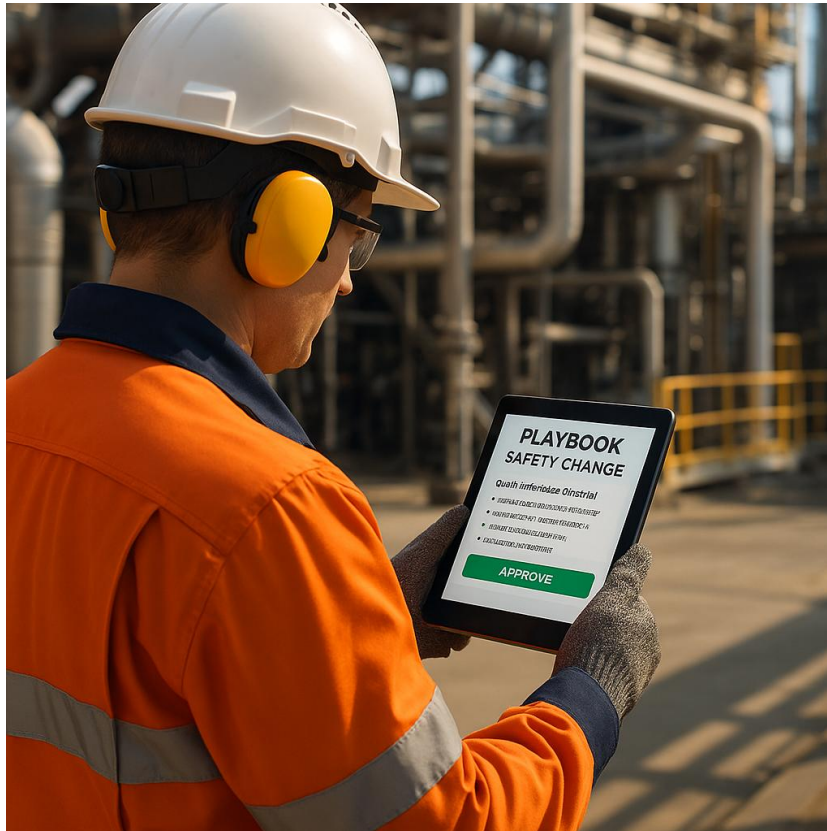# Not a fan of just investigations—what about building 21st-Century Safety Together?

CSB and Industry: Let's Pair Strong Investigations with Smarter, Faster, Proactive Prevention

I deeply respect the U.S. Chemical Safety Board (CSB) and the critical work it has done to investigate incidents and raise awareness. But investigations alone don't scale prevention. If we truly want a safer world, we must pair strong post-incident learning with faster, data-driven, *pre-incident action*.

🔑 Over the last decade, **a new playbook** has emerged:

- Use the data we already have (especially PHA/HAZOP data).
- Apply AI to surface patterns.
- Turn those insights into safer, simpler work—*every day, not just after a report is published.*

  That's how you achieve faster, broader improvement across entire sectors, not just a single site.

✅ What "Good" Looks Like Today

- **From compliance to capability:** Move beyond "check the box" to "are we measurably safer each quarter?"
- **Diagnostic PHAs:** Treat PHAs as living datasets—ingest, benchmark, and close gaps continuously, not once every 5 years.
- **Operator-first design:** Transform insights into simpler procedures and real-time decision support for people at the front line.
- **Open taxonomies & sharing:** Use common, machine-readable categories for hazards, safeguards, and weak signals so lessons travel quickly across companies & sectors.
- **Shorter learning loops:** Replace after-the-fact reports with near-real-time learnings that change how work is done this week.

🙌 A Constructive Invitation to CSB—and All of Us

Which single change do you believe could transform safety the fastest?

Let's move beyond investigations and have a larger impact with a new playbook for safer work in the 21st century!

If we want to lead again, set the bar higher, and inspire the next generation, here are five steps that could change the game:

1. **Publish machine-readable data** from investigations (hazards, failure modes, safeguards, recommendations) so it can flow directly into risk models.
2. **Convene pre-mortem sprints** with industry and labor—data-backed sessions that proactively hunt for weak signals before incidents.
3. **Benchmark what works, not just what failed**—track which safeguards reduce risk most effectively, and share those patterns publicly.
4. **Fund pilots for continuous PHAs,** with monthly ingestion of PHA data linked to alarms, permits, and maintenance.
5. **Measure "time to learning in the field,"** not just "time to complete investigation." How quickly does a lesson change a procedure or safeguard?

None of this is *anti-CSB.* It's *pro-future.*
We can move beyond the old belief that "if no one moves, no one gets hurt" and instead **design work so people *can move—and move safely—*** because the system itself is learning as fast as the world changes.

💡 **Question for you:** If you could pull one lever to cut major-incident risk by 10x in five years, which would you choose—better data standards, continuous PHAs, operator decision support, or something we haven't yet explored?

Yesterday	Tomorrow
Incident reports	Machine-readable learnings
5-year PHA cycle	Continuous, diagnostic PHA
Compliance focus	Capability & outcomes focus
Local lessons	Shared benchmarks at scale
Procedures as PDF	Operator decision support in-app