

Building Real Employee Ownership for Safety Discipline

In less than 60 days, a cross-functional team of corporate executives and plant employees for a large paper products manufacturer devised a better way to increase employee ownership for adhering to safety policies, using a simple-to-use and highly effective team engagement process.



SITUATION A Fortune 500 paper mill operator was experiencing escalating plant safety violations and unrest from employees who viewed existing discipline policies as arbitrary and unfairly administered.

TEAM ENGAGEMENT STRATEGY A cross-functional team (with representatives from both corporate and plant human resources, legal and safety departments, as well as plant supervisors and employees) was assembled to rethink the company's safety discipline program using **Rapid Action**, an "all in one" team engagement toolkit for accelerating results.

RAPID ACTION PROJECT CHARTER How can we develop and implement a better progressive discipline policy along with a safety program that ensures a fair, consistent, and continuous-learning approach to disciplining safety violations.

- SAMPLE SOLUTIONS IMPLEMENTED**
1. Established and communicated a revised, more consistent three-step progressive discipline process for unsafe behaviors across all operations.
 2. Classified unsafe behaviors into two categories – clear violations of published policies (i.e., cell phone use) and newly-identified unsafe actions that require policy additions and/or additional training (i.e., forklifts following too closely to one another).
 3. Identified high-priority safety violations and unsafe behaviors (those with high frequency of occurrence and/or severe potential consequences) for extra attention in communications and training.
 4. Developed a new process and guidelines for addressing unsafe behaviors that do not violate safety policies, but provide a learning and improvement opportunity.

RAPID ACTION TEAM RESULTS

More consistent application of discipline for safety violations, dispelling perceptions of favoritism

Less confusion at all levels about safety policies and discipline process

Reduction in employee "hot line complaints" related to the discipline process for safety violations

Reduced legal risks associated with inconsistent discipline

55 days cycle-time from team launch to wrap-up



Without Rapid Action it would have been impossible to get all parties on the same page and working productively.

– HR DIRECTOR

RAPID ACTION FOR STRATEGY EXECUTION
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The “All in One” Team Engagement Toolkit for Accelerating Results



Prelaunch Planner



Action Accelerator



Scripted Meeting Guides



Quick Read Booklets



Idea Sorting, Prioritizing and Tracking Posters



e-Templates & Tools



LEARN MORE ABOUT RAPID ACTION FOR STRATEGY EXECUTION

Are you interested in accelerating results and increasing engagement from your organization's change management and continuous improvement initiatives? Take a look “inside the box” of the most reliable process available for rapid, team-based improvement.



Call 800.254.6805 or email to request@improvefaster.com to schedule a demo of the Rapid Action Toolkit.



For more information including Case Studies and White Papers please visit www.improvefaster.com.

Leap Technologies

Improve faster through better team engagement!

Since 1993, Leap Technologies has helped organizations get on the path to faster, more effective strategy execution through better team engagement.

For more than two decades, organizations such as CBRE, Pfizer, Spirit Airlines, the Small Business Administration, Veolia Environmental Services, and U.S. Department of Defense among others have deployed Leap Team Engagement Toolkits to support the toughest strategy execution challenges.

For organizations looking for to execute strategy faster and better, Leap Technologies is the resource of choice.