Ergonomics and the 10X Safety Initiative

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Benchmarking Study

- Compare and contrast approaches for aggressive enterprise-wide health and safety improvement initiatives
- Role that ergonomics has played in improving health and safety performance
- Data was collected via telephone interviews with corporate Health and Safety Managers or Directors in May 2007
Reduction in Injury Rates (5 companies)

Average annual decrease was 12% (Recordable Incident Rate) and 13% (Lost Workday Case Rate)
Overall Trend:
“Operationalize” Safety
“Operationalize” Safety – Step 1

- Formally declare an enterprise-wide safety improvement initiative, with executive sponsorship outside of the EHS management line.
- Establish key health and safety metrics and routinely report progress on these metrics at the site, business, and enterprise levels.
- Set aggressive multi-year improvement goals for the enterprise and cascade improvement goals down to the business and site levels.
- Hold line management (facility managers and above) accountable for improvement, tying progress to compensation.
- Reinforce the improvement initiative through a combination of routine reporting of key metrics and audits of site health and safety activities.
- Provide targeted assistance to sites struggling to meet goals.
- Include specific activities for ergonomics in the health and safety improvement initiative and establish goals specifically for ergonomics.
- Introduce leading indicators (activities, audit scores) as primary metrics after initial progress is made toward lowering injury rates.
Executive Sponsorship

- CEO (3 companies)
- Upper management group (2 companies)
- COO
- Group President
- VP of EHS
“Operationalize” Safety – Step 2

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Key Metrics Reporting

- Initial key metrics
  - Recordable incident rate and lost workday case rate (5 companies)
  - Lost workday frequency rate (1 company)
  - Safety audit scores (1 company)
  - Recordable incident rate and safety audit scores (1 company)
- Six companies reported routine reporting of key metrics up the line management chain
“Operationalize” Safety – Step 3

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Cascading Safety Improvement Goals

- **Seven companies cascade corporate improvement targets to businesses**
  - Six companies included injury rates
  - Two companies included safety audit scores
  - One company establishes corporate improvement initiatives around specific issues

- **Six companies cascade corporate improvement targets to individual facilities**
  - One company let’s the businesses decide how to best achieve the corporate goal
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Set aggressive multi-year improvement goals for the enterprise and cascade improvement goals down to the business and site levels.

**Hold line management (facility managers and above) accountable for improvement, tying progress to compensation.**

Reinforce the improvement initiative through a combination of routine reporting of key metrics and audits of site health and safety activities.

Provide targeted assistance to sites struggling to meet goals.

Include specific activities for ergonomics in the health and safety improvement initiative and establish goals specifically for ergonomics.

Introduce leading indicators (activities, audit scores) as primary metrics after initial progress is made toward lowering injury rates.
Management Accountability

- All reported that plant/facility/operating unit managers are accountable for health and safety performance
- Four companies include health and safety performance in the variable compensation of executives
- Six companies widely embed health and safety activities into annual personal reviews, affecting salary increases
“Operationalize” Safety – Step 5

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Safety Auditing

- Seven companies routinely audit health and safety performance of facilities
  - Four are on a fixed schedule
  - Three use a risk-based scheduling protocol
- Six companies routinely report metrics up the line management chain
  - Weekly reviews at the local level
  - Annual reviews at the business level
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Three companies stated “this is corporate’s role” and listed activities such as training, coaching, and developing action plans.

Two companies provide matching funds to sites for improving targeted issues such as ergonomics and machine safeguarding.

Targeted training deployed to the worst performing sites.

Corporate-funded consultation support for improving ergonomics.
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Ergonomics Activities

- All companies identified ergonomics as a point of emphasis
  - Five companies within three years
  - Seven within six years
- Skills training for target roles
- Model ergonomics program/company ergonomics standard
- Funding (matching funds, consultants)
  - Process for obtaining funding and requirements for implementation and follow-up
Ergonomics-Specific Goals

- Two companies have established enterprise-wide goals for ergonomic risk exposure
  » One company is in the process
- One company standardized leading activity metrics for improving ergonomics
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Leading Indicators (in addition to safety audit scores)

- Two companies established risk goals for ergonomics
  - All sites are required to reduce all jobs to low ergonomic risk within three years of training
  - All sites are required to identify the top 10 ergonomic risk tasks and control 50% of them within three years
    - Then required to drive 50% of jobs with identified ergonomic risk to low risk.
- One company is assessing all jobs for ergonomic risk, then will establish risk reduction goals
- One company has standardized leading activity metrics for improving ergonomics
Key Learnings Related to Ergo

- Include ergonomics in the pre-design phase
- It’s important to have activity-based metrics the closer you get to the floor
- Executive commitment is a necessary starting point
- Establish common metrics, definitions, and targets for people to rally around
- Keep the ergonomics process simple; use rules of thumb as well as quantify ergonomic risk
- Develop a communication plan and follow it (don’t try to make it up as you go along)
- Carefully select ergonomics assessment tools to standardize on, and give sites the latitude to use other tools that will help them
Key Learnings Related to Ergo (cont.)

- Standardized risk assessment tools are important so you can move to risk-driven metrics
- Have a process for ergonomics identified before you get started
- Really understand ergonomics; health and safety professionals typically lack in-depth knowledge of workplace design principles
- You need solid data analysis, locally and at the enterprise level
- Recognize that there are cultural differences (geographic), as well as different levels of maturity in safety that will affect ergonomics deployment
Key Learnings Related to Ergo (cont.)

- Spent a lot of time in the field with the engineers to understand ergonomic issues they face and the best way to address them.
- Make sure management understands the objectives and their individual criteria for success (and accountability) prior to roll-out.
- You need good metrics to monitor ongoing performance (activities and injury rates).
- Step change will be made when improvements are implemented to their fullest.
- Drive ergonomics concepts into workplace and product design early in the initiative.
Your people matter...

A lot.

Questions?