



Partnering with Our Members for
Safety Excellence
Safe-Production
Safely Arriving Home

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Preparation

General Readiness

- What is your real comfort level with employee engagement
- Create Gemba ongoing plan & accountability for all to participate
- Let team/employees know reason & plan to engage, walk, learn
- Mix up Gemba schedule but be consistent in getting done
- Focus: not a compliance audit but instill continuous improvement

Day of Walk

- Have a plan:
 - > Where going on walk
 - > Review data/incidents/risks for walking area so know what to expect & questions to ask
 - > Hypothesis you want to test
- Who/how many on walk
- How track your observations

Conducting the Walk

Approach

- Focus: improve culture, collaboration, communication. When employees see leaders taking genuine interest, more inclined to engage/improve/change
- Dress level? Put on PPE
- Engage ... make it personal
- Be Approachable, Show Respect
- Focus on process, not person
- Learning from observation
- Align perception & reality

Conversation with Employees

- Open ended questions, Why working in such a manner, ask their solutions
- Spend the needed time to have impact
- Recognize employees working safely. Tie into to going home to family
- Unlike pure Gemba, must correctly address unsafe activities

Walk End & Follow-up

Employee Close-Out

- Thank employee for time
- Reemphasize your commitment to Safety & Safe-Production
- Ask for employee participation in Safety
- Commit to & follow through on any actions

Debrief Your Team

- Reflect on what you saw/heard
- Review walk results with leadership team
- Accountability through value chain ... everyone follows up on actions
- Ensure changes are communicated & visible

Positive Engagement

Challenges

Solutions



The Gemba Conversation ... Questions to Pose

1. Approach person working and engage. “Hi, I’m ____, the ‘CEO’ and am personally getting out to see how things are going with my employees
2. Find a personal connection. Talk about your family, a personal event coming up Provide some personal information first so they will open up. “Do you have a family?” (if no, ask questions on what they do for fun). Make a connection with your personal info.
3. Tell me about your shift kickoff meeting? Did you have one with your supervisor? What was talked about? Did you or other employees participate? You are looking to see if there was an ENGAGED JHA/PTP with employees to talk about understanding the work for the shift, how to the task safely.
4. Tell me about the job you’re doing.” (response)... Listen & ask follow up questions about how does the employee know how to do the task, when do variations/changes have to be done (Look for rule/process complexity (don’t understand, hard to follow so work around), hurdles employees deal with. Get input on how to simplify. Builds trust and adherence)
5. Where do you find the task work standard/process?
6. Have you read the task work standard/process?
7. How did you learn to do the task work standard/process?
8. What knowledge, tools, support do you need to do the task
9. Do you have what you need to do the task effectively and safely? What do you have/rely on? When you got here, did you find that you had the correct tools? The job task/area was set up correctly? You understood how to complete the task given the reality of the work setting?
10. What are your challenges in safely completing the task?
11. What things slow you down from completing the task safely?
12. What happens if you don’t have the correct tools, knowledge, manpower to do the task? Do you ever feel under a production pressure of any sort? Why/who says what you are hoping to hear- Tie safety into task “I know we need to get this “task” complete but we need to ensure done safely and you go home tonight and stay safe for each other! Anyone have a concern, safety suggestion” We will add your safety suggestion before proceeding. If imminent issue, do NOT start task. >> this situation arises often and if you don’t get some similar response then likely will have an incident.
13. When was the last time someone asked you about improving the process?
14. What suggests do you have to improve the task effectiveness and safety?
15. What questions should I have asked you but don’t know enough to ask?

If the discussion hasn’t gotten out of control – which does happen, continue to focus on process and find out if ‘in control’ or employee variation arise often. Remember employees don’t often have experience with talking to a senior leader and be careful with the asymmetrical nature of the conversation.

Close out conversation:

1. I truly appreciate your time & insights. My focus is to work with our employees so you can do your work safely and productively and you are in the best position to tell us how
2. I also want to thank you for working safely. “Your family and I thank you for working safely (tied off, wearing PPE) and setting a good example. You’re working safely means you work safely for your co-workers here and will go home tonight or on your weekend break and have fun with family/friends. That is the most important thing you can do today for you and your family.”