

**OSC 10**  
Ohio Safety Congress & Expo

**Easy, Effective and Fun  
Ways To Involve Your  
Employees In Safety**

Session Number 295  
Joe Cicero

Tuesday, March 30, 2010 2:15 to 3:15 p.m.

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**Agenda**

- **Fundamental Ingredients**
- **Organizational Structure**
- **Creating an Environment for Involvement**
- **Importance of Employee Involvement**
- **Case Study**
- **Summary**
- **Q&A**

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**What are the Fundamental Ingredients  
for Employee Involvement?**

- **EASY** because **I Want** to be involved.
- **EFFECTIVE** because **It Satisfies Basic Business needs**; such as, reducing cost, improving quality, increasing efficiency and maintaining **Compliance**.
- **FUN** because **I am Inspired** to make a difference.

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**What does Employee  
Involvement in Safety  
look like?**

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**Routine Work Task**



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**Non Routine Work Task**



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## International Ergo Cup Competition 2008

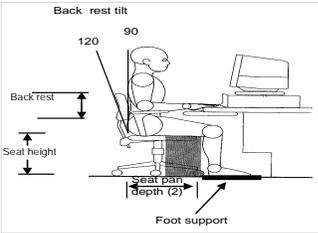


**Awards:**

- Training and Education
- Engineering Driven

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## Office Ergonomics

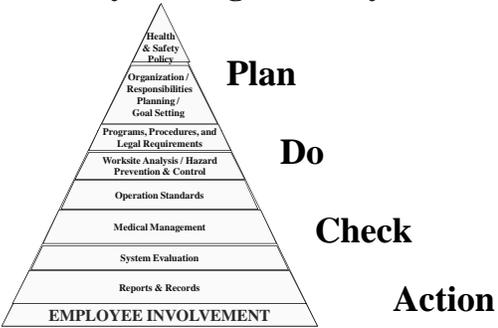


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## Where does Involvement fit in an Organization?

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## Safety Management System



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## Safety Management System involves employees at every level of the Organization.

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## Employee Involvement provides the means through which employees develop and express their own Commitment to Safety.



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## How do you Create Involvement?

**First, Leadership:**

- Must SUPPORT.
- Must LEAD.
- Must PARTICIPATE.

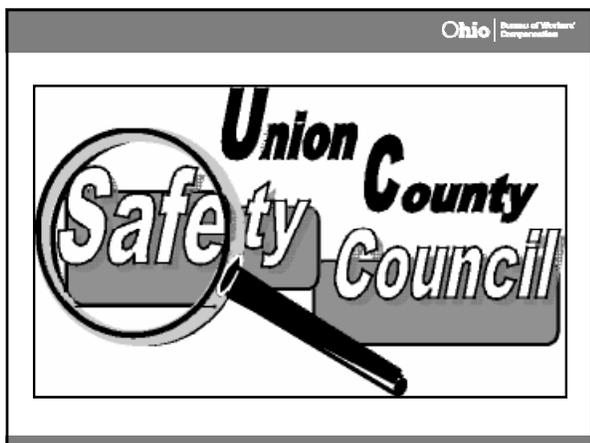
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**SAFETY**  
**24**  
**7**

**“There can be no production without safety”**

— Soichiro Honda,  
Founder

**HONDA**  
THE HEART OF INVENTION



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**Second, Leadership:**

- Identifies a “Safety Champion”.
- Encourages employees for ideas.
- Provides appropriate skill training.
- Recognizes employees for their efforts demonstrating that they

**CARE!**

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**SAFETY**  
**24**  
**7**

Safety is about people

HONDA  
The Power of Dreams

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### Why should Organizations Focus on Employees to become Involved?

- Employees are the closest to the job task.
- Employees have first hand knowledge of workplace hazards/conditions.
- Employees have the experience to help identify issues and provide resolutions.

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### Examples of Employee Involvement activities:

- Incident investigations
- Procedural development
- Audits and surveys
- Training
- Job Hazard Analysis
- Problem solving teams
- Safety committees

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### Case Study: Front Line Leadership and Involvement

**Objectives**

- Increase Leader's time spent within the team area.
- Improve manufacturing quality/efficiency in the process.
- Increase interaction/communication with employees.

**Focus More Attention on Safety!**

**HOW?**



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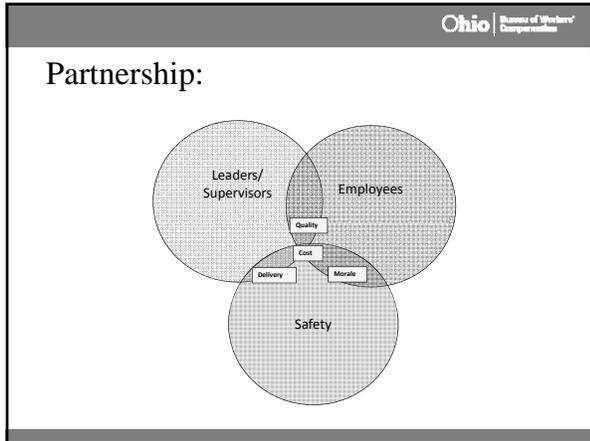
### Safety Goal:

**To Positively impact the Safety of all employees through involvement.**

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### Safety Targets:

- Develop and use process/safety check sheets.
- Develop, revise and/or understand Job Hazard Analyses (JHA) and Operation Standards.
- Increase percentage of engineered rotation.
- Increase process knowledge within the team.
- Reduce at-risk behaviors and reinforce safe behaviors.



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## Step 1: Determine...

Where are the Front Line Leaders spending their time?

Note: Typically, a Leader supervises a team of 12-15 production employees.

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## Daily Activities:

June 1, '07

Time	Activity	Notes
6:30-6:35	Print run sheets, start T1 report, daily paperwork	11:45-11:55 change over to Element
6:35-6:38	meet with W/B/C	
6:40-6:41	6:30-6:40	2-40 supervisor adjustment for hand setting near plate
6:50-7:00	6:50-7:00	375 per plate ready to shutdown for maintenance work
7:05-7:10	6:55-7:05	
7:10-7:15	6:55-7:05	2-40 supervisor adjustment for hand setting near plate
7:15-7:20	6:55-7:05	375 per plate ready to shutdown for maintenance work
7:20-7:25	6:55-7:05	
7:25-7:30	6:55-7:05	
7:30-7:35	6:55-7:05	
7:35-7:40	6:55-7:05	
7:40-7:45	6:55-7:05	
7:45-7:50	6:55-7:05	
7:50-7:55	6:55-7:05	
7:55-8:00	6:55-7:05	
8:00-8:05	6:55-7:05	
8:05-8:10	6:55-7:05	
8:10-8:15	6:55-7:05	
8:15-8:20	6:55-7:05	
8:20-8:25	6:55-7:05	
8:25-8:30	6:55-7:05	
8:30-8:35	6:55-7:05	
8:35-8:40	6:55-7:05	
8:40-8:45	6:55-7:05	
8:45-8:50	6:55-7:05	
8:50-8:55	6:55-7:05	
8:55-9:00	6:55-7:05	
9:00-9:05	6:55-7:05	
9:05-9:10	6:55-7:05	
9:10-9:15	6:55-7:05	
9:15-9:20	6:55-7:05	
9:20-9:25	6:55-7:05	
9:25-9:30	6:55-7:05	
9:30-9:35	6:55-7:05	
9:35-9:40	6:55-7:05	
9:40-9:45	6:55-7:05	
9:45-9:50	6:55-7:05	
9:50-9:55	6:55-7:05	
9:55-10:00	6:55-7:05	
10:00-10:05	6:55-7:05	
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10:25-10:30	6:55-7:05	
10:30-10:35	6:55-7:05	
10:35-10:40	6:55-7:05	
10:40-10:45	6:55-7:05	
10:45-10:50	6:55-7:05	
10:50-10:55	6:55-7:05	
10:55-11:00	6:55-7:05	
11:00-11:05	6:55-7:05	
11:05-11:10	6:55-7:05	
11:10-11:15	6:55-7:05	
11:15-11:20	6:55-7:05	
11:20-11:25	6:55-7:05	
11:25-11:30	6:55-7:05	

Daily activities were monitored to determine work content.

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## Work Minutes by Task

Task	F-3	F-2	S-3	T-4	Total	Avg
Out of area (Chasing Q issues)						61
Bathroom breaks						
Time on line (total)						65.5
Reports/tracking/computer						68.5
Missing breaks						
Repairs						62
Equipment issues						
Non-core work						
Confirming training						

Summary of work time task did not identify a priority for SAFETY

The average Leader spends over 4 hrs per day away from their teams.

But, can't effectively lead their teams if 50% of their day is focused on non Supervisory work.

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## Step 2:

Identify Safety and Involvement Initiatives...

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- ## Involvement Activities
- Daily work area checks
  - Job Hazard Analyses
  - Critical units of operation
  - Operation Standards.
  - Process & Safety Training
  - Ergonomic rotation schedules.
  - Ergonomic techniques
  - At-Risk and Safe Behaviors
  - Stretching exercises (pre-shift & during shift).
- INVOLVEMENT!

### How were Employees Involved?

- Completed daily check sheets, presented to team members and used to improve deficiencies.
- Reviewed/Updated/Presented/Job Hazard Analyses.
- Reviewed and Confirmed critical units of operation.
- Reviewed operation standards and provided recommendations to improve efficiencies.

### How were Employees Involved?

- Conducted Process & Safety Training to other employees.
- Designed and Updated Ergonomic rotation schedules.
- Observed and Corrected improper ergonomic techniques and at-risk behaviors during process operation (daily). Reinforced Safe Behaviors!
- Lead and Participated in essential stretching exercises (pre-shift & during shift).

### What were the Outcomes?

- Open Safety discussions and solutions.
- Expanded skills and knowledge.
- Flexibility in manpower to reduce time on more demanding processes.....self-reliant.
- Reinforcing sound safety and proper ergonomic techniques.
- Kinder... More caring management style...Leader is in work area to help members of their team.
- Decrease in ergonomic stressors, lower risk of injury, improved quality, reduce downtime....

“Empowered Employees”

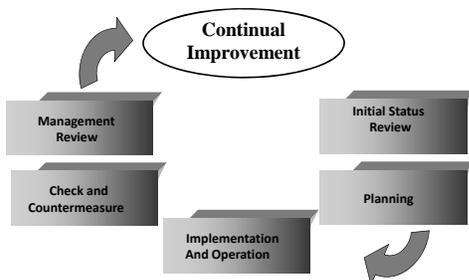
### How did we increase the time Leaders spent with their Team?

- Analyzed and fixed why Leaders were unable to lead their team.
- Stabilized the team.
- Modified roles and responsibilities.
- Re-structured manpower.

**Leaders were asked to go back to basics...  
“Lead and Care” for their team!**

### Summary

#### Plan – Do – Check – Act (PDCA)



### Summary

“People learn from what you do..not from what you say.”

## Summary

“People don’t care how much you know until they know how much you **Care.**”

**Our People  
Make  
the Difference  
In Safety**



**HONDA**  
The Power of Dreams

**Thank You,  
Any Questions!**