

# ***How Safety fits with Sustainability***

**Western North Carolina Safety  
and Health Conference**

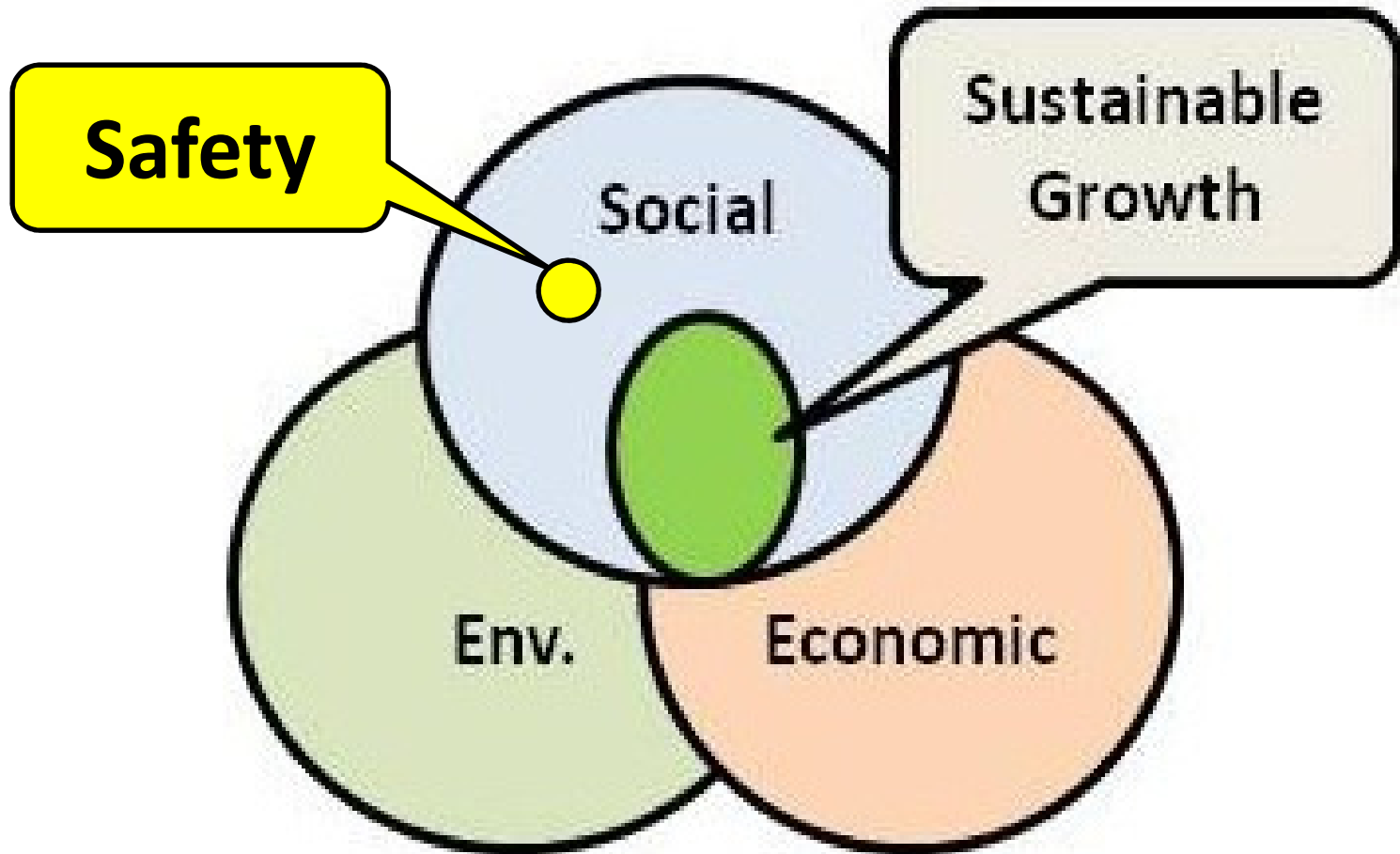
**Nov 8, 2011**

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# Safety's Piece of the Pie



# Current State

- Sustainability and “Green” often equate 1 - 1
- Sustainability and Social Responsibility are closely linked
- “Lean and Green” are aligning
  - **Safety is often absent**
- Safety not well linked with "lean" or other initiatives to improve operational performance
- "Safety culture" is promoted
- Safety is focused mainly on tactical issues that do not resonate as part of long-term strategic initiatives
- Top management's support is sought

**We need more  
Support....**

We need more  
Support.....



Leaders lead.....  
HSE is a support function

# Safety Culture is a myth

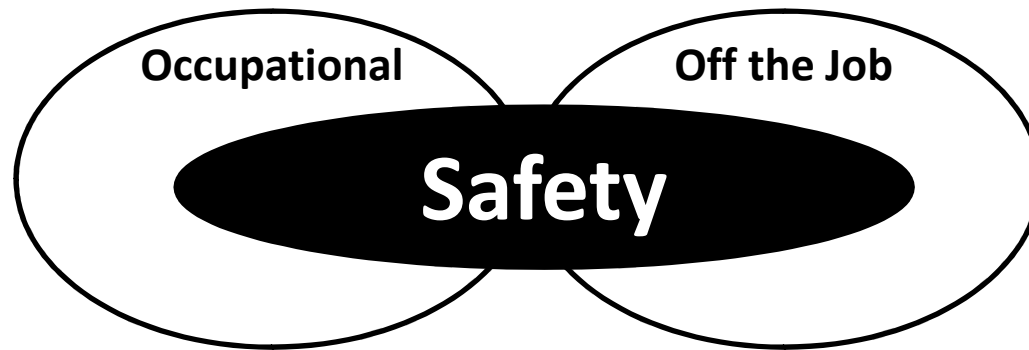
- There is only organizational culture
  - Do we also have “quality culture,” production culture, etc??
- Safety is a value
- Is it 24-7?

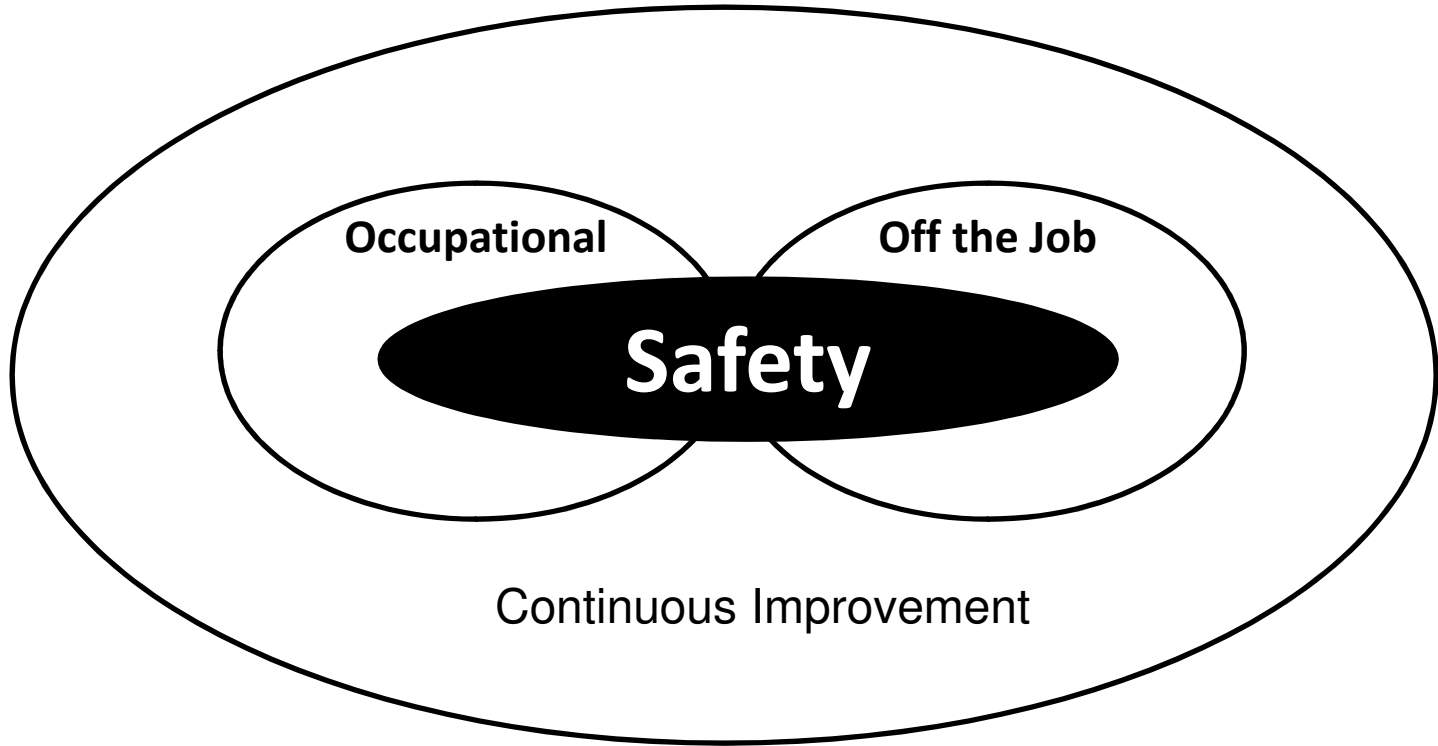


**Safety 24-7 improves occupational safety  
and is the link for sustainable growth....**

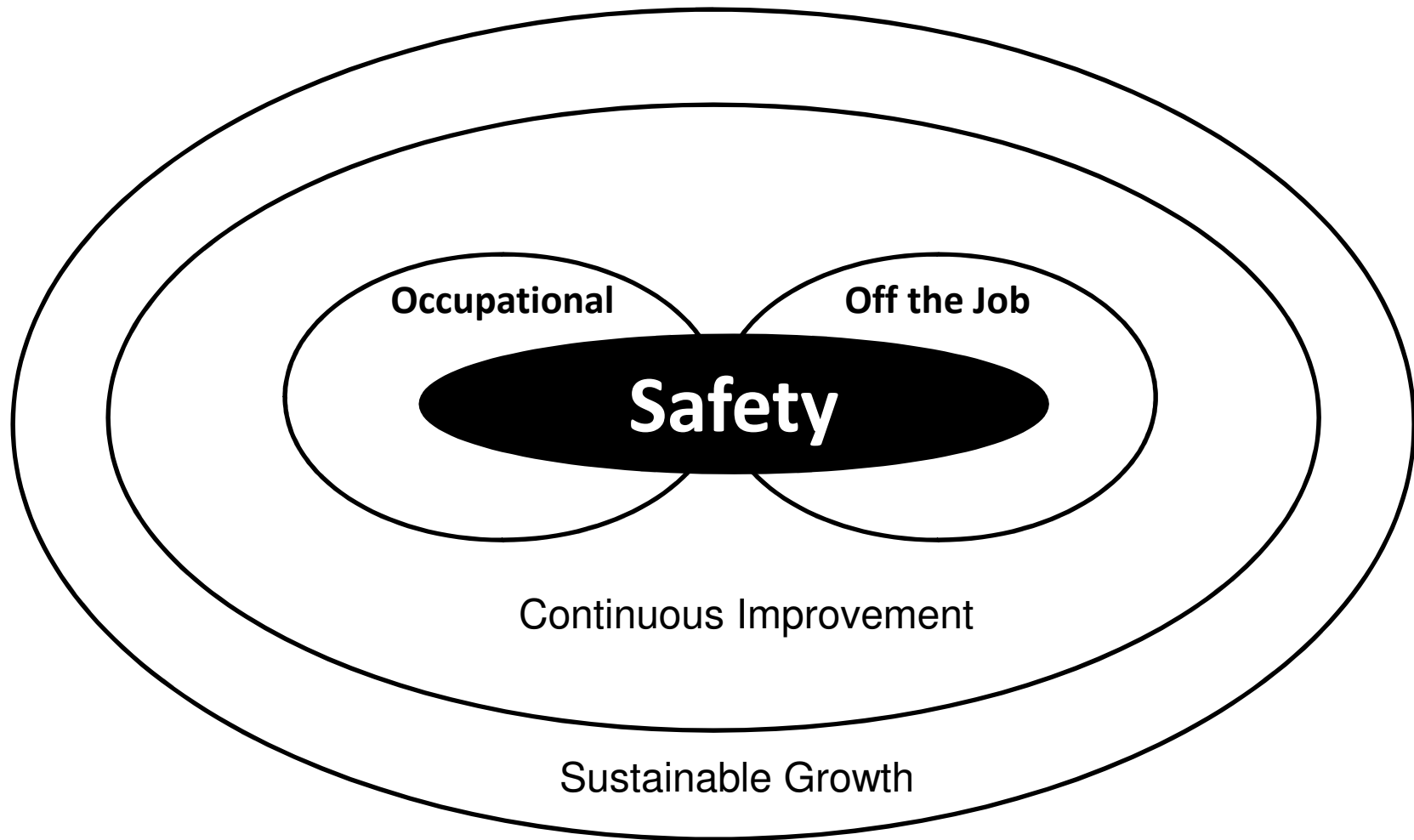
**Safety**







# The Big Picture of Safety and Sustainability



# Continental Corporation

- “.... We are committed to sustained social responsibility....
- **Treating people and the environment in a responsible manner** plays a fundamental role in our success as a global corporation....
- To us, acting in a responsible, sustainable fashion means establishing an acceptable **balance for all involved between the economic requirements of the Corporation and the valid expectations of interest groups vis-à-vis our company....”**

Dr. Elmar Degenhart

# Coca Cola

Our Purpose

**To Honor God in All We Do**

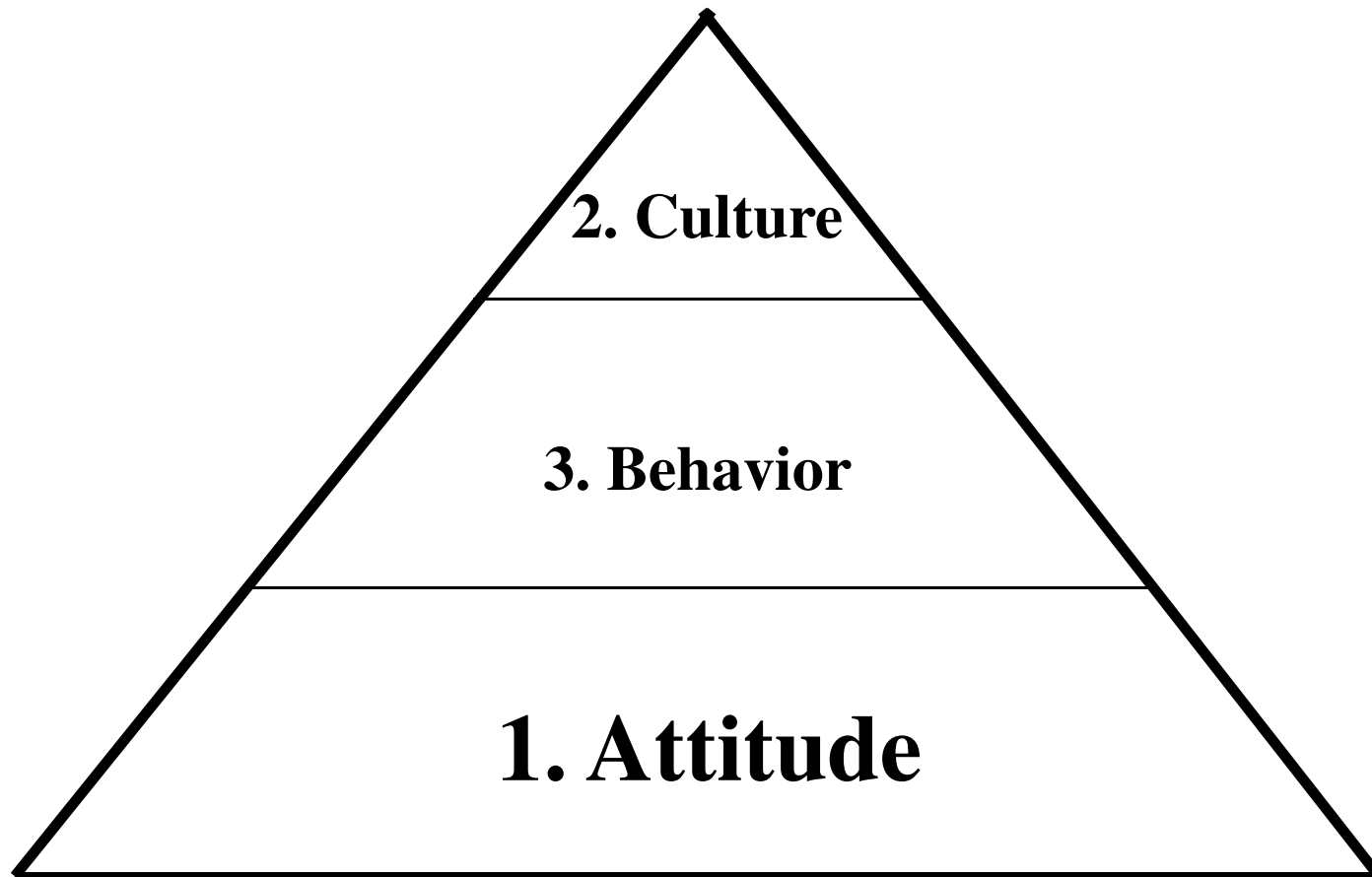
**TO SERVE** others

**TO PURSUE** Excellence

**TO GROW** Profitably

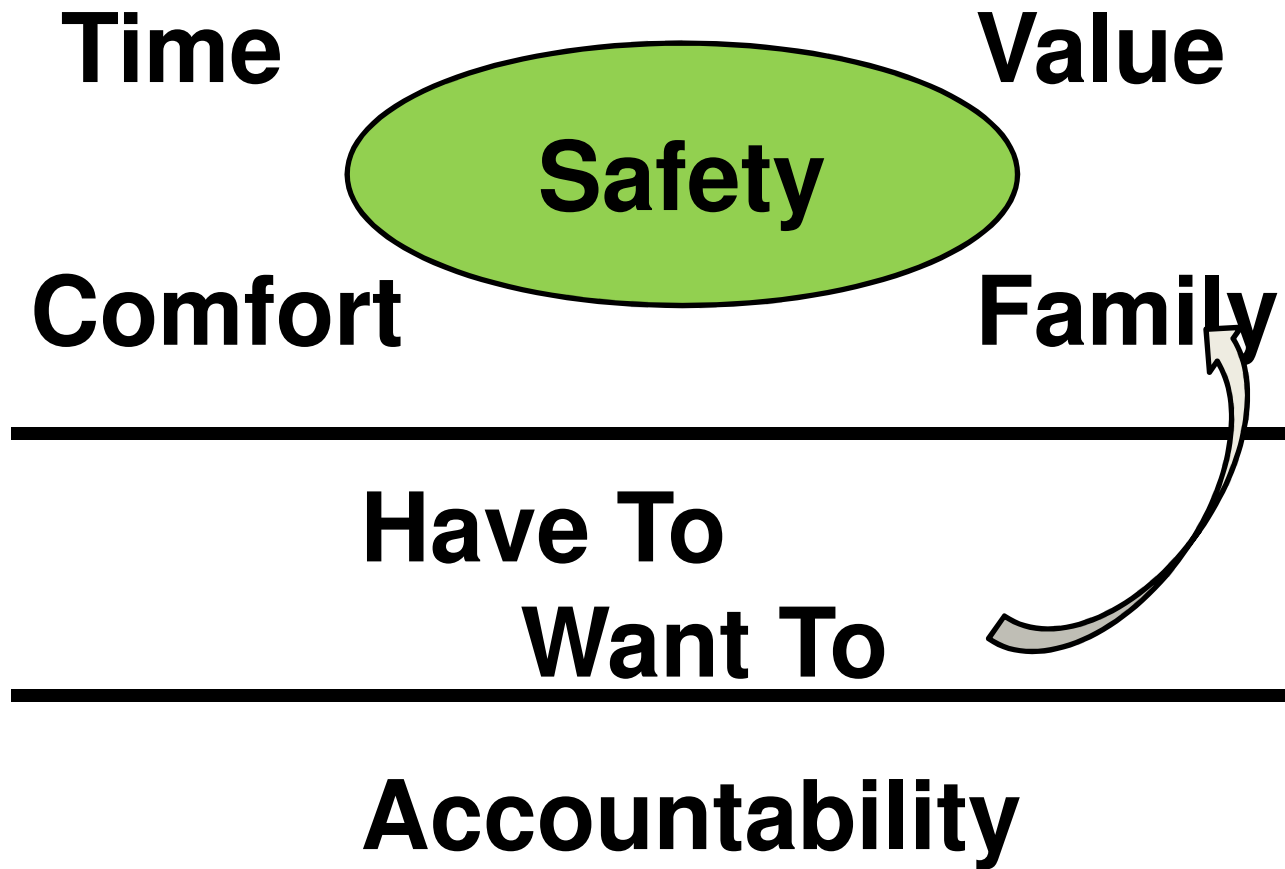
Values, Actions and Goals support the purpose

# The ACB's of Safety



# Attitude





# Want to

- Safety is a value
- Family based
- 24-7
- Explains “why” at a personal level
- Deals with WIIFM
- Responsibility and accountability become personal values

# Organizational Culture

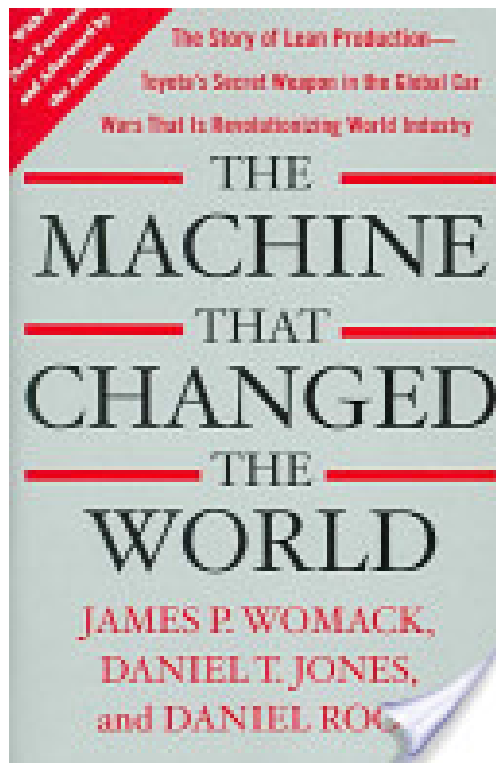
- Not “safety culture”
- Make safety integral to the overall business
- ANSI Z10 – US National Standard for H&S Mgt. System
  - Based upon Deming and Continual Improvement



# Applied Deming

- **5S**
- **5 Whys**
- **Value stream / process mapping**
- **One page reports**
- **Nemawashi**
- **Knowledge folders**
- **Standardized work**
- **Visual Controls**
- **And more....**

# The Origin of “Lean”



**How Toyota applied  
Deming's teachings**

# What Happens To Operational Performance...

**When legal requirements, paperwork and administrative tasks keep adding up over the years???**

**Let's look at a process many are familiar with....**

# Hidden Waste Without Lean Thinking Diminishes Performance

- **Actual donation time ~ 15 min**
- **Total time**
  - 1988 ~ 45 min
  - 1998 ~ 60 - 75 min
  - 2008 ~ 90 – 120 min
- **Doing more work with less result**
  - Increased paperwork
- **Spiral – less staff, longer time, fewer donors, greater need, emergency request, more donors, longer lines...**



# Blood Donation



1. Welcome
  - Sit, Read, Sign in
2. History
  - Wait, load file, instructions, nurse follow up
3. Screening
  - Vitals, iron level check
4. Donate
  - Wait, table, wait, review information, prep, donate, bandaging
5. Canteen - wait, cookies
6. Exit

37 STEPS

Compliments of Design Safety  
Engineering, Ann Arbor

# WASTE

Anything that Consumes Resources but Does Not Provide Value for the Customer

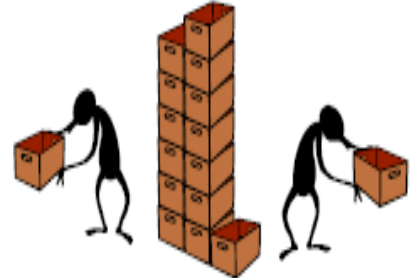
**Injury / Illness  
is also waste**



1. Overproduction



2. Waiting



3. Inventory



4. Movement



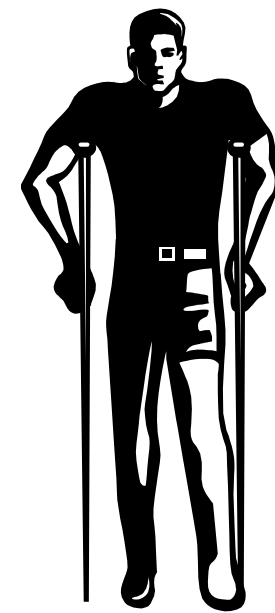
5. Effort

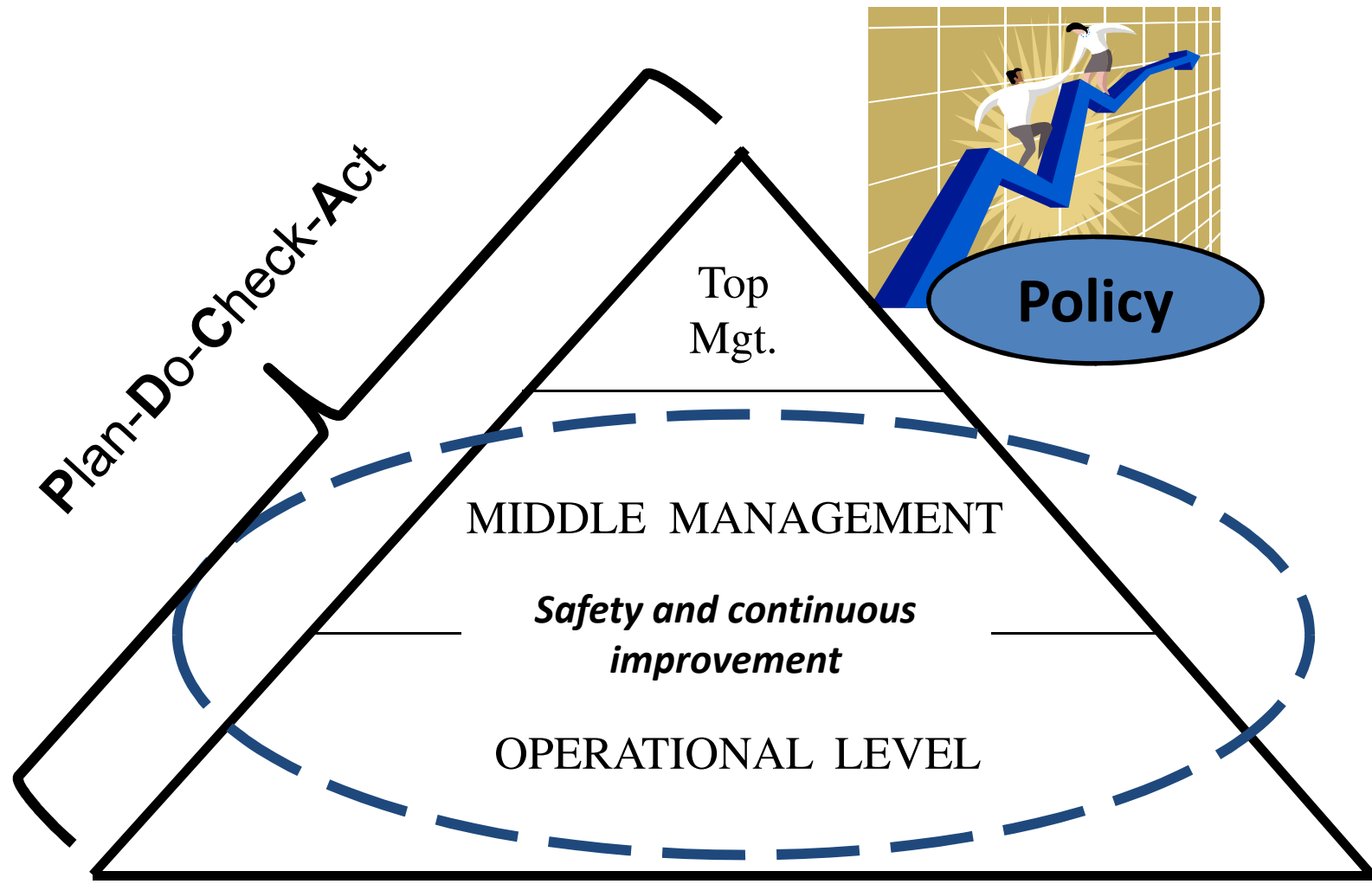


6. Rework of Errors



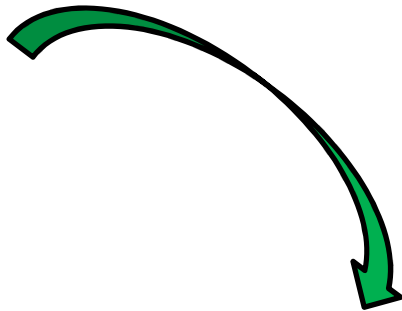
7. Processing Errors



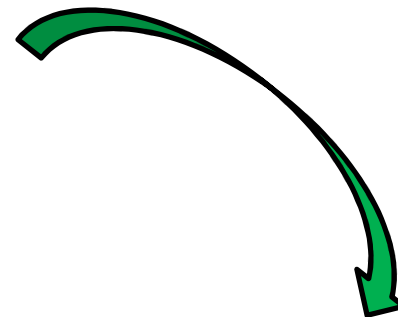


# 3 Major Steps to Lean & Safe

Stabilize



Standardize




Simplify

As you tackle the wastes of lean and safety, you add in air, water and solids – tangible actions for sustainability in your organization

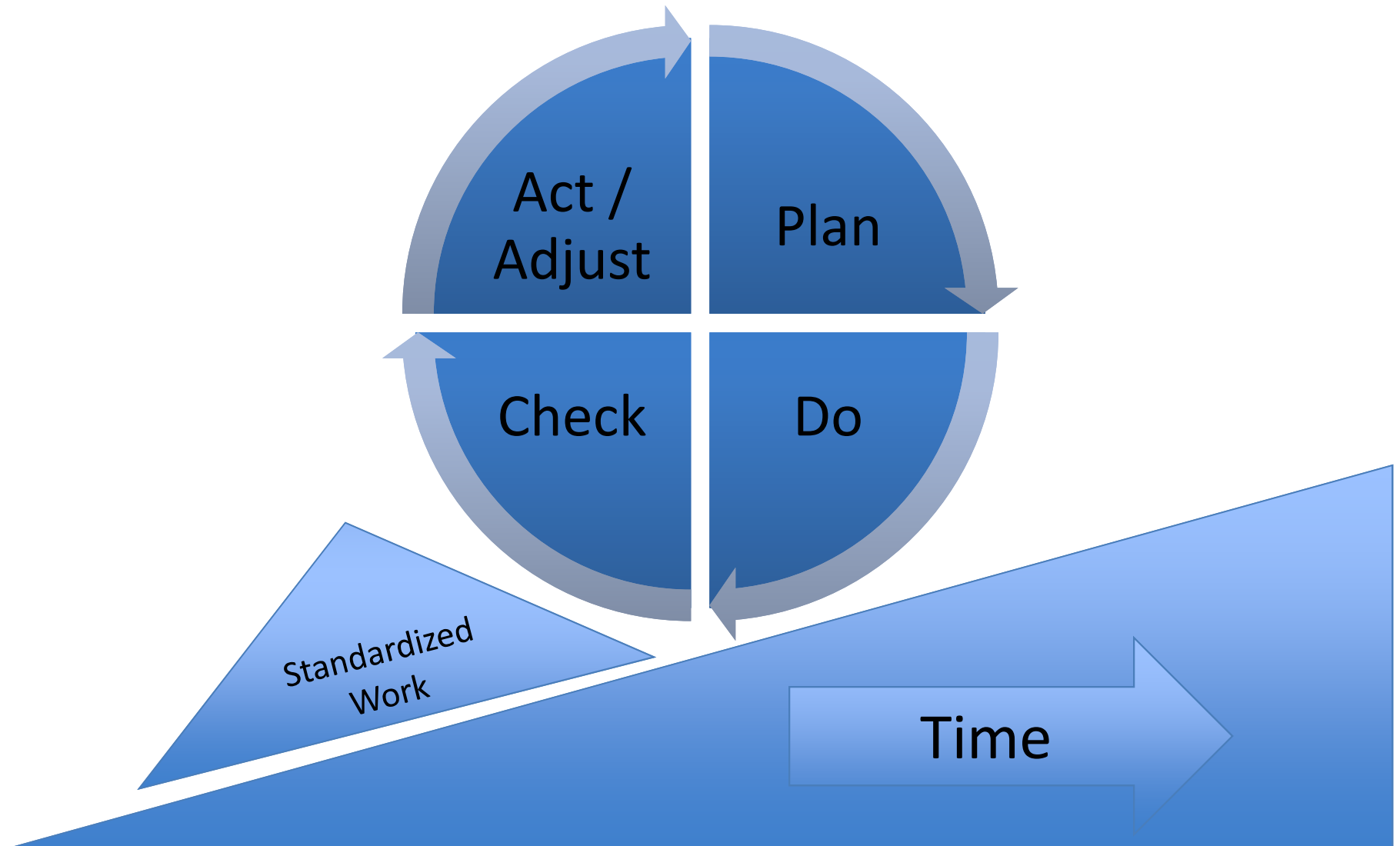
# Identify and Eliminate Waste

- 5S
- 5 Whys
- Value stream / process mapping
- One page reports
- Nemawashi
- Knowledge folders
- Standardized work
- Visual Controls



**Once waste is  
eliminated, work is  
standardized**

# Continuous Improvement

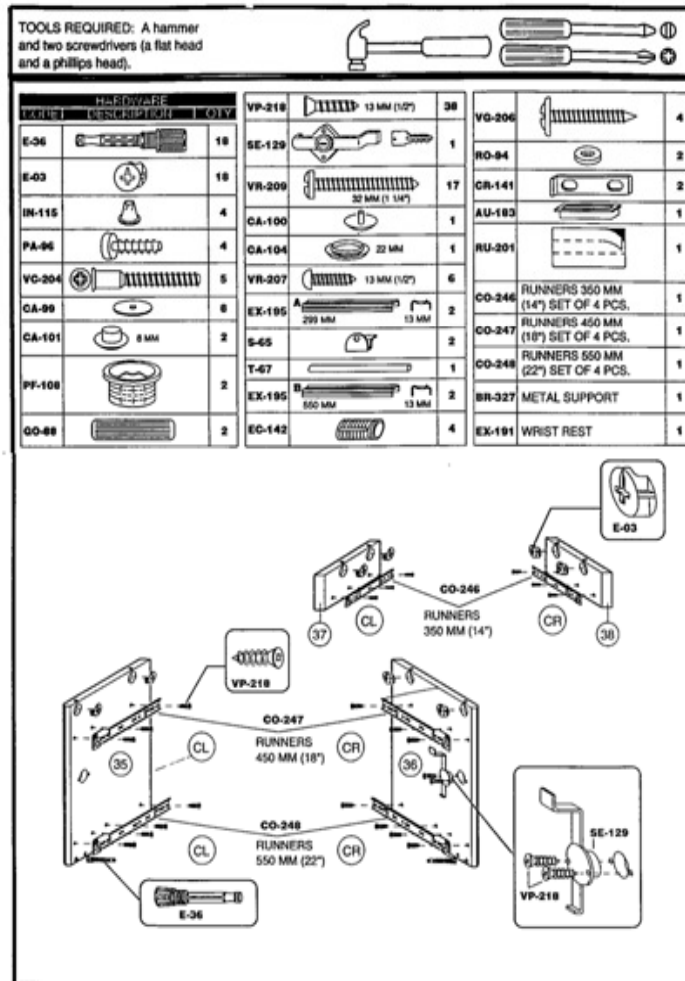


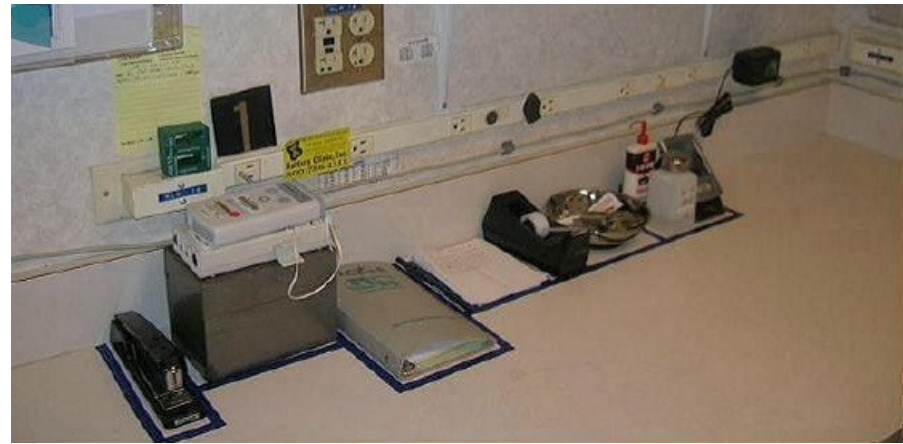
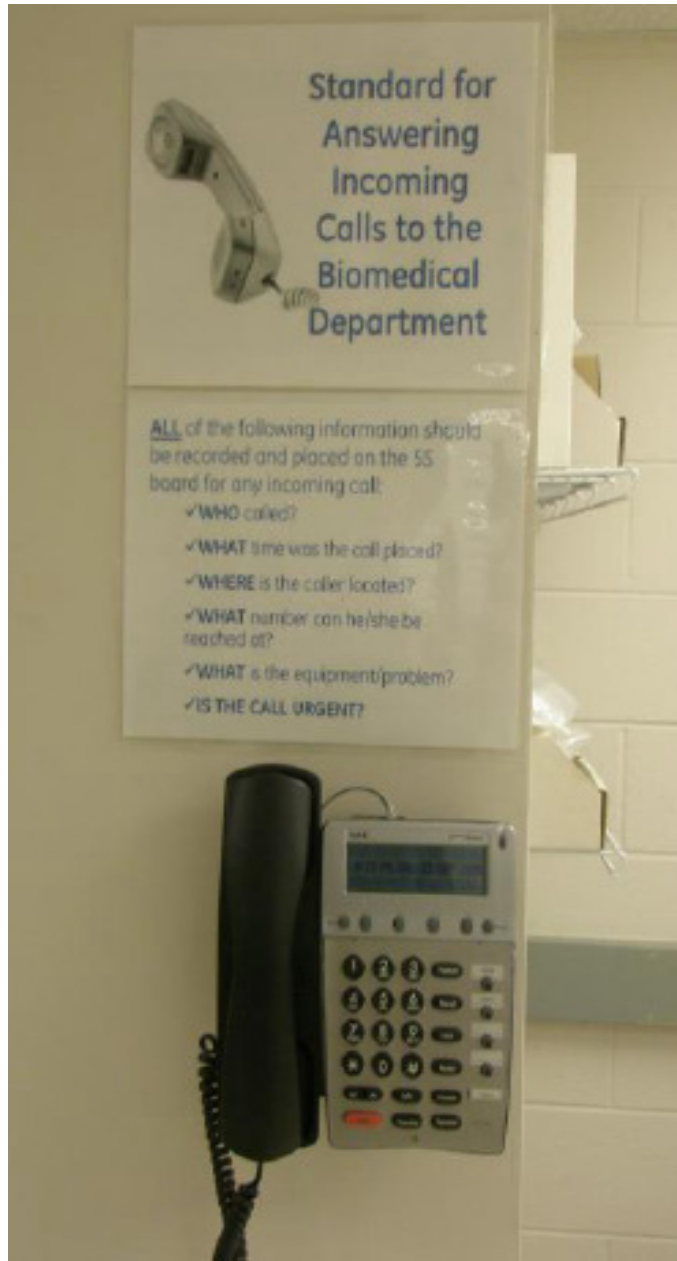
# Standardized Work and Visual Controls go hand-in-hand

## Standardized Work

### Graphic = Good

- Tools are illustrated
- Parts are pictured and numbered
- Spatial relationships are clearly shown
- Small items enlarged to show assembly detail
- All items are either physically labeled or identified by number in assembly graphic





1/20/09  
 Price Change Board

# VG's BATHROOM CHECKLIST

Store No. 1921 Bathroom Location CAGE MEN'S Week Beginning 8/31/09

**Instructions:**

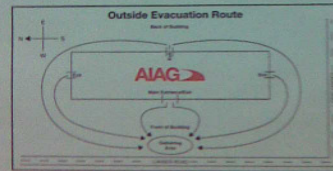
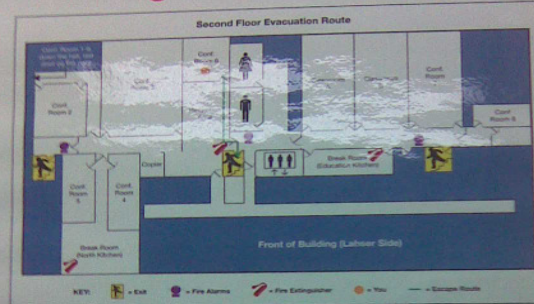
- Sweep and mop floors, make sure to use wet floor signs when applicable.
- Empty all garbage cans including the ones in the stalls.
- Clean mirrors and countertops.
- Replenish all supplies when needed. This includes bath tissue and paper towels, seat covers for toilets, hand soap and hand sanitizer, and vending machine supplies where applicable.
- Wipe down walls when needed.
- Clean toilets.
- Clean hallways leading into the bathroom.
- When finished initial in the appropriate date and time box indicating that you carried out each item on this list as necessary.
- Bathrooms should be thoroughly cleaned at least twice daily.
- Store directors should print and sign their name as well as date this checklist before returning it to the office where it will be kept on file.

Bathrooms need to be checked for any spot cleaning at least once an hour.

Please print your last name in the appropriate day and time box

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7 A.M.							
8 A.M.							
9 A.M.							
10 A.M.	RS	RS	RS				
11 A.M.	RS	RS	RS				
12 P.M.	RS	RS	RS				
1 P.M.	RS	RS	RS				
2 P.M.							
3 P.M.							
4 P.M.							
5 P.M.							
6 P.M.							
7 P.M.							
8 P.M.							
9 P.M.							

## Emergency Procedures

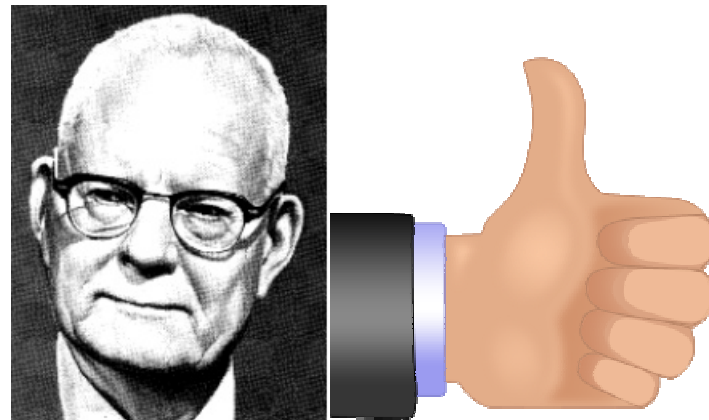


- "Fire Emergency"**
  - Leave the building by the marked escape route on the top map. If you are blocked, proceed to next escape route.
  - Follow instructions of safety manager.
- "Weather Emergency"**
  - Clear outdoor equipment, personnel to seek shelter in nearest structure or under an overhang.
  - Follow instructions of safety manager.
- "Security Emergency"**
  - Stay in the building. Do not leave until you are told to do so.
  - Follow instructions of safety manager.

If You Have Waited  
**20 Minutes**  
 Please See  
 Receptionist

# Lean Standardized Work

- Simple
- Comes from workers
- Based upon consensus
- Continuous improvement – not perfection
- Common sense
- Simple



# Lean, Green & Safe

Deming was focused only on quality but the principles apply to safety and environment:

- Safety: injuries and illnesses are waste
- Environment or Green: air, water, solids, energy, etc... are forms of environmental waste

**You cannot be lean without being safe; adding in green is a logical step**

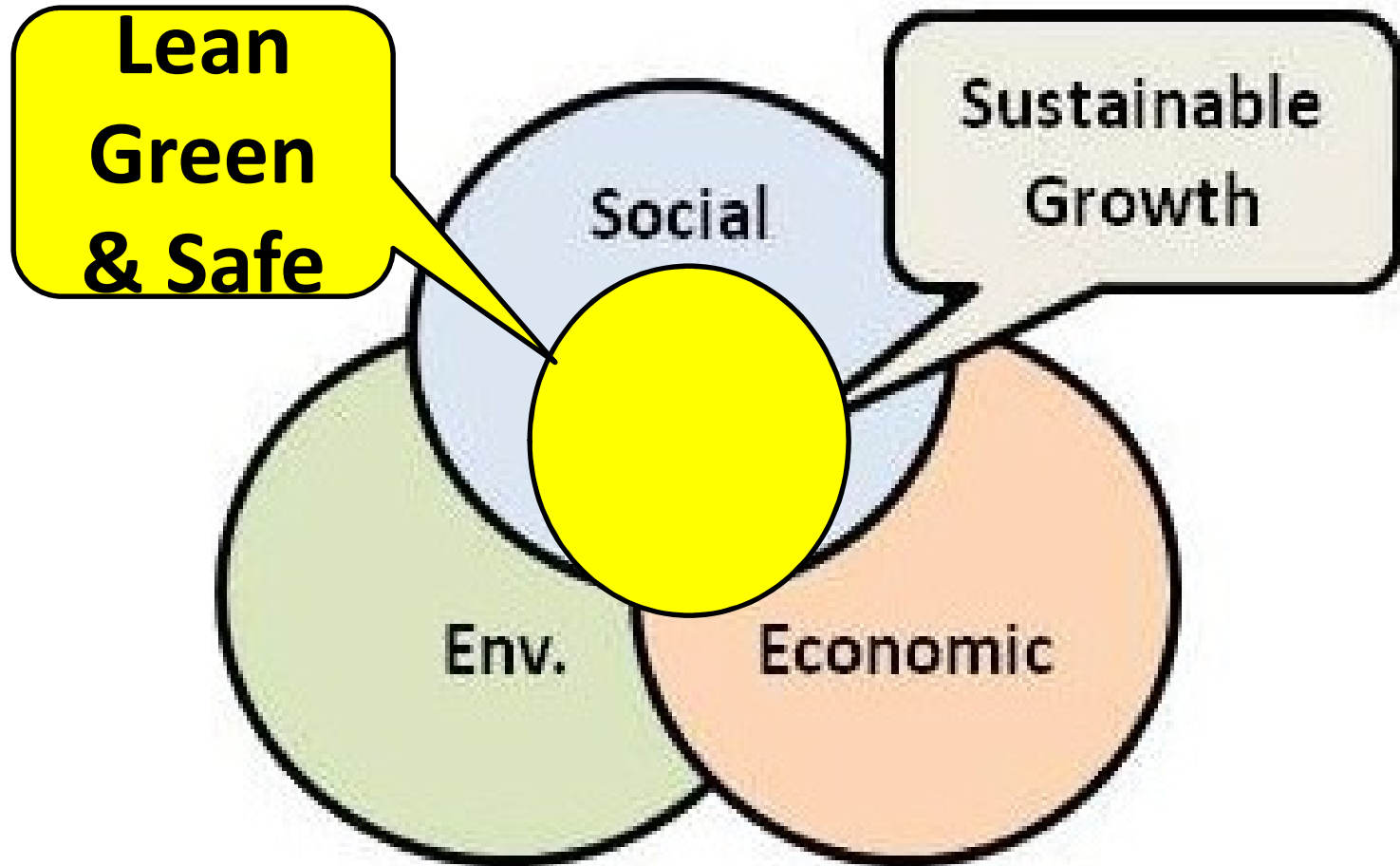
# Roundtable Discussion

1. What is the biggest barrier to better integration of safety with sustainability
2. What is our best opportunity to help improve operational performance
3. How do we demonstrate HSE linkage with sustainability on a daily basis?

# Simple Is Best



# Safety's Future Piece of the Pie?





**If you have questions....**  
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