	0	0%
closed	1	50%

Corrective actions

Action	Owner	Stage	Path	Link
Lower the claims premium	Morgan Hale	done	Measured reduction	Not tied to a Critical Few objective
Lower the clinic invoices	Morgan Hale	done	Measured reduction	Not tied to a Critical Few objective

Action	Owner	Stage	Path	Link
Lower the lost-time cover	Morgan Hale	done	Measured reduction	Not tied to a Critical Few objective
Same premium counted twice	Morgan Hale	done	Measured reduction, not posted	Not tied to a Critical Few objective

Counts over time

Dec 2025 to Nov 2026 · recordable incidents · one count per month with hours. A month with no hours is left off. A month with hours and no recordable incident is zero. This count is not a rate.

Each point is the count of recordable incidents in a month that has hours. A month with no hours is left off. A month with hours and no incident is zero. This count is not a rate.

Nothing here posts.

Dec 2025 to Nov 2026 · DART and lost time · one count per month with hours. A month with no hours is left off. A month with hours and no case of that kind is zero. These counts are not rates.

Each point is a count of DART cases or lost-time cases in a month that has hours. A month with no hours is left off. A month with hours and no case of that kind is zero. These counts are not rates.

Nothing here posts.

Dec 2025 to Nov 2026 · near misses · one count per month with hours. A month with no hours is left off. A month with hours and no near miss is zero. This count is not a rate.

Each point is the count of near misses in a month that has hours. A month with no hours is left off. A month with hours and no near miss is zero. An incident is not a near miss. This count is not a rate.

Nothing here posts.

Dec 2025 to Nov 2026 · hours worked · one total per month with hours. A month with no hours is left off. It is not drawn as zero. This is not a rate.

Each point is hours worked in a month that has hours. A month with no hours is left off. It is not drawn as zero. This is not a rate.

Nothing here posts.

Dec 2025 to Nov 2026 · observations · one count per month with hours. A month with no hours is left off. A month with hours and no observation is zero. This count is not a rate.

Each point is the count of observations in a month that has hours. A month with no hours is left off. A month with hours and no observation is zero. This count is not a rate.

Nothing here posts.

Dec 2025 to Nov 2026 · inspections and audits · one count per month with hours. A month with no hours is left off. A month with hours and none of that kind is zero. These counts are not rates.

Each point is a count of inspections done or missed in a month that has hours. A month with no hours is left off. A month with hours and none of that kind is zero. These counts are not rates.

Nothing here posts.

Oct 2026 to Mar 2027. Each point is how many certifications expire that month.

Each point is how many certifications expire that month. A row with no expiration date is left off. A month with no expiration is left off. It is not drawn as zero. This count is not a rate.

Nothing here posts.

Nov 16, 2026 to Nov 27, 2026 · huddle items · one count per day that has a huddle. A day with no huddle is left off. It is not drawn as zero. These counts are not rates.

Each point is a count of huddle items done or still open on a day that has a huddle. A day with no huddle is left off. It is not drawn as zero. These counts are not rates.

Nothing here posts.

Recordable incidents

Month	Recordable
Dec 2025	0
Jan 2026	1
Feb 2026	0
Mar 2026	0
Apr 2026	0

Month	Recordable
May 2026	0
Jun 2026	0
Jul 2026	0
Aug 2026	0
Sep 2026	0
Oct 2026	0
Nov 2026	1

DART and lost time

Month	DART	Lost time
Dec 2025	0	0
Jan 2026	1	0
Feb 2026	0	0
Mar 2026	0	0
Apr 2026	0	0
May 2026	0	0
Jun 2026	0	0
Jul 2026	0	0
Aug 2026	0	0
Sep 2026	0	0
Oct 2026	0	0
Nov 2026	1	1

Near misses

Month	Near misses
Dec 2025	2
Jan 2026	2
Feb 2026	2

Month	Near misses
Mar 2026	2
Apr 2026	2
May 2026	2
Jun 2026	2
Jul 2026	2
Aug 2026	2
Sep 2026	2
Oct 2026	2
Nov 2026	2

Hours worked

Month	Hours
Dec 2025	8910.82
Jan 2026	9094.55
Feb 2026	9186.41
Mar 2026	9462
Apr 2026	9737.6
May 2026	9921.33
Jun 2026	9553.87
Jul 2026	9278.28
Aug 2026	9002.68
Sep 2026	8818.96
Oct 2026	9370.14
Nov 2026	8543.36

Observations by month

Month	Observations
Dec 2025	3

Month	Observations
Jan 2026	4
Feb 2026	1
Mar 2026	2
Apr 2026	3
May 2026	4
Jun 2026	1
Jul 2026	2
Aug 2026	3
Sep 2026	4
Oct 2026	1
Nov 2026	2

Inspections by month

Month	Done	Missed
Dec 2025	1	0
Jan 2026	0	1
Feb 2026	1	0
Mar 2026	1	0
Apr 2026	1	0
May 2026	1	0
Jun 2026	1	0
Jul 2026	0	1
Aug 2026	1	0
Sep 2026	1	0
Oct 2026	1	0
Nov 2026	1	0

Certifications by month

Month	Expiring
Oct 2026	1
Dec 2026	1
Mar 2027	48

Huddle items by day

Day	Done	Open
Nov 16, 2026	1	0
Nov 17, 2026	1	0
Nov 18, 2026	0	1
Nov 19, 2026	1	0
Nov 20, 2026	1	0
Nov 23, 2026	1	0
Nov 24, 2026	1	0
Nov 25, 2026	1	0
Nov 26, 2026	1	0
Nov 27, 2026	0	1

The floor

A missed inspection is flagged. Nothing here posts.

Training completion is 94.1%.

Likelihood and severity are typed. There is no black-box score.

Huddle items stay on this board. Open the daily board and Run it from the screen. Those links write nothing.

Inspections

Name	Date	Status	Checklist
Floor walk	2025-10-12	done	Yes
Dock audit	2025-11-12	done	Yes
Floor walk	2025-12-12	done	Yes
Dock audit	2026-01-12	missed	Yes

Training matrix

Who	Training	Status	Expires
Jordan Hale	Forklift	due soon	2026-12-29
Shift lead	Forklift	current	2027-03-29
Shift lead	First response	current	2027-03-29
Shift lead	Hazard labels	current	2027-03-29

Hazards

Hazard	Likelihood	Severity	Status
Open guard	4	5	open
Wet dock	3	3	open
Unmarked aisle	3	2	open
Stored cylinders	2	4	controlled

Huddle cadence

Date	Item	Status

Date	Item	Status
2026-11-16	Walk the aisle before the shift starts.	done
2026-11-17	Walk the aisle before the shift starts.	done
2026-11-18	Open item from the last shift.	open
2026-11-19	Walk the aisle before the shift starts.	done

Cost and the open work

Cost of incidents and profit at risk

Direct cost $44.4K. Indirect cost $21.2K.

Profit at risk is $128.1K. This is a reading. It does not post.

Recordable case 2. holds $24.4K. Recordable case 1. holds $20.0K. This year.

Approved measured reductions

On the Profit Bridge: $70.0K from 3 approved, measured reductions in incident cost.

Earlier avoided-cost dollars on this file: $11.0K.

A rate does not post.

Open issues

1 investigations have no root cause.

Forklift expires in 30 days.

The daily huddle was not marked on the last working day.

OSHA 300 and 300A style export

This is a download, not a filing with a regulator. The annual summary has counts, hours, and rates, and no names.

OSHA 300 and 300A style export

Year	Recordable	Hours	TRIR	DART	Lost time
2025	0	12291.42	0.00	0.00	0.00
2026	2	101969.18	3.92	3.92	1.96