



# Build an Effective Serious-injury Prevention Strategy

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**Marcus Sparks**, Alchemy Systems

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# Today's Speakers



**Dave Brubaker**  
Global Safety Manager



**Jodi Haggith**  
HR and Training Supervisor



**Marcus Sparks**  
Account Manager



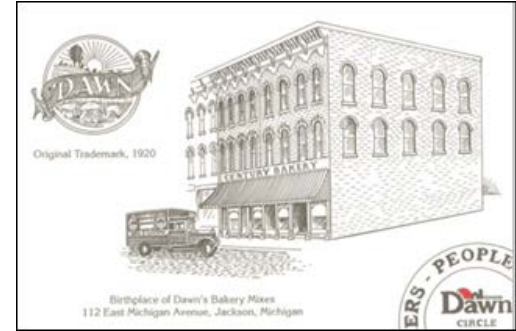
# Agenda:

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- How and where to identify hazards
- Effective incident investigation
- Education & onboarding techniques for worker safety
- Resources
- Q&A

# Dawn Food Products, Inc.

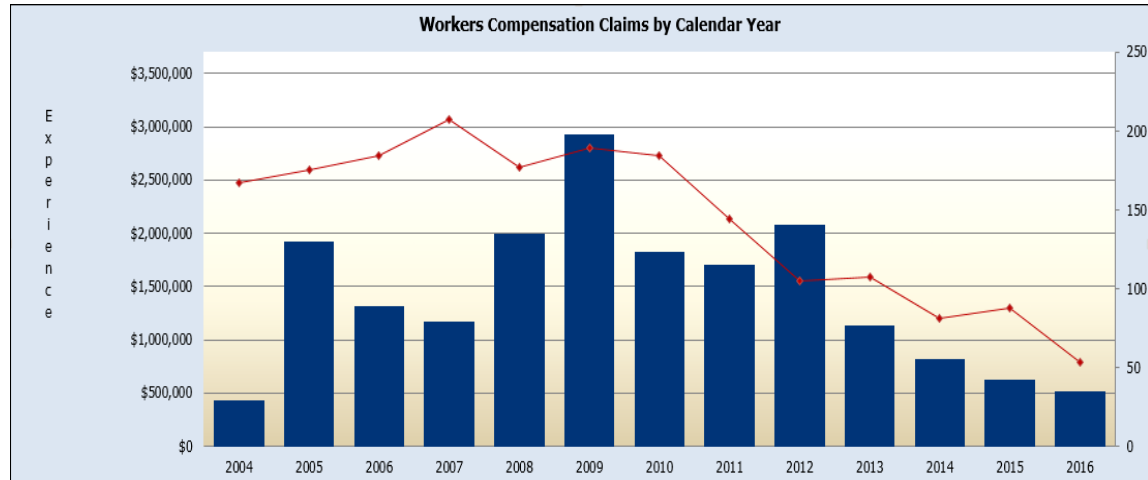
- We supply a complete line of quality, consistent mixes, bases, icings, glazes, fillings, frozen dough, par-baked and fully baked products and equipment to the food industry — worldwide
- Family owned and headquartered in Jackson, MI since 1920
- Produce more than 4,000 bakery products
- Employ nearly 5,000 people
- Conduct business in more than 105 countries
- Operate in more than 57 locations worldwide



# Safety at Dawn

- We have made good progress in last 10 years in USBP
  - Claims have been reduced by 67%
  - Annual Injury count has decreased from 207 to 63
  - Implemented safety management system
  - Alchemy training platform

- Challenges
  - 63 people injured
  - Identifying unforeseen risk
  - Ergonomic risk
  - Training new hires
  - Team member engagement





## HOW AND WHERE TO IDENTIFY HAZARDS



# How and where to identify hazards

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**Our company set a goal to establish a safety and health management system** in order to organize our regulatory and internal company requirements and information.

**It is necessary for safety and environmental resources to understand the benefits** in developing a management system that will meet their company's specific needs.

**Loss analyses revealed that our most significant injuries involved non-routine tasks.** Our management system needed to develop a methodology in order to identify non-routine tasks during our risk assessment process.



# How and where to identify hazards

## Hazard Assessment Process

1. Catalog process and tasks
2. Identify hazards associated with those processes/tasks
3. Assess Risks
4. Identify and implement CAPA to mitigate identified risks
5. Re-evaluate effectiveness of the implementations
6. Determine residual risk



**The critical element is uncovering non-routine or unforeseen risks and hazards**



# How and where to identify hazards



One of the fundamental aspects of managing risk is to establish a management system which uncovers, understands and mitigates those risks.

## Steps to identify hazards:

1. Identify a cross-functional risk assessment team
2. Review historical data and records
3. Catalog all processes
4. Risk Assess each identified process
5. Operator engagement is critical
6. Numerous sessions will be necessary
7. Implement risk reduction methods/processes
8. Re-evaluate effectiveness

# How and where to identify hazards

## Identifying hazards involves good detective work.

- What can go wrong?
  - What are the consequences?
  - How could it arise?
  - What are other contributing factors?
  - How likely is it that the hazard will occur?
- Are the current procedures effective?
  - Is there anything you would change?











# How and where to identify hazards

One of the fundamental aspects of managing risk is to establish a management system which uncovers, understands and mitigates those risks.

The following hazards need to be considered:

- ▷ Physical hazards
- ▷ Chemical
- ▷ Biological
- ▷ Environment & neighboring establishments
- ▷ People, including contractors
- ▷ Methods, SOP's

ENERGY SOURCE		ENERGY SOURCE	
	ELECTRICAL 480 VAC		PNEUMATIC
	WATER		NATURAL GAS
	CHEMICAL Or COOLANT		HYDRAULIC
	STEAM		MECHANICAL



## POLL

**What do you think is the top cause of safety incidents in your plant?**

- Unsafe acts
- Unsafe conditions
- At risk behavior
- Lack of employee understanding



# How and where to identify hazards

## Common Causes of Serious Injuries

- At-risk Behavior
- Lack of Education, Training and Understanding
- Unsafe Acts
- Unsafe Conditions
- Lack of Effective Systems & Procedures





## INCIDENT INVESTIGATION







# Incident Investigation – BE PREPARED

- **Make a plan (preplanning):** Effective accident investigation starts before an accident occurs with the establishment of a well thought-out accident investigation procedure
- **Organize your accident investigation team:** The accident investigation team should be organized before an accident happens so team members can be trained in accident investigation procedures
- **Train your accident investigation team:** The team needs to understand the 5 W's of incident investigation



# Incident Investigation

The aim of the investigation is **NOT** to:



- Exonerate individuals or management
- Satisfy insurance requirements
- Defend a position for legal argument
- Or, to assign blame
- The investigation is to find facts only!

# Incident Investigation – BE PREPARED

The key result should be to prevent a recurrence of the same accident.

## Fact finding:

- What happened?
- Evaluate all of the contributing factors?
- What should be done to prevent recurrence?
- Assign responsibility for corrective action and time table
- Not fault finding!



# Incident Investigation

## 1. Get the Facts

- **Gather objective evidence** - pictures/video, interviews, re-enactments, witness statements, training records, maintenance and PM records, prior incident history, etc.

## 2. Determine all of the Contributing Factors of the Incident

- **Environmental** – Light, vapors, dust, heat, weather
- **Design** – Work station layout, design of tools and equipment
- **Systems and Procedures** – Evaluate whether SOP's are appropriate & effective
- **Human behavior** – Safe or at-risk, training, prior incidents?

## 3. Determine Root Cause

## 4. Establish and implement Corrective Actions

## 5. Communicate Findings and Key Learnings

# Incident Investigation - BENEFITS

- Preventing recurrence
- Identifying outdated procedures and improvement of operational or safety procedures
- Improvements to work environment
- Increased productivity
- Raises safety awareness level
- Uncover tasks that were not previously identified



# Education & onboarding techniques for worker safety



The logo for Bonduelle, featuring the brand name in a green, serif font with a stylized orange and yellow arc above it.

*World leader in processed vegetables*





# In Every Distribution Channel

- Over 50 production sites in 11 countries worldwide, producing frozen, canned and ready to eat vegetables
- 12 sites with over 10,000 employees in North America



**Retail**



**Foodservice**



**Industrial**

# On-boarding and Training at Strathroy



- 85 Seasonal Employees
  - Co-op students
  - 52 Jamaican offshore workers – line workers, sanitation and equipment drivers
- 200 FT Employees in a 24/7 operation
- 53 new employees added in the last 12 months

# Challenges

- Two different production processes
- Students with little work experience
- Development of employees to new positions with current growth
- Language barriers
- Consistency of training message
- Managing training requirements
- Moving our culture from compliance to commitment- not “once and done”



We celebrated 6 years NLT accidents,  
a record for all of Bonduelle sites



# Training program- what is required

## NEW HIRES

17% of injuries occur within the first year

## Seasonal or Permanent

- Full orientation covering all company specific procedures including health and safety
- Alchemy content
  - On the job training with a buddy for job specific tasks
  - 2 week follow up
  - 14 - 21 day follow up
  - 21 - 45 day follow up

**Edit User : Boyd, Riley**

Properties Company Classes **Learning Plans** Transcript History

**STR-New Employee (Created: 03/13/2015 02:16:24 pm)**

Start Date 05/01/2015 4:19 pm *required*  
MM/DD/YYYY H:MM am/pm

Due Date 7/30/2015 11:59 pm

Type Relative Date

Status complete

Certificate Save Done

**Progress: 100%**

<b>Food Safety</b> <input checked="" type="checkbox"/> Overview of HACCP <input checked="" type="checkbox"/> Introduction to Food Allergens <input checked="" type="checkbox"/> Introduction to Food Safety Standards
<b>Human Resources Training</b> <input checked="" type="checkbox"/> Violence in the Workplace <input checked="" type="checkbox"/> Workplace Harassment and Discrimination (CA)
<b>Workplace Safety</b> <input checked="" type="checkbox"/> Forklift Safety Awareness <input checked="" type="checkbox"/> WHMIS Hazard Symbols <input checked="" type="checkbox"/> WHMIS Overview
<b>Company Specific</b> <input checked="" type="checkbox"/> STR-Two Week Sign Off <input checked="" type="checkbox"/> STR-Welcome to Bondville <input checked="" type="checkbox"/> STR-Policies and Procedures <input checked="" type="checkbox"/> STR-Employee Conduct and Discipline <input checked="" type="checkbox"/> STR-Health and Safety <input checked="" type="checkbox"/> STR-Food Safety <input checked="" type="checkbox"/> STR-Food Security <input checked="" type="checkbox"/> STR-Accessible Customer Service Plan <input checked="" type="checkbox"/> STR-Worker Health and Safety Awareness - OSHA

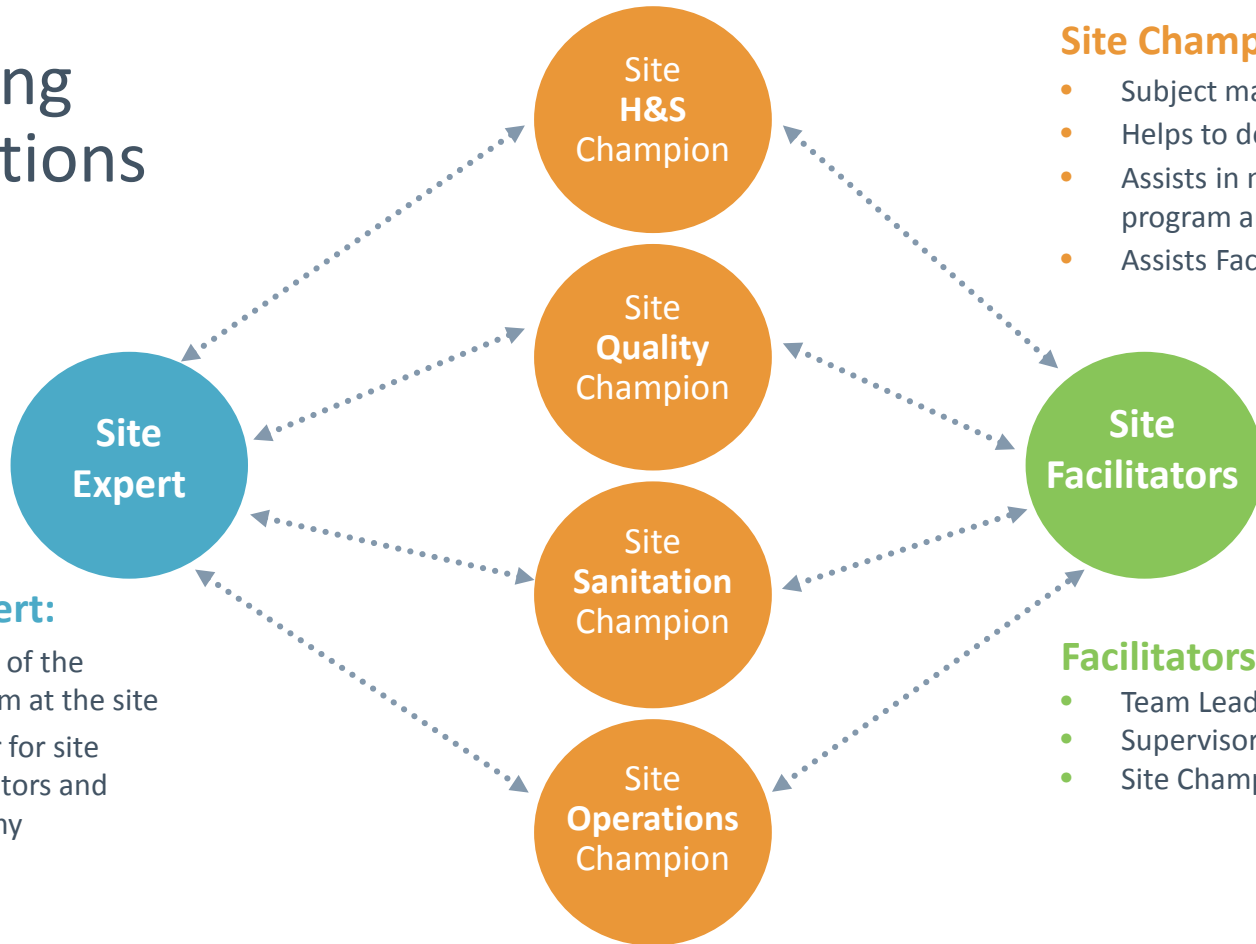
# Lessons learned

- Consistency of on-boarding program for all new hires
- Consistency of content
- All employees participate in training sessions scheduled while actively employed
- Visual and engaging presentations
- Pictures from our site and employees
  - Real life examples from hazards identified across the plant
- Short informative sessions
- Lightening rounds
- Learning plans to manage training requirements
  - Manage frequency as well as retraining in the event of an incident
- Use performance reviews as an opportunity for employees to bring forward training requests for self development

# Learning Operations Team

## Site Champions:

- Subject matter expert
- Helps to develop learning content
- Assists in managing learning program and learning plans
- Assists Facilitators



## Site Expert:

- Owner of the program at the site
- Trainer for site Facilitators and Alchemy

Site Facilitators

## Facilitators:

- Team Leads
- Supervisors
- Site Champions



# SAFETY MATTERS



**SAFETY GO!**

- Our plan is to build our safety culture by reinforcing monthly safety messages
- Each month there is a H&S topic and Food Safety topic
- All employees, including supervisors, are required to complete Safety Go training
- We manage “Safety Go” with Alchemy tools

# Workplace Safety Learning Plans

- Managed by the Site Champions and Site Expert
- **Fixed date learning plans** are used for assigning the monthly training topic to employees
- **Relative date learning plans** are used for assigning observations upon completion of the training

Please Note: Making changes to Learning Plans will impact your data. Reports may take up to 0 hour to reflect the changes.

Name	English (United States)	STR-Safety Go December 2016
	Spanish (United St. ▼)	
Label	STR-Safety Go December 2016 (Due: 12/31/2016)	
Start Date	11/13/2016	12 ▼ : 00 ▼ AM ▼
	Date is in your preferred timezone: America/Toronto	
Due Date	12/31/2016	11 ▼ : 59 ▼ PM ▼
	Date is in your preferred timezone: America/Toronto	
Creator	Jodi Haggith	
Repeats Annually	<input type="checkbox"/>	
	Repeats in subsequent years with the same month/day range.	
Follow-up Relative Date Learning Plan	None ▼	



## POLL

Following an incident, do you retrain your workers?

- Yes
- No
- Sometimes



# Operations-Specific Safety Training - Creator

## Our Need:

Provide operation-specific training (e.g., equipment, processes, PPE)

## Resource:

Alchemy's Creator tool to customize their courses or build our own and deliver via group-based or e-learning

Using compressed air or high pressure water systems for blowing objects from clothing is forbidden. Never direct a stream of compressed air or high pressure water towards your own body or that of any other person.



# Communications Program



Huddle Guide

## Coach Observations



Digital Signage

## Team leads are delivering huddle talks and observations

- Creates ownership
- Increases interaction between supervisors and employees
- Keeps topic top of mind
- Increases awareness for the entire team
- Focusses on encouraging the “right” behaviors

# Coaching

- Validation of monthly “Safety Go” training topics
- Job task verification
- Encourages interaction between Supervisors/Team Leads and employees-communication
- Increases retention of training topic
- Remediation training can be done on the spot



# Key factors to success

- Team lead/supervisor engagement
- Engage employees
  - Consistency
  - Content
  - Being open to feedback from our employees
- Continue to reinforce safety messages
- Keep observations positive; not disciplinary





# Resources



# Serious Injury Prevention – Areas of Focus

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- First 90 days: improve orientation and onboarding
- Proactive safety culture: self-directed safety
- Supervisor – Line Worker engagement: on-the-floor communication
- Observation, verification, and coaching of right behaviors
- Focus on Uniformed, Doubt, and Misinformed
- Supervisor and Team Leaders as Facilitators and Coaches
- Coordinated communication: training/huddles/signage
- Voice of the workforce: perception surveys

# Resource: A Comprehensive Solution to Optimize Your Workforce

MORE THAN  
**2 million**  
food industry workers

IN OVER  
**20,000**  
locations worldwide



**Operational  
Improvement**



**Food  
Safety**



**Workplace  
Safety**



**Human  
Resources**

# Q&A



THANK YOU

