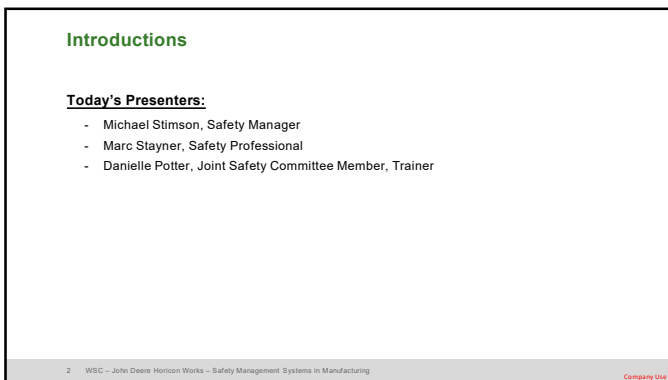
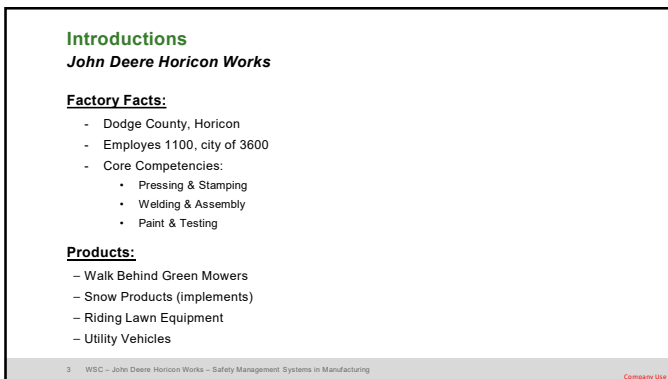




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Today's Talking Points
84th Annual Conference, Wisconsin Safety Council

- Scope, Goals & Objectives
- Types of Organizations
- Leadership and Employee Participation
- Assessing Your Safety Maturity
- Closing Thoughts

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Scope, Goals & Objectives
Safety Management Systems in Manufacturing

1. **S:** Intended for Manufacturing, through concepts can apply elsewhere.
2. **Q:** Evaluate current state of your safety maturity, hone the processes AND PEOPLE that can make it sustainable... with continuous improvement in mind.
3. **Q:** Cultivate a high functioning initiative:
 - Management system
 - Leadership support
 - Devote resources
 - Form structure
 - Drive a culture

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Types of Organizations
Directing and shaping how employees interact.

Five "original" types (models) of organizational structures:

1. Simple
2. Bureaucratic
3. Professional
4. Adhocracy
5. Divisional

[Link to Campbell Institute White Paper](#)

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Types of Organizations
Directing and shaping how employees interact.

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Simple Model
 Typically, small businesses with low departmentalization, low work specialization, being flat and having authority centralized to the leaders.

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Types of Organizations
Directing and shaping how employees interact.

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1. Simple
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Bureaucratic Model
 Typical of large and mature businesses. Strict hierarchy with formal and standardized work process and high work specialization. High centralization with the leader.

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Types of Organizations
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Professional Model
 Highly technical, highly formal and standardized, decentralized to give varying professional decision making authority. Less flexible. (ex: universities, hospitals)

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Types of Organizations
Directing and shaping how employees interact.

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Adhoc Model
Small, highly technical. Decentralized, team centric and focused on communication. (ex: consulting firms)

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Types of Organizations
Directing and shaping how employees interact.

Five "original" types (models) of organizational structures:

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5. Divisional

Divisional Model
Large and mature companies with distinct operational units. Mostly decentralized as an entire company, but more centralized within the units.

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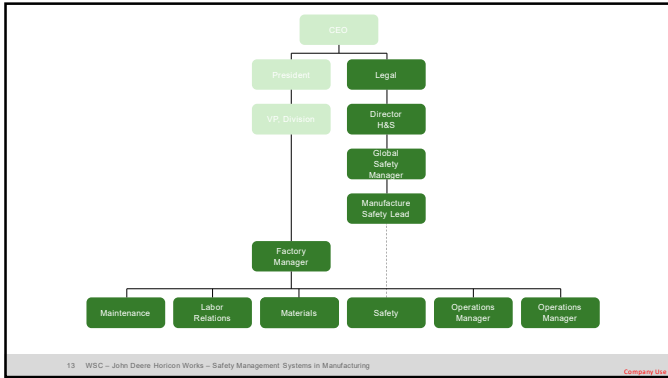
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Practical Example
Divisional Model

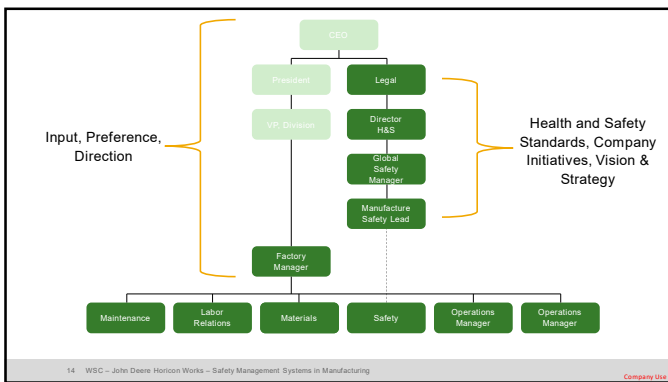
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graph TD; CEO[CEO] --> President[President]; President --> VP[VP, Division]; VP --> FM1[Factory Manager]; VP --> FM2[Factory Manager]; VP --> FM3[Factory Manager]; VP --> FM4[Factory Manager]; VP --> FM5[Factory Manager];
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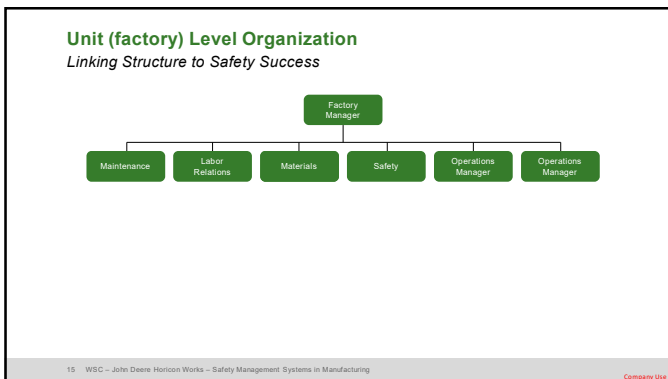
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Establish/Refine an Organization

Key elements of an integrated management system

1. Management demonstrates strong commitment and remains heavily involved.
2. Management system components are in procedures, policies, and operations.
3. A robust audit program is in place. What are the strengths, what are the weaknesses? Unbiased, external verification.
4. Anticipate culture challenges and incorporate solutions.
5. Are the outsiders... in? Contractors, suppliers, visitors.

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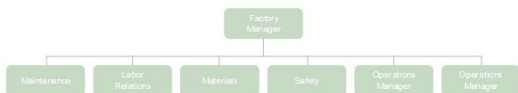
Leadership and Employee Participation

Roles, Responsibilities, and Resources

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Unit Leadership

Collaborate and Commit to a Vision



Environmental Health and Safety Policy
 _____ is committed to sustainable outcomes by providing a safe and healthy work environment and reducing the environmental footprint within our operations and for our customers. We work to fully comply with legal and company requirements, often targeting performance more stringent than the law requires. This policy outlines responsibilities and expectations necessary to deliver on the commitment to sustainable outcomes related to Environmental, Health and Safety.

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Employee Participation
Knowledge Sharing of Top Risks

High-level Risk Assessment - Process

1. Hazard Identification
2. Risk Evaluation
 - What's the control efficacy? Is there residual risk? Does that change priorities?
3. Champion Assignments and Action Planning
4. Document and Monitor/Review Regularly

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Assessing Your Safety Maturity
 Written Programs Reviews, Self-Audits, Third Party Audits

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Assessing Your Safety Maturity
 Is it effective, is it sustainable?

Written Programs: Quick Reminder

- Health and Safety Standards and Regulations: *Thou Shall!*
- Unit Written Safety Program: *This is How!*
 - Super important for change management.

Thou Shall!

3.2.2. Develop the strategy and scope for unit risk assessments (for example, set goals, identify and train assessors, develop corrective action plans). *John Deere Safety Manager is a member of the Continuous Improvement Committee, performance goals are established by determining the performance of the unit over the course of five years, setting a baseline and forecasting future performance regarding total RPH points reduced.* In addition, Global Occupational Safety assigns focus programs to the unit - in both unit C.I. and Safety Teams. Furthermore, the unit sets additional focus programs based on injury trends. *Given the history, annual awareness training is provided to all employees in the SERA & C.I. Process. For assessor training, the members of the safety department are the only assessors. Corrective actions are identified through a collaborative effort with situation beginning with the employee and continuing to affected support functions through the C.I. process.*

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Assessing Your Safety Maturity
Is it effective, is it sustainable?

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This is How!

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Assessing Your Safety Maturity
Is it effective, is it sustainable? Auditing

Written Programs: Maturity Reviews

- Software solutions are available for regulatory items.
 - Ex: ENHESA
 - You answer questions about your facility; results show what's applicable to you.

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Assessing Your Safety Maturity
Is it effective, is it sustainable? Auditing

Written Programs: Maturity Reviews

- Self-audits
 - Gauge how well you deliver compared to company standards and federal regulations. Use:
 - Requirements defined by applicable regulations.
 - Requirements defined by company's standards.
 - Compare these to the deliverables of your written programs.
 - Determine the audit frequency; 1yr, 3 yr

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Assessing Your Safety Maturity

Is it effective, is it sustainable? Auditing

Written Programs: Maturity Reviews

- Measurement... is each element/requirement:
 - Not Applicable
 - Compliant
 - Action Required
- Document with great detail. "Action required" should include owner and action(s) to be taken, along with when for follow up and driving progress/accountability. Good for change management as well.
- Include Stakeholders (matrix owners) during the assessment. You might be delivering on more than what you think.

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Closing Thoughts
Culture

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Culture

Navigating perceptions, fostering understanding.

Cultural Assessment

- Third party offerings v. in-house solutions
- Good mix of representation
 - Leadership
 - Front line supervisors
 - Engineers
 - Shop-floor
 - Safety

Building Trust

- Say-do Ratio
- Prioritizing risk v. vocalization
- Setting expectations, fair and just.

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