



How to Produce an ROI with Your Safety Culture:

Bonduelle's Secrets to Success



Jodi Haggith, HR & Training Supervisor, Bonduelle
Marcus Sparks, Account Manager, Alchemy Systems

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Introduce Speakers



Jodi Haggith
HR & Training Supervisor
Bonduelle



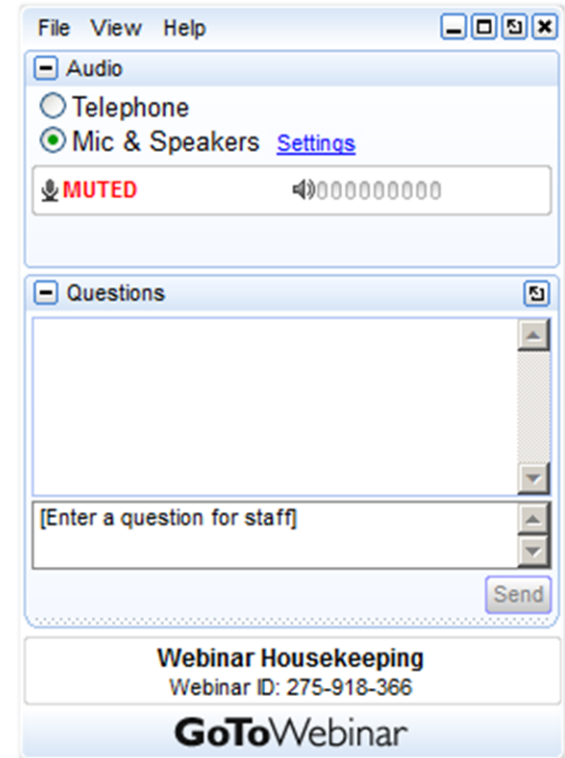
Marcus Sparks
Account Manager
Alchemy

Agenda

- 1) Bonduelle' s Story
- 2) Smart Action at Work
- 3) Q&A

Welcome!

- **Audio Options:**
 - Choose “Mic & Speakers” to use computer speakers
 - Choose “Telephone” to dial in using info provided
- All lines are in listen-only mode
- Please post your questions at any time
- **A link to the recording will be emailed shortly after the event**



Bonduelle's Story



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



Bonduelle Strathroy Site

- 90 Seasonal team members
 - Co-op students
 - Temporary foreign workers
 - 52 Jamaican offshore workers – line workers, sanitation and equipment drivers
- 95 full-time team members in a 24/7 operation
- Packaging capacity is 115M pounds per year
- Processing capacity is 80M pounds per year (peas, beans, carrots)



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
- Lack of effective systems & procedures
- Moving our culture from compliance to commitment — not “once and done”



H&S Successes



- Reduced reportable medical aids by 50%
- Celebrated 6 years NLT accidents — a record for all of Bonduelle

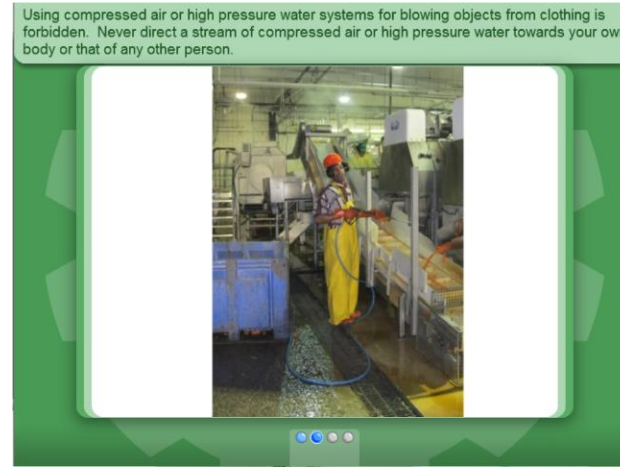
Start by “KEEP IT SIMPLE”: Specific Safety Training — Creator

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



Onboarding 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
 - Content is divided over two separate sessions
- Alchemy content
 - On the job training with a buddy for specific tasks
 - 2 week 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%

Food Safety	<input checked="" type="checkbox"/> Overview of HACCP	<input checked="" type="checkbox"/> Introduction to Food Allergens	<input checked="" type="checkbox"/> Introduction to Food Safety Standards
Human Resources Training	<input checked="" type="checkbox"/> Violence In the Workplace	<input checked="" type="checkbox"/> Workplace Harassment and Discrimination (CA)	
Workplace Safety	<input checked="" type="checkbox"/> Forklift Safety Awareness	<input checked="" type="checkbox"/> WHMIS Hazard Symbols	<input checked="" type="checkbox"/> WHMIS Overview
Company Specific	<input checked="" type="checkbox"/> STR-Two Week Sign Off	<input checked="" type="checkbox"/> STR-Welcome to Bonduelle	<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 - OMSA

Annual Training

- Organized an Annual Training Day
 - Checks the boxes
 - Separated H&S training and food safety training
- What it didn't do:
 - Foster the safety culture
 - Engage the team



Learning Operations Team

Site Expert:

- Owner of the program at the site
- Trainer for site Facilitators &

Site Champion:

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

Site Facilitator:

- Team Leads
- Supervisors
- Site champions



Safety Matters

**SAFETY
MATTERS**



- Plan was to build our safety culture by reinforcing regular safety messages
- Each learning plan included a H&S topic and food safety topic
- All team members, including supervisors, were required to complete “Safety Go” training
- Managed Safety Go with Alchemy tools

Workplace 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 ▼	

Initial Training Model Developed

- ✓ More frequent Safety Go group sessions – we were previously lacking consistency
- ✓ Team members were required to attend outside of their shift times to not affect production
- ✓ We would be able to cover so many more interesting topics!
- ✓ Sessions would be one hour or less!
- ✓ Supervisors would follow-up by coaching employees using the Coach application



Discovery

- ✗ Team members attending training at the end of their shift were not engaged
- ✗ Team members would arrive late
- ✗ Large group sessions took longer to facilitate with remediation
- ✗ Coach observations were not being completed; new content was not being developed
- ✗ Many of our Learning Operations Team Members had lost interest in our mission

Training and learning was not this awesome experience we had hoped for...Status quo was not the way to go!

The New Plan – OPTIONS!

Offer all team members the option to complete their monthly SafetyGO training by:

- ✓ eLearning
- ✓ Kiosk
- ✓ Or by attending a group session every 3 months (3 months of content delivered)



Pros & Cons

eLearning

- ✓ Flexible. Able to include more admin positions in the Safety Go program
- ✓ Ability to personalize training with learning plans
- ✗ Has to be validated
- ✗ Questions can go unanswered
- ✗ Team members completing training at home

Kiosk

- ✓ Flexible
- ✗ Has to be managed for updates
- ✗ Location, location, location

Group Session

- ✓ Learning material is covered
- ✓ Engagement, and team members can ask questions
- ✗ Felt like we were back at “once and done”

Then in 2016.....

- Transitioned to a 24/7 operation in our packaging department
- Creating 26 new full-time positions
- Many new team members with little to no experience in the food industry

CHALLENGES we faced:

- Onboarding and turnover with the new team members
- Continue to develop and teach the safety culture
- Job task verification – Supervisors were not comfortable with observations
- Saw an increase in our reportable medical aids and NLT incidents



Fine-tuning the Safety Go Program

We wanted to ensure the success of our new team members and our learning programs.

We built a **Learning Lab** on the production floor

- Can be set up as a classroom
- Support is available closer to where team members are working



Kiosk Mode 2.0

- Kiosks were moved to the Learning Lab
- Monitored and managed more frequently
- Easier access for employees
- Individual learning plans can be assigned based on incidents
- Quiet, but visible location



Optimal Use of Down Time

- Group sessions are held weekly during sanitation periods
- The same monthly topic is covered over 4 weeks so that each team can attend
- Ask the team leads for input on monthly topics
- Incorporate the Communications program into safety topics to revisit the subject continuously through the month



A Coach “do – over”

- ✓ Validation of job task training
- ✓ Validation of comprehension
- ✓ Increased communication and dialogue
- ✓ Creates ownership for coaches
- ✓ Can be viewed from transcripts on Alchemy profile
- ✓ Creates value for coaches, team members, trainers, and contributes to SafetyGo’s success
- ✓ Focusses on the “right” behaviors



Key factors to success

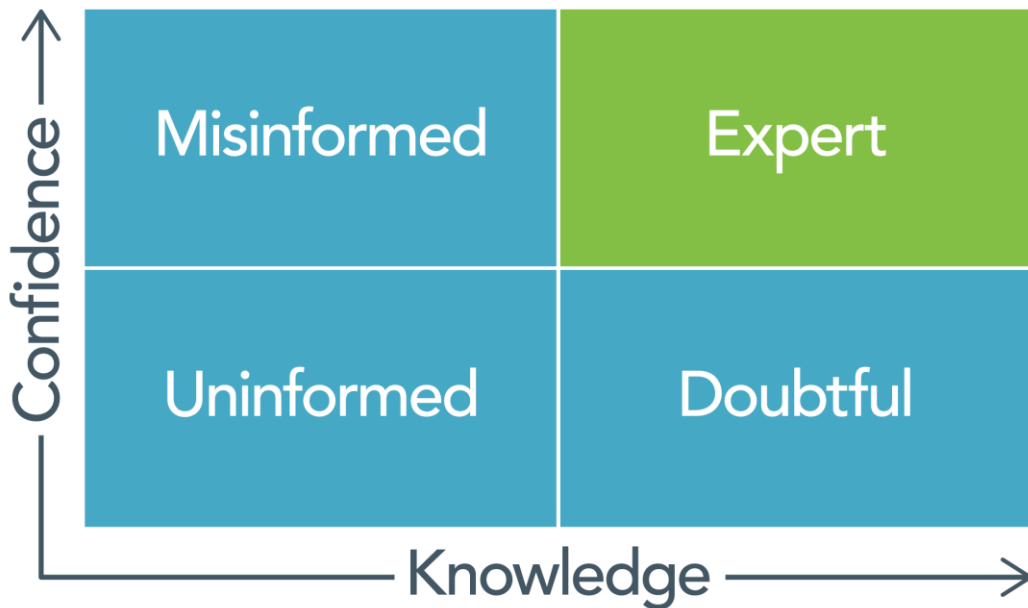
- Team lead/supervisor engagement
- Short informative sessions
- Learning plans to manage training requirements
- Manage frequency as well as retraining in the event of an incident
- Engage team members
 - Consistency –onboarding and delivery of content
 - Content
 - Being open to feedback from our team
 - All team members participate in training sessions scheduled while actively employed
 - Pictures from our site and team
 - Real life examples from hazards identified across the plant
- Continue to reinforce safety messages
- Keep observations positive; not disciplinary
- Continue to adapt and recognize need for change to existing programs



Smart Action at Work



Knowledge with Confidence Drives Smart Action



You must provide workers with the knowledge and confidence to make the right decision, engage in the right behavior, at the right time. Elevating the knowledge and confidence of your workforce is what we call **smart action at work**.

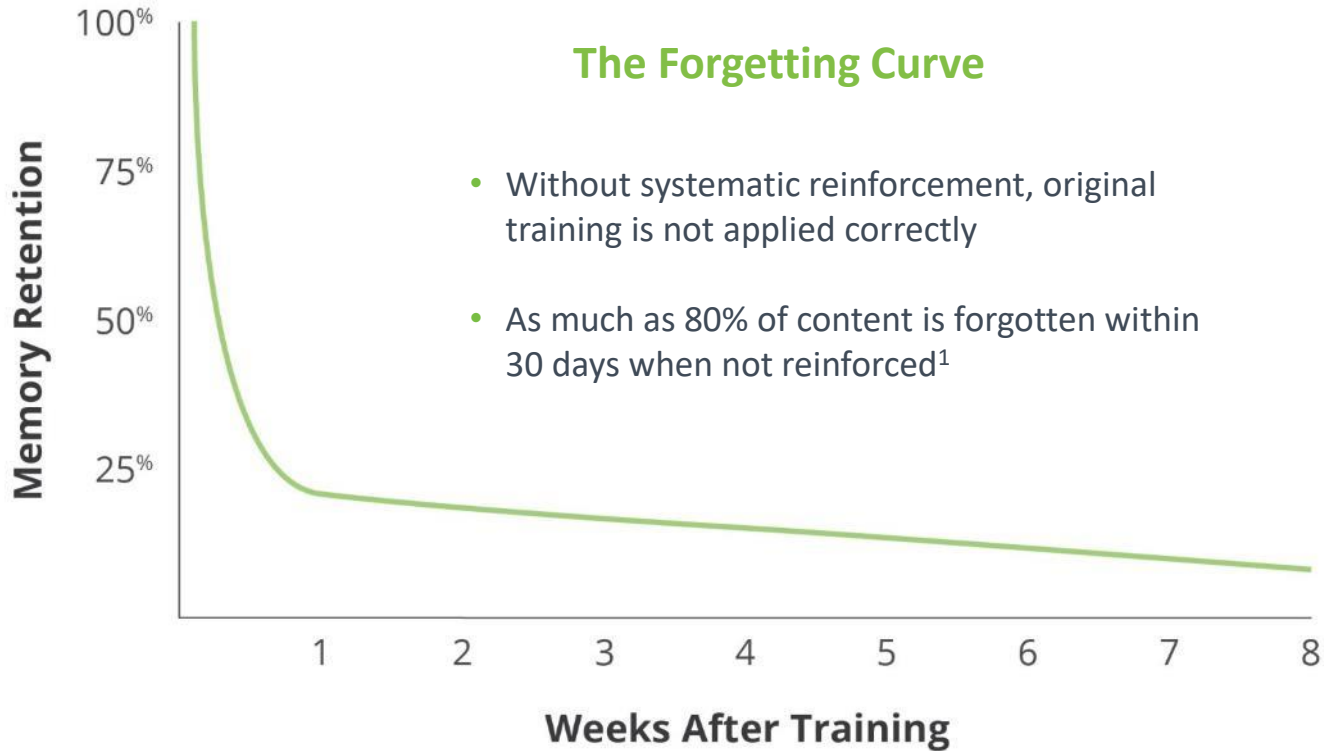
Smart action enables **high performing cultures** for increased productivity and profits.

A Comprehensive Solution with Continuous Engagement



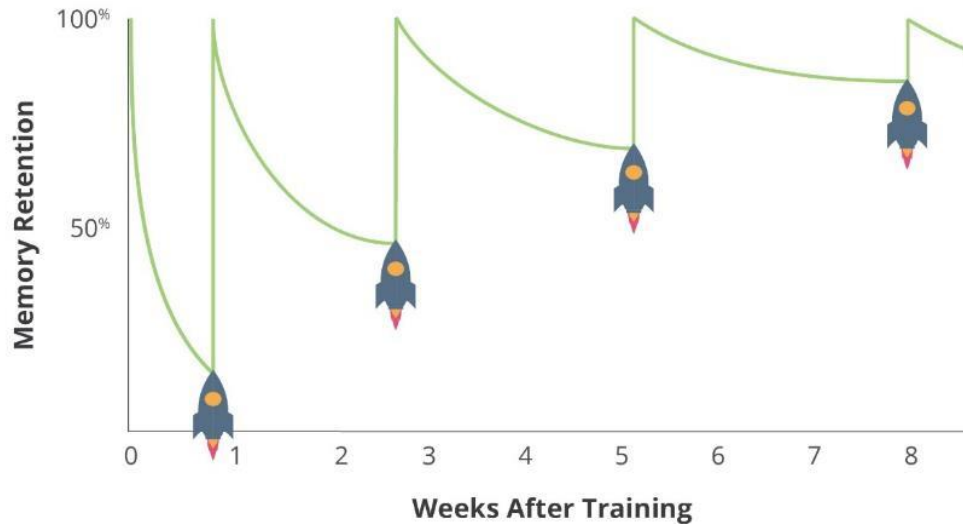
Alchemy enables “smart action at work” with integrated **Learning**, **Communications**, and **Performance** programs.


Learning Challenges: Training is Only Beginning



Repetition + Reinforcement = Retention

Reversing the Forgetting Curve



 = Booster Event

- Intentional “booster events” that reinforce training content are proven to reverse the forgetting curve
- In time, direct reinforcement is needed less frequently for worker to retain knowledge
- “Always On” awareness materials ensure content stays top-of-mind

Creating Engagement with Coordinated Communications



Huddle Talk Guides

- Blueprint to engage and instruct workers
- 70% of supervisors say the huddle guide approach is highly effective



Employee Observations

- Increase supervisor/employee interaction & communication
- Validate employee understanding



Digital Signage

- Reinforce key training topics
- Improve control and message quality to entire company



Coordinated Posters

- Reinforce discussion topics with strategically placed posters

Results: Increased Knowledge Retention



17%

retention



across **ALL**
frontline workers



36%

retention



among workers
needing it **MOST**

Results: Impactful, Measurable, Sustained



84%

improvement



in **OSHA** recordable-
incident rate



\$21M

reduction



in annual injury-
related **costs**

Optimize by Observing, Verifying, & Coaching

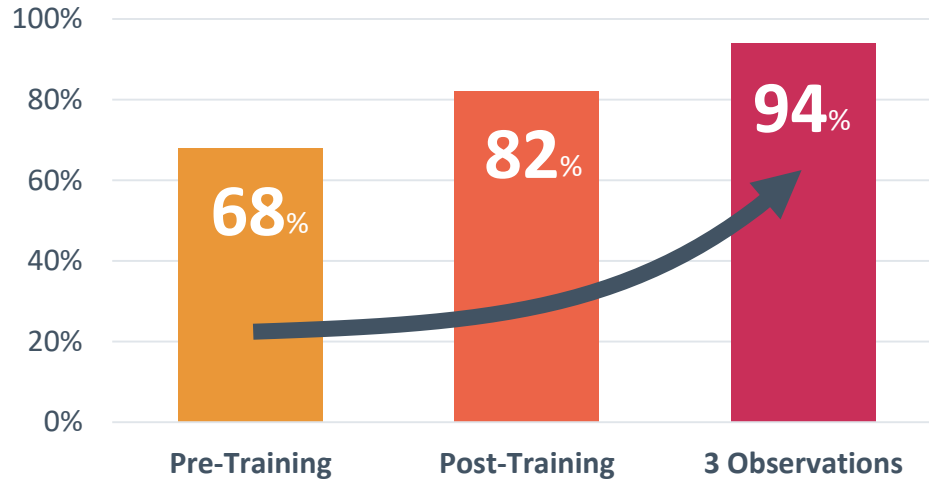


New tablet technology enables you to:

- Ensure **important policies and procedures** are followed and documented directly to transcript
- Provide remediation **feedback and corrective action** sign-offs
- Deliver behavior-based observations
- Secure on-the-job documentation
- Execute internal audits
- Facilitate work instructions

Coaching Encourages Behavioral Change

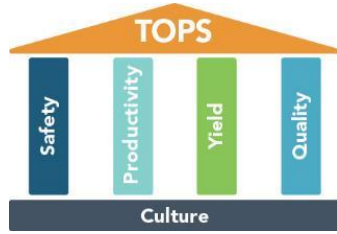
38%
Improvement



“People do what you *inspect*, not what you *expect*.”

– Louis Gerstner, Jr., IBM

Expert Industry Consulting from Alchemy



OPERATIONS CONSULTING

- Total Operational Performance System (TOPS)
 - Safety
 - Quality
 - Yield
 - Productivity
 - Culture
- Line and yield optimization



FOOD SAFETY CONSULTING

- GFSI certification, re-certification & onsite training
 - SQF, BRC, & FSSC 22000
- FSMA readiness
- HACCP/HARPC
- Executive-level enterprise risk-mitigation assessment
- PCQI training (classroom, online, or blended)



WORKPLACE SAFETY CONSULTING

- Workplace safety assessment
 - Safety Plan
 - Injury, Illness Prevention Plan
 - Workers' Comp Analysis
 - Total Incident Rate
- OSHA compliance assessment

Voice of the Industry – What's New?

- Proactive safety culture – broad recognition of benefits
- Company/plant culture – a reset on orientation and onboarding
- Supervisor – Line Worker engagement: on-the-floor communication
- Observation, verification, and coaching of right behaviors
- Supervisor and Team Leaders as Facilitators and Coaches
- Coordinated communication: training/huddles/signage
- Voice of the workforce: perception surveys

Look familiar?

OSHA – the cost of non-compliance

Top 10 Most Cited OSHA Standards in Food Manufacturing:

1. The control of hazardous energy (lockout/tagout)
2. General requirements for all machines (machinery and machine guarding)
3. Process safety management of highly hazardous chemicals
4. Hazard communications (toxic and hazardous substances)
5. Wiring methods, components, and equipment for general use
6. Mechanical power-transmission apparatus
7. Respiratory protections
8. Powered industrial trucks
9. General requirements (electrical)
10. Guarding floor and wall openings and holes



Be Safe!

REMEMBER:

Bad decisions make good stories and usually the evening news.



Q&A



THANK YOU

