January Chapter Monthly Meeting 2024

Date: 1/17/2024

12:00-1:00

Attendance:

Ashley R. Heien

Erika Sowers

Rick Kilpatrick

Curtis Daniels

Trey Farris

Greig Allen

Melynda Burkett

Lee Peacock

Scott Hager

(12 tickets showing sold online)

**Topic** Getting Safety Buy-In from Operational Leadership

**Speaker** Dell West, OSHA 30, PMP, APICS CPIM

Over 20 years of hands-on field safety experience in roles ranging from Maintenance Manager to Vice President of Operations. Served in a diverse range of market industries such as: Construction, Manufacturing, Operations, Supply Chain, Project Management, a direct Tier-1 supplier to Aerospace & Automotive & Consumer Electronics, while working at Fortune 100 Companies such as Honeywell, Eaton, Duke Energy, Siemens. Directed assembly line workforce as large as 350 reports, spanning 3 shifts.

Talking points from the speaker’s presentation:

Here are 7 ways that you can get more support for Safety measures from your Leadership during this season.

1. Confirm that all your safety measures are still appropriate.

This may sound a bit dismissive, but it’s actually a very valid test, and can prove to be the most cost effective and impactful step you can take. A lot has changed in a short time since before COVID. Some processes have been eliminated or outsourced. Some chemicals are no longer available. In my own case at my Ft Mill SC location, during COVID lockdowns we moved many of our manufacturing operations elsewhere. When our plant at Ft. Mill SC reopened; we no longer had any manufacturing onsite, but we were still being forced by Corporate to conduct daily Gemba walks, maintain eye-wash stations, conduct daily Tier 1 – 4 meetings, etc. Yes, we still had some small hazards like large 3D Printers and X-Ray machines, but nothing like before. It took several months negotiating with Corporate HSE Vice Presidents, but we were able to “help them” to create a hybrid classification, which reduced our Safety measures down by 90%. That was a HUGE improvement felt by everyone onsite!

1. Eliminate the remaining hazard altogether.

Again, this may sound trivial, but again, many things have changed over the last 3 years. This is probably the biggest potential impact. Once you have confirmed your measures are still accurate (#1 above), that your hazards are still real and present, then you should push “even harder” to reduce them or eliminate them. *Think about it!* During COVID, many companies were challenged to re-design both their products and their processes due to supply chain shortages. In my case, during COVID we had re-designed and re-sourced electronics from a different Asian supplier with lower quality but also one that had already soldered all the heat sinks into place. This eliminated all solder operations (and risk) at our location. Why can’t they do that now, again, in order to reduce the hazard and reduce cost? This will require some effort on your part. First, you will need to win over some people in Engineering and Leadership on the actual true savings to cost and reduction in Safety hazards. Then, you will need to push through the changes, and then change your measures (#1 again).

1. Find your sponsor in Leadership

Now that you have confirmed (#1) you are stuck with the hazards in place, and (#2) that your measures are accurate, then you will need help from a “higher power” to help you to drive the message of Safety in this season of constant added work and cost reductions. People may not listen to you or pay attention to your emails, but they certainly do listen to the person who approves the Annual Performance Review Pay Raises! *When determining which level of Leadership to seek as a Sponsor, your best advocate in Leadership will be the level of management that is most affected by BOTH the cost impacts to the Annual Operating Plan (AOP) as well as increased scrutiny and costs from any local Recordable Incidents*. That person will have the highest interest in both reducing safety incidents while also reducing costs. For your best chance of winning this sponsor in Leadership, you will need to take the “whats in it for you” approach. Make the effort to look up and get to know EVERY metric that are responsible for meeting each Financial Quarter. If you try hard enough, you can find a link that all those metrics have with Safety. Delivery on time, First Pass Yield, Customer Satisfaction, can all be impacted by improved Safety. You can help your Sponsor to meet their metrics through the part of Safety.

1. Be a part of “EVERY” messaging being sent out, in every format

Now that you have a Sponsor, it is time to leverage that! You need to work closely with their Admin and Communications Department to “plan ahead” and “proactively provide” (meaning, don’t ask!!) your HSE slide or HSE update to be inserted into that weekly update, monthly update, or town hall. You need to make the effort to investigate EVERY form of media already being used (meaning, don’t reinvent the wheel) and get your HSE data inserted for more awareness and more focus. You need to piggyback on every social platform already being used, LinkedIn, Instagram, Facebook, etc. Use the same data for each, “rinse and repeat”. At this point, now that you are getting to know the Corporate Communications people, you can start asking their advice on making a bigger impact as well.

1. Network, Network, Network!

I am thankful that you all are here, and that you are a part of this network of your peers. This is a great way to share and to benchmark some best practices. However……, the “high level” Operational Leaders that you need for support are not here! It’s like going to church, and preaching to the choir about saving the lost. The lost are outside that building! (for the most part anyways…..LOL) So, you need to find a way to spend times like this with your Operational Leaders. Have a coffee with the Admin of your Operations Leadership Sponsor and get to know (and get added to!!!) every Operations meeting each day/week/month. That doesn't mean that you need to attend each one, but you will be copied on communications and updates.

 This part will take some work on your part, but again, you are not re-creating the wheel, and you are not crashing the Operations party. (put on your Sales hat) You are trying to “learn more about Operations” so that you can “help Operations through HSE”!! Sure, they may not be talking “specifically” about Safety topics per-se, But, they WILL certainly be talking about such things as: Costs, Forecasts, Headcount, Materials, Schedules, etc. And doesn’t HSE affect all those things?? Can’t you weigh-in on some of those conversations in a value-added way??

1. Recognize the individual contributions.

This is probably the easiest one to do, with the least effort required. It is human nature to want to be recognized. Some may call that being “liked”. Now that you have increased your AMOUNT of your communications and increased the FORMS of your communications, you can now leverage them to promote positive efforts of your team members.

Some companies force a monthly spotlight on Safety, which is a good thing. But, as you know, some months are rather slow and it’s hard to locate any great safety observations to broadcast. It’s times like these where it’s helpful to solicit input from the floor level employees. There are literally dozens of events going on each day that you are not aware of. And the more floor level people get involved, the more nominations that you will receive. It’s helpful to have a template people can use stating such things as: Problem Found (with picture): \_\_\_\_ Resulting Hazard:\_\_\_\_\_\_\_ Solution Implemented (with picture):\_\_\_\_\_\_\_ Person Name:\_\_\_\_\_\_

When choosing what to promote, we all want our team members to be compliant so that is a given. Perhaps the better approach is to recognize when someone has been proactive to eliminate the potential for a hazard. So those kinds of “good catches” should get broadcast at higher levels.

Does your company have a reward system? If not, would this be something you could start?

And, now that you have more formats of communication including Social Media, be sure to replicate some of your Safety Milestone Achievements there as well. Along with your company guidelines of course

1. Lastly, have fun with Safety

There are many ways to drive Safety awareness while also having fun. While everyone defines “what is fun” in different ways, sometimes a common denominator is the business market.

For instance, when I worked at Eaton Corporation, we made automotive superchargers (talk about a fun product!!). So all 500 people in the plant knew about automobiles and about making horsepower. So, I asked Maintenance to paint a huge black oval racetrack up high on the biggest wall inside the plant. Then, I bought 200 sponge squeeze toys shaped like cars, and wrote numbers assigned to an employee on each, and added sticky mats on the bottom of each. Then, we awarded points each month for any Continuous Improvement suggestions that “HAD BEEN IMPLEMENTED and also PROVED EFFECTIVE” to move each employee's racecar around the track. At the end of financial Quarter we awarded the winner and reset the track to start again.

In closing, bottom line “safety is still a top priority”, but now we must get the topic of safety more involved with the new business model and to be more aware of the new business culture.

Old business:

-Safety school April 16, 2024 and getting those details together.

-Event details are being updated on the ASSP Western Carolina Website and emails are being sent with updates and reminders.

<https://wcchapter.assp.org/>

New business: No new business.

Ashley Heien motion to adjourn. Rick Kilpatrick motioned. Curtis Daniels seconded motion.