

How to Get Off the Plateau

A Case Study

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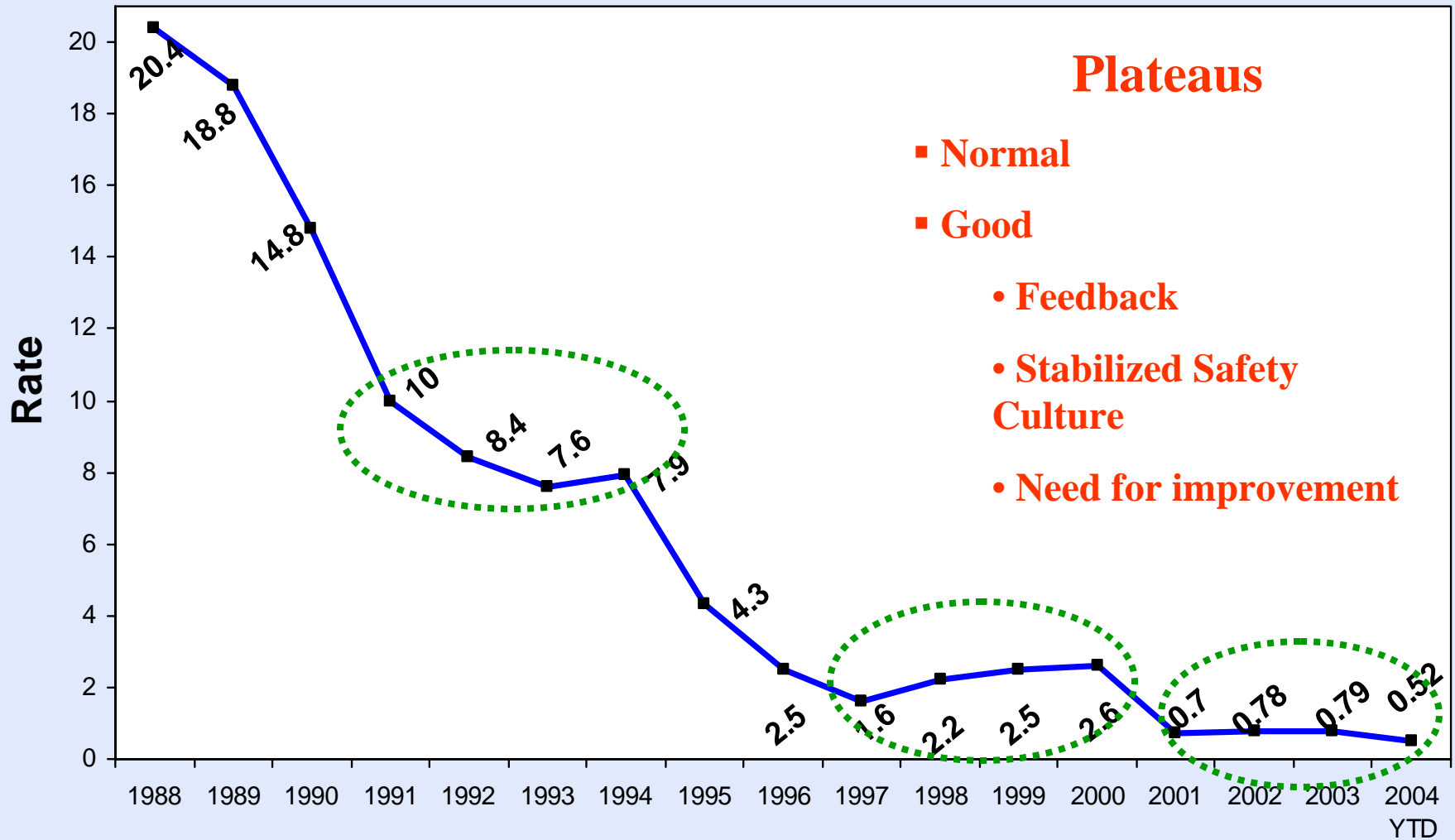
with



How to Get Off the Plateau

- Types of Cultures and Relationship to Plateaus
- A Case Study - How One Company got of Plateaus
 - ✓ Benchmarking and Employee Feedback
 - Internal/Employee Survey
 - External
 - ✓ Be Innovative
 - Principle Based Process
 - "Below Zero Thinking"
 - "Tool Chests"

Acetate Fibers Division OSHA Recordable Rate



Workplace Culture

- Behavior-Based Safety when properly applied changes cultures
- Important to know your culture
- Successful business must "know where you are and where you want to go" and have incremental plans to get there...
Allan Rothwell, Executive VP, ECC and President, Voridian

Workplace Culture



Workplace Culture

=

Activities

Beliefs

Practices

Behaviors

Values

Policies

Processes

Conditions



Voridian

Workplace Culture



=

Activities

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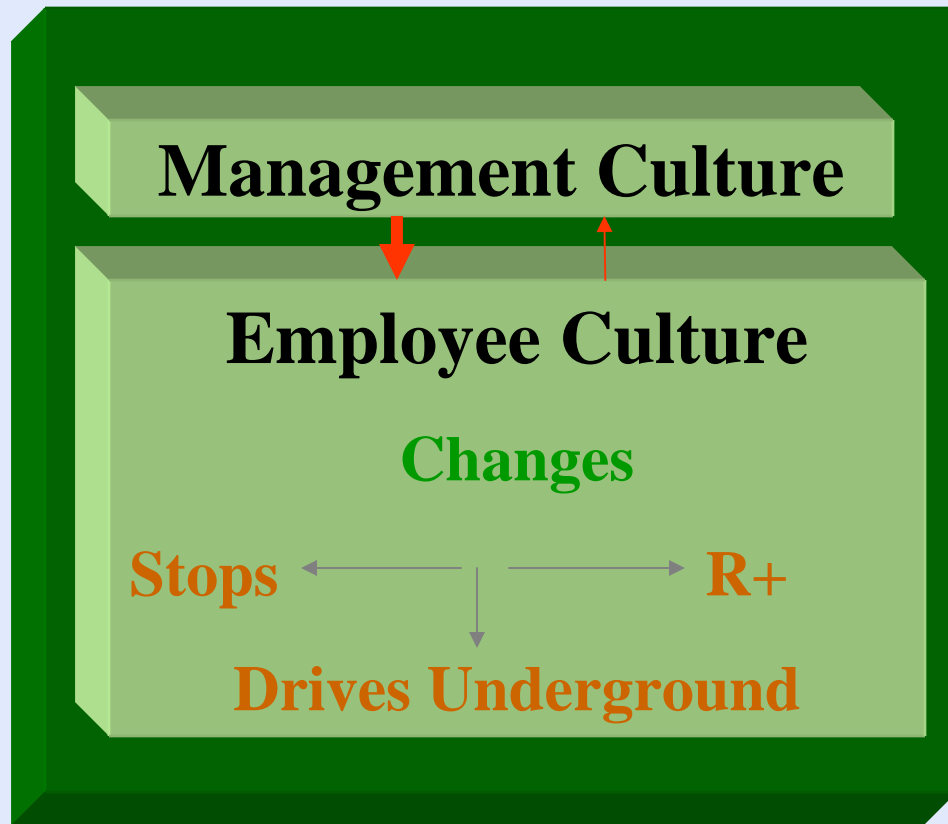
Policies

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Workplace Culture



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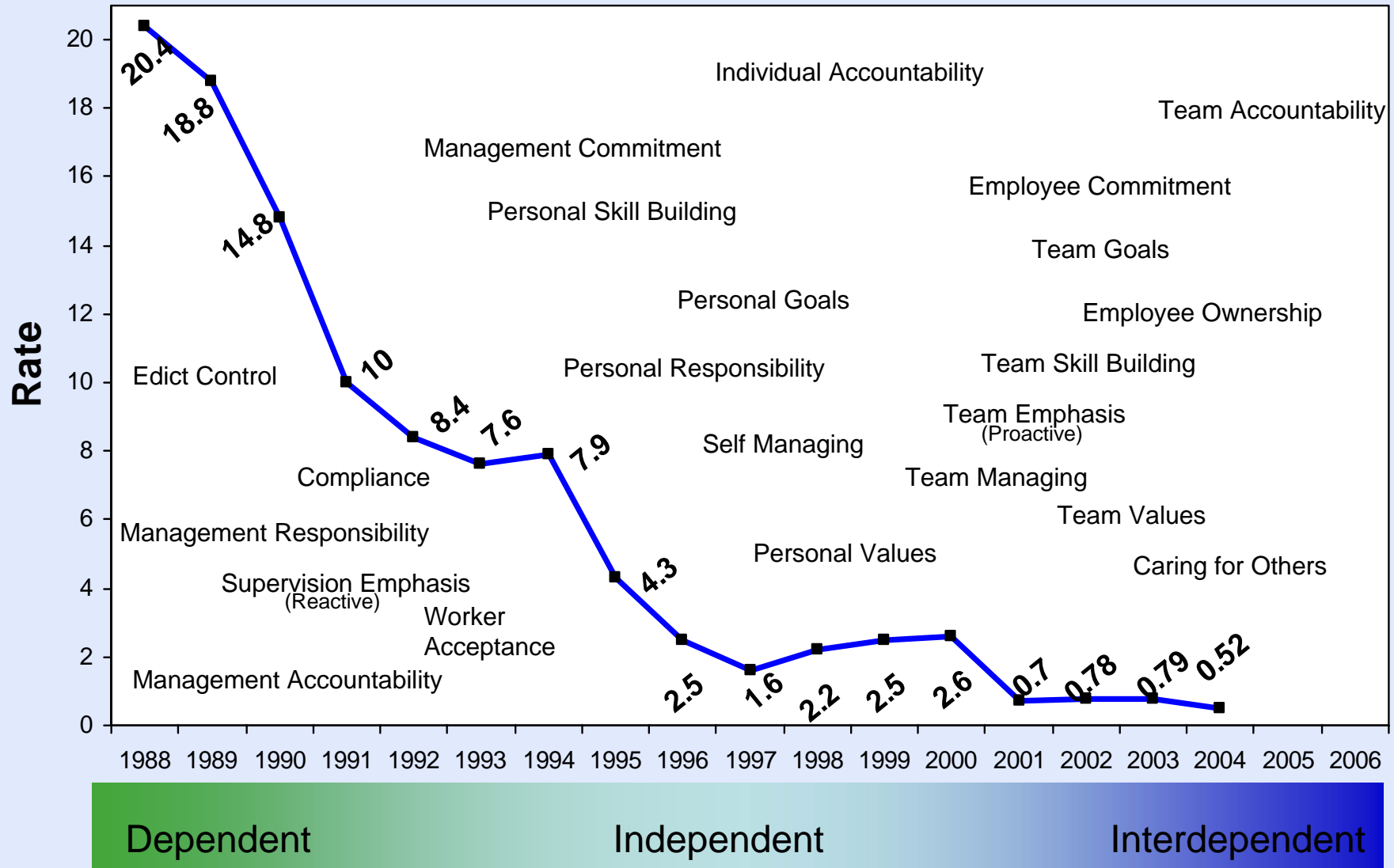
Policies

Conditions

Processes



Acetate Fibers Division Culture Progression



How One Company got off the Plateaus

A Case Study

Acetate Fibers Division



Division of Eastman Chemical Company

Kingsport, Tennessee

Organizational Structure

Eastman Chemical Company

12,000 Employees Worldwide

Voridian – A Division of Eastman Chemical Company

3000 Employees Worldwide

Acetate Fibers Division – A Division of Voridian

750 Employees – Kingsport, TN

Principle Products

- Acetate Tow – Filter media for Cigarettes
- Yarn – Weaving and Knitting



Moving Off the Plateau

Key Initiatives for Improvement

- Benchmarking
 - Internal (Within Eastman Chemical Co)
 - External
- Employee Involvement
- Principle Based Process
- "Below Zero" Thinking

Benchmarking and Employee Feedback

Benchmarking and Employee Feedback

Employee Survey

1995-1996

- Visited all 40 Crew Teams to solicit feedback
- Surveyed approximately 600 operations employees
- Using a modified PRAISE process – An employee only process
- Metrics - % Safe (99%) and % Participation (99+%)
- Recordable injury rate 3-4



Employee Feedback

- LACK OF MANAGEMENT COMMITMENT AND INVOLVEMENT
- ALMOST ALL INFORMATION IN DATABASE IS GARBAGE
- CURRENT SYSTEM FOCUSED ON QUOTAS NOT WORKING
- UNCOMFORTABLE WITH FORCED FEEDBACK
- UNCOMFORTABLE WITH ANNOUNCED OBSERVATIONS
- LACK OF TRUST WITH SECURITY OF INFORMATION IN DATABASE
- TOO TIME CONSUMING USING OBSERVATION DATABASE
- CURRENT SYSTEM DOES NOT IDENTIFY SPECIFIC BEHAVIORS
- CURRENT SYSTEM FAILS TO ADDRESS UNSAFE CONDITIONS
- OVERALL LACK OF KNOWLEDGE TO USE CURRENT SYSTEM
- **Current BBS System not creating an “Injury Free Workplace” MINDSET**



Internal Benchmarking

Within the Eastman Organization

- Accountability Worksheets
- 1 hour off reinforcement
- Task Safety Audits
- Role of Management
- Personal Safety Improvement Plans

External Benchmarking

- 
- * **Safety Performance Systems (SPS)**
 - * **Hoechst Celanese - Narrows, VA**
 - * **Blue Collar Safety**
 - * **Milliken**
 - * **Lockheed Martin - Oak Ridge, TN**
 - * **Hoechst-Trevira - Spartanburg, SC**
 - * **DuPont**
 - * **Feedback from AFD Employees**
 - * **BAPP**

Learnings from External Benchmarking

- **Participation**
 - **Managers only will not get desired results**
 - **Operators only will not get desired results**
 - **Everyone must participate**
- **Process must be driven on the floor by peers with management support**
- **All management systems must support Behavior-Based Safety principles in order to drive culture changes**
- **Must improve process to get off plateaus**
- **Must “Think Below Zero”**

Be Innovative

Get out of the box

Principles of Behavior-Based Safety

Helping Others
Work Safely

1st Principle

3rd Principle

2nd Principle

At-Risk Behavior
IDENTIFICATION

At-Risk Behavior
DEACTIVATION

ARB Identification

1. Identify Tasks/Subtasks
2. Identify At-Risk Behaviors
3. Develop Advice Statements

Observation Interaction

1. Observe Continuously
2. Give Feedback
3. Anonymous

ARB Problem Solving

1. Analyze Data
2. Develop Solutions
3. Measure and Reinforce

Reinforcements

Interlocking Team Structure

Support Systems

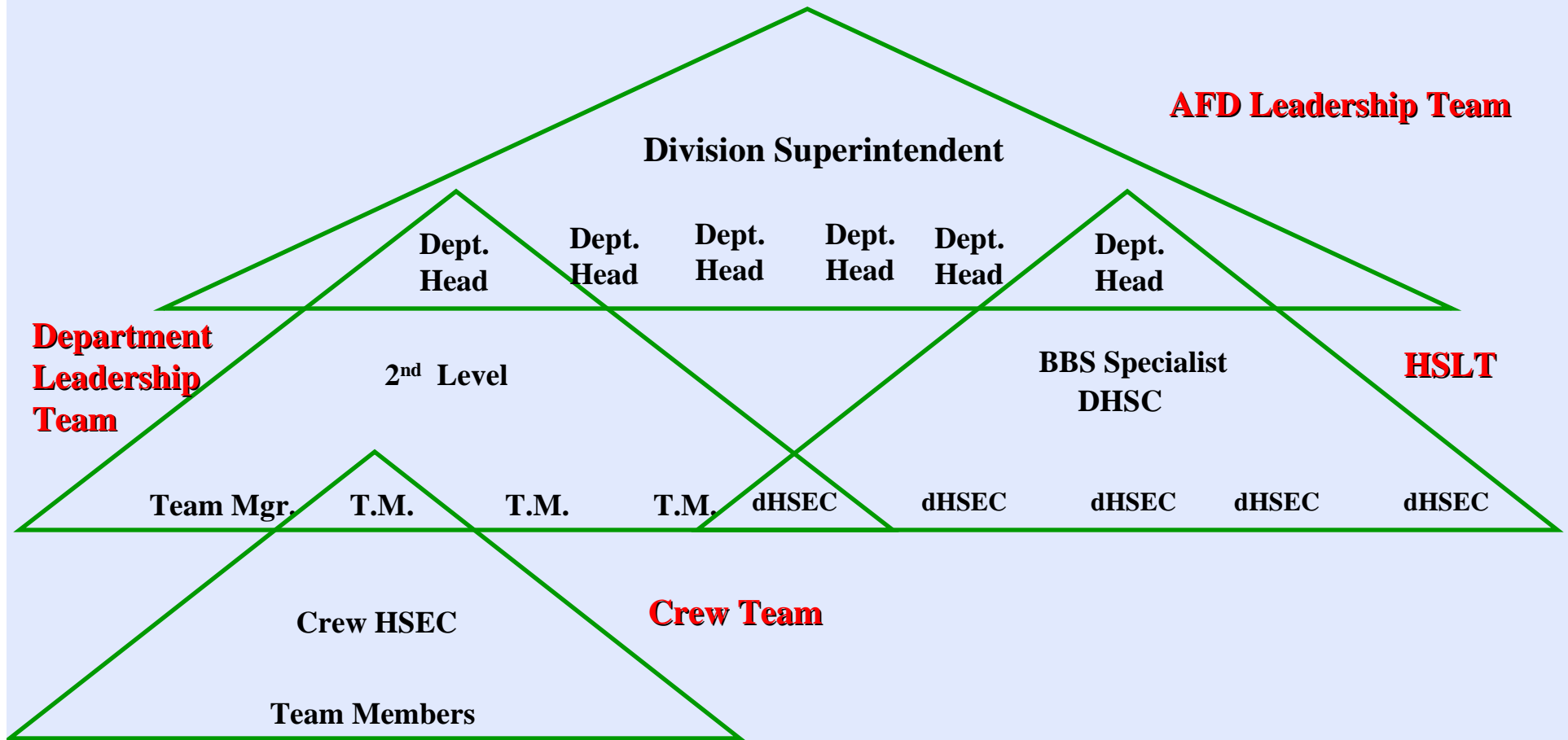
"Tool Chests"

User Friendly Database

4th Principle



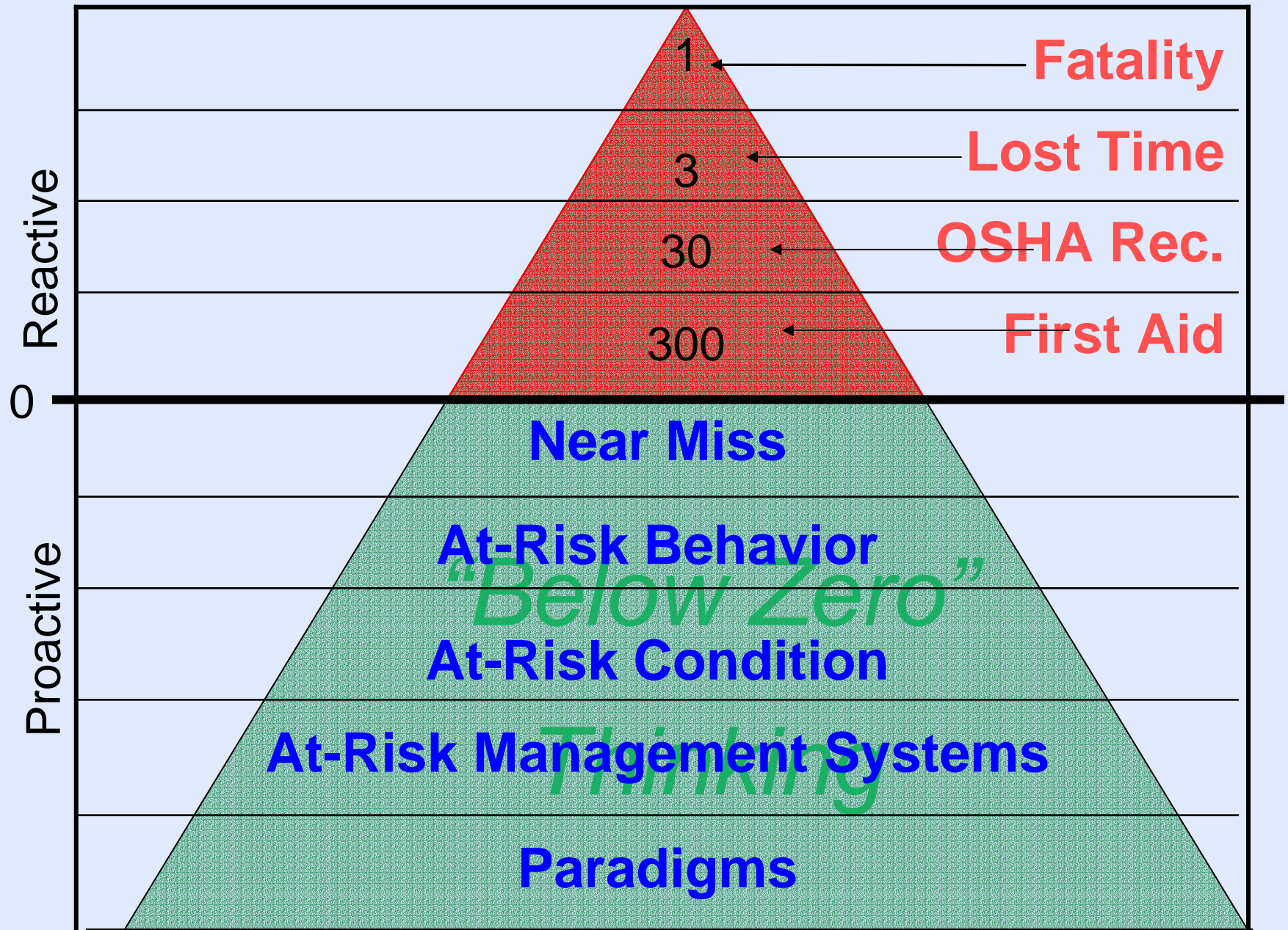
Acetate Fibers Division Organization For Safety Excellence



Employee Roles and Responsibilities Accountability

- Roles and Responsibilities for All Employees
 - Define roles and responsibilities for all levels
 - Communicate to everyone during training sessions
- Accountability Process
 - Accountability worksheets for all employees
 - Scoreboards for each crew team
 - Reporting process

Below Zero Thinking



Employee Safety Process

Tool Chests

- **Tool Chests contain options for teams use in the process**
- **Two "Tool Chests"**
 - **Observation Interaction "Tool Chest"**
 - **Twenty models to surface ARB's and provide feedback**
 - **Games "Tool Chest"**
 - **Make safety meetings fun**
 - **Raise awareness**

Keys to Voridian's Success

- Journey – Not a Quick Fix to Reduce Injuries
- Process not a Program
- Below Zero Thinking and Planning
- Requires a Culture Change
- All Employees Have Key Defined Roles
- Majority of Employees Believe that Most Injuries are Caused by Human Behavior
- Provide For Employee Input to Process to Gain Ownership
- Principle Based to Allow Flexibility
- Interlocking Team Structure
- Accountability Process



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