

**OSC 12**  
Ohio Safety Congress & Expo

**WELL AT HOME. SAFE AT WORK.**

**344 With Highly Effective Teams, Anything is Possible**

Gail Hytner

Thursday, March 29, 1 to 2 p.m.

**Ohio** Bureau of Workers' Compensation



**THE X-FACTOR**  
The Secret of Successful Safety Teams

**SEA MINIM**

**TEAM POSITIVES**

- Team decisions are widely known to be better decisions than those made by an individual
- Create a cross-functional base of knowledge which strengthens the organization
- Foster a sense of purpose and belonging
- Teams result in the ability to empathize with other employees' challenges and accomplishments
- A built-in human resource development tool

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**THE DOWNSIDES**

- Everybody's already got a full plate; where are these people going to come from?
- Why does it take so long to get anything done?
- I don't have time to be on a team.
- I could do this better and faster myself.
- If I give them control, who knows what they're going to do?
- Why can't these %\$#@ people get along?
- Why should I bother being on a team, management knows what they want already?

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**THE BALANCE**

How do we get all the team benefits while successfully overcoming the obstacles?



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**HOW ARE TEAMS PUT TOGETHER?**

- Has nothing else to do
- Is willing to work overtime
- Drives to results
- Works on the right shift



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## HOW SHOULD TEAMS BE PUT TOGETHER?

- Knowledge of the subject
- Shows enthusiasm for the topic
- Complements the skills of others
- Takes team efforts seriously



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## TEAM CHARTER

A roadmap for the team that:

- Ensures team members are pulling in the same direction
- Defines the team's purpose, how it will work, and the expected outcomes



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## TEAM CHARTER

A DIRECTION-SETTING DOCUMENT



**An effective charter:**

- Describes the issue/problem and tells why it is important
- Outlines the goals and criteria or measurement(s) for success
- Provides the team parameters, responsibilities, limits, time frames
- Identifies resources the team can reach out for or call on

**A charter does not:**

- Tell the team how to solve the situation or problem
- Tell the team what the answer should be

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## TEAM CHARTER

GUIDELINES

- Mission and goals
- Constraints
- Composition and roles
- Resources and support
- Agreement and approval



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## TEAM CHARTER - EXAMPLE

Guideline	Example
Purpose	The team has been formed to identify and eliminate safety hazards in the extrusion area of the plant
Mission	The mission of this team is to develop and implement a plan that identifies and remediates the safety issues in the extrusion area of the plant
Goals	<ul style="list-style-type: none"> <li>• Prepare first draft proposals, and present to plant manager by 15 April.</li> <li>• Refine proposals, and present to regional management meeting on 25 April.</li> <li>• Present the plan to the Safety Director by 15 May.</li> </ul>
Constraints	The team must work within the 2011 operating budget. If the budget must be exceeded, prior approval from the plant manager must be obtained.

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## TEAM CHARTER - EXAMPLE

Guideline	Example
Composition and Roles	<p>The team will be made up of manufacturing representatives from each of the four functional department. This range of skills and knowledge will enable the team to understand the issues relating to existing hazards, as well as developing solutions to the safety issues.</p> <p>Sally Vickers will take the role of Team Leader. In that role she is responsible for:</p> <ul style="list-style-type: none"> <li>• Ensuring this Team Charter is abided by.</li> <li>• Managing the day to day operations of the team and the team's deliverables.</li> <li>• Managing the budget.</li> <li>• Providing support and assistance to individual team members.</li> <li>• Providing status reports to the Plant Manager on a weekly basis.</li> </ul>

Example from Team Charters - Getting Your Team Off to a Great Start (www.mindtools.com)

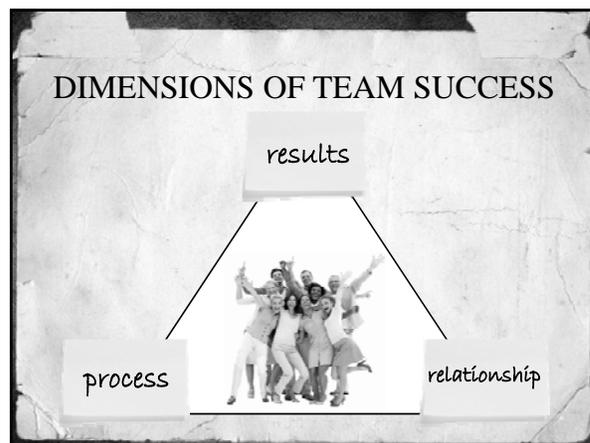
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### TEAM CHARTER - EXAMPLE

Guideline	Example
Resources and Support	A budget of US\$75,000 is available to remediate issues. The Plant Manager will meet with Sally Vickers at 4:30pm every Monday afternoon for a progress update and to provide support and coaching appropriately/
Agreement and Approval	Signatures from all team members

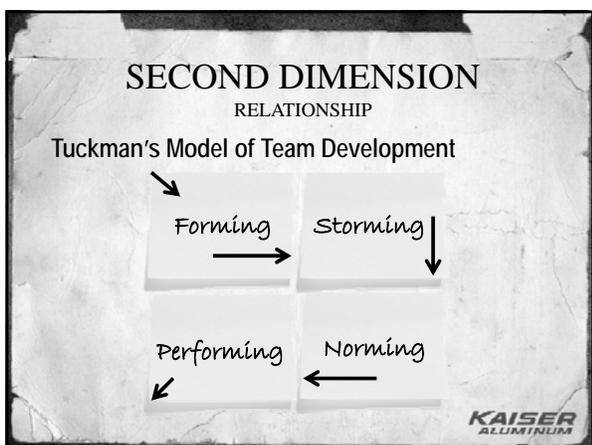
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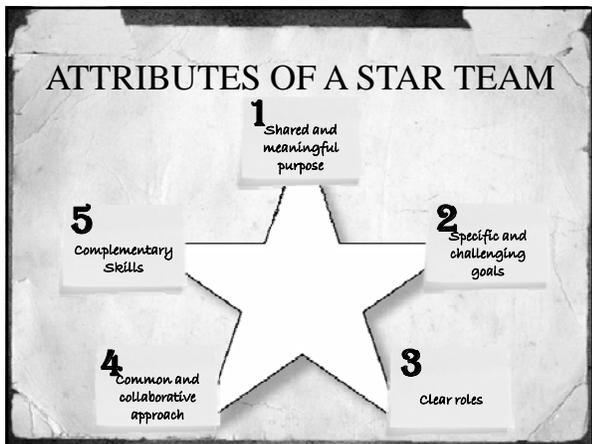
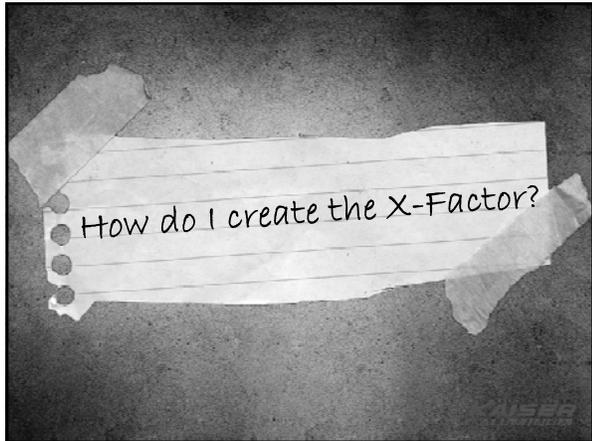
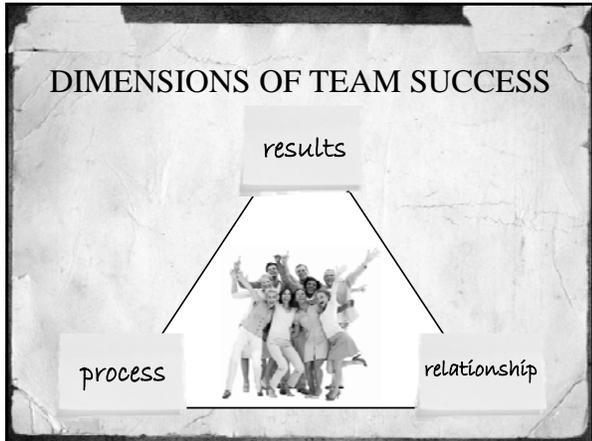


- ### FIRST DIMENSION
- PROCESS
- #### Team Operating Agreement Guidelines
- Team communications
  - Decision-making
  - Meetings
  - Personal courtesies
  - Agreement and approval
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- ### OPERATING AGREEMENT
1. Meetings start and stop on time.
  2. If you miss a meeting, it is your responsibility to get up to speed.
  3. Do not take an action item if you know you can't complete it on time.
  4. Listen to everyone's ideas without interruption or judgment.
  5. There are no "levels" during team meetings.
  6. If you don't like an idea, be prepared to suggest an alternative idea.
  7. Everyone participates.
  8. Respect is the watchword of this team.
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- ### THIRD DIMENSION
- RESULTS
- Goals are necessary
    - To the success of the team
    - To measuring the success of each dimension
  - Goals should be SMART
  - When you need resources (people, money, time) – ask for help; don't suffer in silence
  - Communicate, communicate, communicate
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