

Improvement Initiatives

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FREE NEWSLETTER

July 2011

“A Quick Click”

OSHA – multimedia site

<http://www.osha.gov/SLTC/multimedia.html>

OSHA – Newsletters

<http://www.osha.gov/as/opa/quicktakes/index.html>

Training Material -

From Safety.BLR.com
<http://safety.blr.com/trainings/?topic=0&category=0>

National Safety Council

<http://www.nsc.org/Pages/Home.aspx>

Family on-line Safety Institute

<http://www.fosi.org/>

Transforming Your Safety Culture w/ Lean Management from www.Manufacturing.net (Mnet)

Many businesses that attempt to use lean techniques in their business often find employees reluctant to embrace changes. However, author **Robert Hafey** of “Lean Safety, Transforming Your Safety Culture with Lean Management” says a lean safety program can not only improve your company’s safety record, but also help workers accept lean in your company.

Here, he talks about his book and offers insight on how a lean safety program works.

Mnet: How is lean safety different from other safety programs?

Hafey: The whole focus of the book is using lean tools like the Kaizen-Blitz, asking ‘why’ five times, process mapping, etc. and applying these tools to create world-class safety programs. Safety programs in most companies are compliance based -- they do it because they have to follow OSHA regulations. But by taking a continuous improvement approach to safety, the program is proactive, rather than just reporting negative metrics like injuries or lost-time accidents.

As an example, in our company we take an improvement approach to safety. Our employees can submit a safety improvement and it’s more than a suggestion program because they have to implement those suggestions.

When focusing on lean safety, you need a lean thinker approach to incident investigations -- every incident or near miss or accident is an opportunity for safety improvements if you approach it in the right way.

Mnet: Your book mentions a rotating leadership be used to build an effective safety program. How does this work?

Hafey: A lot of businesses have a safety director and that leads a lot of people to say that person is responsible for safety, but everybody is responsible for safety. Instead, a safety program should consist of an employee-based safety team that can help engage workers in a lean safety culture.

Using non-management individuals in a 3-year term with 5 or 6 people leading the safety team can help engage your work force in safety. By involving these workers in a safety program, you start to build trust that management cares. To get to world-class anything it’s really all based on trust and you have to earn your employees’ trust.

Many businesses, rather than engage employees, use compliance-based programs. But lean isn’t a program, it’s a mindset -- a way you see the world. A company that is really successful at lean has a management team that understands that. Managers that think lean is a program and use a few tools are not successful at it long-term.

Mnet: What do manufacturers need to do in order to evaluate and change their safety program?

continued on next page ...

Personal Safety

from City of Phoenix website



Over 45 safety topics!!
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Transforming Your Safety Culture

Hafey: I would start by looking at the structure you have in place to manage safety. If you just have one person responsible for safety training people to comply with the rules, then you need to start thinking about how to engage a broader group of people in safety at your company.

Mnet: [How long does it take to change a safety program using lean techniques?](#)

Hafey: It's a cultural change -- how people think, act and interact. So if you're going to change that, you're not going to do that in 6 months. It'll probably take a couple years as it takes time for workers to understand and adjust to their new roles.

Mnet: [Is there any one particular lesson you'd like readers to gain from your book?](#)

Hafey: That you can approach lean from the safety side and it's a really nice entry point because there is probably no better way to help people understand and accept lean. If you go back to the founders of lean, the Toyota Production System, one of the foundations of the system is respect for people.

So how better to show respect for people and earn their trust than genuine workplace safety improvement efforts.

If you do that, you'll start building trust. And if you achieve that, you can continue other lean tools.

Also, there are so many companies that start lean and then stop lean, because they thought it was a program, again you have to impact the culture to be successful and safety is part of your culture. If you start there, you'll start building the trust necessary to start building a lean program.

Learn more at:

<http://www.manufacturing.net/Article-Transforming-Your-Safety-Culture-With-Lean-Management-122309.aspx>



First safety, then probability

Use Humor in Workplace Safety Messaging

Here are some examples

- "Falling objects can be brutal, so wear your hard hat to protect your noodle."
- "A spill or a slip could mean a hospital trip."
- "Working in a safe way means you will live to see another day."
- "If you mess up, don't hesitate to 'fess up."



More info at:

http://safety.lovetoknow.com/Funny_Workplace_Safety_Tips

Get all the 411 @:

<http://phoenix.gov/FIRE/prsftidx.html>

continued on page four

ON SAFETY MOTIVATION

from www.loyalnation.com



Do you know who said ...

“There is no reason for anyone in this country -- anyone except a police officer or military person -- to buy, to own, to have, to use a handgun. The only way to control handgun use in this country is to prohibit the guns.”

- a) Charlton Heston
- b) Bill Clinton
- c) Rev. Jesse Jackson
- d) Gandhi

False Quote by: [Bill Clinton](#)
[William Jefferson Blythe III] (1946-), 42nd US President

Source:
No source found for quote. Supposedly spoken while signing the Brady Bill, 1993

Most likely a quote by Michael Gartner (then president of NBC News), *Glut of Guns: What Can We Do About Them?*, USA Today, Jan. 16, 1992

"A survey of employers indicates that the top five motivations for implementing an Employee Safety program are:

1. Cost of workers' compensation insurance (59%)
2. It's the "Right thing to do" (51%)
3. "Increases profitability" (33%)
4. Federal / State safety rules (31%)
5. "Too many accidents" (29%)

No matter what your reason for investing in a Safety Program with LoyalNation, we can assist in improving performance and reducing lost time on the job. A well designed and implemented employee safety plan will encourage and reward safe behavior and call attention to people doing the right thing in the workplace. Our focus is to listen to where you are today with programs and policy – and then begin to incrementally make the necessary adjustments to implement a goal oriented program in your workplace.

We identify the key measurements and talk to the teams and managers that are on the front line to determine how to best deliver the information and what rewards are meaningful (and fair) for changing unsafe behavior.

Our solutions rely on a balance of safety communication, safety recognition, and safety rewards – delivered frequently to keep the messages clear and front of mind for daily application on the work site.

Employee safety issues can be very expensive in lost man hours, workers compensation claims, or even lawsuits. Emphasizing employee safety with a safety program from LoyalNation doesn't just save you money, it creates a safer employee work environment for everyone in your company.

Creating a safe workplace is not just a matter of employee safety. Conveying to your people that employee safety and workplace safety are more important than speed to market or cutting every cost. What you invest in an employee safety program will reward you and your employees tenfold.

Insufficient employee safety is a variable that can cost your business thousands of dollars. LoyalNation will create a customized delivery system for a safety message that saves your business money day in and day out.

McHUMOR.com by T. McCracken



"There was a slight accident in shop class. I welded my braces together."

Mfg. Resources ...

<http://www.manufacturing.gov/>

This website shows the ideas and innovation that the **U.S. Government** is working to develop for the future of the American worker.

It also brings together information on key issues for manufacturers and service industries, such as regulatory reform and economic growth policies, as well as resources available from the U.S. Government that help to improve the business climate for American manufacturing.

The Strategic Manufacturing Awards

celebrate excellence in all aspects of manufacturing including: lean, innovation, operational excellence and sustainability.

Gain recognition at the Strategic Manufacturing Awards Ceremony

Demonstrate your innovative projects to your peers...

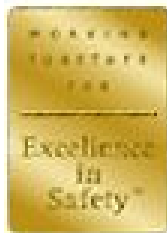
Learn more at: <http://www.manufacturing-awards.com/>

Catchy Safety Sayings

Another way to convey safety messages to workers in a fun way is to use a play on words. These catchy phrases are also likely to stick in the reader's mind and keep him or her focused on steps they can take to stay safe while performing job duties.

The following can be used to get the safety message across:

- **Safety 24/7 in 2011**
- **If you don't want to bet your life, don't gamble with safety.**
- **If you are in favor of safety glasses, Say: 'Eye'**



Your good health is your greatest wealth.

The job of catchy safety slogans starts with getting attention. A good catchy safety slogan is readable and fresh and doesn't have to be a long one; the second key to effective Catchy Safety Slogan is snappy text.

Once a slogan is read it should be interesting, thought provoking, fun. It should make conversations start.

- **Think Safety, Because I Love You Man**
- **Don't be safety blinded, be safety minded**
- **Do your work with pride, put safety in every stride**
- **Make it your mission, not to live with an unsafe condition**
- **Know safety, No Accidents**
- **Stop accidents before they stop you**
- **Accidents hurt - Safety doesn't**
- **Safety rules are your best tools**
- **Turn your attention to accident prevention**
- **A fire today - no job tomorrow**
- **Don't be a fool! Inspect your electrical tools**

Here's some great info. from Canada's Occupational Health and Safety Magazine

Award winning articles... <http://www.ohscanada.com/winning-articles/>

Improvement Initiatives LLC
Jay Watson, Managing Editor
(480) 820-0877

Off the page...

How Lean Supports Safety and Sustainability

By [Glen Miller and Christian Paulsen](#) February 17, 2011 (Used w/ permission)

A major conglomerate saves a cool half-million dollars with a successful yield kaizen. A small manufacturer saves \$46,000 thanks to organizing tools following 5S, and a food processor saves \$28,000 after initiating a process improvement kaizen. Are the benefits of these initiatives limited to these companies' bottom lines, or could it be that these lean initiatives have broader implications?

While many manufacturers look at process improvement, safety and recycling as separate programs, they would benefit from viewing lean, safety and sustainability as three fibers making a single rope used in the improvement journey. Just as a rope is made stronger with multiple fibers wrapped to make one, making lean, safety and sustainability one initiative can make your plant stronger.

Generally, the relentless pursuit of eliminating waste – the essence of lean -- will do just that: eliminate waste and wasteful practices that are hidden. A lean strategy with the accompanying training and problem-solving sessions will provide "new eyes" for management and workers to first see the hidden waste and then to begin to eliminate waste. Once these eyes are seeing waste, then motivation and creativity to include safety and sustainability in the lean efforts strengthen the benefits.

What's 5S? It's an operational methodology that asks you to Sort (or take out everything you need for this job), Set (group like items together), Shine (clean everything up), Standardize (make sure everything has a place) and Sustain (audit the process and keep it going).

In the case of the food processor's process improvement kaizen, the company used the lean principle of "pull" to optimize the use of wash water. According to Carl Deeley, the company synchronized water flow to product demand. One hundred liters of grade-water is required to clean one kilogram of green beans. They knew there was an issue if the product was not cleaned properly or if there was water left over. The pull principle helped identify and correct the issues, reducing water use by \$28,000.

The process improvement, however, is more than dollars saved. The consumer is ensured a cleaner product, reducing the potential of illness and costs. And a precious resource, water, is saved as part of the same effort. This lean initiative would be impressive on any sustainability report to headquarters or to the local community.

In a similar case, the large conglomerate initiated a yield improvement kaizen in one of its food plants.

In this case, several loss points were identified and corrected with minor engineering work. Process parameters were then optimized to produce the best yield. Yield kaizens or problem-solving sessions that reduce losses of your primary raw ingredient by even a fraction of a percent can bring impressive savings.

The savings from waste elimination may have been the sole focus in the past. Yet with today's focus on sustainability, this same yield kaizen truly reduces the demand on our natural resources.

Yield savings of meat or poultry reduce the demand on the feed to raise the livestock as well as the energy required to raise and transport. Yield savings of packaging supplies would reduce the production demands of your vendors, which in turn reduces their use of utilities and raw ingredients. On the other hand, if the food processor's sales increase, then capacity gains lead to more product and more sales with waste held to a responsible percentage of volume. Either way is a win-win-win situation for the environment, consumers and processors.

While the first two examples primarily demonstrate sustainable lean initiatives, there are several examples of how lean complements safety, or vice versa.

Slips, trips and falls are leading causes of work-related injuries, especially in many manufacturing plants. Since most of these injuries are same-level slips, trips and falls, many are preventable with good 5S.

In the case of a small food processor, a conveyor motor is replaced. The old motor is left near the line. Prior to the use of 5S as a lean tool, the operator or maintenance technician might leave the motor for some time unmarked and in the way. An operator could have tripped over the motor before the maintenance technician returned for proper removal.

Now, the lead operator works with maintenance to get the motor back to the shop for repair because she wants to maintain proper 5S on her line. The functional organization of 5S diminishes hazards, near-misses and accidents. The dollars saved by 5S safety implications are more difficult to measure than the standard lean metrics for quicker changeover or startup, but there are saving in dollars. Moreover, a safe workplace is priceless.

An ergonomic upgrade typically also benefits efficiency – so said Eric Reynolds, manager of safety and ergonomics at a Cargill plant, at the 2009 Safety Forum Program, coordinated by the Southeastern Pennsylvania Food Manufacturers' Consortium. From this view, one can conclude that safety and lean practices are complementary. The reduction of material transportation and employee movement directly contributes to cost reduction. Moreover, less transport and movement immediately reduces the behaviors and conditions that lead to incidents and accidents.

How do you motivate people to think and problem-solve in ways that integrate and combine these three different perspectives? The problem-solving sessions referred to as kaizens are a great place to instill synthesis or integrated thinking. Synthesis is an academic term for combining thoughts and concepts. It is considered a little more difficult than analysis, which basically is the foundation of an effective kaizen.

First, break down the problem. Breaking a problem into smaller parts is analysis. The ROI from group problem-solving increases significantly when the participants recombine the suggested fixes toward an approach that may address three gains for one problem. In the best of all worlds, a solution will benefit cost, safety and sustainability.

Using the 5-Why technique can help during analysis. Basically, take a problem statement -- "We are using more water than last year"— and ask why? "We have leaks." Why? "Our plumbing fixtures and troughs are breaking down." Why? "Well, for one thing, the water from the well is very hard." Why? "We think because wells have hard water." Why? "Our area has limestone and granite. Minerals leach into the well. What can we do?"

At this point, a group facilitator should restate the problem and then perhaps hold until the group goes down another 5Why line of thinking. Once the problem or problems are clarified, and then move toward synthesis. That thinking stage is initiated by asking "how?"

"How can we get numerous things done with one creative solution?" In the above dilemma, certainly some repairs must be made for the leaks. More importantly, a filtering system and recycling of water may be more sustainable and will waste much less water. Over a short period, the solution will pay for itself.

5-Why root cause analysis can be used to address issues on all fronts. The plant manager at a small dairy notices his material losses have been on the rise. He asks several operators why losses are up and finds one who has noticed that "more product is going on the floor during start-up and we have to start and stop more frequently lately." So why is more product on the floor? "The filler nozzles don't seem to be closing properly at startup." Why aren't they closing? "I'm not sure, but the filler nozzles have not been closing very well since the last preventive maintenance."

The plant manager pulls the maintenance manager and the mechanic that did the PM into the conversation to ask why the filler nozzles are hanging up. It turns out that the mechanic had to substitute O-rings with some that he thought would work. Why? "Well, we had to rush the parts for this PM and the vendor was out of stock. I think we have the right ones in stock now."

The maintenance manager is quick to ask why they were rushing the order, and he learns that the reorder quantity is too low. After this Lean 5-Why discussion, the correct O-rings were installed and the order quantity was increased addressing the immediate need to improve yield and addressing the root cause to prevent future issues. They also improved safety, since the floors were not as wet, and improved the environmental impact by keeping product out of the floor drains. In this case, one lean conversation improved yield, cost, environmental impact and safety.

Including safety and sustainability in your lean thinking can initiate significant benefits. Lean thinking challenges an enterprise to eliminate waste. Your enterprise can get a three-for-one benefit if your kaizen events are designed to challenge the status quo and change processes toward waste reduction, sustainability and safety