



# Strengthening Star Quality



## Who's Safety is it?

Labor/Management: A Joint Partnership

*Steve Gauthier / Dan Montanaro*

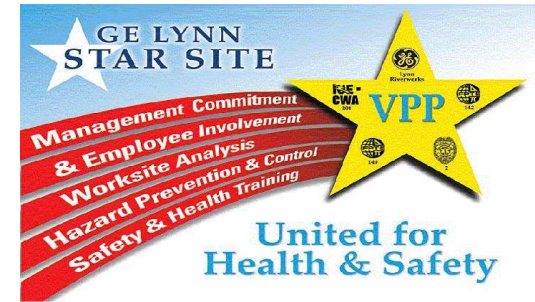
General Electric Aviation & IUE/CWA Local 201, Lynn, MA

August 22, 2010





# GE Aviation Lynn, MA



3,287 employees - 225 acres - 20 buildings

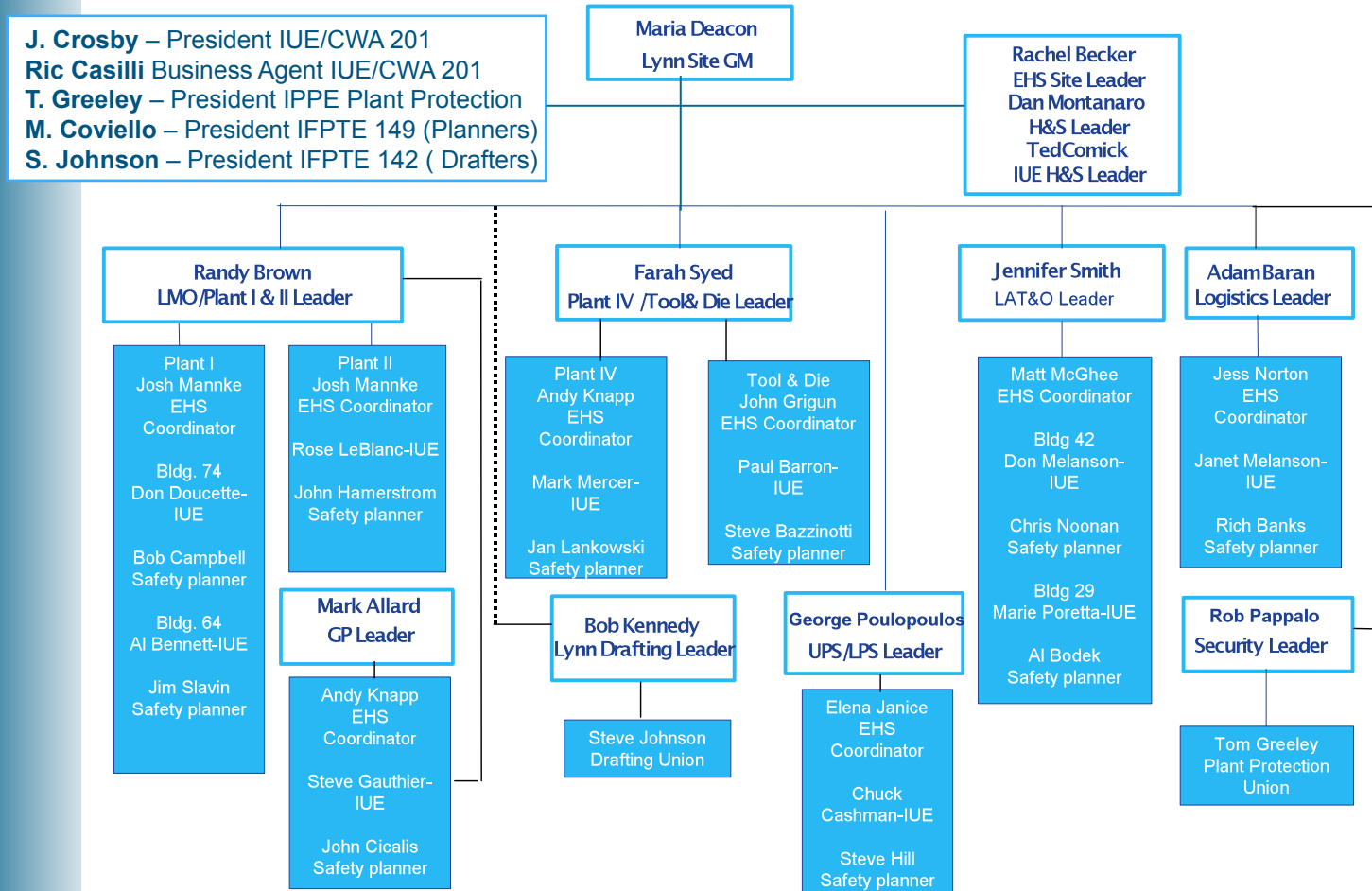




# GE Lynn H&S Team Structure



**J. Crosby** – President IUE/CWA 201  
**Ric Casilli** Business Agent IUE/CWA 201  
**T. Greeley** – President IPPE Plant Protection  
**M. Coviello** – President IFPTE 149 (Planners)  
**S. Johnson** – President IFPTE 142 ( Drafters)





# Why should a company be interested in VPP?



## ➤ VPP sites generally have a greater Competitive Advantage



- Ergo often drives productivity improvements
- Improved safety and health programs



### ➤ ***Fewer***

- Incidents/Accidents
- lost time cases

### ➤ ***Prevention***

- hazard reporting
- near misses



### ➤ ***Force Multiplier***

### ➤ ***Continuous Improvements***





# Benefits of VPP to Sites

- VPP sites have better working relationship with OSHA
- Increased production and profitability keeps jobs at home in competitive market
- VPP sites generally have more resources dedicated to health and safety
- Sites are able to utilize VPPPA membership for networking and best practice sharing





# The Four VPP Elements

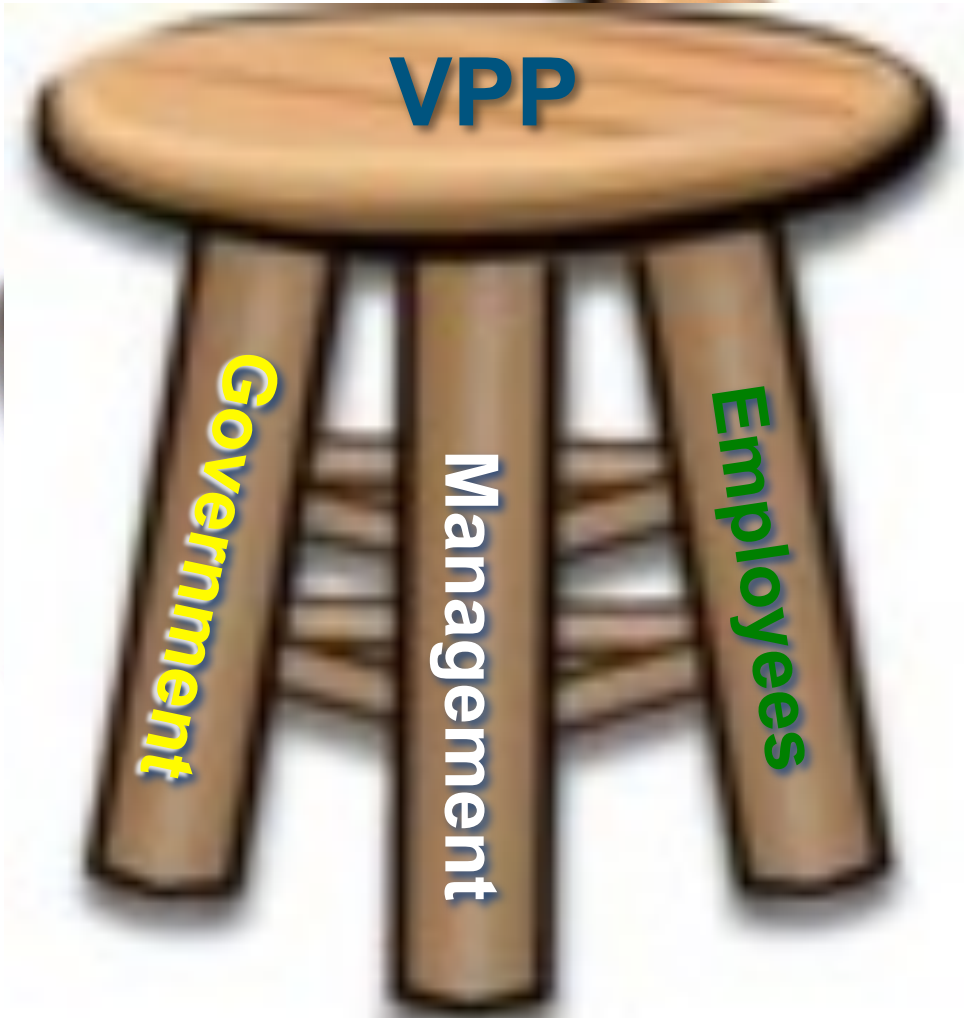


- **Management Leadership & Employee Involvement**
- **Worksite Analysis**
- **Hazard Identification & Control**
- **Health & Safety Training**





# Foundation





# Management Leadership & Employee Involvement



## ➤ Management Commitment

- Signing a statement of commitment to safety and health
- Providing and directing adequate resources (including time, funding, training, personnel, etc.)
- Conducting an annual evaluation of the safety and health management system

## ➤ Employee Involvement

- Three meaningful, constructive ways
- Right to report a hazards
- Input into safety and health decisions
- Participation in audits, accident/incident investigations

*Employees do not meet this requirement by solely participating in incentive programs or simply working in a safe manner*





# GE Lynn Joint H&S Evolution



## Timeline of GE Lynn H&S program pre-VPP



- Joint H&S Committee formed – 1991
- H&S mgmt system introduced – joint teams formed – 1995
- Joint H&S perception survey – 1996 (prior to VPP)
- Joint annual EHS strategic planning sessions – 1998
- Joint attendance at National VPPPA Conference – 1998
- 10 year anniversary of joint H&S teams and best practice sharing event – 2001





# GE Lynn Joint H&S Evolution

## 2005-2009 Key Milestone leading to VPP

- VPP implementation workout and formulation of joint VPP teams – 2005
- VPP Joint Letter of Intent signing – 2006
- VPP application jointly submitted – 2006
- GE Lynn site approved as a VPP STAR site – August 2006
- GE Lynn site re-approved by OSHA as a VPP STAR site – August 2009



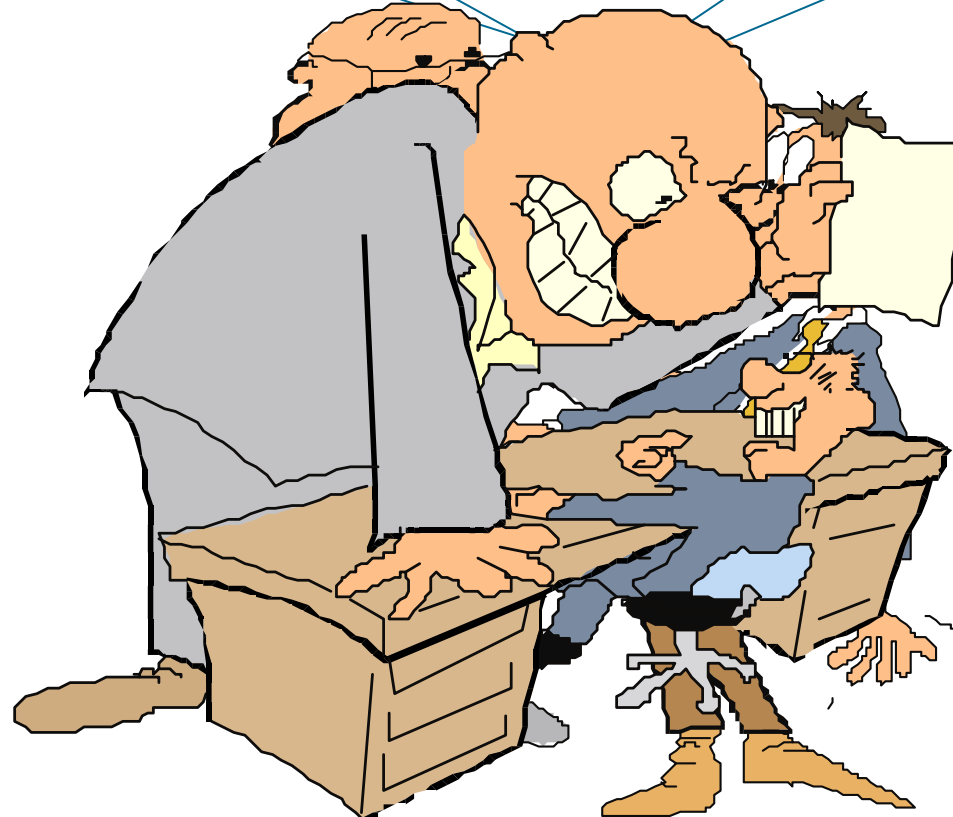


# ~~Positive Recognition~~



One more report like this and you're outa here!!

Good safety suggestion Joe! Keep bringing 'em up





# Strong Relationships



- Any change initiatives need to take account of the interrelationship between workers, environment and systems.
- Any process that brings about cooperation between all levels of an organization can only strengthen its culture.



# Strained Relationship

## ➤ Lack of commitment:

- Meeting frequency (inconsistence)
- Employee feedback (not recognized)
- Communications (assumed)
- Conflict Resolution (no means)

## ➤ Audit importance only

- Not the everyday safety

## ➤ Disincentives

- Programs that discourage injury reporting





# Strengthening Relationships



- On-going support
- Reinforcement and feedback
- Reassessment, mid-course corrections
- On-going training is vital to sustaining continuous improvement
- Continually measure performance
- Communicate results
- Celebrate successes





# Why Encourage Employee Involvement?

- Revitalizes your safety process
- Tap into the expertise (talent) you already have
- Educated workforce
- Empowered workforce
- Safety becomes a core value
- Employee involvement fosters culture change
- Creating a Force Multiplier





# Employee Engagement will Move:

## From

## To

- Management Driven
- Boss Responsible
- Powerless
- Waiting for Orders
- Reactive
- Blame Placing
- Doing Things Right
- Employee Driven
- All Responsible
- Empowered
- Taking Action
- Proactive
- Problem Solving
- Doing the Right Thing





# Encouraged Employee Involvement?

## GE Lynn has developed multiple joint H&S team structures

- Core Plant Safety Committees
- VPP Steering Committees
- H&S Framework element teams
- Accident Investigations
- Planned Inspections
- Job Safety Analysis
- Ergonomics



### GE H&S Framework Management System

General Manager: Maria Deacon    EHS Leader: Rachel Becker

ID	10	9/V	Element	Element Owner Name (M-Mgrnt; H-Resmgmt)
3	3	V/S	1. Site Health & Safety Policy	Maria Deacon/T. Comick
5	2.9	V/S	2. Health & Safety Expectation & Perf. Appraisals	Maria Deacon/R. Becker
5	3	V/S	3. Hazard Analysis and Regulatory Compliance	Dan Montanaro
5	4.3	V/S	4. Employee Involvement	Rachel Becker/T. Comick
5	4.8	V/S	5. Health & Safety Specialist	Dan Montanaro
5	4.9	V/S	6. Accident Reporting, Investigations & Follow up	Kurt Rever/T. Comick
4.5	5	V/S	7. Health & Safety Training	Dan Montanaro/D. Doucette
4	4.2	V/S	8. Health & Safety Housekeeping & Inspections	Dan Montanaro/Chuck Cashman
5	4	V/S	9. Personal Protective Equipment	Kevin McNally/Don Melinson
5	5	V/S	10. Contractor Health and Safety	Barb Riley/B. Gauthier
3.7	3.9	V/S	11. Emergency Preparedness and Fire Protection	C. Lavoie/T. Comick
3.9	3.8	V/S	12. Job Safety Analysis	K. McNally/B. Campbell
4.4	5	V/S	13. Higher Risk Operations	Dan Montanaro/B. Gauthier
4.3	4.3	V/S	14. Management of Change & Preventative Maint.	Rachel Becker/George Pouloupoulos
5	5	V/S	15. Industrial Hygiene	Dan Montanaro/B. Gauthier
3.9	n/a	V/S	16. Chemical Management	Rachel Becker
4.7	3.9	V/S	17. Ergonomics	K. Rover/J. Ramey/B. Gauthier
5	5	V/S	18. Motor Vehicle Safety	G. Pouloupoulos/C. Cashman
5	5	V/S	19. Medical Services	Bridget Davis/T. Comick
5	3.6	V/S	20. Program Evaluation	D. Montanaro
5	n/a	V/S	21. LOTO	E. Janice/C. Cashman
18.3	n/a		Total Facility Score	





# Encouraged Employee Involvement?



## Ergonomic Team Solutions





# Benefits of VPP to Sites

## Special Emphasis Joint H&S Activities

- EHS Fair
- Best Practice Event
- SGE Program
- Mentoring
- Perception Surveys
- VPPPA Conference Participation





# Benefits of VPP to Sites

## Annual EHS/Wellness Fair

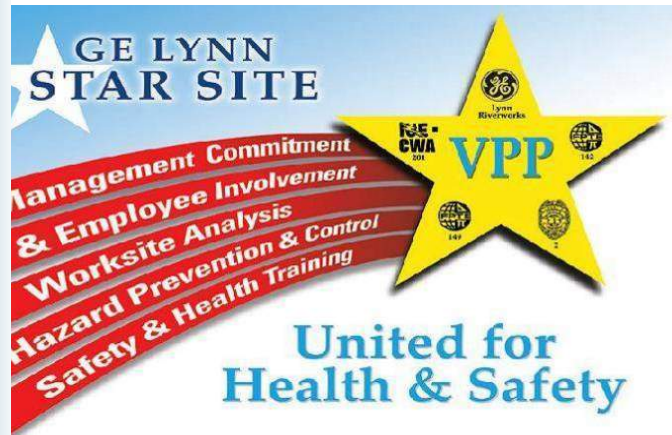




# Benefits of VPP to Sites

## Best Practice Sharing & VPP Recertification Event

April 7, 2010





# Benefits of VPP to Sites

## OSHA VPP Mentoring Program

GE Aviation Lynn has mentored since 2006:

- Hanscom AFB
- Raytheon
- Veolia
- Pratt & Whitney(union to union)
- Pfizer
- MIT
- Varien
- Gentex Optics





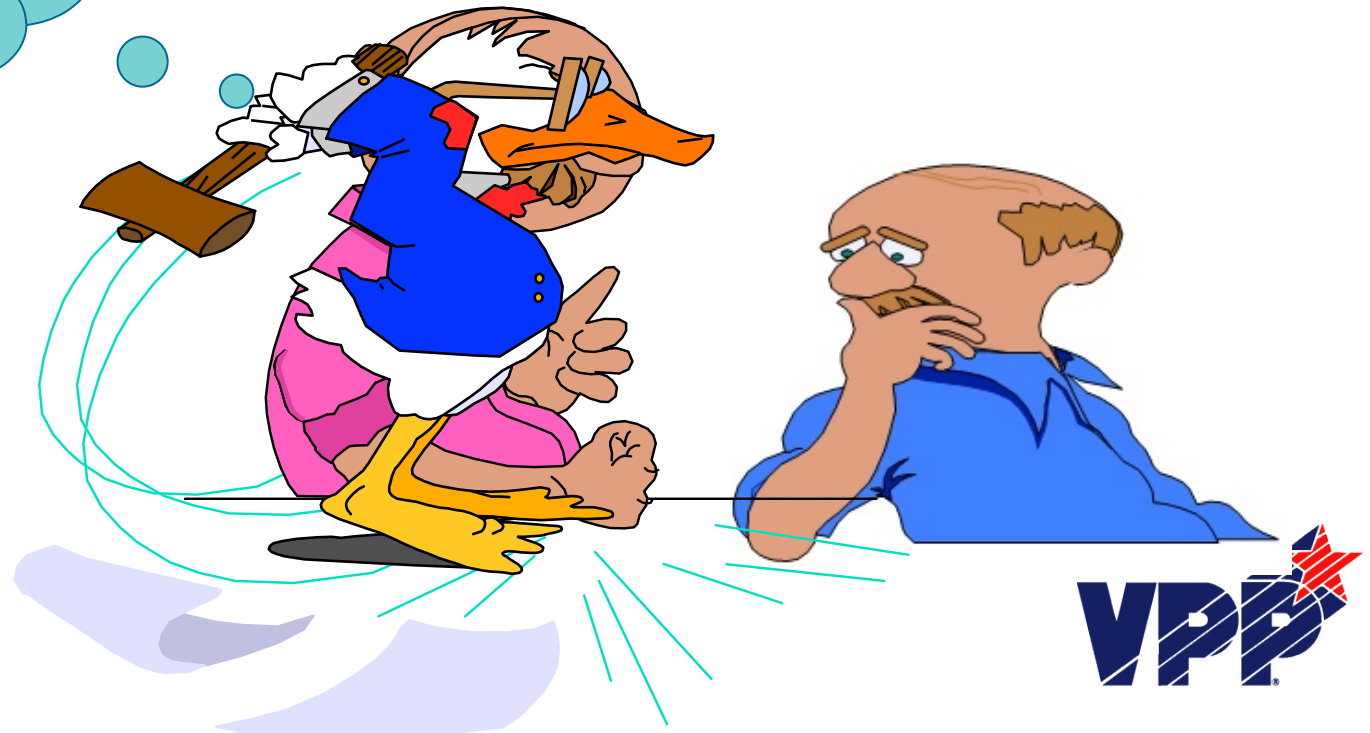
# The Safety Challenges:

- ▶ To create conditions that encourage people to collaborate because they

want to

***not because they have to***

Lets Do  
It!!!





# Avoid Possible Pitfalls



- Be ready for some new ideas
- Make sure you have involvement opportunities
- Ensure your culture accepts empowerment
- Recognize involvement
- Do not become just compliance-oriented
- Assign Responsibility
  - Delegate Authority
  - Hold Accountable
- Involvement must be meaningful





# Avoid Possible Pitfalls



- Assigned responsibility must include clear performance objectives
  - What exactly am I responsible for?
- Assigned responsibility must include delegation of necessary authority
  - Am I authorized to make this happen?
- Only after responsibility and authority have been assigned should accountability be expected
  - I know what needs to be done, I am authorized to make it happen, now I should be held accountable to ensure it happens!





# Undeniable Truths

- Happy people are productive people
  - Provide avenues for job enrichment
  - Engaged employees are satisfied employees
  
- Creative people “rise to challenges”
  - Encourage “outside-the-box” thinking
    - *Innovative Problem Solving*
  - Reward Creativity





# Encouragement: Safety Recognition



- Recognize the Conditions you wish to see
  - An important factor in continuous improvement
  - Daily recognition is just as important as a yearly
  - Must be used sparingly and taken seriously to motivate employees
  - Use both group and individual safety recognitions
- Should not be solely tied to injury rates or
  - Recordables
  - Days away from work
- Celebrate safe days
  - Reward achievements / Best Practices





# Conclusion

- Remember employees are your most valuable assets: their involvement is critical
- Management must provide the direction and resources
- Cooperation and consideration will go a long way to set the right atmosphere for employee involvement





*On the road  
to success, you  
can't stop  
asking questions.*

# Questions?

*There is never a  
crowd on the  
extra mile*



