Cultivating Safety
Presented by Reva Golden and Chris Shields
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Objectives –

• Define safety compliance, culture, and systems
• Help initiate brewery safety commitment and culture
• Share ideas for maintaining participation and awareness
• Provide basic tools and methods for measuring safety performance
• Discuss hazard identification, risk minimization and control implementation
• Open channels for safety communication and discussion
Safety Survey

• Fall 2014: survey of BA community safety needs and safety awareness
• 79 participants (3% of BA registered breweries responded)
• 70% new to safety
• 91% believed in practicing safety
• 67% believed safety is to be practiced by all
• 82% believed practicing safety is a requirement
Good Points

• Over 80% of managers reported:
  • Demonstrating safe behavior, following safety rules, fixing hazards, and communicating safety messages

• Over 90% reported that employees:
  • ID hazards follow safety rules
  • 80% help improve unsafe conditions
  • 60% hold co-workers accountable and attend safety meetings

• Overall:
  • Had some level of written safety protocols and procedures
Room for Improvements

• Accountability
  • Better enforcement by management
  • Safety not integrated into personal performance evaluations

• Allocation of MONEY
  • Only 17% reported financially supporting safety efforts
  • 56% do not have defined safety roles or responsibilities
    • Many reported not having any industrial safety experience

• Allocation of time
  • Recordkeeping, tracking, and setting goals
  • Providing training and communication
  • Routine safety meetings and hazard assessments
  • Safety procedures and documents
Expressed Safety Needs

• Time
  • For writing and organizing a Safety and Health Management System
  • Allotting ample time to get a job done safely
  • To start being safe in general

• Training
  • How to integrate safety compliance into training
  • Using right resources and best practices

• Resources
  • Safety compliance guide and safety language brewers can understand
  • Safety technology and safety design/engineering
What is Safety?

• The condition of being protected from danger or injury
• Safety is a process meant to be constantly evolving and improving
• In a brewery it refers to:
  • Being aware of common hazards
  • Acting on hazards before someone gets hurt
  • Practicing proper techniques
  • USING COMMON SENSE
What is Safety Culture?

• More than just OSHA compliance
  • Regulations are the bare minimum standards for safety success
• Safety commitment, participation, and involvement
  • Supporting and maintaining a safe work environment
• Positive awareness and consideration for safety
• Regular communication and discussion
• Involves scheduling, support, and organization
Why Safety?

• We care about our employees and coworkers
• We save money, time and other limited resources
• It is the law
  • It takes one smart or disgruntled employee
  • It takes one catastrophic injury or fatality
Valuing vs. Prioritizing Safety

• **Priorities** can change and fluctuate between levels of focus and importance

• **Values** maintain a constant level of focus and importance

• Examples:
  • Safety-oriented decisions and safe behaviors are second nature to management and staff
  • Safety is viewed as a positive benefit to a business rather than a barrier
  • Safety performance is measured in order to allow for continual improvement
How can I get started?

• Just Start!
  • Safety is an ongoing process
    • No system is perfect
    • Failures may happen
    • Improvement is continual
  • Start small and don’t be overwhelmed
    • Something is always better than nothing
Safety Startup

• Schedule one 30-45 minute meeting to establish safety as a value by all
  • Have each person state one reason for:
    • Why safety is important to them
    • How they would like to see safety practiced at the brewery
  • Make your own definition for safety
    • What does safety mean to YOU?
    • Avoid dictionary or OSHA definitions
Start-up (cont’d)

• Come up with a list of at least ten safety rules
  • To be followed by everyone (including higher ups)
  • Everyone should be holding themselves and others accountable
  • Use these to eventually make a safety policy for everyone to enforce, and abide by.

• Brainstorm on:
  • Ways to recognize and reward safe behavior
  • How to correct actions that violate the rules

• It is up to managers to decide if safety is a condition of employment
  • Begin expressing this idea now
Establishing Safety Needs

• Decide what your specific safety needs are and address them.
  • Ask employees about:
    • What is currently done to practice/promote safety?
    • What do they like/dislike/ and how can it be made better?
    • What in the brewery has caused them injury (or near miss)?

• Prioritize YOUR needs: what requires attention first

• Take 5:
  • Set 5 safety goals based on what YOUR top 5 needs are
  • Try to achieve within the next 1-3 months.
  • Try to make the goals SMART (specific, measurable, achievable, realistic, timely)
Follow Through

• Make sure the goals are achieved.
  • This may require taking time out of production
    • Could overlap with maintenance

• Goal status updates—recurring and cyclical
  • To reinforce value and accountability

• Don’t ignore specific safety issues or concerns
  • Prevent “Why should I report anything if it’s never fixed?”
Keep Momentum Going

In addition to regular meetings:

• Encourage staff to update each other about
  • Daily or current hazards to be aware of
    • Shift change or at weekly production or staff meetings.

• Allow for workers to have a questioning attitude
  • Let anyone call a “time out” on production to discuss impromptu safety planning or hazardous conditions

• Assign safety responsibilities or nominate a safety champion

• Act as ambassador for communicating safety between organizational levels or between shifts
Momentum and Material for Meetings

- Create opportunities for ongoing safety communication
  - Schedule one 30 minute safety meeting each month
  - Share lessons learned and recognize workers demonstrating excellence in safety (caught in the act of safe behavior)
- Discuss progress of current/ongoing safety needs and goals
- Bring up and brainstorm on new safety needs and goals
- Hold special topic trainings
  - (safe keg handling, chemical handling safety, or even present on an OSHA compliance topic such as confined spaces or Lock-Out-Tag-Out)
Small Steps to Improving Safety

• Better Planning
  • Workers are inheritors of poor system design and poor management decisions
  • Limit overloading staff with tasks and/or hours
  • Set achievable schedules/workload to minimize distractions and stress

• Better Training
  • Develop specific training parameters and qualifications
  • Training and frequent re-training is important
  • Hazard identification skills and anticipating outcomes

• Better Recordkeeping
  • Injuries/illnesses/process mistakes/near misses
  • Determines trends and helps anticipate where problems may occur
Management Support

• Accept that safety is a value and priority
  • It is inevitable that someone WILL get hurt

• Resources—time and money

• Trend Setting—set an example of safe brewing practices

• Enforcing—constant and consistent safety participation

• Maintaining
  • Follow through
  • Setting goals for improvements

• Communicating
  • Trainings, meetings, demonstrations, lessons learned, questioning attitude
As an employee, what can I do?

• Integrate safety into everyday operations
  • Point out areas of concern
  • Explain how you think you can improve them

• Decide the best way to communicate this to the leadership.
  • One-on-one discussion?
  • Bringing up the topic at a production meeting?
  • Email?

• Keep it respectful, constructive, and objective.
  • A good manager will see the value your concerns and support you

• In the end, your employer is required by law to provide you with a safe and healthy work environment
Employee Participation

• Following the rules—internal policies and compliance regulations
• Maintaining safe workplace
  • Housekeeping
  • Mindful work—staying aware and alert
• Hazard identification and ownership
  • If something seems wrong, say something
  • If problem can be controlled, fix it
• Accountability—we are all responsibility for safety
• Extra participation
  • Safety Champion, Ask for training, Participate in audits, assessments, program development, present about a safety topic at a meeting
Manageable goals

• SMART Goals
  • **Specific**
  • **Measurable**
  • **Achievable**
  • **Realistic**
  • **Timely**

• Examples:
  • Manager to discuss chemical safety for 15 minutes at 1 meeting this month
  • Assistant brewer to develop a brewery chemical inventory by the end of the month
  • Head brewer to review hazard communication standard and train staff on GHS by end of Q2
What is a safety program?

- Safety program = Safety and Health Management System (SHMS)
- Written documentation and recordkeeping
  - SOP’s, OSHA 300 log, implementation programs
- Comprehensive
  - OSHA Compliance
  - Safety Culture
- Communication and Planning
  - Training, scheduling, management of change
- Continual improvement
  - Audits, Assessments, Performance Metrics, Controls
SMHS and Compliance

- ANSI Z-10 SHMS Standard
  - Elements for SHMS success
    - Structure, implementation, metrics, and culture
  - Comprehensive
  - Adaptable

- OSHA compliance programs
  - Mandated Safety Regulations
  - Structure safe working practices
  - Single item components and no improvement feedback loop
Superlist Compliance Checklist

• Jumping off point for SHMS development
• Step-by-step OSHA compliance checklist
  • For most common brewery hazards
• Basics for system metrics and benchmarking
• Additional components for culture and safety management
• Coming Soon: Best Practices Document (BMP)
Gap Analysis

• Can be applied to:
  • Entire SHMS
  • A document, program, or procedure
  • Work in practice

• Asking:
  • Is this adequate?
  • Is this compliant?
  • Are actions matching writing?
Hazard Assessment

• Identify and monitor on a routine basis
• Multiple times in multiple areas
• With multiple people (of all levels and departments)
• Corrective actions and controls
Brewery Hazards
The DIY Hazard Assessment

• Physical
  • Energy that can hurt you
    • Electrical, pressure, steam/heat, gravity, mechanical
    • Confined/hazardous spaces
    • Chemicals, flammables, sharps, noise, thermal stress
    • Motion (moving equipment, moving vehicles), elevation, walking/working surfaces

• Behavior
  • Management—task planning, overall scheduling, available tools
  • Employees—Stress, fatigue, multitasking, personal life

• Inherent
  • Designed into facility, process, or equipment
    • Human factors and ergonomics
Human Factors

• Accidents may be rooted in system and equipment defects
  • Poor design
  • Counterintuitive operation
  • Incorrect installation
  • Faulty maintenance

• Identify areas where these factors may present
• Plan and develop specific training parameters and qualifications
• Realize employees may not be at fault
Risk Minimization

• Hazard Prioritization—which do I minimize first?
  • Employee interaction/contact—Never to frequent
  • Risk (likelihood to cause harm)—Unlikely to high
  • Severity of outcome—First aid to Permanent injury/Death

• Hierarchy of controls
  • Engineering, Administrative, PPE
  • Feasibility of resources or technology
  • Many ways to minimize to acceptable level
Resources

• Brewers Association Safety Sub Committee
  • Safety Exchange—safetyexchange@brewersassociation.org
  • Best Practices Documents, Webinars, Safety Ambassador

• Brewing Network
  • Safety is not proprietary—ask others what they do
  • Vendors and suppliers—for product or equipment specific safety
  • Share lessons learned

• Local OSHA Consultation

• ANSI Z-10 Standard
Special Thanks!

• BA community who participated in survey
• Chuck Skypeck (Brewers Association)
• BA Safety Subcommittee
• Colorado State University Industrial Hygiene Department
Questions?!

• Reva Golden: rgolden@ucar.edu
• Chris Shields: chris@rhinegeist.com

• Safety Open House:
  • TODAY!!!
• Safety Exchange:
  • safetyexchange@brewersassociation.org

BREWERS ASSOCIATION TECHNICAL SUBCOMMITTEE
OPEN HOUSE RODEO

Network with your fellow members who contribute their experience and expertise to help achieve association goals.

THURSDAY, APRIL 16, 2015
4:00 PM – 5:00 PM

◆ Safety Subcommittee
  Open House
  Level 1, D 137

◆ Quality Subcommittee
  Open House
  Level 1, D 139

◆ Sustainability Subcommittee
  Open House
  Level 1, D 138

◆ Draught Beer Quality
  Open House
  Level 1, D 140

Bring your ideas and suggestions!
Beer will be served!