Building a Safety Program Executives & Employees Buy Into
A Game Plan for Breakthrough Success!

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Oshkosh Corporation

- Leading provider of specialty vehicles
  - Moving the World at Work
- Nearly 100 years in business; incorporated in 1917 in Oshkosh
- Several game changing new products

FY16 Revenue: $6.1 billion
- Focused on delivering value to customers and shareholders
- Sales in more than 150 countries
- 14,000 employees worldwide

Oshkosh Corporation Moves the World at Work

Values, Mission, Expertise

Customer Focused Innovation

Video
The Oshkosh Corporation Journey

- Early 2000s – Lost time and incident rates 4X the industry average, numerous OSHA employee complaints, safety was the responsibility of the safety department and overall a poor safety culture.

- 2008 - The Safety Management System (SMS) is a continuous improvement approach that provides all global Oshkosh Corporation business segments with a consistent roadmap for achieving success within their safety program.

- SMS raises the performance level of Oshkosh Corporation Occupational Health & Safety programs to achieve “Safety Excellence” by establishing a maturity model, which individual business locations can be measured.

What is a Safety Management System (SMS)?

The Approach

- SMS utilizes a four tiered progression approach to measure successful implementation of the program.

- Completely voluntary program

- Triggers facility competition

- Executive support

- In summary SMS is designed to:
  - Take Oshkosh Corporation From Good to Great
  - Create Organizational Consistency
  - Provide a Maturity Model for Safety Success
  - Allow the Location to Utilize Their Cultural Strengths
  - Recognize the Successes
## SMS Assessment Process

- **Corporate Safety Team Assessments**
  - 3-5 days onsite with 2-4 auditors depending on size
  - Wall-to-Wall facility inspections
  - Review of all written procedures
  - Training Comprehension
  - Emergency Response Plans
  - Safety Best Practices
  - Employee Interviews

- **Facility Response & Ownership**
  - Sustainable solutions
  - Reaction
  - Severity ranking

### Severity Ranking

<table>
<thead>
<tr>
<th>Risk Estimate Method</th>
<th>Death or permanent injury</th>
<th>Severe disability or incapacity to return to work</th>
<th>Significant injury or illness requiring more than first aid</th>
<th>No injury or slight injury requiring no more than first aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very likely (near certain to occur)</td>
<td>Class A</td>
<td>Class A</td>
<td>Class A</td>
<td>Class B</td>
</tr>
<tr>
<td>Likely (may occur)</td>
<td>Class A</td>
<td>Class A</td>
<td>Class B</td>
<td>Class C</td>
</tr>
<tr>
<td>Not likely (very unlikely)</td>
<td>Class B</td>
<td>Class B</td>
<td>Class C</td>
<td>Class D</td>
</tr>
<tr>
<td>Remote (so unlikely as to be near zero)</td>
<td>Class C</td>
<td>Class C</td>
<td>Class D</td>
<td>Class E</td>
</tr>
</tbody>
</table>

### SMS Assessment Process Details:
- Corporate Safety Team Assessments
  - 3-5 days onsite with 2-4 auditors depending on size
  - Wall-to-Wall facility inspections
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  - Training Comprehension
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  - Employee Interviews

- Facility Response & Ownership
  - Sustainable solutions
  - Reaction
  - Severity ranking
Corrective Action Response

<table>
<thead>
<tr>
<th>Severity Rating</th>
<th>Amount of time to submit resolution plan</th>
<th>Amount of time to complete resolution plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class A</td>
<td>Immediately shut down the process or stop the unsafe behavior</td>
<td>Immediate corrective action. Assessor’s onsite notification required.</td>
</tr>
<tr>
<td>Class B</td>
<td>Corrective action completed within 5 working days</td>
<td>Corrective action completed within 15 working days. Assessor’s direction regarding audit notification or documented notification only.</td>
</tr>
<tr>
<td>Class C</td>
<td>Corrective action completed within 10 working days</td>
<td>Corrective action to be completed within 60 calendar days. Documented notification required.</td>
</tr>
</tbody>
</table>

SMS Tool Box

- Corporate Safety Intranet Site
  - SMS Checklists
  - SMS Field Manuals
  - Resource Documents
  - Written Procedures
  - Training Guides
  - Safety Best Practices
  - Safety Alerts
  - Performance Metrics
  - Injury Reporting System
  - (M)SDS Online System

The Benefits

- SMS benefits all team members by:
  - Using an all-eyes on safety approach; identifying and correcting all unsafe conditions, not just a few
  - All employees are accountable for their safety
  - Goes beyond general compliance
  - Reduces workplace hazards
  - Ensures all employees go home safely each and every day

- SMS benefits Oshkosh Corporation by:
  - Decreasing turnover and absenteeism through injury and illness reduction
  - Resourcing networking opportunities with the best corporations in the industry
  - Community recognition as a model of excellence
  - Gaining a competitive edge against other companies by attracting new business and acting as a catalyst for innovation
Takeaways to Success for SMS

- Management Involvement
- Employee Engagement
- Consistent Structure and Tools
- Executive Support

Management Involvement

1. Communications
2. Incident Review
3. Annual Safety Plan
4. Leading by example
5. Recognition

Examples of Management Involvement Activity

- Daily Safety Tool Box Talks
- Supervisor OSHA 10-30 Hour certification
- Stand Downs for Safety
- Leading Meetings with Safety
- Creating a safety culture
- Employee 1 on 1 for Safety
- Feed forward focus groups
- Safety Steering Committees
- Safety Action Tracker
- Incident Review Meetings
- Strategic Safety Planning
- Capital investments
- Perform Safety Assessments
- Safe Behavior Observations
- Supervisor Peer to Peer auditing
- Newsletter articles from leadership specifically safety driven
- Personal safety experiences
- Recognizing and celebrating success
- Leading Indicator focus
- Safety Perception Surveys
Employee Engagement and Involvement

Examples of Employee Engagement and Involvement

- Safety fair
- Safety communications kiosk
- MOVE Safe Bingo
- OSHA 10 Hour Certification
- Pre-shift Stretching Programs
- Taking Safety to the Home
- Employee Newsletter for Safety
- T Shirt Design Contest
- Safety Calendars
- JSA Reviews and Development
- Ergo Committees
- Safety Committees
- LEAD Events
- FIVE Events
- Safety Involvement Validation Card
- SAFE BINGO
- Why I work safe!
- FY safety commitment banner
- At home emergency response plan
- Safety...’s wrong with this picture Be the solution Adult safety poster
- Submit an at home safety tip
- JSA or Hazard Assessment
- Step in safety recognition
- Free space

Insert Employee Video
Safety Management System Field Manual

- Field Manual
- Procedures in guidance format
- Customizable training documents
- Interactive training videos
- Lessons learned
- Online injury management system
- TAMS – Performance metrics
Executive Support

Executive Ownership

• Voluntary program
• Stacked small successes to build program momentum
• Tied in multiple executive teams (safety reporting through HR, but built in successes for other groups such as Finance, Operations, HR, took the interest of multiple disciplines for a group success
• Business Unit, Plant, Segment, Peer to Peer competition aspect
• Showed positive results
• Signed commitment statements from Executive Leadership
• Protecting our most significant asset

Lessons Learned

• Develop a partnership with Labor with a shared goal
• Structured SMS to focus on continuous improvement because progress can take time, no quick fixes to safety culture
• Listen to your team, do safety perception surveys, find out what motivates and engages the workforce
• Find informal leaders and make sure they are involved as well
• Constant and consistent communications is essential to the success
• When you follow through on commitments you build trust within the workforce
Lessons Learned

• Commit time for safety into the regular routine
• Standing safety meetings are never cancelled
• Keep all safety meetings, audits, training with tight timelines
• Never let it get stale, boring, or needlessly drag out
• Know that everyone is busy, so don’t waste time with non-value added busy work
• Before implementation, always challenge the initiative to make sure it will make an impact first
• Go for small wins versus the home run
• Be patient, safety is a large ship to turn

Lessons Learned

• Compliance is not optional, so ensure that proper budgeting and financial resources are prioritized
• A structured program allows for simple justification
• Utilize strategic deployment models for large scale capital projects with short term and long term corrective action planning
• When requesting funding for safety initiatives, keep an executive mindset and make sure the project impact is clear. Don’t have misses that make them second guess your prioritization or fiscal judgment
• If the budget isn’t there for a specific safety solution, be creative
• Communicate the saving both direct and indirect

Lessons Learned

• It’s not a daunting task if everyone owns a piece of the pie
• Collective group can pull the safety program along instead of safety professionals pushing it
• Most effective keys to driving positive change in safety culture are engagement, inclusion, and accountability
• Leadership and employee engagement through initiatives that are value added with quick and impactful results
• A change in management or safety professional can be absorbed into the system easily
• Clearly define ownership and responsibilities
• Empower your committees
Lessons Learned

• Acknowledge that challenges exist and there will be roadblocks or difficult positions and people to overcome
• Clearly explain the “Why”
• Make them your friend and they will become part of the solution
• Understand that different demographics exist in your organization that may learn differently, engage in diverse ways, voice opinions through passive actions instead of standing up and saying something
• Successful safety initiatives for us have been those that make good common sense, simple to execute, show a quick visual return
• You get more with sugar than spice

Lessons Learned

• Empowering the team with traditional Safety responsibilities to employee led initiatives
• Traditional viewpoint of OSHA was to protect the company from citations, now we are choosing to form a true partnership and grow relationships with the safety community as well
• Challenge yourself as a safety professional to push for new ideas and listen to different perspectives
• You can’t lead safety the same way you did 15 years ago
• Let loose of the reigns. You have a lot of talented people within your organization

Lessons Learned

• Challenge the norm, use data to drive decisions on prioritization of incident drivers
• Leading indicator focused instead of lagging indicators. Recognize engagement and involvement ahead of metrics
• Use continuous improvement business tools and technology just like other disciplines (SIPOC, Process Maps, 5 Why’s, etc.)
• Look internationally for new safety program opportunities. Canada, Europe, and Australia have some progressive safety ideas that in many cases exceed US industry standards
• Tailor your leadership style to that of your customer
Lessons Learned

Our Ergonomics Process – At The Start

Going In A Different Direction
The Ergonomics Process – Current State

- Metrics
- Training
- Engineering Guidelines
- Ergonomics Teams
- Analysis
- LEAD Events

The Ergonomics Process – The Program

- List & Define Training Classes
- Ergonomic Job Assessment Tools
- Ergonomics Team – Role and Structure
- Ergonomics Rollout Plan & Timeline

The Ergonomics Process – Training

- Industrial Ergonomics for Engineers (IE/ME’s)
- Ergonomic Assessment and Applications (Teams)
- Ergonomics for Operational Leadership
The Ergonomics Process

- Cross-functional teams
- Engineering participation on the team (rotate)
- Led by shop team members

Ergonomic Program
- Training
- Analysis

Engineering Guidelines
- LEAD Events

Follow up with injuries and employee concerns
Review new installations
Conducting ergonomic analysis

The Ergonomics Process – LEAD Events

- Ergonomic “Kaizen” Continuous Improvement Events
- 1-3 days in length
- Cross-functional team with maintenance/fab support
- Design to identify issues and correct during the week (quick fixes)
- Action log & presentation

LEAD Events

Observe process
Identify issues
Talk with team members
Brainstorm solutions
Implement solutions

Before

After
A successful LEAD Event...

- Has at least one Industrial or Mechanical Engineer from the area
- Has 2-3 shop floor team members
- Has a facilitator that keeps the team focused and on track
- Spends most of their time on low cost – base hit solutions
- Tracks, follows up and implements outstanding items
- Has management support

Analysis

- Outside ergonomics consultants
- In-house expertise
  - Rula/Reba
  - NIOSH lifting equation
  - Vibration analysis

Engineering Guidelines

- Metrics
- Engineering Guidelines
- Training
- Engineering
- Guidelines
- Training
- Metrics
- Engineering
- Guidelines
- Training
- Metrics
- Engineering
- Guidelines
- Training
- Metrics
- Engineering
- Guidelines
- Training
- Metrics
- Engineering
- Guidelines
- Training
Engineering Guidelines – Line Side Storage

- 15” – 60”
- 35 pound maximum lift for manual material handling

Engineering Guidelines: 15” – 60” Lineside

Before

After

Metrics

# of LEAD events
# of items closed
"Ergonomic" injury rate
**Proven Results**

- Several locations working over 3-million hours without a lost time accident
- 92% reduction in lost time rate
- 90% reduction in recordable incident rate
- Ergonomics rate down 56% in 3 years
- $130,000,000 in work comp cost avoidance over the past 15 years
- 110 Safety Management System progression assessments conducted

**Employee Engagement Survey Results**

- 4 locations achieved VPP certification
- 4 international locations OHSAS 18001
- Named one of the 2016 “World’s Most Ethical Companies”
- Fortune 500 company and named one of the “Best Large Employers” of 2016 by Forbes

**Thank You**