

Caring Leadership

Changing a safety culture

2014 PPSA Safety and Health Conference

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Old school: < 10 recordables was considered “good”

From 2002 to 2008

- ▶ Averaged one recordable per year
- ▶ All safety training, policies, programs in place
- ▶ Managed safety through my direct reports to the floor
- ▶ Life was good until I hit “the summer of 2009”



‘Summer of 2009’

4

recordables in
45 days !



Stop the madness !

How do I do this ?

Two avenues to choose from.

One choice was



THE BEATINGS WILL CONTINUE



UNTIL SAFETY IMPROVES

Begin a full court press

- ▶ Direct report meetings and a ‘personal note’ from me.
- ▶ Full scale safety reviews with all the tools available to me
 - ▶ Safety awareness videos and action plans
 - ▶ “Break the plane” and “ Hands Up !”
 - ▶ Supervisory weekly audits became daily

The “madness” stopped but something was missing.

I knew I did NOT have a true safety culture.

Was it luck all those years ?



Look at myself – Was I the problem ?

Was I truly committed to running a safe plant ?

- ▶ Begin the change >
- ▶ Did NOT go through direct reports to get message to the floor – go myself – all 3 shifts.
- ▶ Started talking one on one with employees – all 3 shifts
- ▶ Began two safety teams in order to cover three shifts
- ▶ Sought out employee concerns and made them my ‘Daily Hot List’

Communicate Communicate Communicate



Big Visuals Big Impact Prove it

▶ **Forktruck speed**



Big Visuals Big Impact Prove it

- ▶ Fork truck with lite bar and spot

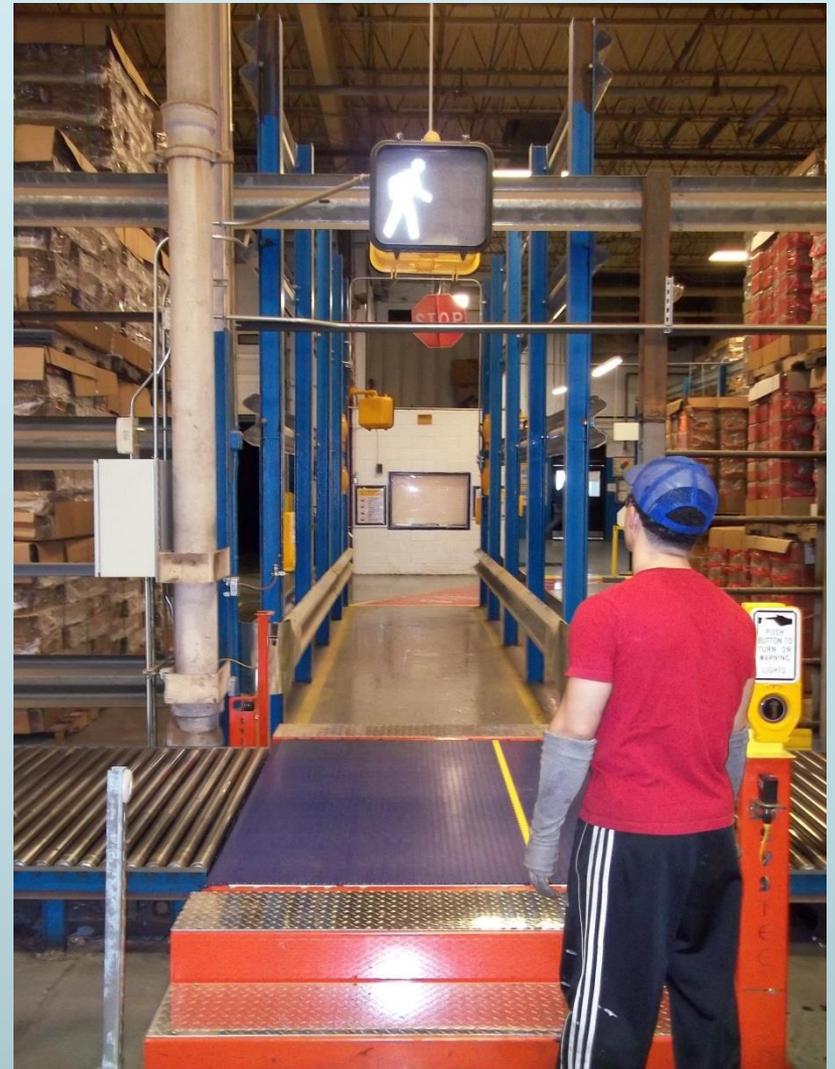


Big Visuals Big Impact Prove it

▶ **Pedestrian Safety**



Big Visuals Big Impact Prove it



Safety Culture

EMPLOYEE ENGAGEMENT ACTIVITIES

1	Safety team member	26	Safety Bingo - run it for one month
2	Incident investigation team - ONE YEAR	27	MSDS AUDIT - 5 chemicals at a time
3	Machine Safety Audit	28	Emergency lighting checks
4	Area Dept. Safety Audit	29	Emergency evacuation map audit - departmental
5	Machine Guarding Audit	30	Complete any one of the Safety Compliance Handbook audits
6	Plant wide Inspection	31	Assist with any Salcon audit finding correction
7	Conduct a Safety meeting or Toolbox meeting	32	Check Incident Investigation kit - up to date, everything there
8	Complete PIT Checklist audit	33	Check "Redbook" to see if up to date (Emergency Procedures)
9	Tell a Safe Start story in the safety meeting	34	Ladder Inspection
10	Electrical Safety Audit	35	Trailer audit - wheel chocks in place, glad locks, trailer jacks
11	Do a lockout audit and document it	36	Assist with or complete a HazRac audit
12	Review SWPs and suggest updates	37	Write safety orientation for front lobby DVD
13	Housekeeping Team	38	Conduct safety training - one topic
14	Complete a departmental combustible dust audit	39	Conduct steam leak audit
15	Assist with or conduct a DuPont STOP audit	40	Maintenance employee to audit contractor safety: PPE, walkways, etc
16	Conduct 10 "Hands Up" audits	41	Organize and run outside BBQ
17	Complete an Electrical Safety audit	42	Report NEAR MISSES & CLOSE CALLS
18	Home made tools search - departmental	43	Develop employee recognition awards
19	Secondary Container labeling audit - departmental	44	Ceiling leak check and record findings (when it is raining)
20	Write safety slogans for the message light by time clock (5 MINIMUM)	45	Shipping dock check - docklocks, bumpers, lights
21	Eyewash inspections	46	Hand power tool inspection
22	Fire Extinguisher monthly checks	47	Hydraulic jack inspection
23	Organize safety poster contest	48	Slings, chains, straps, cable inspection
24	Air hose / hose clamp / nozzle inspection - departmental	49	Two man lift stickers on die boards
25	Slip / trip hazard insepction - departmental	50	Pre-shift machine center inspections

Safety Culture

Open Employee Engagement Log as of 4/30/14 - Updated Status as of 5/8/14

Total hazards reported through Employee Engagement activities: 62

Total new hazards reported since 4/30/14: 0

Total reported hazards open at 4/30/14: 35

Total reported hazards open as of 5/8/14: 15

Area	Machine	Reported By	Audit Date	Deviation	Work Order #	Issue Date	Status	Closed Date	Comments
Corrugator									
CR	1021	BK, JF, AO, LS	3/13/2014	Fix guard on	1108410	3/17/2014	Closed	CLOSED	Guard fixed
CR	1021	LS	4/19/2014	Floor grates	1148963	4/19/2014	Open		Need new concrete around edges of pit- Harnam
CR	1021	BK, SD	4/25/2014	Roll movers	1153029	4/25/2014	Closed	CLOSED	Change Batteries more frequently
CR	Baler	JB	4/19/2014	Red wire exp	1150097	4/19/2014	Open		
CR	Baler	JB	4/19/2014	Oil leak from	1150101	4/19/2014	Open		Change gear box
CR	Palletizer	JG, RB	3/6/2014	Install missin	1096901	3/6/2014	Closed	CLOSED	Nothing missing
CR	Palletizer	JG, RB	3/6/2014	Replace/inst	1096904	3/6/2014	Closed	CLOSED	Nothing found missing
CR	Starch	JF, BK	4/19/2014	Storage tank	1148956	4/22/2014	Open		
Converting									
Area	Machine	Reported By	Audit Date	Deviation	Work Order #	Issue Date	Status	Closed Date	Comments
CV	4561	LV	3/13/2014	Electrical insp	1104692	3/13/2014	Closed	5/8/2014	Addressed on scheduled PM
CV	4561	EG, VS, JT	3/14/2014	Replace/inst	1105458	3/14/2014	Closed	CLOSED	Missing rollers were replaced
CV	4561	KN	4/19/2014	Missing roll	1145958	4/19/2014	Closed	5/8/2014	Addressed on scheduled PM
CV	4561	KN	4/19/2014	Hoist belt is	1145959	4/19/2014	Closed	5/6/2014	Strap was replaced
CV	4561	KN	4/19/2014	Exposed wir	1145960	4/19/2014	Closed	5/8/2014	Addressed on scheduled PM
CV	4562	AG	3/12/2014	On main cor	1104713	3/13/2014	Closed	5/6/2014	Machine center does not provide for them
CV	4562	IR, LV	3/13/2014	Fix source of	1105442	3/13/2014	Closed	5/6/2014	Tightened fitting
CV	4562	C, AP, AM, HA	4/16/2014	Oil leak (driv	1142310	4/16/2014	Open		
CV	4562	SA	4/18/2014	Operator's s	1145482	4/18/2014	Closed	5/6/2014	Chain replaced
CV	4562	SA	4/18/2014	Missing 2 ro	1145946	4/19/2014	Open		
CV	4563	MP, MR	3/13/2014	Cover expos	1105455	3/13/2014	Closed	5/6/2014	Nothing found exposed
CV	4563	PR, AA, MJ	4/16/2014	Missing gua	1142317	4/16/2014	Closed	5/6/2014	Replaced guard
CV	4563	IR, JR	4/18/2014	Conveyor an	1145546	4/18/2014	Open		Scheduled for next PM due on 5/15/14
CV	4563	HB	4/25/2014	Conveyor pr	1153347	4/25/2014	Open		Scheduled for next PM due on 5/15/14
CV	4571	TD, DW	2/25/2014	Replace fray	1086695	2/26/2014	Open		
CV	4571	TD, DW	2/25/2014	Replace pinch	1086697	2/26/2014	Open		
CV	4571	TD, DW	2/25/2014	Install guar	1086698	2/26/2014	Closed	5/6/2014	After review, guards were not installed -deemed it would create pinch point
CV	4571	IP, MP, LS	3/14/2014	Replace/inst	1105452	3/14/2014	Closed	5/6/2014	Nothing found missing
CV	4571	IP, MP, LS	3/14/2014	Permanently	1105454	3/14/2014	Closed	5/6/2014	Corrected on 5/6/14 scheduled PM
CV	4571	AX	4/16/2014	One missing	1142315	4/16/2014	Closed	5/6/2014	Corrected on 5/6/14 scheduled PM
CV	4571	AX	4/16/2014	Die cut press	1142323	4/16/2014	Open		
CV	4571	TD, DW	4/19/2014	Missing 2 pl	1145955	4/19/2014	Closed	5/6/2014	Guards were not replaced as previously existing guards created a pinch point
CV	4571	SS	4/19/2014	Signage for	1145997	4/19/2014	Closed	5/6/2014	Replaced missing rollers
CV	7999	RG, AN	3/13/2014	Replace/inst	995392	#####	Open		
CV	7999	MC, PK, AX	4/19/2014	Before strap	1145994	4/19/2014	Open		
CV	7999	DG	4/24/2014	Missing doo	1156635	4/29/2014	Open		
CV	7999	CS	4/18/2014	Exposed or c	1156639	4/29/2014	Open		

Safety Culture

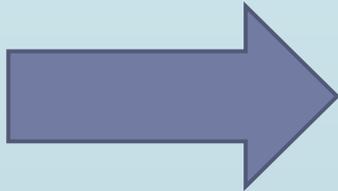
May Employee Engagement

Open Employee Engagement Log as of 4/30/14 - Updated Status as of 5/31/14

Item	Description	Assigned To	Due Date	Status
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EMPLOYEE ENGAGEMENT ACTIVITIES	
1	Cable team member
2	Incident investigation team - ONE 1540
3	Jackline 20 Safety Audit
4	Handover Safety Audit
5	Shutdown Quarterly Audit
6	Plant Safety Department
7	Conduct Safety meeting or Toolbox meeting
8	Complete PPE Checkpoint audit
9	Test a Safety Start story in the safety meeting
10	Sanitation Safety Audit
11	Post a hazard audit and document it
12	Review 2013's top incident statistics
13	Housekeeping Safety
14	Conduct a departmental emergency drill audit
15	Handover or conduct a Safety Start PPE audit
16	Conduct 10 "Hands Up" audits
17	Conduct an Electrical Safety audit
18	Home check back session - departmental
19	Secondary Container Labeling audit - departmental
20	Write safety stories for the message board time check (3 MIN/3M)
21	Search responses
22	Run a Employee meeting (weekly)
23	Organize safety leader contest
24	Get those "three stars" receipt inspection - departmental
25	Run "Up hazard" inspection - departmental
26	Safety Shop - run for one month
27	MSDS A/E/D/T 15 chemicals as a time
28	Emergency lighting checks
29	Emergency response time audit - departmental
30	Conduct any one of the Safety Compliance Handbook audits
31	Attend all any Safety audit/finding correction
32	Check incident investigation to see if the emergency plans
33	Check "Redbook" to see if up to date (Emergency Procedures)
34	Welder Logbooks
35	Trainee audit - wheel checks or place girth locks, trailer jacks
36	Issue all or complete a Handover audit
37	Write safety presentation for front office/CEO
38	Housekeeping training - one topic
39	Conduct steam leak audit
40	Interview employees to audit contractor safety PPE, walkway, etc
41	Organize and run outside BBQ
42	Run an EAP (Employee Assistance & CARE) clinic
43	Conduct employee recognition awards
44	Conduct lock check and record findings (when it's raining)
45	Shipping dock check - docklocks, bumpers, lights
46	Hand-over tool inspection
47	Hydraulic jack inspection
48	Strip, chains, straps, cable inspection
49	Test one 800lbs on the bench
50	Pre-arrange center inspections

Employee Engagement Wakefield



100 %

WE MADE IT !!!



Safety Culture

GLOVES SAFETY

Glove Type	Characteristic	Tasks	Glove Type	Characteristic	Tasks
	ATA* Continuous Knit Wrist Nitrile Palm Coated Gloves ANSI Level 4 cut protection Lightweight gloves provide enhanced dexterity, flexibility and comfort during jobs that require cut resistance. The flat seam design creates added abrasion resistance and a sure grip during oily applications. Gloves made with ATA* yarn to produce a softer feel and greater breathability.	Converting use Cutting applications Handling cutting dies		Ansell Unlined Sol-Var* Gloves In addition to common features with other Nitrile Gloves, the Sol-Var Gloves feature an embossed surface texture	Cleaning Chemical Glove (NOT intended for use on acidic acids)
	Pre-Safe ATA* Sleeves Offers ANSI Level 4 cut protection accompanied by increased levels of abrasion resistance making for great user comfort and outstanding dexterity. Sleeves constructed with ATA* provide exceptional cut and slash, are lighter weight, and provide a snug fit with slightly better cut resistance, and are cooler and more comfortable than Keelar	Converting use Cutting applications Handling cutting dies		Ansell PVA Coated/PA Cut Protection Gloves Designed to be used in strong solvents Offer resistance to high pressure, abrasions and cuts Lightweight and comfortable Coating is water soluble - not to be used in water or water based solutions	Chemical gloves specific for caustic soda handling
	Cut and Puncture Resistant Leather Palm Gloves Provide excellent protection against cuts, abrasions and chemicals, as well as good grip on both dry and wet applications.	Handling wood/plastic pallets General work		Heat Protection Gloves General utility gloves provide protection up to 350 degrees Fahrenheit Provide heatshield barrier between a hot object and the wearer	Suited for use at extreme temperatures at the Boiler and Corrugator areas
	Mechanix Wear/High Dexterity Work Gloves Gloves that offer great dexterity, protection, comfort, and visibility necessary for high safety and productivity Easy snag and adjustability	General work, maintenance, mechanical, wire handling, wood and other heavy industry, pallet conversion from plastic to wood		Heat Protective Gloves Gloves with gummy pattern and wing thumb Feature foam padding on palm and back of hand	Used for heat work (Boiler, Corrugator)
	Flexion-Lined Coated Cold Protection Gloves Offer cold protection and resistance to chemicals, as well as non-slip grip Flexion lining allows freedom of movement, while protecting hands from the cold and extended glove life Flexibility and comfort reduce hand fatigue	Process handling gloves for use by the Fork Truck and clamp truck drivers		Lineman's Electrical Protection Class 00 Gloves Gloves made of highly dielectric, strong and flexible insulated rubber Rubber Class 00 gloves require periodic inspection for fit for use before each use Must be stored in separately in protective bags, fingers up, hung, not laid flat	Two-part hand protection for electrical work Glove to be worn under a Leather Protector Glove
	Disposable, Powder-Free Thin Nitrile Gloves Industrial-Grade Gloves provide a durable barrier protection against a variety of chemicals, greases, oils and liquid borne pathogens Accelerator-Free Gloves that do not promote dermatitis and are free from natural rubber latex and Type I allergic reactions common in latex proteins	General work Work with greases, oils, etc., etc. Light Chemical cleanup		Leather Protector Gloves for Electrical Work Gloves to be worn in conjunction with Lineman's Electrical Protection Class 00 gloves (over rubber glove) Glove allow for additional room for Leather Protector Gloves to be worn inside Leather Protector Class 00 gloves must be inspected for damage or defects before each use Must be stored in separately in protective bags, fingers up, hung, not laid flat	Two-part hand protection for Electrical work Glove to be worn separately over the Lineman's Electrical Protection Class 00 Gloves
	Pre-Safe* Unlined Nitrile Gloves Nitrile compound provides an outstanding combination of strength and chemical resistance Great protection against snags, punctures, abrasions and cuts Comply with FDA regulations for food contact	Chemical-resistant gloves NOT for use with caustic acids General cleaning with detergents		Latex/Powder-Free Vinyl Industrial Gloves Single-use gloves Anti-static Non-soluble gloves	General cleaning General ink handling
	Heat-Armer® 9" Arm Guard Cut and Puncture Resistant Arm Protection Sleeve Cut and puncture resistant, not cut and puncture proof Lightweight and cooler than traditional sleeves High performance forearm with spandex wrist and thumb hole	ANSI Cut level 3 sleeves for corrugator use at the miller Ultra-Guard cut level 3 gloves		Ultra-Guard Full Hand Gloves with removable wrist straps - ANSI Level 3 Cut Protection Constructed of high tenacity strength, chemical resistant, welded stainless steel rings Superior level of cut resistance without sacrificing flexibility	ANSI Cut level 3 gloves for corrugator use at the miller Use in conjunction with the Heat-Armer Protection Sleeves



Safety Culture



Safety Culture

- ▶ Thanks for your attention.
 - ▶ Stay Safe !

